

# BURGHLEY HOUSE PRESERVATION TRUST LIMITED

England & Wales · Charity number 258489

## Details

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**Status** Registered

**Legal form** Charitable company

**Company number** [00951524](#)

**Registered** 1969-05-12

**Register** [View on the Charity Commission register](#)

## Contact

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Stamford  
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**Website** [www.burghley.co.uk](http://www.burghley.co.uk)

## Activities

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**Objects:** THE ADVANCEMENT OF HISTORIC AND AESTHETIC EDUCATION AND IN PARTICULAR THE PRESERVATION OF BUILDINGS AS NATIONAL MONUMENTS.

**Activities:** The Charity is established for the advancement of historic and aesthetic education which shall include the preservation of buildings of national importance, and in particular the preservation and showing of Burghley House, Stamford. The Governing Body is permitted to carry out its activities with a view to conserving the environment of land and buildings owned by the Charity.

## Classification

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- **How:** Provides Buildings/facilities/open Space
- **What:** Environment/conservation/heritage
- **Who:** The General Public/mankind

## Geography

- Cambridgeshire
- Leicestershire
- Lincolnshire
- Northamptonshire

## Finances

Period end	Income	Expenditure	Assets	Employees
2025-01-31	£16,035,165	£15,601,080	£95,932,786	116
2024-01-31	£15,157,422	£14,478,464	£86,959,874	116
2023-01-31	£13,711,475	£13,346,153	£83,933,997	106
2022-01-31	£9,056,540	£8,337,392	£80,620,737	136
2021-01-31	£7,954,576	£7,800,154	£75,697,613	126

## Trustees

Name	Role	Appointed
Cressida Mary Hogg		2022-02-16
EDWARD GEORGE CLIVE		
EDWARD LEIGH-PEMBERTON		
Edward Mortimer Harley OBE		
JONATHON CHENEVIX-TRENCH		2011-09-21
SIR GILES HENRY CHARLES FLOYD BT		
STUART RICHMOND-WATSON		2011-09-21
WILLIAM A OSWALD		
WILLIAM PARENTE		2011-09-21

**BURGHLEY HOUSE PRESERVATION TRUST LIMITED**

England & Wales - Charity number 258489

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# Accounts

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**Company Registration Number: 00951524**

**Burghley House Preservation Trust Limited**  
**Annual Report for the year ended 31 January 2025**

# Burghley

## Annual Report 2025

Burghley House  
Preservation Trust



The background of the page is a classical painting. It depicts a grand interior with several tall, fluted columns. A large mural on the wall shows winged figures, possibly cherubs or angels, in various poses. In the foreground, there are ornate pieces of furniture, including a large silver chalice or bowl on a patterned rug, and several smaller tables or benches. The overall style is highly detailed and classical.

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# Review of the year

Throughout the last financial year, against the backdrop of challenging economic conditions with rising costs for families and businesses, the Trust has continued to balance the need to provide an engaging and rewarding visitor experience, preservation of its historic endowed portfolios and advancing the development growth opportunities whilst remaining true to its Charitable commitments to maintain the legacy of the House and Estate for future generations to come.

## **Charitable Objective - Preserve Buildings:**

The iconic, golden Tijou Gates created by Jean Tijou in 1683 for the west front of the House were due for periodic preservation work. This was last carried out in 1994 and previously in 1944 following bomb damage during the Second World War. Work began in July with the removal of the gates for specialist contractors to begin removing old coatings, undertaking repairs, re-coating and re-gilding the delicate metalwork. The gates were returned to their rightful position at the end of March 2025, looking resplendent and ready for another century adorning Burghley House.

The Clock Tower at Burghley House, part of the original structure of the House, was built in 1585. Our Quinquennial heritage team identified that timberwork within the tower was in need of structural repair and so began the restoration of the Clock Tower and its Bells with the erection of a scaffold in August, and together with specialist engineers and bell conservationists, we removed the bells and began replacement of damaged timbers and stonework to an adjacent chimney. The works were finalised in February 2025, and we hope the Bells will be restored in the early summer to ensure they once again chime at Burghley House.

Burghley continues to understand the need to ensure the wider Estate property portfolio is centred around buildings which are 'core' to the estate, thereby maintaining focus on a quality portfolio of buildings which are not simply an income producing asset. Thanks to the excellent work undertaken by the Land and Property team, a valuable study of various factors within the wider property portfolio has been completed to identify which buildings which are 'core' or 'non-core' due to their historical significance, sustainability issues, maintenance needs and yields; this ensures we can prioritise property repairs and restorations.

The Trust's subsidiary companies achieved significant steps forward in housing developments for the Estate, achieving planning permission for the Stamford North housing development and exchange of contracts for the St Martin's Park mixed use development. The Trust leased land adjacent to the A1 for a high-quality farm shop to be built by operator, Teals, whose ethos of sustainability and community closely aligns with Burghley's values.

## **Charitable Objective - Study and Education:**

The opening in 2023 of 'Hide and Secrets', Burghley's adventure playground, has supported the appeal to a family audience and complimented the visiting experience for young people, meeting the needs of all age groups and attracting more children into Burghley House to inspire interest in its history. In 2024 we extended our visitor opening times to weekends in the autumn and also into February half-term and weekends into early spring, to meet the needs of the family market and achieve higher visitor numbers. Visitor events were expanded with 'add-on' experiences, again to appeal to our new audiences.

Burghley's Education team, led by Rachel Starmer and Alison White, and comprising of experienced former teachers, offer a variety of educational packages to local schools, tailored to age-appropriate curriculum topics, bringing Burghley House and its history through the ages to life. Creative workshops for children and summer tours continue to be popular, and this year our team have expanded to develop new outdoor learning options and to test summer holiday reading workshops for younger children. We identified the opportunity to enhance our study and education offerings to new audiences, such as adult learning, and consider how we approach interpretation in the House. A specialist study was commissioned with a research partner to identify the priorities for future improvement.

## Charitable Objective - Land and Sustainability:

Burghley's Land and Property team began the first phase of a carbon audit to establish our environmental impact and identify future improvements. Due to the Estate's extensive green spaces and woodland, we established that the Estate has a negative carbon impact from its landscape, forestry and agricultural activities. Looking ahead, we must examine the impact of our buildings in greater detail and in line with the sustainability ambitions we have been preparing for the future.

The Trust's Land and Property team continue to establish close partnerships and working relationships with our in-hand farm teams and farm tenants to promote sustainable farming practices, supporting them through change and current challenges to farming in line with Burghley's environmentally conscious, modern ethos. The Estate supports its tenants to address the impact that a shift in Government practice and attitude is having on farming and agriculture.

Burghley's Head Forester, Peter Glassey, continues to apply industry-leading good practice and arboricultural expertise gained throughout his long career at Burghley to the management of the heritage tree landscape of Burghley Park and wider estate woodlands. Multiple planting schemes within the Queen's Green Canopy initiative were completed throughout the year alongside management and maintenance of our existing woodlands and preservation of the park's ancient heritage trees.

Burghley is fortunate to have extensive mineral rights and deposits across the portfolios and we continue to work proactively with Mick George Ltd at Wakerley and Barrowden whilst aware of our impacts on the local community. In 2024, we began preparations for a new limestone quarry for the future which will benefit the Trust with valuable income to support the estate.



# The Collections

## Charitable Objective - Preserve Collections:

Burghley is one of the finest examples of a late 16th-century 'prodigy house', built by one of Queen Elizabeth's most trusted and important ministers, the Lord High Treasurer, William Cecil (1521-1598).

The House contains an outstanding collection of fine art, amassed by the Cecil family over a 400 year period. Most areas contain objects of National importance, of which some highlights are:

- 17th & 18th century Italian Old Master paintings.
- 17th & 18th century English and Continental furniture.
- Oriental and European ceramics.
- Chinese snuff bottles.
- English portrait miniatures.
- English & European 17th-century tapestries.

Management of the Collection is the responsibility of the resident Executive Chair, Miranda Rock (a member of the Cecil family), and a curatorial department led by Jon Culverhouse, who has been looking after the Collection since 1984. The Collection has been comprehensively inventoried and investigated by a number of the foremost experts in their fields. A computerised record of every object of note is kept: these records are constantly reviewed and revised.

Conditions within the House are monitored and great efforts have been made to ensure stability of temperature and humidity as far as is possible within an historic building. Sensitive objects have been allocated specialised storage areas. A detailed photographic record of all objects commenced twenty years ago and its preparation continues today. Some 70% of the Collection is now recorded.

The State Rooms of the House are open daily to visitors for approximately 28 weeks each year. Other areas are always available for scholastic research by appointment. We have a pro-active approach to loaning objects to other collections, both nationally and internationally. In recent years, major exhibitions have travelled from Burghley to museums in the USA and Japan. A major development of display facilities at the House, undertaken in 2003 with assistance from the Heritage National Lottery Fund, has provided a substantial specialised display area.

Each year exhibitions are mounted to concentrate on aspects of the Collection. This opportunity is used to show visitors objects that are not always on display. There is also an ongoing programme of rotation of objects to ensure that items are exhibited in the public part of the House as much as is practicable.

Acquisitions to the Collection are now rare. However, on occasion, the Governors of the Trust have been able to make funds available for the purchase of an object of outstanding importance, sold or transferred by previous generations. As the Trust exists for the preservation of the House and its contents, there is no need for a disposals' policy.

## Textile Conservation and Storage

The Landi Company team, specialist textile conservators with a workshop at Burghley, are in the final stages of the complete conservation of one of the Collection's most important and beautiful tapestries; 'Fire', woven by John Vanderbank at his Soho workshop circa 1685.

Once 'Fire is reinstated, the team will give the same treatment to 'Air', the second of the three Elements hanging. When this work starts, we hope to place a small screen in the room that will show images of conservation taking place.

Work continues to improve and rationalise storage areas, both for textiles and other items.



## The Young Bacchus

The familiar marble figure of Bacchus that is the centrepiece of the North Courtyard is due for its 10 yearly clean. Weathering, moss and mould have left their mark. Now that the weather has improved, careful conservation will be put in hand. Bacchus was purchased in Italy by the 9<sup>th</sup> Earl in the 1760's. He is not quite all that he appears to be. At that time, large numbers of Roman antiquities were being unearthed, some damaged and incomplete. Always keen to supply the wealthy young English aristocratic tourists with what they wanted, Italian dealers were happy to reassemble parts into a whole—a 17<sup>th</sup> Century 'cut and shut'. The lower parts of Bacchus' legs are a skilful replacement.

A bill of 1767 from the Earl's London furniture maker itemises "A pedistal for Bachus, ornamented proper, with ively leaves &c, and painted stone colour. £19-12-0". The 1804 Inventory of the house lists, "Scagliola Hall (North Hall), A marble Bacchus on a ditto pedistall", suggesting that the wooden pedestal was short-lived. The 1867 Inventory lists it as remaining in the North Hall. The statue was moved to its present position in the early 20<sup>th</sup> Century.



## Discovery of 16<sup>th</sup> Century wall decorations

It is well-known that the interior structure of Burghley has been altered considerably since its creation by the Lord Treasurer. In particular, the 5<sup>th</sup> Earl (1648-1700) undertook major works to turn his Elizabethan ancestor's Tudor palace into a 'modern' house in the Italian style. Ceilings were lowered, walls were moved, the use of spaces changed. Often, earlier decoration was simply hidden above new ceilings or behind panelling.

The hunt for leaks, blocked drains, failing stonework and the many, many other problems that our Heritage Maintenance Manager Glen Dalrymple has to deal with has taken him into some areas of the building that have not been seen for decades, perhaps centuries. In roof spaces and cellars he has found some splendid examples of Tudor decoration as well as stonework features that give clues to the layout and appearance of the original House. Our consultant House Architect, Christopher Cotton, is seeking a volunteer architect-in-training who might be able to interpret these discoveries and produce drawings to suggest the original appearance of William Cecil's masterpiece. The discoveries continue!



*Upper lintel of window embrasure*

# Subsidiary Activities

*The Trust's subsidiary companies support the Charity to achieve its aims, providing visitor services and property portfolio income for the Estate.*

## Property subsidiaries:

### *Burghley Land Ltd*

A trading subsidiary for the St Martin's Park development. St Martin's Park is a mixed-use residential development, an independent living retirement village, light commercial and offices, and a mixed-use area of shops and flats. The Trust has partnered with South Kesteven District Council and in close collaboration with Morris Homes and Inspired Villages towards this sympathetic, high-quality development. The scheme will limit the expansion of Stamford and protect the approach to Burghley House through full design control for the finished scheme. During the next financial year, the Trust will decide the development options for the Estate, the extent of its involvement and what type and quantum of property that it may retain for the future.



### *Stamford North Ltd*

A trading subsidiary for the Stamford North urban extension. Stamford North is a long-term development of Burghley's land in the Borderville area North of Stamford to create a new, residential, community-based extension to Stamford and a future endowment for Burghley's long-term growth. The Trust has worked with an experienced development partner and trusted Architects to develop a scheme with community and environment at its core and a focus on placemaking for provision of health, education, sport and recreation. Outline Planning Permission for the development was achieved prior to Christmas 2024, and together with our fellow landowning partners, we hope to begin this long-awaited development over the next year.



### *Burghley Barns Ltd*

A trading subsidiary with a focus on the restoration of historic barns across the estate. Burghley Barns developments will provide high-quality housing and preserve these assets long into the future. The subsidiary has completed a development of converted barns at Welland Farm, Barrowden, which have been retained to provide new income streams for the Estate. Work has been paused on the next stage of the developments whilst we continue to prepare a pipeline of projects for the future to re-start investment when the economic conditions realign for the Trust.



### *Burghley Horse Trials Ltd*

A trading subsidiary to facilitate and deliver the iconic Burghley Horse Trials. Burghley Horse Trials is a 5\* equestrian event which has been held annually in Burghley Park since it was established by the Marquess of Exeter in 1961. Despite economic challenges and continuing market pressures, the event continues to attract high numbers of visitors - 173,000 in 2024. The event enhances the Burghley brand with its reputation for quality, unique spirit and visitor experience.

Our Horse Trials team, led by Event Director, Martyn Johnson, manage the event with the support of specialists and event partners, attracting high-profile national and international sponsors who ensure the event's place on the sporting world stage.

As we look ahead to the future, we will be agile in establishing and reviewing our strategic priorities for improving and enhancing the event for the long term.



## *Burghley Enterprises Ltd*

A trading subsidiary supporting our visitor experience, Burghley Enterprises provides visitor catering, retail outlets, events, holiday lettings and the 'Hide & Secrets' children's adventure playground.

The catering outlets at Burghley House are operated by our partner, Absolute Taste, who provide event catering for weddings, events and meetings, and operate The Orangery Restaurant, Garden Café, The Potting Shed kiosk and the Muddy Mole café at Hide & Secrets. Rental income and commission from Absolute Taste help to fund the visitor experience at Burghley and provide a valued service and added attraction for our visitors.

Burghley operates two gift shops at the House, the Courtyard Shop and the Garden Shop, and seasonally, a 'pop-up' Christmas Shop. The outlets not only enhance the visitor experience but also provide valuable sources of income for the Trust.

The Hide & Secrets Adventure Playground has secured our place as a family visitor attraction and destination to provide an enjoyable day out for all age groups and bring younger generations to the House and Gardens.

A carefully balanced schedule of park and house events throughout the year bring diverse audiences to Burghley and provide valuable income. The event programme aims to balance cultural experiences, entertainment and outdoor activity with events such as food fairs, sporting events, family activities, and most notably, our successful and ever-improving annual Christmas Fair.

Set within the beautiful landscape of Burghley Park is The Dairy. The Dairy once served the Estate as a model dairy farm with Jersey Cows and has been sympathetically renovated to become a 20-person luxury holiday let which is managed by the Estate, providing income to the Trust and is a true asset for an immersive visit to Burghley. The Estate may explore opportunities in future for smaller holiday lets, should the opportunity arise to renovate other unique properties within Burghley Park.



### *Burghley Park Golf Club - BPGC Ltd*

This historic club has occupied the east of Burghley Park since 1890. Previously let and independently run by members, in 2019 it was brought into the Estate to secure its long-term future. The business is now run and staffed by our in-house teams who have gradually secured the financial viability of the business and continue to improve its facilities and reputation in the area.

The Clubhouse provides a social space for events with a high-quality food and beverage offering, where both Members and non-members are welcomed. The Estate is preparing to lease an area of land at the Club to a partner to provide Padel Tennis, enhancing the offering for existing Members and attracting a new leisure-based audience to the Golf Club.



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The Burghley team provide in-house expertise for the specialist areas of all Burghley's diverse business operations, and together with supporting services of Finance, Marketing, IT and HR, ensures the Trust and its subsidiary companies achieve their purpose in meeting the Trust's Charitable Objectives for the long-term future of the House, Gardens, Park and Estate.



ONE HEART  
ONE WAY

# Looking to the future

In an ever-evolving world, where change seems to come thick and fast in all aspects of our lives, we hope that Burghley remains a steadfast piece in the makeup of Stamford and the communities it serves, providing continuity and constancy to those who use the Park, visit the House, partake in our Events or rent or use our Property.

We look ahead to the next 12 months with awareness that many aspects of our communities', visitors' and stakeholders' finances are under pressure. We will continue with our growth strategy and delivery of key Estate projects as well as being mindful of the impact we have on our local communities. We have the support of a new Finance Director, Nick Reynolds, who I am sure will ably assist the Trust to continue taking the strategic approach to the careful balancing of our expenditure and investment across the broad spectrum of our activities.

The Trust's long-term business priorities are:

- *Care for and preserve Burghley House and her collections*
- *Successful delivery of Stamford North and St Martin's Park as future endowment opportunities for the Trust*
- *Stabilise and maintain our income level surplus through consolidation and growth*
- *Continue our transformational change throughout Burghley*

## Charitable Objective - Preserve Buildings:

Quinquennial works to Burghley House have been identified by our consultant House Architect, Christopher Cotton, and we continue an agreed programme of restoration, preservation and repair over the next 5 year period. Over the next 12 months, we will finish work on the Bell Tower and the restoration of the Historic Bells. There are significant stone works to be undertaken to maintain and repair roof finials and aspects of the roof itself.

The aged and difficult to maintain heating system for the House is approaching the end of its serviceable working life. The Trust has commissioned the design of a new system which we hope to install through multiple phases in the year ahead. We also continue to plan and make preparations for future works.

At St Martin's Park, power lines will be diverted ready for infrastructure works to begin on site to enable future long-term development. It remains an important factor to Burghley that any development taking place on our "doorstep" is done to a high standard and considered through a design lens that can be reflected on positively for years to come.

The Land and Property team are busy preparing the George Farm site at the entrance to Stamford (at the A1 junction) for the Teals farm shop where the redundant grain store will be demolished, and power relocated to enable Teals to begin construction of their shop with a view to opening in spring 2026.

To prepare a future project for the Trust's development subsidiary company, Burghley Barns Ltd, we will progress planning preparations for the future restoration of historic buildings at a core site in the portfolio, progressing ecology surveys and preliminary designs with Planning Officers.

As part of the evolution of the Estate's let portfolio from 'quantity' to 'quality', we will address the need for greater efficiency in our maintenance and refurbishment works for the benefit of our tenants and to enhance income levels for the Trust.

### **Charitable Objective - Study and Education:**

We have begun a wider piece of work with our Education Team to understand how we can evolve and deliver greater education offerings in the future. This is an important piece of work, intrinsically linked with this charitable objective. We are reviewing Interpretation and Learning at Burghley, carefully prioritising how we will approach all the opportunities for change including new audiences for our education services and improvements in the future. In the meantime, high demand for the service continues and we will continue to welcome and support schools with educational and creative learning packages for children of all ages.

### **Charitable Objective - Land and Sustainability:**

The Trust has undertaken to refresh and renew its Sustainability Strategy to prioritise our growing ambitions across the Estate, bringing together the significant efforts we have already made with our aims for the future with a view to setting long-term commitments for the Trust.

Our ambitions for new, sustainable land management schemes and biodiversity are under serious threat and are challenged by the pausing of Government funding, but we continue our plans for an area of woodland restoration which will reconnect a wildlife corridor; we hope to begin larger landscape projects in the future when funding is available.

As the year begins, Burghley Park welcomes its new Gamekeeper, Ant Mclearnon, who in age-old tradition, will manage the livestock in the park, the iconic Burghley deer herd, and also support our ambitions for biodiversity in the Park.

Our Forestry and Horse Trials teams are working closely together to ensure the event's layout evolves to better protect the Park's heritage trees. Change will prevent the roots of our ancient trees becoming compacted, damaging their health and longevity and impacting our historic parkland landscape.

The Trust takes time to make the right decisions for the future of this historic Estate, investing in and nurturing our people and the natural environment, both of which are valuable assets for the Estate.

The Trust set a 5-year strategic plan in 2023 to achieve our Charitable Objectives and ensure sustainable levels of supporting subsidiary income. This plan is due for review in the year ahead to refine our strategic priorities and plans for the initiatives to achieve them.

David Pennell  
Chief Executive Officer



# Financial Report

## Achievements and Performance

The year ended 31 January 2025 has been a positive year for the Trust, the new adventure playground, opened last year has continued to attract new and returning visitors.

The focus for Governors is the investment of a new urban extension to the North of Stamford, this development will take many years to complete, but gives the Charity the opportunity to re-endow itself and ensure it has the resources to continue the conservation of Burghley House and Park for the long-term.

This development was the primary cause for the Net gain on investments (£8,538,827, 2024: £2,346,919) as the land owned by Burghley received planning permission for the development leading to a significant revaluation of this land, ahead of transfer to the Burghley Stamford North Limited subsidiary.

The Trust's achievements for the year are stated on pages 4 to 15.

## Income

Income for the year was just over £16 million which was a 6% increase on the previous year. The main reason for this increase was from Equestrian event income from the Burghley Horse Trials. The event continues to go from strength to strength and has recovered well from the closures during COVID.

Income generated from other endeavours, including the Golf Club, continue to remain strong.

In terms of visitors to the House and Gardens, this has grown a further 4%, which was on top of a fantastic increase from the previous year. The investment in the adventure playground continues to attract new visitors as well as returning ones.

Filming income was lower this year than in previous years, and it is somewhat hard to predict what filming requirements there may be in the future.

Income from investments was up 1.7%, This was predominantly due to the investment property portfolio. Mineral income fell this year, and Governors are conscious of the limited life of minerals.

## Cost of Raising Funds

Expenditure on generating funds increased to £11.1 million (2024: £10.4 million); this increase was largely due to the costs associated with the Burghley Horse Trials. Overheads to set the event up are growing at a rate above inflation, driven partly due to increased labour costs.

## Cost of Charitable Activities

Maintenance and expenditure on Heritage property was higher than previous years as well as increasing wage costs, leading to an overall increase in expenditure of nearly 8% year on year.

## Surplus for the Year

The Trust showed an unrestricted income fund surplus for the year of £821,147 (2024: surplus £917,915), an unrestricted expendable endowment fund surplus of £8,156,525 (2024: surplus £2,112,722) and a restricted expendable endowment fund of nil (2024: deficit of £4,760 both years).

The net surplus is £8,972,912 (2024 surplus £3,025,877) and has been added to unrestricted income, unrestricted expendable endowment and restricted expendable endowment funds.

This result is stated after deciding to revalue the investment properties by £8,380,000 (2023: £2,000,000 increase). This significant change was largely due to the revaluation of a portion of land that has recently been granted planning permission for a large land development, Stamford North.

A transfer of £113,571 was made from the income fund from the expendable endowment (2024: £14,045,131) from the unrestricted income fund) in accordance with the reserves policy below.

Burghley Enterprises Limited made a profit for the year of £588,163 (2024: £667,141) and is incorporated into these accounts. The profits are paid up to this Charity under Gift Aid.

The Governing Body do not consider it would be appropriate to make provision in the accounts for the significant cost of dealing with the backlog of dilapidations to property owned by the Charity. Nevertheless it is necessary to read the accounts in the knowledge of the quantum of expenditure which is outstanding. These future costs are discussed in the reserves policy below.

## Reserves Policy

The Governors' have reviewed the Charity's reserves policy, taking into account future income projections and expenditure plans in line with the strategic plan of Burghley House Preservation Trust Limited, together with the associated risks and opportunities.

The Governors policy is to maintain a level of reserves which will provide a stable base for the Charity's continuing activities and enable the Charity to adjust to any significant change in financial resources through unplanned events, whilst ensuring that excessive funds are not accumulated.

Governors intend to invest any surplus of income into either its Heritage Asset, to fulfil the Charity's objectives, or to invest further into its endowment to provide increased income in the future. A transfer between the unrestricted income fund and the unrestricted expendable endowment fund is made to reflect this investment.

Advantage has been taken of affordable bank debt to provide working capital to finance the fulfilment of the objectives and property development, and as a consequence, the income account is overdrawn.

The total reserves of the Charity were £95,932,787, of which £1,089,720 were restricted expendable endowment funds and £83,654,664 were unrestricted expendable endowment funds. The unrestricted income fund was £11,188,402.

## Investment Policy

The Governors have reviewed and retained the Charity's investment policy, which states that the Governors of the Trust wish to pursue a policy that provides revenue for its current purposes and enhances income and capital growth over the longer term, thereby enabling them to meet their current and future objectives in accordance with the purposes of the Charity.

The Governors, in delegating their investment security management to Cazenove Capital Management Limited, require the managers to pay attention to the standard investment criteria, namely the suitability of the class of investment and the need for diversification insofar as is appropriate to the circumstances of the Charity. The same criteria apply to the Agents managing their investment property portfolio.

The Governors have a duty to optimise financial returns for the Charity, but may exclude certain types of investment from the investment security portfolio, taking into account social and environmental issues.

During the year to 31 January 2025, the investment security portfolio generated total revenue of £19,007 (2024: £49,604) and realised and unrealised gain of £154,793 (2024: gain £25,765). The investment property portfolio generated net revenue of £3,819,217 (2024: £3,656,313), as referred to in the sections above. Given the prevailing market conditions during the year, the Governors were satisfied with the overall performance of the investments.

## Principle Risks and Uncertainties

Governors have identified areas of potential risk and uncertainty:

- The loss or destruction of the Charity's historic property and collections
- The ongoing liability to repair and restore Burghley House and contents
- Decreasing visitor numbers to Burghley
- The risk of investment income declining as a result of a weak property rental market
- The loss of sponsorship of the Burghley Horse Trials

Governors have put in place a number of measures to manage these risks. There are regular reviews of the condition of Burghley House by a qualified architect. Annual exhibitions and other events are held at Burghley House to attract visitor interest (detailed in this report). Continued inward investment is made to the property portfolio and there is also an ongoing programme of investment diversity. The Burghley Horse Trials is managed with the intention of being the best equestrian event of its type in the world in order to attract commercial sponsorship.

## Public Benefit

The Governors confirm that they have referred to the guidance contained in the Charity Commission's revised general guidance on public benefit when reviewing the Charity's objectives and planning future activities.

## Donations

During the year, the Charity made charitable donations amounting to £18,173 (2024: £4,120).

# Structure, Governance and Management

## Company

The Governors are Directors of the Charity for the purposes of the Companies Act 2006. The Charity is a Charitable Company limited by guarantee and was set up on 3 April 1969. It is governed by a memorandum and articles of association.

The Members of the Governing Body who served the Charity during the year were:

- The Hon Edward Leigh-Pemberton - Chairman
- Mr J C S Chenevix-Trench
- Mr E G Clive
- Sir Giles Floyd Bt
- Mr E M Harley CBE
- Mrs Cressida Hogg CBE
- Mr W A Oswald
- Mr W H M Parente CBE
- Mr S J Richmond-Watson

None of the Governors had a beneficial interest in any contract outside the normal course of business to which the Charity was a party during the year.

From time to time, a panel of Governors will consider the addition of new members to the Governing Body. Any proposals from such a panel are brought to the full Governing Body for its approval. In addition to receiving an induction pack, new Governors undergo an orientation day with the Chairman, Executive Chair and Chief Executive Officer of the Charity to brief them on their legal obligations under charity law, the decision making processes and the recent financial performance of the Charity. Governors are encouraged to attend appropriate external training events where these facilitate the undertaking of their role and are also provided with legal and accounting updates as required.

The full Governing Body of the Charity meets formally three times a year, and deals with planning and strategy decisions and reviews the activities of the Charity. Important issues arising between meetings are normally dealt with orally or by correspondence by the Chairman. Day-to-day management of the Charity is delegated by the Governors to the Executive Chair and Chief Executive Officer, who report weekly to the Chairman and regularly to the various committees of Governors.

## The Governors' Responsibilities

The Governors (who are also Directors for the purposes of company law) are responsible for preparing the Governors' 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 Governors to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the Charity and the group and the incoming resources and application of resources, including the net income and expenditure for that period. In preparing those financial statements, the Governors are required to:

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

The Governors are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the Charity and the group and to enable them to ensure that the financial statements comply with the Companies Act 2006 and also with the requirements of the Statement of Recommended Practice (SORP) issued by the Charity Commissioners for England and Wales. They are also responsible for safeguarding the assets of the Charity and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

## **Fundraising**

The Governors take their responsibility under the Charities (Protection and Social Investment) Act 2016 seriously and have considered the implications on their activities. The Charity does not raise funds directly from the general public and does not actively solicit donations. The Charity does not work directly with commercial sponsors but where commercial sponsorship is arranged for an event, such as the Burghley Horse Trials, a clear contract is in place between the trading company and the commercial sponsor. The Governors are not aware of any complaints made in respect of fundraising during the period.

## **Auditors**

Saffery LLP have confirmed that they are willing to remain in office as auditors of the Charity and accordingly a resolution to reappoint them will be put to the Governors.

## **Statement of Disclosure to Auditor**

(a) so far as the Governors are aware, there is no relevant audit information of which the Charity's auditors are unaware, and

(b) they have taken all the steps that they ought to have taken as Governors to make themselves aware of any relevant audit information and to establish that the Charity's auditors are aware of that information.

## **Burghley Enterprises Limited**

Burghley Enterprises Limited is a wholly owned subsidiary of Burghley House Preservation Trust Limited.

The company's principal activities are the provision of goods and services at Burghley House as well as property trading activities.

The directors of Burghley Enterprises Limited who served during the year were:

- Mr E M Harley CBE (Chairman)
- Mr E G Clive
- Mrs M R Rock

## **Burghley Horse Trials Limited**

Burghley Horse Trials Limited is a wholly owned subsidiary of Burghley House Preservation Trust Limited.

The company's principal activity is the management of a five-star rated equestrian event.

The directors of Burghley Horse Trials Limited who served during the year were:

- Mr W A Oswald (Chairman)
- The Hon Angela Reid
- Mr T E Bonham
- Mrs C Cecil
- Mr D J Pennell

## **Burghley Land Limited**

Burghley Land Limited is a wholly owned subsidiary of Burghley House Preservation Trust Limited. The company's principal activity is that of property development.

The Directors of Burghley Land Limited who served during the year were:

- Mr D J Pennell
- Mr S J Richmond-Watson

## **Burghley Barns Limited**

Burghley Land Limited is a wholly owned subsidiary of Burghley House Preservation Trust Limited. The company's principal activity is that of property development.

The Directors of Burghley Barns Limited who served during the year were:

- Mr D J Pennell
- Mr S J Richmond-Watson

## **BPGC Limited**

BPGC Limited is a wholly owned subsidiary of Burghley House Preservation Trust Limited.

The company's principal activity is that of a golf club.

The Directors of BPGC Limited who served during the year were:

- Mr D J Pennell
- Mr E G Clive

## **Burghley Stamford North Limited**

Burghley Stamford North Limited is a wholly owned subsidiary of Burghley House Preservation Trust Limited.

The company's principal activity is that of property development.

The Directors of Burghley Land Limited who served during the year were:

- Mr D J Pennell
- The Hon Edward Leigh-Pemberton

## **St Martin's Park Limited**

St Martin's Park Limited is a wholly owned subsidiary of Burghley House Preservation Trust Limited.

The company's principal activity is that of property development.

The director of St Martin's Park Limited who served during the year was:

- Mr D J Pennell

## **Remuneration of Key Personnel**

The remuneration of key personnel is monitored and authorised by the Resources and Remuneration Committee of Governors with reference to external factors when appropriate.

## **By Order of the Board**

N A Reynolds

1 July 2025

# Legal and Administrative Details

## Key personnel

Executive Chair  
Chief Executive Officer  
HR and Operations Director  
Director of Commercial Visitor Operations  
Finance Director  
Head of Land and Property  
Event Director, Burghley Horse Trials

Mrs M R Rock  
Mr D J Pennell  
Mrs J Evans  
Mr P J Gompertz  
Mr N A Reynolds  
Mr J Tusting  
Mr M Johnson

## Company Number

0951524 (England and Wales)

## Charity Number

258489

## Registered office

61 St Martins High Street  
Stamford  
Lincolnshire  
PE9 2LQ

## Solicitors

Farrer & Co LLP  
66 Lincoln's Inn Fields  
London  
WC2A 3LH

## Investment Advisors

Cazenove Capital Management Limited  
1 London Wall Place  
London  
EC2Y 5AU

## Bankers

National Westminster Bank plc  
Cathedral Square  
Peterborough  
Cambridgeshire  
PE1 1X

## Independent Auditors

Saffery LLP  
71 Queen Victoria Street  
London  
EC4V 4BE

# **Independent auditor's report to the Members and Governors of Burghley House Preservation Trust Limited**

## **Opinion**

We have audited the financial statements of Burghley House Preservation Trust Limited for the year ended 31 January 2025 which comprise the Consolidated Statement of Financial Activities, Balance Sheets, Consolidated Cash Flow Statement 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 affairs of the group and the parent charitable company as at 31 January 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's 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**

In auditing the financial statements, we have concluded that the Governors' 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 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 Governors with respect to going concern are described in the relevant sections of this report.

## Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The Governors (who are the directors for the purposes of Company Law and the Trustees for the purposes of Charity Law) 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.

## 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 Governors' Annual Report which includes the Directors' Report and the Strategic Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Governors' Annual Report which includes the Directors' Report and the Strategic 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 their environment obtained in the course of the audit, we have not identified material misstatements in the Governors' Annual Report and Strategic Report.

We have nothing to report in respect of the following matters where the Companies Act 2006 require 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 Governors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

## Responsibilities of Governors

As explained more fully in the Statement of Governors' Responsibilities set out on page 19, the Governors (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 Governors determine is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Governors are responsible for assessing the group 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 Governors either intend to liquidate the group or the 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 as auditors under the Companies Act 2006 and report in accordance with regulations made under that Act.

Our objectives are to obtain reasonable assurance about whether the group and parent 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 are detailed below.

### **Identifying and assessing risks related to irregularities:**

We assessed the susceptibility of the group and parent charitable company's financial statements to material misstatement and how fraud might occur, including through discussions with the Governors, discussions within our audit team planning meeting, updating our record of internal controls and ensuring these controls operated as intended. We evaluated possible incentives and opportunities for fraudulent manipulation of the financial statements. We identified laws and regulations that are of significance in the context of the group and parent charitable company by discussions with management and Governors and updating our understanding of the sectors in which the group and parent charitable company operate.

Laws and regulations of direct significance in the context of the group and parent charitable company include The Companies Act 2006 and guidance issued by the Charity Commission for England and Wales.

### **Audit response to risks identified:**

We considered the extent of compliance with these laws and regulations as part of our audit procedures on the related financial statement items including a review of financial statement disclosures. We reviewed the parent charitable company's records of breaches of laws and regulations, minutes of meetings and correspondence with relevant authorities to identify potential material misstatements arising. We discussed the parent charitable company's policies and procedures for compliance with laws and regulations with members of management responsible for compliance.

During the planning meeting with the audit team, the engagement partner drew attention to the key areas which might involve non-compliance with laws and regulations or fraud. We enquired of management whether they were aware of any instances of non-compliance with laws and regulations or knowledge of any actual, suspected or alleged fraud. We addressed the risk of fraud through management override of controls by testing the appropriateness of journal entries and identifying any significant transactions that were unusual or outside the normal course of business. We assessed whether judgements made in making accounting estimates gave rise to a possible indication of management bias. At the completion stage of the audit, the engagement partner's review included ensuring that the team had approached their work with appropriate professional scepticism and thus the capacity to identify non-compliance with laws and regulations and fraud.

There are inherent limitations in the audit procedures described above and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

A further description of our responsibilities is available on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

## Use of our report

This report is made solely to the parent 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 parent 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 parent charitable company and the parent charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Cara Turtington (Senior Statutory Auditor)

For and on behalf of Saffery LLP

Statutory Auditors

71 Queen Victoria Street

London

EC4V 4BE

29 October 2025

Saffery LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006.

# Consolidated Statement of Financial Activities

For the year ended 31 January 2025

	Notes	2025 Unrestricted Income £	2025 Unrestricted Expendable Endowment £	2025 Restricted Expendable Endowment £	2025 Total £	2024 Total £
Donations and legacies	3	87,111	-	-	87,111	161,079
Other trading activities	3	9,313,395	-	-	9,313,395	8,496,581
Income from investments	4	5,244,303	-	-	5,244,303	5,159,162
Income from charitable activities	3	1,390,356	-	-	1,390,356	1,339,381
Other incoming resources		-	-	-	-	1,219
<b>Total income and endowments</b>		<b>16,035,165</b>	<b>-</b>	<b>-</b>	<b>16,035,165</b>	<b>15,157,422</b>
Expenditure of raising funds		11,034,786	99,741	-	11,134,527	10,427,748
Expenditure on charitable activities		4,179,232	282,561	4,760	4,466,553	4,050,716
Other expenditure		-	-	-	-	-
<b>Total expenditure</b>	5	<b>15,214,018</b>	<b>382,302</b>	<b>4,760</b>	<b>15,601,080</b>	<b>14,478,464</b>
Net gains on investments	17	-	8,538,827	-	8,538,827	2,346,919
<b>Net income/(expenditure)</b>		<b>821,147</b>	<b>8,156,525</b>	<b>(4,760)</b>	<b>8,972,912</b>	<b>3,025,877</b>
Transfers between funds	17	113,571	- 113,571	-	-	-
<b>Net movement on Funds</b>		<b>934,718</b>	<b>8,042,954</b>	<b>(4,760)</b>	<b>8,972,912</b>	<b>3,025,877</b>
Balance brought forward		10,253,689	75,611,706	1,094,480	86,959,875	83,933,998
<b>Balance carried forward</b>	17,18	<b>11,188,407</b>	<b>83,654,660</b>	<b>1,089,720</b>	<b>95,932,787</b>	<b>86,959,875</b>

The consolidated statement of financial activities has been prepared on the basis that all operations are continuing operations.

The notes on Pages 29 to 50 form part of these financial statements.

Comparative figures are included in note 26.

# Balance Sheet

## As at 31 January 2025

	Notes	Group 2025 £	Group 2024 £	Charity 2025 £	Charity 2024 £
<b>Fixed assets</b>					
Investment securities	7	1,255,230	1,082,515	21,683,744	8,131,030
Tangible assets	8	340,704	345,446	192,716	175,544
Investment properties	9	71,243,886	76,156,061	70,930,782	75,779,875
Heritage Assets	10	13,515,264	13,667,613	13,515,264	13,667,613
		<b>86,355,084</b>	<b>91,251,635</b>	<b>106,322,506</b>	<b>97,754,062</b>
<b>Current assets</b>					
Stocks	11	21,436,536	6,829,981	136,470	118,000
Debtors	12	829,666	827,159	3,709,125	2,609,417
Cash at bank and in hand		3,793,557	3,797,545	2,828,080	3,283,610
		<b>26,059,759</b>	<b>11,454,685</b>	<b>6,673,675</b>	<b>6,011,027</b>
Creditors: amounts falling due within one year	13	(1,832,057)	(1,546,447)	(949,719)	(1,114,042)
<b>Net current assets</b>		<b>24,227,702</b>	<b>9,908,238</b>	<b>5,723,956</b>	<b>4,896,985</b>
Creditors: amounts falling due after one year	14	(14,650,000)	(14,200,000)	(14,650,000)	(14,200,000)
<b>Net Assets</b>		<b>95,932,786</b>	<b>86,959,873</b>	<b>97,396,462</b>	<b>88,451,047</b>
<b>Funds</b>					
Unrestricted Income Fund	17	11,188,402	10,253,684	5,957,442	5,162,489
Unrestricted Expendable Endowment Fund					
- Historic Cost	17	35,791,673	36,288,040	42,486,399	42,870,498
- Revaluation Reserve	17	47,862,991	39,323,670	47,862,901	39,323,580
Restricted Expendable Endowment Fund	18	1,089,720	1,094,480	1,089,720	1,094,480
<b>Total Funds</b>		<b>95,932,786</b>	<b>86,959,874</b>	<b>97,396,462</b>	<b>88,451,047</b>

The notes on pages 29 to 50 form part of these financial statements.

As permitted by Section 408 of the Companies Act 2006, the parent charity's Statement of Financial Activities has not been included in these financial statements. The parent Charity's total incoming resources for the year were £7,056,970 (2024: £7,486,304) which includes a donation of £588,164 (2024: £667,142) from its wholly owned subsidiaries undertakings, Burghley Enterprises Limited. Burghley Horse Trials and BPGC Limited are loss making this year, therefore does not feed into the Charity's total incoming resources for the year. The net surplus for the year for the charity was £8,945,415 (2024: £2,937,639).

The financial statements were approved for issue by the Governors on 4 July 2025.



**Edward Leigh-Pemberton - Chairman**  
Governor



**Jonathan Chenevix-Trench**

# Consolidated Cash Flow Statement

## For the year ended 31 January 2025

	Notes	2025	2024
<b>Cash Flows from operating activities:</b>			
Net cash provided by (used in) operating activities	20A	(5,518,308)	(2,878,013)
<b>Cash flows from investing activities:</b>			
Dividends, interest and rents from investments		5,376,306	3,024,348
Proceeds from the sale of property, plant and equipment		1,711,171	2,343,718
Purchase of property, plant and equipment (including capitalised borrowing costs)		(2,009,207)	(1,779,853)
Proceeds from sale of investments		235,776	2,878,263
Purchase of investments		(255,352)	(3,764,876)
<b>Net cash provided (used in) investing activities</b>		<b>5,058,694</b>	<b>2,701,600</b>
<b>Cashflows from financing activities:</b>			
Cashflow from new borrowing		450,000	500,000
Finance leases		(63)	(14,719)
<b>Net cash provided by (used in) financing activities</b>		<b>449,937</b>	<b>485,281</b>
<b>Change in cash and cash equivalents in the reporting period</b>		<b>(9,677)</b>	<b>308,868</b>
<b>Cash and cash equivalents at the beginning of the reporting period</b>		<b>3,814,984</b>	<b>3,506,116</b>
<b>Cash and equivalents at the end of the reporting period</b>		<b>3,805,307</b>	<b>3,814,984</b>
Cash in hand		3,793,557	3,797,545
Cash held in investment portfolio		11,751	17,439
<b>Total cash and cash equivalents</b>		<b>3,805,308</b>	<b>3,814,984</b>

# Notes to the Accounts

## 1 Accounting policies

### Charity information

Burghley House Preservation Trust is a Charity domiciled and incorporated in England and Wales. The registered office is 61 St Martins, Stamford, Lincolnshire, PE9 2LQ.

The Charity does not have share capital, but its liability is limited by the guarantees of its members. Each member has agreed to accept liability of an amount not exceeding £1, should the Charity be wound up. At 31 January 2025, the total of such guarantees amounted to £10.

### 1.1 Accounting convention

These 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) (second edition) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

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 under the historical cost convention, as modified by the revaluation of investment assets appropriated to the Charity by the Burghley Estate Trust under the Deed of Appropriation dated 6 April 1987 and assets released by the Executors of the Estate of the 6th Marquess of Exeter. The freehold land and buildings held as investment properties forming the major part of the assets appropriated from Burghley Estate Trust and released from the Estate of the 6<sup>th</sup> Marquess of Exeter, have been reflected in the accounts at their market value at 31 January 2025. Investment securities are reflected in the accounts at market value. The principal accounting policies adopted are set out below.

### 1.2 Basis of consolidation

The group financial statements consolidate the financial statements of the Charity and its subsidiaries for the year ended 31 January 2025. The statement of financial activities (SOFA) and the balance sheet consolidate the financial statements on a line by line basis where appropriate. No separate SOFA has been presented for the Charity alone as permitted by Section 408 of the Companies Act 2006. Details concerning the subsidiary companies, along with their results and financial position are set out in Note 22.

In the parent company financial statements, the cost of a business combination is the fair value at the acquisition date of the assets given, equity instruments issued and liabilities incurred or assumed, plus costs directly attributable to the business combination. The excess of the costs of a business combination over the fair value of the identifiable assets, liabilities and contingent liabilities acquired is recognised as goodwill. The costs of the combination includes the estimated amount of contingent consideration that is probably and can be measured reliably, and is adjusted for changes in contingent consideration after the acquisition date. Provisional fair values recognised for business combination in previous periods are adjusted retrospectively for final fair values determined in the 12 months following the acquisition date. Investments in subsidiaries, joint ventures and association are accounted for at cost less impairment.

### 1.3 Going concern

At the time of approving the financial statements, the governors have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. Thus the governors continue to adopt the going concern basis of accounting in preparing the financial statements.

### 1.4 Tangible fixed assets and depreciation

#### *a) Heritage assets*

Heritage assets are the tangible assets of the Charity that are of historical importance and are held to advance the preservation, conservation and educational objectives of the Charity and through public access contribute to the nation's culture and education.

The House, grounds and chattels transferred from the Burghley Estate Trust and under the terms of the Will of the 6th Marquess of Exeter, and subsequent development expenditure on these assets, are considered to be heritage assets and are integral to Burghley House.

Included within improvements to Burghley House and grounds are fixtures and fittings in relation to the Brewhouse and the Garden of Surprises which are included at cost and depreciated on a straight line basis calculated at an annual rate of 20% and 5% respectively.

Due to the historic and unique nature of the assets concerned conventional valuation approaches lack sufficient reliability. Consequently, the improvements to Burghley House and grounds (excluding fixtures and fittings in relation to the Brewhouse and Garden of Surprises) are included at cost and have not been depreciated. Chattels acquired prior to 2001 are included at their probate value and chattels acquired since 2001 are included at market value, neither have been depreciated.

Expenditure on the conservation and preservation of Burghley House and its collection is charged to the unrestricted income account when it is incurred.

#### ***b) Investment properties***

Investment property, which is property held to earn rentals and/or for capital appreciation, is measured using the fair value model and stated at its fair value as the reporting end date. The surplus or deficit on revaluation is recognised in the statement of financial activities.

Although this accounting policy is in accordance with the applicable accounting standard, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland", it is a departure from the general requirement of the Companies Act 2006 for all tangible fixed assets to be depreciated. In the opinion of the directors, compliance with the standard is necessary for the financial statements to give a true and fair view. Depreciation or amortisation is only one of many factors reflected in the annual valuation and the amount of this which might have been charged cannot be separately identified or quantified.

Borrowing costs on loans taken out specifically for the construction of investment properties are capitalised as part of the cost of investment properties.

#### ***c) Other tangible assets***

Other tangible assets are those which are used for charitable purposes but are not considered to be heritage assets. They are stated at cost less accumulated depreciation. The costs of minor additions are not capitalised. Depreciation of fixtures, fittings and equipment, plant and machinery and motor vehicles is on a straight line basis over periods ranging between 3 and 15 years, or 18-20% reducing balance so as to write off each asset over the term of its expected useful life. The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

#### ***d) Goodwill***

Goodwill arising on the acquisition of trade and assets represents the excess of the fair value of the consideration over the fair value of the identifiable assets and liabilities acquired. It is initially recognised as an asset at cost and is subsequently measured at cost less accumulated amortisation and accumulated impairment losses. Goodwill is considered to have a finite useful life and is amortised on a systematic basis over its expected life, which is 3 years.

### **1.5 Impairment of fixed assets**

At each reporting end date, the Charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). Where it is not possible to estimate the recoverable amount of an individual asset, the Charity estimates the recoverable amount of the cash-generating unit to which the asset belongs.

Recoverable amount is the higher of the fair value less costs to sell and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a discount rate that reflects current market assessments of the time value of money and the risks specific to the asset for which the estimates of future cash flows have not been adjusted.

If the recoverable amount of an asset (or cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (or cash-generating unit) is reduced to its recoverable amount. An impairment loss is recognised immediately in profit or loss, unless the relevant asset is carried at a revalued amount, in which case the impairment loss is treated as a revaluation decrease.

Recognised impairment losses are reversed if, and only if, the reasons for the impairment loss have ceased to apply. Where an impairment loss subsequently reverses, the carrying amount of the asset (or cash-generating unit) is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment

loss been recognised for the asset (or cash-generating unit) prior years. A reversal of an impairment loss is recognised immediately in the statement of financial activities, unless the relevant asset is carried at a revalued amount, in which case the reversal of the impairment loss is treated as a revaluation increase.

## **1.6 Stock**

Stocks are stated at the lower of cost and net realisable value.

Cost comprises land and associated acquisition costs, direct materials and subcontract work, professional fees and other direct costs that have been incurred in bringing stock to its present location and condition, including borrowing costs.

At each reporting date, an assessment is made for impairment. Any excess of the carrying amount of stocks over its estimated selling price less costs to complete and sell is recognised as an impairment loss in profit or loss. Reversals of impairment losses are also recognised in the statement of financial activities (SOFA).

## **1.7 Biological assets**

Biological assets are recognised at fair value less costs to sell at the point of initial recognition and at each subsequent reporting date. Fair value is determined based on market prices. Changes in the fair of biological assets are recognised in profit or loss.

## **1.8 Cash and cash equivalents**

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

## **1.9 Financial instruments**

The Charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial assets are recognised in the Charity's statement of financial position when the Charity becomes party to the contractual provisions of the instrument.

Financial assets are classified into specified categories. The classification depends on the nature and purpose of the financial assets and is determined at the time of recognition.

### ***Basic financial assets***

Basic financial assets, which include trade and other receivables and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method, unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Other financial assets classified as fair value through the statement of financial activities are measured at fair value.

### ***Other financial assets***

Trade debtors, loans and other receivables that have fixed or determinable payments that are not quoted in an active market are classified as 'loans and receivables'. Loans and receivables are measured at amortised cost using the effective interest method, less any impairment.

Interest is recognised by applying the effective interest rate, except for short-term receivables when the recognition of interest would be immaterial. The effective interest method is a method of calculating the amortised cost of a debt instrument and of allocating the interest income over the relevant period.

The effective interest rate is the rate that exactly discounts estimated future cash receipts through the expected life of the debt instrument to the net carrying amount on initial recognition.

### ***Impairment of financial assets***

Financial assets, other than those held at fair value through the statement of financial activities, are assessed for indicators of impairment at each reporting end date.

Financial assets are impaired where there is objective evidence that, as a result of one or more events that occurred after the initial recognition of the financial asset, the estimated future cash flows have been affected. The impairment loss is recognised in the statement of financial activities.

### *Derecognition of financial assets*

Financial assets are derecognised only when the contractual rights to the cash flows from the asset expire, or when it transfers the financial asset and substantially all the risks and rewards of ownership to another entity.

### **Classification of financial liabilities**

#### *Basic financial liabilities*

Basic financial liabilities are initially recognised at transaction price, unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future receipts discounted at a market rate of interest. Other financial liabilities classified as fair value through the statement of financial activities are measured at fair value.

#### *Other financial liabilities*

Other financial liabilities are initially measured at fair value, net of transaction costs. They are subsequently measured at amortised cost using the effective interest method, with interest expenses recognised on an effective yield basis.

The effective interest method is a method of calculating the amortised cost of a financial liability and of allocating interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash payments through the expected life of the financial liability to the net carrying amount on initial recognition.

Financial liabilities and equity instruments are classified according to the substance of the contractual arrangements entered into. An equity instrument is any contract that evidences a residual interest in the assets of the Charity after deducting all of its liabilities.

### *Derecognition of financial liabilities*

Financial liabilities are derecognised when, and only when, the Charity obligations are discharged, cancelled, or expire.

## **1.10 Income**

Income is recognised when the Charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably. Any income received in relation to future periods is deferred as appropriate.

The following specific policies are applied to particular categories of income:

Donations and legacies are included in full in the statement of financial activities when receivable.

Income from investment properties is deferred or accrued by that amount that the rental period is outside of the current financial year.

Income from charitable activities is accounted for when earned.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the Charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

## **1.11 Expenditure**

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is reported as part of the expenditure to which it relates:

Expenditure on raising funds comprises those costs directly attributable to managing the investment portfolio and raising investment income.

Expenditure on charitable activities includes those costs incurred by the Charity in the delivery of its objectives. 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 are those functions that assist the work of the Charity but do not directly undertake charitable activities. Support costs include back office costs, finance, personnel, payroll and governance costs which support the charities objectives and activities. All costs are allocated between the expenditure categories of the statement of financial activities on a basis designed to reflect the use of the resource. Costs relating to a particular activity are allocated directly; other costs are apportioned on the basis of the proportion of direct expenditure.

## **1.12 Fund accounting**

Unrestricted income and expendable endowment funds are available for use at the discretion of the Governors in furtherance of the objectives of the Charity. Unrestricted income and expendable endowment funds include a revaluation reserve representing the restatement of investment assets at market rates due to the related assets being included in those funds.

Restricted expendable endowment funds are subjected to restrictions on their expenditure imposed by the donor.

## **1.13 Taxation**

The Charity is a registered Charity and is not liable to United Kingdom income tax or corporation tax on charitable activities.

## **1.14 Employee benefits**

The costs of short-term employee benefits are recognised as a liability and an expense, unless those costs are required to be recognised as part of the cost of stock or fixed assets.

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the Charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

## **1.15 Retirement benefits**

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

# Notes to the Accounts

## 2 Critical accounting judgements and key sources of estimation uncertainty

In the application of the Charity's accounting policies, the directors are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates. The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that pm, or in the period of the revision and future periods where the revision affects both current and future periods.

The estimates and assumptions which have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities are outlined below.

### Critical judgements - Investment properties

The Charity accounts for investment properties in accordance with FRS 102. Investment properties are measured using the revaluation model with movement in valuation reported through the statement of financial activities. The Governors use their judgement to determine the fair value of the investment properties at the reporting date.

## 3 Income (excluding income from investments)

	2025 £	2024 £
Equestrian event income	6,052,699	5,350,242
Function and exhibition income	744,523	628,275
Shop sales	608,419	543,354
Film income	190,640	282,751
Restaurant income	181,283	165,082
Income from agriculture	64,896	80,123
Golf club income	1,264,008	1,372,701
Timber and woodlands income	176,255	72,993
Other income	30,672	1,060
	<b>9,313,395</b>	<b>8,496,581</b>
Viewing fees - House and Gardens	1,390,356	1,339,381
Donations and Grants	87,111	161,079
	<b>10,790,862</b>	<b>9,997,041</b>

The total turnover of the group for the year has been derived from its principal activities wholly undertaken in the United Kingdom.

## 4 Income from investments

	2025 £	2024 £
Income from investment property	3,819,217	3,656,313
Income from minerals	1,321,048	1,379,456
Investment income from securities	19,007	49,604
Bank deposit interest	85,031	73,789
	<b>5,244,303</b>	<b>5,159,162</b>
Less: Expenses	(2,047,910)	(1,934,026)
	<b>3,196,393</b>	<b>3,225,136</b>

# Notes to the Accounts

## 5 Analysis of total expenditure

	2025 Direct costs £	2025 Support costs £	2025 Total £	2024 Total £
<b>Expenditure on raising funds</b>				
Equestrian event expenditure	5,524,656	-	5,524,656	4,886,730
Expenditure on investment properties	2,047,910	585,188	2,633,098	2,701,299
House showing expenditure	993,411	283,866	1,277,277	1,112,774
Timber and woodland expenses	358,149	102,341	460,490	411,482
Golf club expenditure	1,239,006	-	1,239,006	1,315,463
	<b>10,163,132</b>	<b>971,395</b>	<b>11,134,527</b>	<b>10,427,748</b>
<b>Expenditure on charitable activities</b>				
House showing	2,004,596	572,811	2,577,407	2,464,928
Maintenance on heritage property	1,455,162	415,811	1,870,973	1,581,668
Donations	18,173	-	18,173	4,120
	<b>3,477,931</b>	<b>988,622</b>	<b>4,466,553</b>	<b>4,050,716</b>
<b>Total</b>	<b>13,641,063</b>	<b>1,960,017</b>	<b>15,601,080</b>	<b>14,478,464</b>

### Support Costs

	2025 Total £	2024 Total £
Wages and salaries	1,210,360	1,102,940
Overheads	688,330	827,555
Depreciation	800	800
Governance costs - audit fees	60,527	43,416
	<b>1,960,017</b>	<b>1,974,711</b>

## 6 Surplus on current year activities

	2025 £	2024 £
<b>Surplus on current year activities is stated after charging:</b>		
Depreciation on tangible assets	366,502	367,006
Auditors remuneration		
- Audit (charity £32,800 (2024: £29,640))	63,225	51,700
- Taxation compliance services	10,090	9,325
- Other non-audit services	5,593	14,500
Grant from Natural England	145,837	147,809

These were the only grants received from government sources in the period.

# Notes to the Accounts

## 7 Investment securities

	2025 £	2024 £
<b>Group</b>		
Quoted investments		
Market value at 1 February 2024	1,065,076	3,348,129
Additions	255,352	606,627
Disposals (Proceeds: £236,267, gain £4,525)	(231,742)	(2,915,445)
Unrealised gain/(loss) on investments	154,793	25,765
	<hr/> 1,243,479	<hr/> 1,065,076
Other unquoted investments		
Cash held on deposit	11,751	17,439
	<hr/> 1,255,230	<hr/> 1,082,515
<b>Charity</b>		
Cost of investment in subsidiaries (excluding Burghley Stamford North Ltd)	7,048,514	7,048,515
Cost of investment in Burghley Stamford North Ltd	13,380,000	-
Value at 31 January 2025 - Charity	21,683,744	8,131,030
Historical cost at 31 January 2025	21,819,343	7,972,001

### Quoted investments

The quoted investments consist of holdings of equities, bonds and other managed funds as selected by Cazenove Capital Management Limited using their delegated authority as set out in the Investment Policy on Page 17, and have been revalued to reflect their market value at 31 January 2025.

### Subsidiary undertakings

The cost of investment in subsidiaries represents the cost of ordinary £1 shares in the wholly owned subsidiary undertakings, Burghley Enterprises Limited, Burghley Horse Trials Limited, Burghley Land Limited, Burghley Barns Limited, BPGC Limited, and Burghley Stamford North Limited, all of which are registered in England and Wales.

The principal activity of Burghley Horse Trials Limited is the management of a five-star rated equestrian event.

The principal activity of Burghley Land Limited is property development.

The principal activity of Burghley Barns Limited is property development.

The principal activity of BPGC Limited is a golf club.

The principal activity of Burghley Stamford North Limited is property development.

Further information is summarised in Note 22 from Page 44.

# Notes to the Accounts

## 8 Tangible fixed assets

	Investment properties freehold land and buildings £	Total plant and fixtures £
<b>Group</b>		
<b>Cost</b>		
At 1 February 2024	76,156,061	1,860,427
Additions	1,798,503	176,589
Disposals	(1,710,677)	(61,035)
Surplus on the revaluation of properties	8,380,000	-
Transfer to stock	(13,380,000)	-
At 31 January 2025	71,243,886	1,975,981
<b>Depreciation</b>		
At 1 February 2024	-	1,514,981
On disposals	-	(28,068)
Charge for the year	-	148,364
At 31 January 2025	-	1,635,277
<b>Net book value</b>		
At 31 January 2025	71,243,886	340,704
At 31 January 2024	76,156,061	345,446
<b>Charity</b>		
<b>Cost</b>		
At 1 February 2024	75,779,875	1,284,510
Additions	1,798,503	105,545
Disposals	(15,027,596)	(21,877)
Surplus on the revaluation of properties	8,380,000	-
At 31 January 2025	70,930,782	1,368,178
<b>Depreciation</b>		
At 1 February 2024	-	1,108,966
On disposals	-	(21,878)
Charge for the year	-	88,374
At 31 January 2025	-	1,175,462
<b>Net book value</b>		
At 31 January 2025	70,930,782	192,716
At 31 January 2024	75,779,875	175,544

The net carrying value of tangible fixed assets includes the following in respect of assets held under finance lease or hire purchase contracts.

## Notes to the Accounts

	2025 £	2024 £
Plant and machinery	-	-
Course improvements	-	-
Fixtures and fittings	-	-
	-	-
Depreciation charge for the year in respect of leased assets		20,799

## 9 Investment properties

	2025 £	2024 £
Historic Cost	34,632,155	36,544,330
Revaluation reserve	36,611,731	39,611,731
Net book value at 31 January 2025	71,243,886	76,156,061

The governors, using their knowledge of the property portfolio, have increased the value of the investment properties at 31 January 2025 by £8,380,000. (2024: £2,000,000). During the year, £13,380,000 was transferred to stock.

The governors carried out a valuation of the properties as at 31 January 2025. In carrying out their valuation they were informed by a qualified Chartered Surveyor, with vast knowledge and experience of the local area. The value in use has been used to value the properties, due to the market value not being considered as a key metric in assessing the performance of the portfolio. There is no plan to dispose of the portfolio or substantially change the use, with the focus being on rental yields. The revaluations are in line with increases in rental income and return on capital on the properties is comparable year on year.

## 10 Heritage assets

	Assets under the course of construction £	Burghley House and grounds £	Chattels at probate value £	Chattels at market value £	Total Heritage assets £
<b>Group and Charity Cost</b>					
As at 31 January 2024	-	11,148,468	3,953,793	286,567	15,388,828
Additions	58,129	8,461			66,590
Transfer of assets	(58,129)	58,129			-
At 31 January 2025	-	11,215,058	3,953,793	286,567	15,455,418
<b>Depreciation</b>					
As at 31 January 2024	-	1,721,215	-	-	1,721,215
Charge for the year	-	218,939	-	-	218,939
At 31 January 2025	-	1,940,154	-	-	1,940,154
<b>Net book value</b>					
At 31 January 2025	-	9,274,904	3,953,793	286,567	13,515,264
At 31 January 2024	-	9,427,253	3,953,793	286,567	13,667,613

## Notes to the Accounts

In accordance with the Charity's accounting policy, no value has been included within the financial statements in respect of the freeholds of the public area of Burghley House and Burghley Lake. Recent developments to Burghley House and grounds are included at cost and depreciated.

The Trust's large collection of fine art is made up of many items, including furniture, paintings, silver, miniatures, books, ceramics, tapestries and jewellery. This collection was acquired by the Earls and Marquesses of Exeter over many years and is therefore relevant to the understanding of Burghley House and its history. The Governors have decided that, given the large number and diversity of items in the collection, together with the difficulty and onerous cost of establishing a market value, to include the collection at the probate value given in October 1981 when it was transferred to the Trust by the Executors of the Will of the 6th Marquess of Exeter. The House, grounds and chattels are insured for £430 million.

Items of fine art and other chattels at Burghley House acquired since 2001 are included at market value. The Governors' policy regarding the maintenance, preservation and recording of the chattels, together with information on the access given to the public is stated on Page 5.

### Five year financial summary of heritage transactions:

	2025 £	2024 £	2023 £	2022 £	2021 £
Burghley House & grounds - cost of additions	66,590	1,588,791	1,380,391	157,549	131,544

## 11 Stocks

	Group 2025 £	Group 2024 £	Charity 2025 £	Charity 2024 £
Showing supplies	120,334	107,593	-	-
Estate maintenance supplies	-	-	-	-
Livestock	136,470	118,000	136,470	118,000
Food and beverages	8,766	7,760	-	-
Golf equipment	47,477	49,960	-	-
Property development	21,123,489	6,546,668	-	-
	<u>21,436,536</u>	<u>6,829,981</u>	<u>136,470</u>	<u>118,000</u>

## 12 Debtors

	Group 2025 £	Group 2024 £	Charity 2025 £	Charity 2024 £
Trade debtors	298,657	385,670	215,694	334,426
Amounts owed by subsidiary undertakings	-	-	3,139,099	1,872,801
Other debtors	161,628	196,530	33,945	210,016
Prepayments and accrued income	369,381	244,959	320,387	192,174
	<u>829,666</u>	<u>827,159</u>	<u>3,709,125</u>	<u>2,609,417</u>

## Notes to the Accounts

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

	Group 2025 £	Group 2024 £	Charity 2025 £	Charity 2024 £
Trade creditors	604,627	695,090	173,407	564,541
Other creditors	349,428	93,584	134,965	21
Obligations under finance leases & hire purchase contracts	-	63	-	-
Accruals and deferred income	878,002	757,710	641,347	549,480
	<hr/> 1,832,057	<hr/> 1,546,447	<hr/> 949,719	<hr/> 1,114,042

### 14 Creditors: amounts falling due after one year

	Group 2025 £	Group 2024 £	Charity 2025 £	Charity 2024 £
Bank loans	14,650,000	14,200,000	14,650,000	14,200,000

The Charity has two fixed term loans with Hoare & Co. One of £8,000,000 is repayable between 2031 and 2036, a second of £4,750,000 is repayable in 2033. Security has been provided in the form of a fixed charge over certain assets of the Charity.

The Charity has a revolving credit facility and a fixed term loan of £1,450,000 with Natwest Bank repayable in 2026. Security has been provided in the form of a fixed charge over certain assets of the Charity.

### 15 Finance lease obligations - Hire purchase

	2025 £	2024 £
Future minimum lease payments due under finance leases:		
Within one year	-	63

Finance lease payments represent monthly payments by BPGC Limited for certain items of plant and machinery. The leases include purchase options at the end of the lease period, and no restrictions are placed on the use of the assets. The average lease term is 1 years. All leases are on a fixed repayment basis and no arrangements have been entered into for contingent rental payments.

### 16 Pension costs

The charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charity in an independently administered fund. The pension cost charge represents contributions by the Charity to the fund and amounted to £347,210 (2024: £330,682).

## Notes to the Accounts

### 17 Unrestricted income and expendable endowment funds

	Group 2025 £	Group 2024 £	Charity 2025 £	Charity 2024 £
<b>Unrestricted income fund</b>				
Balance brought forward at 1 February 2024	10,253,684	(4,709,362)	5,162,489	(3,130,274)
Surplus for the year	821,147	917,915	693,415	1,090,261
Transfer from / (to) the Unrestricted expendable endowment fund	113,571	14,045,131	101,538	7,202,502
Balance carried forward at 31 January 2025	11,188,402	10,253,684	5,957,442	5,162,489
<b>Unrestricted expendable endowment fund</b>				
Balance brought forward at 1 February 2024	75,611,710	87,544,119	82,194,078	87,544,119
Profit / (loss) for the year	(382,302)	(234,197)	(282,561)	(141,122)
Gain / (loss) on disposal of property and investments	(494)	321,154	-	(32,182)
Revaluation of investment property	8,380,000	2,000,000	8,380,000	2,000,000
Unrealised gain / (loss) on investment revaluation	159,321	25,765	159,321	25,765
Transfer from / (to) the Unrestricted income fund	(113,571)	(14,045,131)	(101,538)	(7,202,502)
Balance carried forward at 31 January 2025	83,654,664	75,611,710	90,349,300	82,194,078
Realised element of unrestricted expendable endowment fund	35,791,673	36,288,040	42,486,399	42,870,498
Unrealised gains on properties	46,794,455	38,414,455	46,794,455	38,414,455
Unrealised gains on investment securities	1,068,536	909,215	1,068,446	909,125
Balance carried forward at 31 January 2025	83,654,664	75,611,710	90,349,300	82,194,078

Unrestricted income and unrestricted expendable endowment funds are both available for charitable purposes, and the distinction is historical, merely to record the allocation of income and movements on income and expendable endowment funds.

### 18 Restricted expendable endowment fund

	1 February 2024 £	Income £	Expenditure £	31 January 2025 £
Brewhouse fund	1,079,700	-	-	1,079,700
Garden of surprises fund	14,780	-	4,760	10,020
	1,094,480	-	4,760	1,089,720

## Notes to the Accounts

The Brewhouse fund consists principally of monies received from the Heritage Lottery Fund towards the project to convert the Brewhouse at Burghley into a visitor attraction. The related expenditure amounting to £2,606,442, has been capitalised as a heritage asset being an improvement to Burghley House and Grounds. The Garden of Surprises fund consists principally of monies received from donors towards the project to create an Elizabethan trick garden at Burghley as a visitor attraction. The related expenditure amounting to £1,319,345 has been capitalised as being an improvement to Burghley House and Grounds.

### 19 Analysis of assets between funds

	2025 Unrestricted income fund	2025 Unrestricted expendable endowment	2025 Restricted expendable endowment	2025 Total	2024 Total
	£	£	£	£	£
Fund balances at 31 January 2025 are represented by:					
Investment securities	-	1,255,230	-	1,255,230	1,082,516
Tangible fixed assets	340,704	-	-	340,704	345,446
Heritage assets	-	12,425,544	1,089,720	13,515,264	13,667,613
Investment properties	-	71,243,886	-	71,243,886	76,156,061
Net current assets	10,847,698	13,380,004	-	24,227,702	9,908,238
Creditors due between 2 and 5 years	-	(14,650,000)	-	(14,650,000)	(14,200,000)
	11,188,402	83,654,664	1,089,720	95,932,786	86,959,874

### 20A Reconciliation of operating deficit to net cash outflow from operating activities

	2025 £	2024 £
Net income/(expenditure) for the reporting period (as per the statement of financial activities)	8,972,912	2,594,178
Depreciation	367,302	367,006
Losses/(gains) on investments	(158,827)	11,416
Dividends, interest and rents from investments	(5,376,306)	(3,024,348)
Revaluation of investment property	(8,380,000)	(2,000,000)
Profit/(Loss) on the sale of fixed assets	-	2,101
(Increase)/decrease in stocks	(1,226,555)	(339,516)
Decrease/(increase) in debtors	(2,507)	(225,264)
(Increase)/decrease in creditors	285,673	(263,586)
Net cash (used in)/ provided by operating activities	(5,518,308)	(2,878,013)

## Notes to the Accounts

### 20B Analysis of net debt

	31 January 2024 £	cashflow £	31 January 2025 £
Cash in hand	3,797,545	(3,988)	3,793,557
Notice deposits	17,439	(5,688)	11,751
	3,814,984	(9,676)	3,805,308
Bank borrowing due in less than one year	-	-	-
Bank borrowing due in more than one year	(14,200,000)	(450,000)	(14,650,000)
	(14,200,000)	(450,000)	(14,650,000)
	(10,385,016)	(459,676)	(10,844,692)

### 21 Governors and employees

	Group 2025 Number	Group 2024 Number	Charity 2025 Number	Charity 2024 Number
The number of Governors who served the Group and the Company during the year was:	9	10	9	10
The average monthly number of persons employed by the Group and the Company during the year was:				
Office and Management	39	38	39	38
House showing	72	72	62	61
Maintenance and forestry	15	17	15	17
Equestrian event	7	8	-	-
Golf club	25	28	-	-
	158	163	116	116
Employment Costs	£	£	£	£
Wages and salaries	3,832,622	3,646,745	2,872,621	2,789,554
Social security costs	324,522	302,851	241,668	233,098
Other pension costs	334,553	330,682	278,069	280,353
	4,491,697	4,280,278	3,392,357	3,303,005

## Notes to the Accounts

The number of employees whose emoluments, as defined for taxation purposes, amounted to over £60,000 in the year was 10 (2024 - 10), and total remuneration for key personnel was £944,451 (2024: 884,745). Total employer's pension contributions for key personnel was £103,842 (2024: £105,747).

The breakdown of number employees by range is included below:

	2025 number	2024 number
£60,000 to £70,000	2	5
£70,000 to £80,000	5	2
£80,000 to £90,000	-	-
£110,000 to £120,000	-	1
£130,000 to £140,000	1	1
£140,000 to £150,000	1	-
£160,000 to £170,000	-	1
£170,000 to £180,000	1	-
	10	10

The total amount paid in termination payments by the group in the year was £68,250.

## 22 Subsidiary companies

### Burghley Enterprises Limited - Company Number 02332264

The turnover of Burghley Enterprises Limited amounted to £1,813,959 (2024: £1,175,257), and the net profit arising of £588,164 (2024: £667,142) is due to be paid under Gift Aid to Burghley House Preservation Trust Limited. During the year, the parent company charged £39,000 in rent (2024: £320,911)

The results of Burghley Enterprises Limited for the year ended 31 January 2025 are shown below. Audited accounts are filed with the Registrar of Companies.

	2025 £	2024 £
Turnover and other income	1,813,959	1,751,257
Cost of sales and expenses	(1,225,795)	(1,084,115)
Profit for the year	588,164	667,142
Shareholders funds	636,677	415,655

## Notes to the Accounts

### Burghley Horse Trials Limited - Company Number 07087188

The turnover of Burghley Horse Trials Limited amounted to £6,052,699 (2024: £5,350,242), and the net profit arising of £342,899 (2024: £22,502). During the year, the parent company charged £327,471 in rent (2024: £306,552) and management charges of £100,000 (2024: £100,000)

The results of Burghley Horse Trials Limited for the year ended 31 January 2025 are shown below. Audited accounts are filed with the Registrar of Companies.

	2025 £	2024 £
Turnover and other income	6,052,699	5,350,242
Cost of sales and expenses	(5,985,297)	(5,327,740)
Profit for the year	67,402	22,502
Shareholders funds	(158,734)	(226,138)

### BPGC Limited - Company Number 12005973

The turnover of BPGC Limited amounted to £1,284,008 (2024: £1,392,637), and the net loss arising of £-3,157 (2024: £30,165). During the year, the parent company charged £NIL in rent (2024: £NIL).

The results of BPGC Limited for the year ended 31 January 2025 are shown below. Audited accounts are filed with the Registrar of Companies.

	2025 £	2024 £
Turnover and other income	1,284,008	1,392,637
Cost of sales and expenses	(1,287,165)	(1,362,472)
Profit for the year	(3,157)	30,165
Shareholders funds	(516,996)	(513,837)

### Burghley Land Limited - Company Number 08601360

The turnover of Burghley Land Limited amounted to £NIL (2024: £NIL), and the net loss arising of £3,821 (2024: £3,799). During the year the parent company charged £NIL in rent (2024: £NIL).

The results of Burghley Land Limited for the year ended 31 January 2025 are shown below. Audited accounts are filed with the Registrar of Companies.

	2025 £	2024 £
Turnover and other income	-	-
Cost of sales and expenses	(3,819)	(3,799)
Loss for the year	(3,819)	(3,799)
Shareholders funds	6,984,792	6,988,613

## Notes to the Accounts

### Burghley Barns Limited - Company Number 08601372

The turnover of Burghley Barns Limited amounted to £NIL (2024: £NIL), and the net loss arising of £8,465 (2024: £15,515). During the year the parent company charged £NIL in rent (2024: £NIL).

The results of Burghley Barns Limited for the year ended 31 January 2025 are shown below.

Audited accounts are filed with the Registrar of Companies.

	2025 £	2024 £
Turnover and other income	-	-
Cost of sales and expenses	(8,465)	(15,515)
Profit for the year	(8,465)	(15,515)
Shareholders funds	205,732	214,198

### Burghley Stamford North Limited - Company Number 12655955

Burghley Stamford North Limited is a newly formed entity which has made a net loss of £8,319.

The results of Burghley Stamford North Limited for the year ended 31 January 2025 are shown below.

Audited accounts are filed with the Registrar of Companies.

	2025 £	2024 £
Turnover and other income	-	-
Cost of sales and expenses	(8,319)	-
Profit for the year	(8,319)	-
Shareholders funds	13,371,682	-

## 23 Related party transactions

Following the Charity Commissioners' agreement, Burghley House Preservation Trust Limited and the Trustees of the 6<sup>th</sup> Marquess of Exeter Will Trust are sharing income and expenditure in relation to the showing of Burghley House in a proportion based on their respective ownerships of Burghley House. Relative to the Deed of Apportionment agreed with the Trustees of the 6th Marquess of Exeter Will Trust, they were charged £19,450 (2024: £19,450) for management and maintenance services. The amount owed to the company in respect of these services at 31 January 2025 was £NIL (2024: £NIL).

Rental income amounting to £13,500 (2024: £13,500) was received from The Trustees of the 6th Marquess of Exeter Will Trust during the year. No amounts were due at 31 January 2025 (2024: £Nil).

The Trustees of the 6th Marquess of Exeter are also due to receive £243,410 as a licence fee from Burghley Horse Trials Limited (2024: £44,022) and the amount outstanding at 31 January 2024 amounted to £93,410 (2024: £NIL).

# Notes to the Accounts

## 24 Capital commitments

At 31 January 2025, the Charity had no contracted capital commitments (2024: £NIL)

## 25 Capital liabilities

A grant has been received from the Football Foundation to be used on the construction of facilities for a local football club. Should the terms and conditions of the grant not be adhered to within a specified period an element of the grant may be repayable. The Governors expect the terms and conditions to be adhered to and therefore believe no further disclosure is necessary in these financial statements. A legal charge has been granted in relation thereto.

# Notes to the Accounts

## 26 Comparative information

### Consolidated Statement of Financial Activities For the year ended 31 January 2024

	Notes	2024 Unrestricted Income £	2024 Unrestricted Expendable Endowment £	2024 Restricted Expendable Endowment £	2024 Total £	2023 Total £
Donations and legacies	3	13,270	147,809	-	161,079	161,079
Other trading activities	3	8,496,581	-	-	8,496,581	177,101
Income from investments	4	5,159,162	-	-	5,159,162	7,622,201
Income from charitable activities	3	1,339,381	-	-	1,339,381	5,052,472
Other incoming resources		1,219			1,219	857,301
<b>Total income and endowments</b>		<b>15,009,614</b>	<b>147,809</b>	<b>-</b>	<b>15,157,422</b>	<b>13,872,554</b>
Expenditure of raising funds		10,318,032	109,717	-	10,427,748	9,101,140
Expenditure on charitable activities		3,773,667	272,289	4,760	4,050,716	4,245,013
Other expenditure					-	-
<b>Total expenditure</b>	5	<b>14,091,699</b>	<b>382,006</b>	<b>4,760</b>	<b>14,478,464</b>	<b>13,346,153</b>
<b>Net gains on investments</b>	17	<b>-</b>	<b>2,346,919</b>	<b>-</b>	<b>2,346,919</b>	<b>2,947,938</b>
<b>Net income/(expenditure)</b>		<b>917,915</b>	<b>2,112,722</b>	<b>(4,760)</b>	<b>3,025,877</b>	<b>3,313,260</b>
Transfers between funds	17	14,045,136	- 14,045,136	-	-	-
<b>Net movement on Funds</b>		<b>14,963,051</b>	<b>(11,932,414)</b>	<b>(4,760)</b>	<b>3,025,877</b>	<b>3,313,260</b>
Balance brought forward		(4,709,362)	87,544,120	1,099,240	83,933,998	80,620,737
<b>Balance carried forward</b>	17,18	<b>10,253,689</b>	<b>75,611,706</b>	<b>1,094,480</b>	<b>86,959,875</b>	<b>83,933,997</b>

The consolidated statement of financial activities has been prepared on the basis that all operations are continuing operations.

The notes on Pages 30 to 49 form part of these financial statements.

Comparative figures are included in Note 27.

## Notes to the Accounts

### 26 Comparative information (continued)

#### 5 Analysis of total expenditure

	2024 Direct costs £	2024 Support costs £	2024 Total £	2023 Total £
<b>Expenditure on raising funds</b>				
Equestrian event expenditure	4,886,730	-	4,886,730	3,946,614
Expenditure on investment properties	2,056,450	644,849	2,701,299	2,424,781
House showing expenditure	847,135	265,639	1,112,774	1,015,560
Timber and woodland expenses	313,254	98,228	411,482	393,054
Golf club expenditure	1,315,463	-	1,315,463	1,321,131
	<b>9,419,032</b>	<b>1,008,716</b>	<b>10,427,748</b>	<b>9,101,140</b>
<b>Expenditure on charitable activities</b>				
House showing	1,876,505	588,423	2,464,928	1,916,618
Maintenance on heritage property	1,204,096	377,572	1,581,668	2,322,695
Donations	4,120	-	4,120	5,700
	<b>3,084,721</b>	<b>965,995</b>	<b>4,050,716</b>	<b>4,245,013</b>
<b>Total</b>	<b>12,503,753</b>	<b>1,974,711</b>	<b>14,478,464</b>	<b>13,346,153</b>

#### 18 Restricted expendable endowment fund

	1 February 2023 £	Income £	Expenditure £	31 January 2024 £
Brewhouse fund	1,079,700	-	-	1,079,700
Garden of surprises fund	19,540	-	4,760	14,780
	<b>1,099,240</b>	<b>-</b>	<b>4,760</b>	<b>1,094,480</b>

The Brewhouse fund consists principally of monies received from the Heritage Lottery Fund towards the project to convert the Brewhouse at Burghley into a visitor attraction. The related expenditure amounting to £2,606,442 has been capitalised as a heritage asset being an improvement to Burghley House and Grounds. The Garden of Surprises fund consists principally of monies received from donors towards the project to create an Elizabethan trick garden at Burghley as a visitor attraction. The related expenditure amounting to £1,319,345 has been capitalised as being an improvement to Burghley House and Grounds.

## Notes to the Accounts

### 19 Analysis of assets between funds

	2024 Unrestricted income fund £	2024 Unrestricted expendable endowment £	2024 Restricted expendable endowment £	2024 Total £	2023 Total £
Fund balances at 31 January 2024 are represented by:					
Investment securities	-	1,082,516	-	1,082,516	3,359,509
Tangible fixed assets	345,446	-	-	345,446	306,659
Heritage assets	-	12,573,133	1,094,480	13,667,613	12,295,672
Investment properties	-	76,156,061	-	76,156,061	72,988,178
Net current assets	9,908,238	-	-	9,908,238	8,643,979
Creditors due between 2 and 5 years	-	(14,200,000)	-	(14,200,000)	(13,700,000)
	10,253,684	75,611,710	1,094,480	86,959,874	83,893,997

**BURGHLEY HOUSE PRESERVATION TRUST LIMITED**

England & Wales - Charity number 258489

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# Accounts

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# Burghley

## Annual Report 2024

Burghley House  
Preservation Trust



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# Foreward

This year has been marked by the most significant change for visitors to Burghley for over a decade. After considerable investment, planning and preparation, the creation of a new car park and introduction of our new adventure playground 'Hide and Secrets' have both been a terrific success. We saw an 86% increase to our visitor numbers, largely comprised of young families who were new to Burghley and this has been immensely rewarding to us all. This new audience has brought a fresh energy and a different level of engagement with both the gardens and the house and their enjoyment of Burghley is great to see.

The restoration of Capability Brown's historic parkland is now completed after the removal of the old car park and once again the ancient lime avenues planted by London and Cook in the 17th Century, that form the magnificent entrance to the park, can be enjoyed without interruption.

Across the Estate this has been a period marked by unwavering commitment to our core charitable objectives: the preservation and showing of Burghley House and its works of art, education, and the sustainable stewardship of our historic landscape.

In a world where heritage sites face increasing pressures, Burghley is adapting and is resilient. The investments made by the Trust in enhancing the visitor experience and our plans for the forthcoming year are a reflection of the Trust's dedication to the future of Burghley and its preservation for future generations. This magnificent estate, with its rich history and architectural splendour, continues to be a vital cultural asset. From meticulous restoration projects to routine maintenance, our team has worked tirelessly to uphold the integrity and grandeur of this iconic structure.

Equally important is our commitment to education. Burghley offers a huge scope of potential for learning in all areas of expertise and activity across the Estate. Accordingly, this year, we have expanded our educational programs, providing enriching experiences for visitors of all ages and will continue to do so. Through guided tours, educational workshops, and a carefully designed schools' programme, we have fostered a deeper understanding and appreciation of Burghley House and its historical context. Our collaborations with local schools have been particularly fruitful, offering students hands-on learning opportunities to ignite their passion for history and heritage.

Sustainability remains at the heart of our landscape management practices. The beautiful countryside surrounding Burghley is more than just a backdrop; it is a living testament to centuries of careful stewardship. This year, we have implemented several initiatives aimed at enhancing biodiversity, reducing our carbon footprint, and promoting ecological balance. Our efforts to integrate traditional landscape management techniques with modern sustainable practices underscore our commitment to protecting this precious environment for future generations.

Reflecting on the achievements of the past year, we are reminded that the preservation of Burghley is not merely an act of safeguarding the past, but a proactive investment in the future. This has been achieved through the unwavering commitment of our dedicated team of staff and volunteers and enormous thanks go to them.

Looking ahead, we are inspired by the possibilities that lie before us in expanding commercial opportunities that will enable the Estate to adapt to challenges in the future. This year we hope to see the fruition of plans that have been years in the making while staying true to the vision of those who have endowed the Estate over preceding generations.





# The Visitor Experience

The Governors of the Burghley House Preservation Trust are constantly looking for ways to improve the visitor experience at Burghley whilst being mindful of the impact this might have on the House and collections.

Burghley House opened from 18th March through to 29th October 2023. The gardens were open every day during this time, the State Rooms opened six days per week, closing only on Fridays to enable maintenance and conservation work to be carried out and to allow the House to be used for private events and filming.



*Image above: The Hidden Towers, Hide & Secrets Adventure Play*

The Governors invested in two major additions to the visitor experience during 2023; a new adventure playground called 'Hide & Secrets' and a new visitor car park, which now provides hard standing for up to 360 vehicles. Both opened in time for the Early May Bank Holiday weekend and had an immediate impact on visitor numbers. 154,827 people visited Burghley House and Gardens throughout the year, up from 83,407 in 2022, an increase of 86%. As a result, the overall income generated through admissions rose by approximately 66%.

Visitor numbers to the House, Gardens and adventure playground do not include the many more people who attend private functions, weddings and larger scale festivals and events in the park or those who simply enjoy the park on a regular day to day basis during the entire year, free of any admission charge.

The increased footfall benefitted secondary spend. Retail turnover in Burghley's shops experienced a 16% increase over the year, assisted by a busy build up to Christmas, especially during the Christmas Fair, which attracted over 25,000 people when it was staged over four days in late November. Catering turnover also substantially increased by 40%, aided by a new refreshment kiosk in the adventure playground and a mobile Citroen H-Van catering unit.

A number of new events were introduced during the year, including Stargazing evenings, 'Fire and Wild' gourmet catering under canvas in remote locations in the Park, Opera evenings in the private gardens and two nights of Silent Discos held in the Stable Courtyard, which immediately sold out as tickets went on sale.

Events staged in Burghley Park continue to attract large audiences throughout the year. Living Heritage staged the 'Burghley Game and Country Fair' once again over the Spring Bank Holiday weekend. There was the full range of country pursuits, from angling demonstrations on the lake to clay shooting and from dog agility races to horse boarding - an exciting extreme sport, where a boarder is pulled at speeds of up to 28mph around a series of obstacles by a galloping horse. The summer concerts were also well attended. Approximately 5,500 people enjoyed the 'Battle Proms' in July and a few weeks later, the 'Classic Ibiza' concert sold out with a capacity audience of 8,000 people.

The final series of 'The Crown' was filmed at Burghley from January through to March 2023 which was aired on Netflix in the Autumn. The production has provided welcome, regular income since 2019 and will be missed in the future.



*Image above: Family enjoying Classic Ibiza at Burghley 2023*

# The Burghley House Collection

Burghley is one of the finest examples of a late 16th century 'prodigy house', built by one of Queen Elizabeth's most trusted and important ministers, the Lord High Treasurer, William Cecil (1521-1598.)

The House contains an outstanding collection of fine art, amassed by the Cecil family over a 400 year period. Most areas contain objects of National importance, of which some highlights are:

- 17th & 18th century Italian Old Master paintings.
- 17th & 18th century English and Continental furniture.
- Oriental and European ceramics.
- Chinese snuff bottles.
- English portrait miniatures.
- English & European 17th century tapestries.

Management of the Collection is the responsibility of the resident Executive Chair, Miranda Rock (a member of the Cecil family), and a curatorial department led by Jon Culverhouse, who has been looking after the Collection since 1984. The Collection has been comprehensively inventoried and investigated by a number of the foremost experts in their fields. A computerised record of every object of note is kept: these records are constantly reviewed and revised.

Conditions within the House are monitored and great efforts have been made to ensure stability of temperature and humidity as far as is possible within an historic building. Sensitive objects have been allocated specialised storage areas. A detailed photographic record of all objects was commenced twenty years ago and its preparation continues today. Some 70% of the Collection is now recorded.

The State Rooms of the House are open to visitors, daily, for approximately 28 weeks each year. Other areas are always available for scholastic research by appointment. We have a pro-active approach to loaning objects to other collections, both nationally and internationally. In recent years, major exhibitions have travelled from Burghley to museums in the USA and Japan. A major development of display facilities at the House, undertaken in 2003 with assistance from the Heritage National Lottery Fund, has provided a substantial specialised display area.

Each year exhibitions are mounted to concentrate on aspects of the Collection. This opportunity is used to show visitors objects that are not always on display. There is also an ongoing programme of rotation of objects to ensure that items are exhibited in the public part of the House as much as is practicable.

Acquisitions to the Collection are now rare. However, on occasion, the Governors of the Trust have been able to make funds available for the purchase of an object of outstanding importance, sold or transferred by previous generations. As the Trust exists for the preservation of the House and its contents, there is no need for a disposals' policy.

## A mysterious excavation - Burghley Collection

The discovery of a Roman sculpture of a female head, found buried in a field by a digger driver during construction of the new carpark, followed by the finding of the associated 18th century bust buried nearby, attracted worldwide interest, providing a useful amount of publicity at the start of our season in March. Both the head and the bust have been sensitively conserved, reunited and are now on display to visitors.

*Image right: 1,800-year-old Roman Bust after conservation in the Hell Staircase*



*Image above: Greg the digger driver moments after he discovered the Roman Bust*



*Image above: Venus with the Apple, 19th Century statue*

### Venus with the Apple - Burghley Collection

This early 19th C statue was bought by the 2nd Marquess in 1840, together with three similar figures, all after Thorvaldsen. Venus was displayed in a remote part of the garden and suffered considerable damage from weather and vandalism. The statue was found some time ago, having been hidden for years, lying at the back of a store-shed. The marble surface is badly weathered, a hand and foot missing and clumsy amateur repairs using cement have been made.

After being cleaned and stabilised, the piece is now with a sculptor who is carving replacements for the missing sections. We expect her to return, if not quite returned to her original beauty at least glamorous enough to be displayed inside, later this year.

### Lady Betty Chaplin - Burghley Collection

Another remarkable discovery was made by Orlando and Miranda Rock whilst visiting a local auctioneer's showroom. Seemingly unremarked amongst the usual plethora of paintings and prints was a fine pastel portrait of a lady. Whilst the frame carried a clear label identifying the lady as a daughter of the 8th Earl of Exeter, no one had thought to mention this to anyone at Burghley. We were fortunate to be able to bid and buy the portrait for a very reasonable sum.

The portrait is of Lady Elizabeth Chaplin, beautifully drawn in pastel by John Russell R.A. in 1791. She was affectionately known to the family as Lady Betty and was a great favourite of her brother, Brownlow 9th Earl, who entrusted her with the care of Burghley whilst he travelled in Italy in 1768. In a notebook of detailed instructions to his sister the Earl wrote, "Lady Betty is to visit Burghley often—unannounced."

*Image below: The portrait of Lady Betty Chaplin by John Russell, 1791*



# Defender Burghley Horse Trials

Horse trials took place in late August/early September with fantastic weather! 2023 brought about challenges post the covid pandemic and a cost-of-living crisis. In still uncertain times and with inflation still high at the start of the year, some of our contractor costs remained higher than expected.



*Image above: Oliver Townend, Winner of the Defender Burghley Horse Trials 2023*

Another great edition from the sport side took place in 2023. Now in his second year as course designer Derek di Grazia produced a great track and a very worthy winner prevailed, Oliver Townend and a now two-time winning horse Ballagmor Class. It was a one, two, three for the Brits which always goes down with the home crowd!

A big focus for us in 2023 has been the development of the onsite fan experience. Increased big screens including in the Main Arena above the West Grandstand, new scoring system, a dedicated onsite production team for the main arena, fan zones and increased Main Arena action with our Masterclasses and displays.

We recognise in the ever-increasing world of digital content that we must continue to engage our onsite audience. It is also important that we provide enough content.

There has been real progress made in key areas over the course of 2023 as we move into the next phase of development at horse trials. Digital is a key focus for us, and Burghley has made a substantial investment into permanent connectivity infrastructure through the park with Phase 1 seeing secure and working connectivity at all access gates. This investment will pay back by 2027 bringing down some of our temporary overlay costs and vastly improving the visitor experience.

We tested a potential Phase 2 during this year's event with a temporary solution providing connectivity to all of our outside exhibitors. Whilst there are still tweaks to be made, it broadly worked well and meant each exhibitor had the ability to take cashless payments without relying on mobile connectivity. Phase 1 sat alongside another big project that was rolled out in 2023; e-ticketing. This worked really well and meant a much smoother entry to the site for our visitors. We also had a new box office provider this year in TICKETsrv, who were excellent on the operational side of the box office web site, and very prompt in dealing with any queries or issues that arised. The website itself (built and provided by TICKETsrv) proved to be user friendly, intuitive, and well received by customers on the whole.

E-ticketing proved to be a huge success with traffic flow greatly improved and customers reporting minimal queuing times and a very easy journey into the car parks due to the speed and efficiency of the e-ticket scanning process. Whilst there will always be customers within our demographic that don't have the ability to use e-tickets on mobile devices, the introduction of e-ticketing for public car passes and admissions was very well received by our audience.

Now in year two of Burghley TV we built on the success of year one, with high quality, creative and most importantly reliable content produced again by Ye-Ha Productions. The subscriber base grew 44% from just over 13,000 subscribers in 2022 to 18,667 in 2023 and was broadcast worldwide to 113 countries. The scope for developing this service is vast; with opportunities to push the service to mobile apps, further production of year-round content and expansions and further improvement of the on-event offering, all in consideration.

Maintaining a fresh and appealing experience for our guests is paramount. In general, our exhibitors have reported reasonable sales and a bustling weekend, which is certainly encouraging particularly in the current economic climate. However, it's important to recognise that participating in our event entails substantial costs for them. Expenses like labour rates, transportation, accommodation, and electrical requirements all add to the overall investment beyond the site fee. It is becoming increasingly challenging to secure high-quality stands, and this challenge is further compounded by the fact that pavilion holders and ourselves are, in many cases, competing for the same pool of exhibitors.

Avenue H traditionally posed challenges, given its horseshoe shape and location at the lower end of the showground. Efforts were made to enhance this area by installing a garden, a bar, occasional seating and renaming it the 'Lime Avenue.' As we continue to develop the event it is important that we invest in the look and feel, customer experience and delivery of horse trials to ensure we continue to move forward and provide for our audience of today and the future.



*Image right: Sporting action against Burghley House and Lion Bridge*



# Looking to the future

## *Objectives for 2024/25*

The General object of the Trust is the advancement of historic and aesthetic education and for the purpose of carrying out that general object the primary objects of the Trust are in particular:

**A) To preserve as national monuments buildings of national historic or architectural or artistic interest and importance and to protect and improve the amenities of such buildings and their surroundings.**

To continue to repair, restore and conserve the fabric of the buildings at Burghley. The work for this year will be based around the priorities for repair highlighted in the quinquennial inspection of Burghley House; more specifically the on-going programme of stonework repairs in the Stable Yard. In addition, this year urgent repair work will be carried out on the Clock Tower, where water ingress has caused damage to the oak frame that hold the bells in place. The tower stands at almost 25m above the central Courtyard of the House, so access has not been without its challenges. Working closely with heritage architects, specialist bell conservators, our in-house joiners and masonry teams, alongside some nimble scaffolders, we have begun to map out the conservation and repair works required, aiming to complete the project over the summer months.

**B) To preserve for the benefit of the nation and as an adjunct to any such buildings as aforesaid furniture, pictures and other chattels of national historic or artistic interest.**

To continue to repair, restore and conserve the collections of important works of art and furniture and historic interior decorations. We will continue to do research and publish discoveries relating to all areas of the collections and history of the house. Also to constantly monitor the condition of all works of art and undertake conservation projects whenever necessary. We will continue to progress the on-going project of detailed photography of interiors and works of art in the house, both as an historic record and to make more images of works of art publicly available on-line through our website.

This year we are showing an exhibition in the Treasury of works of art from the collection that are not normally available to our visitors. 'Treasures from the East' includes items bought by the family made of semi-precious stones, lacquer, porcelain and precious metals. Some items have been on show in the State Rooms which form part of the House tour, but aren't always noticed, some are normally stored in the archive because of their vulnerability. The Treasury Exhibition offers a chance to view individual items up close and learn more about each one.

**C) To conserve, restore and improve for the benefit of the nation the natural environment of property held by the Trust and to promote ecologically sustainable practices in estate management thereon. To be mindful of our responsibility to protect our natural environment and to create a more sustainable Estate.**

The last year has focused more keenly on our farms and landscape strategy, helping to support the good work that has already been achieved across the Estate. We have evolved our thinking into three main strands; the management of Burghley Park, sustainable farming, and landscape recovery. In Burghley Park for example, detailed surveys have been undertaken across the grasslands, establishing species baselines and enabling us to plot our way towards a more sympathetically managed and bio-diverse parkland.

Our increased emphasis on sustainable farming, through our four key pillars of soil health, farm profitability, food production and making space for nature, has already bred some exciting changes; we are seeing more acres than ever under environmental stewardship schemes, a greater integration of livestock into arable systems and increased trialling of low input crop production. We have worked more closely with some of our

tenant farmers to achieve this, measuring change along the way to understand more keenly what is and is not working.

Through our landscape strategy, we have been able to progress our thinking on some key environmental projects and map out where we need to make changes to best effect a positive impact. We are working with two neighbouring Estates to submit a bid for Landscape Recovery funding under Defra's environmental land management scheme. We are aiming to submit our bid into the competitive process in the Autumn. Our focus is on the creation of a large-scale farming patchwork, with limestone grasslands and woodland interwoven into a productive food producing landscape – an often overlooked, but important representation of huge swathes of rural England.

Building on the success of our woodland countryside stewardship scheme, we have begun talks with Natural England to restore an area of approximately 55 acres of land to wood pasture, linking several ancient semi-natural woodlands long the hillside above the River Welland.

**D) To facilitate and encourage the access to and the study and appreciation of such buildings, grounds, furniture, pictures and chattels as aforesaid by the general public.**

As a result of the successful launch of the adventure playground 'Hide and Secrets' in the Spring of 2023, we enjoyed a significant increase to our overall visitor numbers. This year we hope to build on this by increasing engagement with new family audiences and attract more of our young visitors into the house. We will do this by promoting the 'Beastly Boring Burghley' tours on social media and adapting our engagement with our visitors to suit a younger audience.

To aim to continue to attract new audiences and provide wide-ranging opportunities to enjoy both the house and parkland. To do this we have diversified our event offerings and enhanced our established events. Notable additions to our calendar include the Burghley Multi-Sport Weekend and a Dog Festival. We have also introduced a new workshop program supporting the 2024 treasury exhibition 'Treasures of the East,' where visitors can learn about the ancient arts of Kintsugi, Ikebana, Japanese ink painting, and the history and practice of tea ceremonies from a Japanese tea master.

Our Christmas Fair is evolving, not necessarily in size but in the quality of the visitor experience and this is in response to customer feedback. Enhancements include improved accessibility, afternoon teas in the Great Hall, and more investment in decorations and entertainment. Additionally, we will be using the Christmas Fair site for three winter-themed indoor silent disco events. Two of these will be for adults, and one will be a family-friendly silent disco. By taking these events in-house and collaborating directly with the production team, we aim to maximise profitability.

**EDUCATION – Engage, Enhance, Enrich.**

To offer a wide variety of educational opportunities - the education team has continued to offer a broad program of events to visiting school children this year. Our most popular visits continue to be Tudor themed House tours and workshops for primary school children. We continue to offer 'Teacher-in-role' sessions with famous and notable figures and characters from the past such as; King Henry VIII, William Cecil and Dr Mort.

Our Victorian themed visits are ever popular as children learn about the hierarchy of Victorian servants and the rigours of their lives. The children enter into the experiences of the servants in the practical workshops where they fold bed sheets, clean shoes and lay the table adhering to Victorian standards. They enjoy identifying and discussing the purpose of Victorian artefacts in our 'Handling sessions' and compare the period with the contemporary; a thrilling way of bringing history to life.

KS3 and 4 visits are building and our presentations on Elizabethan England are well-received. Travel and Tourism groups have also been popular utilising input from our Marketing team.

In the gardens, sculpture workshops continue to be popular. Our wire workshop, in which children design and create their own dragon fly and our clay tablet workshop enable children to explore and appreciate how the natural environment can be used to inspire Art. Our Environment themed workshops are picking up pace being

both topical and informative, Green Plants is a clear favourite in summer along with hunting for mini beasts.

All our workshops are displayed on our website which this year has had a review and revamp for Key Stages 3 and 4 and Post 16. Later this year we plan to complete a review of KS1 and 2.

'Beastly Boring Burghley' tours run throughout the open season during the school holidays enabling families to enjoy the exhibits and collections and learn about some of the key characters and events in the history of the House. Also popular with family groups are our well attended Holiday Craft Workshops. New for 2024 is our 'Grubby Gardens' Summer workshops offering three glorious weeks of planned activities for families. Each day follows a different theme, and each can be booked online with a variety of pre-paid and free workshops.

The Education team have expanded this year to a team of nine variable hours staff, all bringing their own interests and expertise to Burghley. The team is still lead by Rachel Starmer and Lynne Denham. The vision is to develop our provision and broaden our appeal particularly into EYFS and Post 16 education but continuing to build on Primary and Secondary themes.

This year making greater use of the Gardens and Outdoors is a focus with the newly purchased Stretch Tent which will be a semi-permanent fixture in the Gardens during the Open season. This will facilitate greater use of the Gardens and provide shelter for both workshops and from any inclement weather. It is hoped it will also lead to the further development of outdoor learning with the creation of new workshops to fully utilise the new space.

Our enduring aim in Education is to provide the highest quality of educational provision for all children and to inspire a love and appreciation of their cultural heritage at Burghley. In the future as we continue to build our audience, programmes and capacity we hope to expand the physical provision by developing new teaching spaces.

Manda Rock



# Strategic Report

## Achievements and performance

The year ended 31 January 2024 was a successful year for the Trust financially speaking. It also saw the opening of the new car park and the adventure playground, Hide and Secrets.

Following an investment of £2.8 million there is now a revitalised gardens attraction and a much larger car park to accommodate higher visitor numbers and which will enable Burghley to host functions and events during the wetter parts of the year.

Governors continued to invest in the planning application for an urban extension to the North of Stamford. This development gives the Charity the opportunity to re-endow itself and ensure that it has the resources to continue the conservation of Burghley House and Park for many decades to come.

The Trust also continues to invest in a development of mixed use and commercial units on the Barnack Road which will improve its commercial property portfolio and improve the approach to Burghley House.

During the year Governors decided to react to increased interest rates by reducing its holding of investment securities and bank borrowings.

The Trust's achievements for the year are stated on pages 5 to 14.

## Income

Income for the year was just over £15 million which was a 9% increase on the previous year. The main reason for this increase was the popularity of the new adventure playground. House and Garden ticket sales were £1.3 million, an increase of some £480k. There were also increases in shop sales and catering income as a result of the increased visitor numbers.

Income generated by the Burghley Horse Trials rose by 10% and Golf Club income 9%. Filming income was also higher.

Income from investments fell during the year, this was a consequence of lower mineral royalties being received. Governors are conscious of the limited life of minerals.

## Costs of raising funds

Expenditure on generating funds increased to £10.4 million (2023: £9.1 million) this increase was largely due to the costs associated with the Defender Burghley Horse Trials, overheads to set the event up are growing at a rate above inflation, driven partly due to increased labour costs.

## Cost of charitable activities

Costs associated with the showing of Burghley House and Gardens increased due to the new adventure playground.

Maintenance costs are lower than 2023 due to the significant repairs to Lion Bridge being completed. The level of repairs has returned to a normal annual level of cost.

## Surplus for the year

The Trust showed an unrestricted income fund surplus for the year of £917,915 (2023: surplus £526,146), an unrestricted expendable endowment fund surplus of £2,112,722 (2023: surplus £2,971,874) and a restricted expendable endowment fund deficit of £4,760 (2023: deficit £4,760).

The net surplus is £2,947,513 (2023: surplus £2,791,874) and has been added to unrestricted income, unrestricted expendable endowment and restricted expendable endowment funds.

This result is stated after deciding to revalue the investment properties by £2,000,000 (2023: £3,000,000 increase).

A transfer of £14,045,131 was made from the unrestricted income fund from the unrestricted expendable endowment (2023: £5,778,567 from the unrestricted income fund) in accordance with the reserves policy below.

Burghley Enterprises Limited made a profit for the year of £667,141 (2023: £575,438) and is incorporated into these accounts. The profits are paid up to this Charity under Gift Aid.

The Governing Body do not consider it would be appropriate to make provision in the accounts for the significant cost of dealing with the backlog of dilapidations to property owned by the Charity. Nevertheless it is necessary to read the accounts in the knowledge of the quantum of expenditure which is outstanding. These future costs are discussed in the reserves policy below.

## Reserves policy

The Governors have reviewed the Charity's reserves policy, taking into account future income projections and expenditure plans in line with the strategic plan of Burghley House Preservation Trust Limited, together with the associated risks and opportunities.

The Governors policy is to maintain a level of reserves which will provide a stable base for the Charity's continuing activities and enable the Charity to adjust to any significant change in financial resources through unplanned events, whilst ensuring that excessive funds are not accumulated.

Governors intend to invest any surplus of income into either its Heritage Asset, to fulfil the Charity's objectives, or to invest further into its endowment to provide increased income in the future. A transfer between the unrestricted income fund and the unrestricted expendable endowment fund is made to reflect this investment.

Advantage has been taken of affordable bank debt to provide working capital to finance the fulfilment of the objectives and property development and as a consequence the income account is overdrawn.

The total reserves of the Charity were £86,881,510, of which £1,094,480 were restricted expendable endowment funds and £75,611,710 were unrestricted expendable endowment funds. The unrestricted income fund was £10,253,684.

## Investment policy

The Governors have reviewed and retained the Charity's investment policy, which states that the Governors of the Trust wish to pursue a policy that provides revenue for its current purposes and enhances income and capital growth over the longer term, thereby enabling them to meet their current and future objectives in accordance with the purposes of the Charity.

The Governors, in delegating their investment security management to Cazenove Capital Management Limited, require the managers to pay attention to the standard investment criteria, namely the suitability of the class of investment and the need for diversification insofar as is appropriate to the circumstances of the Charity. The same criteria apply to the Agents managing their investment property portfolio.

The Governors have a duty to optimise financial returns for the Charity, but may exclude certain types of investment from the investment security portfolio, taking into account social and environmental issues.

During the year to 31 January 2024, the investment security portfolio generated total revenue of £49,604 (2023: £39,073) and realised and unrealised gain of £25,765 (2023: loss £37,780). The investment property portfolio generated net revenue of £3,024,348 (2023: £3,206,075), as referred to in the sections above. Given the prevailing market conditions during the year, the Governors were satisfied with the overall performance of the investments.

## Principal risks and uncertainties

Governors have identified areas of potential risk and uncertainty:

- The loss or destruction of the Charity's historic property and collections
- The ongoing liability to repair and restore Burghley House and contents
- Decreasing visitor numbers to Burghley
- The risk of investment income declining as a result of a weak property rental market
- The loss of sponsorship of the Burghley Horse Trials

Governors have put in place a number of measures to manage these risks. There are regular reviews of the condition of Burghley House by a qualified architect. Annual exhibitions and other events are held at Burghley House to attract visitor interest (detailed in this report). Continued inward investment is made to the property portfolio and there is also an ongoing programme of investment diversity. The Burghley Horse Trials is managed with the intention of being the best equestrian event of its type in the world in order to attract commercial sponsorship.

## Public benefit

The Governors confirm that they have referred to the guidance contained in the Charity Commission's revised general guidance on public benefit when reviewing the Charity's objectives and planning future activities.

## Donations

During the year the Charity made charitable donations amounting to £4,120 (2023 : £5,700).

# Structure, Governance and Management

## Company

The Governors are Directors of the Charity for the purposes of the Companies Act 2006. The Charity is a Charitable Company limited by guarantee and was set up on 3 April 1969. It is governed by a memorandum and articles of association.

## Company

The Members of the Governing Body who served the Charity during the year were:

- The Hon Edward Leigh-Pemberton - Chairman
- Mr J C S Chenevix-Trench
- Mr E G Clive
- Sir Giles Floyd Bt
- Mr E M Harley OBE
- Mrs Cressida Hogg CBE
- Mr W A Oswald
- Mr W H M Parente
- Mr S J Richmond-Watson
- Mr B T J Stevens (retired 30th June 2023)

None of the Governors had a beneficial interest in any contract outside the normal course of business to which the Charity was a party during the year.

From time to time a panel of Governors will consider the addition of new members to the Governing Body. Any proposals from such a panel is brought to the full Governing Body for its approval. In addition to receiving an induction pack, new Governors undergo an orientation day with the Chairman, Executive Chair and Chief Executive Officer of the Charity to brief them on their legal obligations under charity law, the decision making processes and the recent financial performance of the Charity. Governors are encouraged to attend appropriate external training events where these facilitate the undertaking of their role and are also provided with legal and accounting updates as required.

The full Governing Body of the Charity meets formally three times a year, and deals with planning and strategy decisions and reviews the activities of the Charity. Important issues arising between meetings are normally dealt with orally or by correspondence by the Chairman. Day-to-day management of the Charity is delegated by the Governors to the Executive Chair and Chief Executive Officer, who report weekly to the Chairman and regularly to the various committees of Governors.

## **The Governors' responsibilities**

The Governors (who are also Directors for the purposes of company law) are responsible for preparing the Governors' 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 Governors to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the Charity and the group and the incoming resources and application of resources, including the net income and expenditure for that period. In preparing those financial statements, the Governors are required to:

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

The Governors are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the Charity and the group and to enable them to ensure that the financial statements comply with the Companies Act 2006 and also with the requirements of the Statement of Recommended Practice (SORP) issued by the Charity Commissioners for England and Wales. They are also responsible for safeguarding the assets of the Charity and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

## **Fundraising**

The Governors take their responsibility under the Charities (Protection and Social Investment) Act 2016 seriously and have considered the implications on their activities. The Charity does not raise funds directly from the general public and does not actively solicit donations. The Charity does not work directly with commercial sponsors but where commercial sponsorship is arranged for an event, such as the Burghley Horse Trials, a clear contract is in place between the trading company and the commercial sponsor. The Governors are not aware of any complaints made in respect of fundraising during the period.

## **Auditors**

Saffery LLP have confirmed that they are willing to remain in office as auditors of the Charity and accordingly a resolution to reappoint them will be put to the Governors.

## **Statement of disclosure to auditor**

(a) so far as the Governors are aware, there is no relevant audit information of which the Charity's auditors are unaware, and

(b) they have taken all the steps that they ought to have taken as Governors to make themselves aware of any relevant audit information and to establish that the Charity's auditors are aware of that information.

## **Burghley Enterprises Limited**

Burghley Enterprises Limited is a wholly owned subsidiary of Burghley House Preservation Trust Limited.

The company's principal activities are the provision of goods and services at Burghley House as well as property trading activities.

The directors of Burghley Enterprises Limited who served during the year were:

Mr E M Harley (Chairman)  
Mr E G Clive, Esq (appointed 28 April 2023)  
Mr S J Richmond-Watson (retired 28 April 2023)  
Mrs MR Rock

### **Burghley Horse Trials Limited**

Burghley Horse Trials Limited is a wholly owned subsidiary of Burghley House Preservation Trust Limited.

The company's principal activity is the management of a five-star rated equestrian event.

The directors of Burghley Horse Trials Limited who served during the year were:

Mr W A Oswald (Chairman)  
The Hon Angela Reid  
Mr T E Bonham  
Mrs C Cecil  
Mr D J Pennell

### **Burghley Land Limited**

Burghley Land Limited is a wholly owned subsidiary of Burghley House Preservation Trust Limited.

The company's principal activity is that of property development.

The directors of Burghley Land Limited who served during the year was:

Mr D J Pennell  
Mr S J Richmond-Watson

### **Burghley Barns Limited**

Burghley Land Limited is a wholly owned subsidiary of Burghley House Preservation Trust Limited.

The company's principal activity is that of property development.

The directors of Burghley Barns Limited who served during the year was:

Mr D J Pennell  
Mr S J Richmond-Watson

## **BPGC Limited**

BPGC Limited is a wholly owned subsidiary of Burghley House Preservation Trust Limited.

The company's principal activity is that of a golf club.

The director of BPGC Limited who served during the year was:

Mr D J Pennell  
Mr E G Clive

Dormant wholly owned subsidiary companies

## **Burghley Stamford North Limited**

The directors of this company are:

Mr D J Pennell  
The Hon Edward Leigh-Pemberton

## **St Martin's Park Limited**

The director of this company is:

Mr D J Pennell

## **Remuneration of key personnel**

The remuneration of key personnel is monitored and authorised by the Resources and Remuneration Committee of Governors with reference to external factors when appropriate.

## **By order of the board**

J E P Fitch  
Secretary

4 July 2024

# Legal and Administrative Details

## Key personnel

Executive Chair  
Chief Executive  
Head of HR  
Director of Commercial Visitor Operations  
Finance Director & Company Secretary  
Head of Land and Property  
Director of the Burghley Horse Trials

Mrs M Rock  
Mr D J Pennell  
Mrs J Evans  
Mr P J Gompertz  
Mr J E P Fitch  
Mr J Tusting  
Mr M Johnson

## Company Number

951524 (England and Wales)

## Charity Number

258489

## Registered office

61 St Martins  
Stamford  
Lincolnshire  
PE9 2LQ

## Solicitors

Farrer & Co LLP  
66 Lincoln's Inn Fields  
London  
WC2A 3LH

## Investment Advisors

Cazenove Capital Management Limited  
1 London Wall Place  
London  
EC2Y 5AU

## Bankers

National Westminster Bank plc  
Cathedral Square  
Peterborough  
Cambridgeshire  
PE1 1X

## Independent Auditors

Saffery Champness  
71 Queen Victoria Street  
London  
EC4V 4BE

# Independent auditors report to the members and Governors of Burghley House Preservation Trust Limited

## Opinion

We have audited the financial statements of Burghley House Preservation Trust Limited for the year ended 31 January 2024 which comprise the Consolidated Statement of Financial Activities, Balance Sheets, Consolidated Cash Flow Statement 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 affairs of the group and the parent charitable company as at 31 January 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's 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

In auditing the financial statements, we have concluded that the Governors' 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 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 Governors with respect to going concern are described in the relevant sections of this report.

## **Other information**

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The Governors (who are the directors for the purposes of Company Law and the Trustees for the purposes of Charity Law) 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.

## **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 Governors' Annual Report which includes the Directors' Report and the Strategic Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Governors' Annual Report which includes the Directors' Report and the Strategic 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 their environment obtained in the course of the audit, we have not identified material misstatements in the Governors' Annual Report and Strategic Report.

We have nothing to report in respect of the following matters where the Companies Act 2006 require 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 Governors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

## **Responsibilities of Governors**

As explained more fully in the Statement of Governors' Responsibilities set out on page 19, the Governors (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 Governors determine is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Governors are responsible for assessing the group 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 Governors either intend to liquidate the group or the 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 as auditors under the Companies Act 2006 and report in accordance with regulations made under that Act.

Our objectives are to obtain reasonable assurance about whether the group and parent 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 are detailed below.

### **Identifying and assessing risks related to irregularities:**

We assessed the susceptibility of the group and parent charitable company's financial statements to material misstatement and how fraud might occur, including through discussions with the Governors, discussions within our audit team planning meeting, updating our record of internal controls and ensuring these controls operated as intended. We evaluated possible incentives and opportunities for fraudulent manipulation of the financial statements. We identified laws and regulations that are of significance in the context of the group and parent charitable company by discussions with management and Governors and updating our understanding of the sectors in which the group and parent charitable company operate.

Laws and regulations of direct significance in the context of the group and parent charitable company include The Companies Act 2006 and guidance issued by the Charity Commission for England and Wales.

### **Audit response to risks identified:**

We considered the extent of compliance with these laws and regulations as part of our audit procedures on the related financial statement items including a review of financial statement disclosures. We reviewed the parent charitable company's records of breaches of laws and regulations, minutes of meetings and correspondence with relevant authorities to identify potential material misstatements arising. We discussed the parent charitable company's policies and procedures for compliance with laws and regulations with members of management responsible for compliance.

During the planning meeting with the audit team, the engagement partner drew attention to the key areas which might involve non-compliance with laws and regulations or fraud. We enquired of management whether they were aware of any instances of non-compliance with laws and regulations or knowledge of any actual, suspected or alleged fraud. We addressed the risk of fraud through management override of controls by testing the appropriateness of journal entries and identifying any significant transactions that were unusual or outside the normal course of business. We assessed whether judgements made in making accounting estimates gave rise to a possible indication of management bias. At the completion stage of the audit, the engagement partner's review included ensuring that the team had approached their work with appropriate professional scepticism and thus the capacity to identify non-compliance with laws and regulations and fraud.

There are inherent limitations in the audit procedures described above and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

A further description of our responsibilities is available on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

### **Use of our report**

This report is made solely to the parent 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 parent 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 parent charitable company and the parent charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Cara Turtington (Senior Statutory Auditor)

For and on behalf of Saffery LLP  
Chartered Accountants & Statutory Auditors  
71 Queen Victoria Street  
London  
EC4V 4BE

Saffery LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

# Consolidated Statement of Financial Activities

incorporating the income and expenditure account

for the year ended 31 January 2024

		2024 Unrestricted Income	2024 Unrestricted Expendable Endowment	2024 Restricted Expendable Endowment	2024 Total	2023 Total
	Notes	£	£	£	£	£
<b>Income and endowments from:</b>						
Donations and grants	3	13,270	147,809	-	161,079	177,101
Other trading activities	3	8,496,581	-	-	8,496,581	7,622,201
Income from investments	4	5,159,162	-	-	5,159,162	5,052,472
Income from charitable activities	3	1,339,381	-	-	1,339,381	857,301
Other income		1,219	-	-	1,219	2,400
<b>Total income and endowments</b>		<b>15,009,613</b>	<b>147,809</b>	<b>-</b>	<b>15,157,422</b>	<b>13,711,475</b>
<b>Expenditure on:</b>						
Expenditure on raising funds		10,318,039	109,709	-	10,427,748	9,101,140
Expenditure on charitable activities		3,773,659	272,297	4,760	4,050,716	4,245,013
<b>Total expenditure</b>	5	<b>14,091,698</b>	<b>382,006</b>	<b>4,760</b>	<b>14,478,464</b>	<b>13,346,153</b>
<b>Net gains/(losses) on investments</b>	17	<b>-</b>	<b>2,346,919</b>	<b>-</b>	<b>2,346,919</b>	<b>2,947,938</b>
<b>Net income/(expenditure)</b>		<b>917,915</b>	<b>2,112,722</b>	<b>(4,760)</b>	<b>3,025,877</b>	<b>3,313,260</b>
Transfers between funds	17	14,045,131	(14,045,131)	-	-	-
<b>Net Movement in Funds</b>		<b>14,963,046</b>	<b>(11,932,409)</b>	<b>(4,760)</b>	<b>3,025,877</b>	<b>3,313,260</b>
Balance brought forward		(4,709,362)	87,544,119	1,099,240	83,933,997	80,620,737
<b>Balance carried forward</b>	17,18	<b>10,253,684</b>	<b>75,611,710</b>	<b>1,094,480</b>	<b>86,959,874</b>	<b>83,933,997</b>

The consolidated statement of financial activities has been prepared on the basis that all operations are continuing operations.

The notes on pages 30 to 48 form part of these financial statements.

Comparative figures are included in note 26.

## Balance Sheets

as at 31 January 2024

	Notes	Group 2024 £	Group 2023 £	Charity 2024 £	Charity 2023 £
<b>Fixed assets</b>					
Investment securities	7	1,082,516	3,359,508	8,131,030	3,408,023
Tangible assets	8	345,446	306,660	175,544	184,972
Investment properties	9	76,156,061	72,988,178	75,779,875	69,962,152
Heritage assets	10	13,667,613	12,295,672	13,667,613	12,295,672
		<b>91,251,636</b>	<b>88,950,018</b>	<b>97,754,062</b>	<b>85,850,819</b>
<b>Current assets</b>					
Stocks	11	6,829,981	6,490,465	118,000	98,445
Debtors	12	827,159	523,531	2,609,417	12,066,641
Cash at bank and in hand		3,797,545	3,494,736	3,283,610	2,560,578
		<b>11,454,685</b>	<b>10,508,732</b>	<b>6,011,027</b>	<b>14,725,664</b>
Creditors: amounts falling due within one year.	13	(1,546,447)	(1,824,753)	(1,114,042)	(1,363,398)
<b>Net current assets</b>		<b>9,908,238</b>	<b>8,683,979</b>	<b>4,896,985</b>	<b>13,362,266</b>
Creditors: amounts falling due after one year:	14	(14,200,000)	(13,700,000)	(14,200,000)	(13,700,000)
<b>Net assets</b>		<b>86,959,874</b>	<b>83,933,997</b>	<b>88,451,047</b>	<b>85,513,085</b>
<b>Funds</b>					
Unrestricted Income Fund	17	10,253,684	(4,709,362)	5,162,489	(3,130,274)
Unrestricted Expendable Endowment Fund					
- Historic cost	17	36,288,040	50,246,214	42,870,498	50,246,214
- Revaluation reserve	17	39,323,670	37,297,905	39,323,580	37,297,905
Restricted Expendable Endowment Fund	18	1,094,480	1,099,240	1,094,480	1,099,240
<b>Total Funds</b>		<b>86,959,874</b>	<b>83,933,997</b>	<b>88,451,047</b>	<b>85,513,085</b>

The notes on pages 30 to 48 form part of these financial statements.

As permitted by Section 408 of the Companies Act 2006, the parent Charity's Statement of Financial Activities has not been included in these financial statements. The parent Charity's total incoming resources for the year were £7,486,304 (2023: £6,701,181) which includes a donation of £667,142 (2023: £575,438) from its wholly owned subsidiary undertaking, Burghley Enterprises Limited, Burghley Horse Trials Limited and BPGC Limited are loss making this year, therefore does not feed into the Charity's total incoming resources for the year. The net surplus for the year for the Charity was £2,937,9639 (2023: £3,325,647).

The financial statements were approved for issue by the Governors on 4 July 2024.



Edward Leigh-Pemberton - Chairman  
Governor



Jonathan Chenevix-Trench  
Governor

## Consolidated Cash Flow Statement for the year ended 31 January 2024

	Notes	2024 £	2023 £
<b>Cash flows from operating activities:</b>			
Net cash provided by (used in) operating activities	20A	(2,878,013)	(3,048,109)
<b>Cash flows from investing activities:</b>			
Dividends, interest and rents from investments		3,024,348	3,206,075
Proceeds from the sale of property, plant and equipment		2,343,718	519,103
Purchase of property, plant and equipment (including capitalised borrowing costs)		(1,779,853)	(1,603,701)
Proceeds from sale of investments		2,878,263	881,488
Purchase of investments		(3,764,876)	(5,710,710)
<b>Net cash provided by (used in) investing activities</b>		<b>2,701,600</b>	<b>(2,707,745)</b>
<b>Cash flows from financing activities:</b>			
Cashflow from new borrowing		500,000	5,400,000
Finance leases		(14,719)	(21,510)
<b>Net cash provided by (used in) financing activities</b>		<b>485,281</b>	<b>5,378,490</b>
<b>Change in cash and cash equivalents in the reporting period</b>		<b>308,868</b>	<b>(377,364)</b>
<b>Cash and cash equivalents at the beginning of the reporting period</b>		<b>3,506,116</b>	<b>3,883,480</b>
<b>Cash and cash equivalents at the end of the reporting period</b>		<b>3,814,984</b>	<b>3,506,116</b>
<b>Cash in hand</b>			
Cash in hand		3,797,545	3,494,736
Cash held in investment portfolio		17,439	11,380
<b>Total cash and cash equivalents</b>		<b>3,814,984</b>	<b>3,506,116</b>

# Notes to the Accounts

## 1 Accounting policies

### Charity information

Burghley House Preservation Trust is a Charity domiciled and incorporated in England and Wales. The registered office is 61 St Martins, Stamford, Lincolnshire, PE9 2LQ.

The Charity does not have share capital, but its liability is limited by the guarantees of its members. Each member has agreed to accept liability of an amount not exceeding £1, should the Charity be wound up. At 31 January 2024 the total of such guarantees amounted to £10.

### 1.1 Accounting convention

These 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) (second edition) – (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

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 under the historical cost convention, as modified by the revaluation of investment assets appropriated to the Charity by the Burghley Estate Trust under the Deed of Appropriation dated 6 April 1987 and assets released by the Executors of the Estate of the 6th Marquess of Exeter. The freehold land and buildings held as investment properties forming the major part of the assets appropriated from Burghley Estate Trust and released from the Estate of the 6th Marquess of Exeter, have been reflected in the accounts at their market value at 31 January 2024. Investment securities are reflected in the accounts at market value. The principal accounting policies adopted are set out below.

### 1.2 Basis of consolidation

The group financial statements consolidate the financial statements of the Charity and its subsidiaries for the year ended 31 January 2024. The statement of financial activities (SOFA) and the balance sheet consolidate the financial statements on a line by line basis where appropriate. No separate SOFA has been presented for the Charity alone as permitted by Section 408 of the Companies Act 2006. Details concerning the subsidiary companies, along with their results and financial position are set out in note 22.

In the parent company financial statements, the cost of a business combination is the fair value at the acquisition date of the assets given, equity instruments issued and liabilities incurred or assumed, plus costs directly attributable to the business combination. The excess of the costs of a business combination over the fair value of the identifiable assets, liabilities and contingent liabilities acquired is recognised as goodwill. The costs of the combination includes the estimated amount of contingent consideration that is probably and can be measured reliably, and is adjusted for changes in contingent consideration after the acquisition date. Provisional fair values recognised for business combination in previous periods are adjusted retrospectively for final fair values determined in the 12 months following the acquisition date. Investments in subsidiaries, joint ventures and association are accounted for at cost less impairment.

### 1.3 Going concern

At the time of approving the financial statements, the governors have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. Thus the governors continue to adopt the going concern basis of accounting in preparing the financial statements.

### 1.4 Tangible fixed assets and depreciation

#### a) Heritage assets

Heritage assets are the tangible assets of the Charity that are of historical importance and are held to advance the preservation, conservation and educational objectives of the Charity and through public access contribute to the nation's culture and education.

The House, grounds and chattels transferred from the Burghley Estate Trust and under the terms of the Will of the 6th Marquess of Exeter, and subsequent development expenditure on these assets, are considered to be heritage assets and are integral to Burghley House.

Included within improvements to Burghley House and grounds are fixtures and fittings in relation to the Brewhouse and the Garden of Surprises which are included at cost and depreciated on a straight line basis calculated at an annual rate of 20% and 5% respectively.

Due to the historic and unique nature of the assets concerned conventional valuation approaches lack sufficient reliability. As a consequence the improvements to Burghley House and grounds (excluding fixtures and fittings in relation to the Brewhouse and Garden of Surprises) are included at cost and have not been depreciated. Chattels acquired prior to 2001 are included at their

probate value and chattels acquired since 2001 are included at market value, neither have been depreciated.

Expenditure on the conservation and preservation of Burghley House and its collection is charged to the unrestricted income account when it is incurred.

#### b) Investment properties

Investment property, which is property held to earn rentals and/or for capital appreciation, is measured using the fair value model and stated at its fair value as the reporting end date. The surplus or deficit on revaluation is recognised in the statement of financial activities.

Although this accounting policy is in accordance with the applicable accounting standard, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland", it is a departure from the general requirement of the Companies Act 2006 for all tangible fixed assets to be depreciated. In the opinion of the directors, compliance with the standard is necessary for the financial statements to give a true and fair view. Depreciation or amortisation is only one of many factors reflected in the annual valuation and the amount of this which might have been charged cannot be separately identified or quantified.

Borrowing costs on loans taken out specifically for the construction of investment properties are capitalised as part of the cost of investment properties.

#### c) Other tangible assets

Other tangible assets are those which are used for charitable purposes but are not considered to be heritage assets. They are stated at cost less accumulated depreciation. The costs of minor additions are not capitalised. Depreciation of fixtures, fittings and equipment, plant and machinery and motor vehicles is on a straight line basis over periods ranging between 3 and 15 years, or 18-20% reducing balance so as to write off each asset over the term of its expected useful life.

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

#### d) Goodwill

Goodwill arising on the acquisition of trade and assets represents the excess of the fair value of the consideration over the fair value of the identifiable assets and liabilities acquired. It is initially recognised as an asset at cost and is subsequently measured at cost less accumulated amortisation and accumulated impairment losses. Goodwill is considered to have a finite useful life and is amortised on a systematic basis over its expected life, which is 3 years.

### 1.5 Impairment of fixed assets

At each reporting end date, the Charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). Where it is not possible to estimate the recoverable amount of an individual asset, the Charity estimates the recoverable amount of the cash-generating unit to which the asset belongs.

Recoverable amount is the higher of fair value less costs to sell and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a discount rate that reflects current market assessments of the time value of money and the risks specific to the asset for which the estimates of future cash flows have not been adjusted.

If the recoverable amount of an asset (or cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (or cash-generating unit) is reduced to its recoverable amount. An impairment loss is recognised immediately in profit or loss, unless the relevant asset is carried at a revalued amount, in which case the impairment loss is treated as a revaluation decrease.

Recognised impairment losses are reversed if, and only if, the reasons for the impairment loss have ceased to apply. Where an impairment loss subsequently reverses, the carrying amount of the asset (or cash-generating unit) is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset (or cash-generating unit) prior years. A reversal of an impairment loss is recognised immediately in the statement of financial activities, unless the relevant asset is carried in at a revalued amount, in which case the reversal of the impairment loss is treated as a revaluation increase.

### 1.6 Stock

Stocks are stated at the lower of cost and net realisable value.

Cost comprises land and associated acquisition costs, direct materials and subcontract work, professional fees and other direct costs that have been incurred in bringing stock to its present location and condition, including borrowing costs.

At each reporting date, an assessment is made for impairment. Any excess of the carrying amount of stocks over its estimated selling price less costs to complete and sell is recognised as an impairment loss in profit or loss. Reversals of impairment losses are also recognised in the statement of financial activities (SOFA).

### **1.7 Cash and cash equivalents**

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

### **1.8 Financial instruments**

The Charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial assets are recognised in the Charity's statement of financial position when the Charity becomes party to the contractual provisions of the instrument.

Financial assets are classified into specified categories. The classification depends on the nature and purpose of the financial assets and is determined at the time of recognition.

#### ***Basic financial assets***

Basic financial assets, which include trade and other receivables and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method, unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Other financial assets classified as fair value through the statement of financial activities are measured at fair value.

#### ***Other financial assets***

Trade debtors, loans and other receivables that have fixed or determinable payments that are not quoted in an active market are classified as 'loans and receivables'. Loans and receivables are measured at amortised cost using the effective interest method, less any impairment.

Interest is recognised by applying the effective interest rate, except for short-term receivables when the recognition of interest would be immaterial. The effective interest method is a method of calculating the amortised cost of a debt instrument and of allocating the interest income over the relevant period.

The effective interest rate is the rate that exactly discounts estimated future cash receipts through the expected life of the debt instrument to the net carrying amount on initial recognition.

#### ***Impairment of financial assets***

Financial assets, other than those held at fair value through the statement of financial activities, are assessed for indicators of impairment at each reporting end date.

Financial assets are impaired where there is objective evidence that, as a result of one or more events that occurred after the initial recognition of the financial asset, the estimated future cash flows have been affected. The impairment loss is recognised in the statement of financial activities.

#### ***Derecognition of financial assets***

Financial assets are derecognised only when the contractual rights to the cash flows from the asset expire, or when it transfers the financial asset and substantially all the risks and rewards of ownership to another entity.

#### ***Classification of financial liabilities***

##### ***Basic financial liabilities***

Basic financial liabilities are initially recognised at transaction price, unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future receipts discounted at a market rate of interest. Other financial liabilities classified as fair value through the statement of financial activities are measured at fair value.

##### ***Other financial liabilities***

Other financial liabilities are initially measured at fair value, net of transaction costs. They are subsequently measured at amortised cost using the effective interest method, with interest expenses recognised on an effective yield basis.

The effective interest method is a method of calculating the amortised cost of a financial liability and of allocating interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash payments through the expected life of the financial liability to the net carrying amount on initial recognition.

Financial liabilities and equity instruments are classified according to the substance of the contractual arrangements entered into. An equity instrument is any contract that evidences a residual interest in the assets of the Charity after deducting all of its liabilities.

### ***Derecognition of financial liabilities***

Financial liabilities are derecognised when, and only when, the Charity obligations are discharged, cancelled, or they expire.

### **1.9 Income**

Income is recognised when the Charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably. Any income received in relation to future periods is deferred as appropriate. The following specific policies are applied to particular categories of income:

Donations and legacies are included in full in the statement of financial activities when receivable.

Income from investment properties is deferred or accrued by that amount that the rental period is outside of the current financial year.

Income from charitable activities is accounted for when earned.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the Charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

### **1.10 Expenditure**

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is reported as part of the expenditure to which it relates:

Expenditure on raising funds comprises those costs directly attributable to managing the investment portfolio and raising investment income.

Expenditure on charitable activities includes those costs incurred by the Charity in the delivery of its objectives. 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 are those functions that assist the work of the Charity but do not directly undertake charitable activities. Support costs include back office costs, finance, personnel, payroll and governance costs which support the charities objectives and activities. All costs are allocated between the expenditure categories of the statement of financial activities on a basis designed to reflect the use of the resource. Costs relating to a particular activity are allocated directly; other costs are apportioned on the basis of the proportion of direct expenditure.

### **1.11 Fund accounting**

Unrestricted income and expendable endowment funds are available for use at the discretion of the Governors in furtherance of the objectives of the Charity. Unrestricted income and expendable endowment funds include a revaluation reserve representing the restatement of investment assets at market rates due to the related assets being included in those funds.

Restricted expendable endowment funds are subjected to restrictions on their expenditure imposed by the donor.

### **1.12 Taxation**

The Charity is a registered Charity and is not liable to United Kingdom income tax or corporation tax on charitable activities.

### **1.13 Employee benefits**

The costs of short-term employee benefits are recognised as a liability and an expense, unless those costs are required to be recognised as part of the cost of stock or fixed assets.

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the Charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

### **1.14 Retirement benefits**

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

## Notes to the Accounts

### 2 Critical accounting judgements and key sources of estimation uncertainty

In the application of the Charity's accounting policies, the directors are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates. The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

The estimates and assumptions which have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities are outlined below.

#### Critical judgements - Investment properties

The Charity accounts for investment properties in accordance with FRS 102. Investment properties are measured using the revaluation model with movement in valuation reported through the statement of financial activities. The Governors use their judgement to determine the fair value of the investment properties at the reporting date.

### 3 Income (excluding income from investments)

	2024 £	2023 £
Equestrian event income	5,350,242	4,871,941
Function and exhibition income	628,275	628,089
Shop sales	543,354	468,083
Film income	282,751	120,621
Restaurant income	165,082	134,168
Income from agriculture	80,123	78,630
Golf club income	1,372,701	1,261,962
Timber and woodlands income	72,993	58,061
Other income	1,060	646
	8,496,581	7,622,201
Viewing fees - House and Gardens	1,339,381	857,301
Donations and grants	161,079	177,101
	9,997,041	8,656,603

The total turnover of the group for the year has been derived from its principal activities wholly undertaken in the United Kingdom.

### 4 Income from investments

	2024 £	2023 £
Income from investment property	3,656,313	3,368,876
Income from minerals	1,379,456	1,643,455
Investment income from securities	49,604	39,073
Bank deposit interest	73,789	1,068
	5,159,162	5,052,472
Less: Expenses	(1,934,026)	(1,846,397)
	3,225,136	3,206,075

## Notes to the Accounts

### 5 Analysis of total expenditure

	2024 Direct costs £	2024 Support costs £	2024 Total £	2023 Total £
<b>Expenditure on raising funds</b>				
Equestrian event expenditure	4,886,730	-	4,886,730	3,946,614
Expenditure on investment properties	2,056,450	644,849	2,701,299	2,424,781
House showing expenditure	847,135	265,639	1,112,774	1,015,560
Timber and woodland expenses	313,254	98,228	411,482	393,054
Golf Club expenditure	1,315,463	-	1,315,463	1,321,131
	9,419,032	1,008,716	10,427,748	9,101,140
<b>Expenditure on charitable activities</b>				
House showing	1,876,505	588,423	2,464,928	1,916,618
Maintenance of heritage property	1,204,096	377,572	1,581,668	2,322,695
Donations	4,120	-	4,120	5,700
	3,084,721	965,995	4,050,716	4,245,013
<b>Total</b>	<b>12,503,753</b>	<b>1,974,711</b>	<b>14,478,464</b>	<b>13,346,153</b>

#### Support costs

	2024 £	2023 £
Wages and salaries	1,102,940	1,027,968
Overheads	827,555	860,239
Depreciation	800	800
Governance costs - audit fees	43,416	36,580
	1,974,711	1,925,587

All support costs have been allocated on the basis of the proportion of direct expenditure.

### 6 Surplus on current year activities

	2024 £	2023 £
<b>Surplus on current year activities is stated after charging:</b>		
Depreciation of tangible assets	367,006	206,854
Auditors' remuneration		
- Audit (Charity £29,640 (2023: £28,500))	51,700	49,800
- Taxation compliance services	9,325	8,875
- Other non-audit services	14,500	31,235
Grant from Natural England	147,809	149,689

These were the only grants received from government sources in the period

# Notes to the Accounts

## 7 Investment securities

	2024 £	2023 £
<b>Group</b>		
Quoted investments		
Market value at 1 February 2023	3,348,129	3,375,112
Additions	606,627	906,567
Disposals (Proceeds: £2,878,263, loss: £37,182)	(2,915,445)	(895,770)
Unrealised (loss)/gain on investments	25,765	(37,780)
	1,065,076	3,348,129
Other unquoted investments		
Cash held on deposit	17,439	11,379
Market value at 31 January 2024 - Group	1,082,515	3,359,508
<b>Charity</b>		
Cost of investment in subsidiaries	7,048,515	48,515
Value at 31 January 2024 - Charity	8,131,030	3,408,023
Historical cost at 31 January 2024	7,972,001	2,935,033

### Quoted investments

The quoted investments consist of holdings of equities, bonds and other managed funds as selected by Cazenove Capital Management Limited using their delegated authority as set out in the Investment Policy on page 24, and have been revalued to reflect their market value at 31 January 2024.

### Subsidiary undertakings

The cost of investment in subsidiaries represents the cost of ordinary £1 shares in the wholly owned subsidiary undertakings, Burghley Enterprises Limited, Burghley Horse Trials Limited, Burghley Land Limited, Burghley Barns Limited and BPGC Limited, all of which are registered in England and Wales.

The principal activities of Burghley Enterprises Limited are the provision of refreshments and the sale of goods and services at Burghley House and property trading activities.

The principal activity of Burghley Horse Trials Limited is the management of a four-star rated equestrian event.

The principal activity of Burghley Land Limited is property development.

The principal activity of Burghley Barns Limited is property development.

The principal activity of BPGC Limited is a golf club.

Further information is summarised in note 22 on page 44.

## Notes to the Accounts

### 8 Tangible fixed assets

	Investment Properties Freehold Land and Buildings	Total Plant and Fixtures
	£	£
<b>Group</b>		
<b>Cost</b>		
At 1 February 2023	72,988,178	1,684,010
Additions	3,511,132	191,062
Disposals	(2,343,249)	(14,645)
Surplus on the revaluation of properties	2,000,000	-
At 31 January 2024	76,156,061	1,860,427
<b>Depreciation</b>		
At 1 February 2023	-	1,377,350
On disposals	-	(12,525)
Charge for the year	-	150,156
At 31 January 2024	-	1,514,981
<b>Net book value</b>		
At 31 January 2024	76,156,061	345,446
At 31 January 2023	72,988,178	306,660
<b>Charity</b>		
<b>Cost</b>		
At 1 February 2023	69,962,152	1,225,792
Additions	6,160,972	62,763
Disposals	(2,343,249)	(4,045)
Surplus on the revaluation of properties	2,000,000	-
At 31 January 2024	75,779,875	1,284,510
<b>Depreciation</b>		
At 1 February 2023	-	1,040,820
On disposals	-	(4,045)
Charge for the year	-	72,191
At 31 January 2024	-	1,108,966
<b>Net book value</b>		
At 31 January 2024	75,779,875	175,544
At 31 January 2023	69,962,152	184,972

## Notes to the Accounts

The net carrying value of tangible fixed assets includes the following in respect of assets held under finance lease or hire purchase contracts:

	2024 £	2023 £
Plant and machinery	-	15,286
Course improvements	-	4,936
Fixtures and fittings	-	577
	-	20,799
Depreciation charge for the year in respect of leased assets	20,799	20,792

### 9 Investment properties

	2024 £	2023 £
Historic cost	36,544,330	35,376,447
Revaluation reserve	39,611,731	37,611,731
Net book value at 31 January 2024	76,156,061	72,988,178

The Governors, using their knowledge of the property portfolio, have increased the value of the investment properties at 31 January 2024 by £2,000,000 (2023: £3,000,000 increase).

The Governors carried out a valuation of the properties as at 31 January 2024. In carrying out their valuation they were informed by a qualified Chartered Surveyor, with vast knowledge and experience of the local area. The value in use method has been used to value the properties, due to the market value not being considered as a key metric in assessing the performance of the portfolio. There is no plan to dispose of the portfolio or substantially change the use, with the focus being on rental yields. The revaluations are in line with increases in rental income and the return on capital on the properties is comparable year on year.

## Notes to the Accounts

### 10 Heritage assets

	Assets under the course of construction	Burghley House and grounds	Chattels at probate value	Chattels at market value	Total Heritage assets
	£	£	£	£	£
<b>Group and charity Cost</b>					
As at 31 January 2023	1,296,917	8,262,760	3,953,793	286,567	13,800,037
Additions	1,499,973	88,818	-	-	1,588,791
Transfer of assets	(2,796,890)	2,796,890	-	-	-
<b>At 31 January 2024</b>	<b>-</b>	<b>11,148,468</b>	<b>3,953,793</b>	<b>286,567</b>	<b>15,388,828</b>
<b>Depreciation</b>					
As at 31 January 2023	-	1,504,365	-	-	1,504,365
Charge for the year	-	216,850	-	-	216,850
<b>At 31 January 2024</b>	<b>-</b>	<b>1,721,215</b>	<b>-</b>	<b>-</b>	<b>1,721,215</b>
<b>Net book value</b>					
At 31 January 2024	-	9,427,253	3,953,793	286,567	13,667,613
At 31 January 2023	1,296,917	6,758,395	3,953,793	286,567	12,295,672

In accordance with the Charity's accounting policy, no value has been included within the financial statements in respect of the freeholds of the public area of Burghley House and Burghley Lake. Recent developments to Burghley House and grounds are included at cost and depreciated.

The Trust's large collection of fine art is made up of many items, including furniture, paintings, silver, miniatures, books, ceramics, tapestries and jewellery. This collection was acquired by the Earls and Marquesses of Exeter over many years and is therefore relevant to the understanding of Burghley House and its history. The Governors have decided that, given the large number and diversity of items in the collection, together with the difficulty and onerous cost of establishing a market value, to include the collection at the probate value given in October 1981 when it was transferred to the Trust by the Executors of the Will of the 6th Marquess of Exeter. The House, grounds and chattels are insured for £430 million.

Items of fine art and other chattels at Burghley House acquired since 2001 are included at market value. The Governors' policy regarding the maintenance, preservation and recording of the chattels, together with information on the access given to the public is stated on page 7.

Five year financial summary of heritage transactions:

	2024 £	2023 £	2022 £	2021 £	2020 £
Burghley House & grounds - cost of additions	1,588,791	1,380,391	157,549	131,544	132,879

## Notes to the Accounts

### 11 Stocks

	Group 2024 £	Group 2023 £	Charity 2024 £	Charity 2023 £
Showing supplies	107,593	109,506	-	-
Estate maintenance supplies	-	1,095	-	-
Livestock	118,000	97,350	118,000	97,350
Food and beverages	7,760	7,544	-	-
Golf equipment	49,960	45,498	-	-
Property development	6,546,668	6,229,472	-	-
	6,829,981	6,490,465	118,000	97,350

### 12 Debtors

	Group 2024 £	Group 2023 £	Charity 2024 £	Charity 2023 £
Trade debtors	385,670	73,014	334,426	53,066
Amounts owed by subsidiary undertakings	-	-	1,872,801	11,583,626
Other debtors	196,530	280,224	210,016	294,728
Prepayments and accrued income	244,959	170,293	192,174	135,221
	827,159	523,531	2,609,417	12,066,641

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

	Group 2024 £	Group 2023 £	Charity 2024 £	Charity 2023 £
Trade creditors	695,090	999,451	564,541	772,202
Other creditors	93,584	42,221	21	199
Obligations under finance leases & hire purchase contracts	63	14,781	-	-
Accruals and deferred income	757,710	768,300	549,480	590,997
	1,546,447	1,824,753	1,114,042	1,363,398

## Notes to the Accounts

### 14 Creditors: amounts falling due after one year

	Group 2024 £	Group 2023 £	Charity 2024 £	Charity 2023 £
Bank loans	14,200,000	13,700,000	14,200,000	13,700,000

The Charity has two fixed term loans with Hoare & Co. One of £8,000,000 is repayable between 2031 and 2036, a second of £4,750,000 is repayable in 2033. Security has been provided in the form of a fixed charge over certain assets of the Charity.

The Charity has a revolving credit facility and a fixed term loan of £1,450,000 with Natwest Bank repayable in 2026. Security has been provided in the form of a fixed charge over certain assets of the Charity.

### 15 Finance lease obligations - Hire purchase

	2024 £	2023 £
Future minimum lease payments due under finance leases:		
Within one year	63	14,781

Finance lease payments represent monthly payments by BPGC Limited for certain items of plant and machinery. The leases include purchase options at the end of the lease period, and no restrictions are placed on the use of the assets. The average lease term is 1 years. All leases are on a fixed repayment basis and no arrangements have been entered into for contingent rental payments.

### 16 Pension costs

The Charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the Charity in an independently administered fund. The pension cost charge represents contributions payable by the Charity to the fund and amounted to £330,682 (2023: £308,870).

## Notes to the Accounts

### 17 Unrestricted income and expendable endowment funds

	Group 2024 £	Group 2023 £	Charity 2024 £	Charity 2023 £
<b>Unrestricted income fund</b>				
Balance brought forward at 1 February 2023	(4,709,362)	543,059	(3,130,274)	2,109,760
Surplus for the year	917,915	526,146	1,090,261	467,887
Transfer from/(to) the Unrestricted expendable endowment fund	14,045,131	(5,778,567)	7,202,502	(5,707,921)
Balance carried forward at 31 January 2024	10,253,684	(4,709,362)	5,162,489	(3,130,274)
<b>Unrestricted expendable endowment fund</b>				
Balance brought forward at 1 February 2023	87,544,119	78,973,678	87,544,119	78,973,678
Profit/(loss) for the year	(234,197)	(156,064)	(141,122)	(85,418)
Gain/(loss) on disposal of property and investments	321,154	(14,282)	(32,182)	(14,282)
Revaluation of investment property	2,000,000	3,000,000	2,000,000	3,000,000
Unrealised gain/(loss) on investment revaluation	25,765	(37,780)	25,765	(37,780)
Transfer from/(to) the Unrestricted income fund	(14,045,131)	5,778,567	(7,202,502)	5,707,921
Balance carried forward at 31 January 2024	75,611,710	87,544,119	82,194,078	87,544,119
Realised element of unrestricted expendable endowment fund	36,288,040	50,246,214	42,870,498	50,246,214
Unrealised gains on investment properties	38,414,455	36,414,455	38,414,455	36,414,455
Unrealised gain on investment securities	909,215	883,450	909,125	883,450
Balance carried forward at 31 January 2024	75,611,710	87,544,119	82,194,078	87,544,119

Unrestricted income and unrestricted expendable endowment funds are both available for charitable purposes, and the distinction is historical, merely to record the allocation of income and movements on income and expendable endowment funds.

### 18 Restricted expendable endowment fund

	1 February 2023 £	Income £	Expenditure £	31 January 2024 £
Brewhouse fund	1,079,700	-	-	1,079,700
Garden of Surprises fund	19,540	-	4,760	14,780
	1,099,240	-	4,760	1,094,480

The Brewhouse fund consists principally of monies received from the Heritage Lottery Fund towards the project to convert the Brewhouse at Burghley into a visitor attraction. The related expenditure amounting to £2,606,442, has been capitalised as a heritage asset being an improvement to Burghley House and Grounds. The Garden of Surprises fund consists principally of monies received from donors towards the project to create an Elizabethan trick garden at Burghley as a visitor attraction. The related expenditure amounting to £1,319,345 has been capitalised as being an improvement to Burghley House and Grounds.

## Notes to the Accounts

### 19 Analysis of assets between funds

	2024 Unrestricted income fund	2024 Unrestricted expendable endowment	2024 Restricted expendable endowment	2024 Total	2023 Total
		£	£	£	£
Fund balances at 31 January 2024 are represented by:					
Investment securities	-	1,082,516	-	1,082,516	3,359,509
Tangible fixed assets	345,446	-	-	345,446	306,659
Heritage assets	-	12,573,133	1,094,480	13,667,613	12,295,672
Investment properties	-	76,156,061	-	76,156,061	72,988,178
Net current assets	9,908,238	-	-	9,908,238	8,683,979
Creditors due between 2 and 5 years	-	(14,200,000)	-	(14,200,000)	(13,700,000)
	10,253,684	75,611,710	1,094,480	86,959,874	83,933,997

### 20A Reconciliation of operating deficit to net cash outflow from operating activities

	2024 £	2023 £
Net income/(expenditure) for the reporting period (as per the statement of financial activities)	594,178	313,262
Depreciation	367,006	206,853
Losses/(Gains) on investments	11,416	52,061
Dividends, interest and rents from investments	(3,024,348)	(3,206,075)
Loss on the sale of fixed assets	2,101	(1,800)
(Increase)/decrease in stocks	(339,516)	(1,237,263)
Decrease/(increase) in debtors	(225,264)	396,848
Increase/(decrease) in creditors	(263,586)	428,005
Net cash (used in)/provided by operating activities	(2,878,013)	(3,048,109)

### 20B Analysis of net debt

	31 January 2023 £	cash flow £	31 January 2024 £
Cash in hand	3,494,736	302,809	3,797,545
Notice deposits	11,380	6,059	17,439
	3,506,116	308,868	3,814,984
Bank borrowing due in less than one year	-	-	-
Bank borrowing due in more than one year	(13,700,000)	(500,000)	(14,200,000)
	(10,193,884)	(191,132)	(10,385,016)

## Notes to the Accounts

### 21 Governors and employees

	Group 2024 Number	Group 2023 Number	Charity 2024 Number	Charity 2023 Number
The number of Governors who served the Group and the Company during the year was:	10	10	10	10
The average monthly number of persons employed by the Group and the Company during the year was:				
Office and management	38	35	38	35
House showing	72	66	61	55
Maintenance and forestry	17	16	17	16
Equestrian event	8	6	-	-
Golf Club	28	30	-	-
	163	153	116	106
Employment costs	£	£	£	£
Wages and salaries	3,646,745	3,320,405	2,789,554	2,530,309
Social security costs	302,851	290,803	233,098	224,249
Other pension costs (note 17)	330,682	308,870	280,353	264,067
	4,280,278	3,920,078	3,303,005	3,018,625

The number of employees whose emoluments, as defined for taxation purposes, amounted to over £60,000 in the year was 5 in the range £60,000 to £70,000 (2023 - 4), 2 in the range £70,000 to £80,000 (2023 - 1), 1 in the range £110,000-£120,000 (2023 - 2), 1 in the range £130,000- £140,000 (2023 - NIL), NIL in the range £140,000- £150,000 (2023 - 1) and 1 in the range £160,000- £170,000 (2023 - NIL) Total remuneration of key personnel was £884,745 (2023: £729,168). Total employer's pension contributions for key personnel was £105,747 (2023: £96,294).

No remuneration was paid to any Governor in the year. Travelling and accommodation expenses of £98 were reimbursed to one Governor in the year (2022: £1,259 to four Governors).

### 22 Subsidiary companies

#### Burghley Enterprises Limited - Company number 02332264

The turnover of Burghley Enterprises Limited amounted to £1,751,257 (2023: £1,494,366), and the net profit arising of £667,142 (2023: £575,438) is due to be paid under Gift Aid to Burghley House Preservation Trust Limited. During the year the parent company charged £39,000 in rent (2023: £39,000).

The results of Burghley Enterprises Limited for the year ended 31 January 2024 are shown below. Audited accounts are filed with the Registrar of Companies.

	2024 £	2023 £
Turnover and other income	1,751,257	1,494,366
Cost of sales and expenses	(1,084,115)	(918,928)
Profit for the year	667,142	575,438
Shareholders funds	48,514	48,514

## Notes to the Accounts

### 22 Subsidiary companies (continued)

#### Burghley Horse Trials Limited - Company number 07087188

The turnover of Burghley Horse Trials Limited amounted to £5,350,242 (2023: £4,871,941), and a net profit arising of £22,502 (2023: £447,555). During the year the parent company charged £320,911 in rent (2023: £306,552) and management charges of £100,000 (2023: £125,000).

The results of Burghley Horse Trials Limited for the year ended 31 January 2024 are shown below.  
Audited accounts are filed with the Registrar of Companies.

	2024 £	2023 £
Turnover and other income	5,350,242	4,871,943
Cost of sales and expenses	(5,327,740)	(4,424,386)
Profit for the year	22,502	447,557
Shareholders funds	1	1

#### BPGC Limited - Company number 12005973

The turnover of BPGC Limited amounted to £1,392,637 (2023: £1,283,813), and the net profit arising of £30,165 (2023: Loss £70,106). During the year the parent company charged £NIL in rent (2023: £NIL).

The results of BPGC Limited for the period ended 31 January 2024 are shown below.  
Audited accounts are filed with the Registrar of Companies.

	2024 £	2023 £
Turnover and other income	1,392,637	1,283,813
Cost of sales and expenses	(1,362,472)	(1,353,919)
Profit/ (Loss) for the year	30,165	(70,106)
Shareholders funds	1	1

#### Burghley Land Limited - Company number 08601360

The income of Burghley Land Limited amounted to £Nil (2023: £NIL), and there was a loss of £3,799 in the year (2023: £7,590). The parent company charged £Nil in rent (2023: £NIL).

On 14 September 2023 7,000,000 £1 shares were issued to Burghley House Preservation Trust Limited in a debt to equity swap.

Inter-group interest of £5,942 was eliminated on consolidation.  
Audited accounts are filed with the Registrar of Companies.

#### Burghley Barns Limited - Company number 08601372

The income of Burghley Barns Limited amounted to £Nil (2023: £NIL), and there was a loss of £15,515 in the year (2023: £123,623). The parent company charged £Nil in rent (2023: £NIL).

Audited accounts are filed with the Registrar of Companies.

## Notes to the Accounts

### 23 Related party transactions

Following the Charity Commissioners' agreement, Burghley House Preservation Trust Limited and the Trustees of the 6th Marquess of Exeter Will Trust are sharing income and expenditure in relation to the showing of Burghley House in a proportion based on their respective ownerships of Burghley House. Relative to the Deed of Apportionment agreed with the Trustees of the 6th Marquess of Exeter Will Trust, they were charged £19,450 (2023: £19,450) for management and maintenance services. The amount owed to the company in respect of these services at 31 January 2024 was £NIL (2023: £NIL).

Rental income amounting to £13,500 (2023: £13,500) was received from The Trustees of the 6th Marquess of Exeter Will Trust during the year. No amounts were due at 31 January 2024 (2023: £Nil).

The Trustees of the 6th Marquess of Exeter are also due to receive £243,410 as a licence fee from Burghley Horse Trials Limited (2023: £44,022) and the amount outstanding at 31 January 2024 amounted to £93,410 (2023: £NIL).

### 24 Capital commitments

At 31 January 2024 The Charity had no contracted capital expenditure (2023: £1.5 million).

### 25 Contingent liabilities

A grant has been received from the Football Foundation to be used on the construction of facilities for a local football club. Should the terms and conditions of the grant not be adhered to within a specified period an element of the grant may be repayable. The Governors expect the terms and conditions to be adhered to and therefore believe no further disclosure is necessary in these financial statements. A legal charge has been granted in relation thereto.

# Notes to the Accounts

## 26 Comparative information

### Consolidated Statement of Financial Activities

incorporating the income and expenditure account

for the year ended 31 January 2023

	Notes	2023 Unrestricted Income £	2023 Unrestricted Expendable Endowment £	2023 Restricted Expendable Endowment £	2023 Total £
<b>Income and endowments from:</b>					
Donations and grants	3	111,312	65,789	-	177,101
Other trading activities	3	7,622,201	-	-	7,622,201
Income from investments	4	5,052,472	-	-	5,052,472
Income from charitable activities	3	857,301	-	-	857,301
Other income		2,400	-	-	2,400
<b>Total income and endowments</b>		<b>13,645,686</b>	<b>65,789</b>	<b>-</b>	<b>13,711,475</b>
<b>Expenditure on:</b>					
Expenditure on raising funds		9,013,496	87,644	-	9,101,140
Expenditure on charitable activities		4,106,044	134,209	4,760	4,245,013
<b>Total expenditure</b>	5	<b>13,119,540</b>	<b>221,853</b>	<b>4,760</b>	<b>13,346,153</b>
<b>Net gains/(losses) on investments</b>	17	<b>-</b>	<b>2,947,938</b>	<b>-</b>	<b>2,947,938</b>
<b>Net income/(expenditure)</b>		<b>526,146</b>	<b>2,791,874</b>	<b>(4,760)</b>	<b>3,313,260</b>
Transfers between funds	17	(5,778,567)	5,778,567	-	-
<b>Net Movement in Funds</b>		<b>(5,252,421)</b>	<b>8,570,441</b>	<b>(4,760)</b>	<b>3,313,260</b>
Balance brought forward		543,059	78,973,678	1,104,000	80,620,737
<b>Balance carried forward</b>	17,18	<b>(4,709,362)</b>	<b>87,544,119</b>	<b>1,099,240</b>	<b>83,933,997</b>

## Notes to the Accounts

### 26 Comparative information (continued)

#### Analysis of total expenditure

	2023 Direct costs £	2023 Support costs £	2023 Total £	2022 Total £
<b>Expenditure on raising funds</b>				
Equestrian event expenditure	3,946,614	-	3,946,614	639,709
Expenditure on investment properties	1,846,397	578,384	2,424,781	2,057,474
House showing expenditure	773,318	242,242	1,015,560	624,589
Timber and woodland expenses	299,299	93,755	393,054	438,615
Golf Club expenditure	1,321,131	-	1,321,131	1,292,144
	8,186,759	914,381	9,101,140	5,052,531
<b>Expenditure on charitable activities</b>				
House showing	1,459,446	457,172	1,916,618	1,553,415
Maintenance of heritage property	1,768,661	554,034	2,322,695	1,731,446
Donations	5,700	-	5,700	-
	3,233,807	1,011,206	4,245,013	3,284,861
<b>Total</b>	<b>11,420,566</b>	<b>1,925,587</b>	<b>13,346,153</b>	<b>8,337,392</b>

#### Restricted expendable endowment fund

	1 February 2022 £	Income £	Expenditure £	31 January 2023 £
Brewhouse fund	1,079,700	-	-	1,079,700
Garden of Surprises fund	24,300	-	4,760	19,540
	1,104,000	-	4,760	1,099,240

#### Analysis of assets between funds

	2023 Unrestricted income fund	2023 Unrestricted expendable endowment £	2023 Restricted expendable endowment £	2023 Total £	2022 Total £
Fund balances at 31 January 2023 are represented by:					
Investment securities	-	3,359,509	-	3,359,509	3,388,460
Tangible fixed assets	306,659	-	-	306,659	217,602
Intangible assets	-	-	-	-	-
Heritage assets	-	11,196,432	1,099,240	12,295,672	10,988,481
Investment properties	-	72,988,178	-	72,988,178	65,700,737
Net current (liabilities)	8,683,979	-	-	8,683,979	8,640,238
Creditors due between 2 and 5 years	(13,700,000)	-	-	(13,700,000)	(8,314,781)
	(4,709,362)	87,544,119	1,099,240	83,933,997	80,620,737

**BURGHLEY HOUSE PRESERVATION TRUST LIMITED**

England & Wales - Charity number 258489

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# Accounts

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# Burghley

## Annual Report 2023

Burghley House  
Preservation Trust

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# Foreword

This last year has been one of tremendous improvement and investment in the visitor business at Burghley. Governors have always set great store by giving all our visitors the best possible experience during their time at Burghley and it was recognised that it was time to update and refresh what we offered in line with the expectations of all who come here. A visitor Masterplan commissioned in 2020 by the Burghley House Preservation Trust from Purcell architects identified a series of projects that were prioritised for delivery and this, in tandem with research commissioned in 2021 with BDRC consultants, identified opportunities to reach new audiences and improve customer experience. Accordingly, after many months of anticipation, hard work and upheaval, 'Hide and Secrets', our new adventure play area and new car park have opened. This has enabled the restoration of an important area of the park and the protection of one of our ancient lime avenues. There is now a greatly improved aspect on arrival and a palpable sense of new energy in Burghley Park.

These projects are the culmination of careful planning and considered research into our existing facilities and areas for development at Burghley and it is immensely gratifying to see them brought to fruition and buzzing with families enjoying themselves, bringing life to a new area.

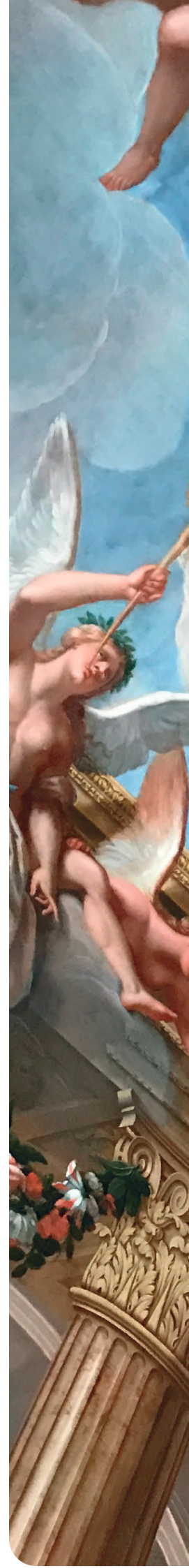
One of our key objectives at Burghley is the advancement of historic and aesthetic education and along with our ongoing Education programmes - offered to schools, families and adults throughout the year - we have always made every effort to share information on the history of the estate, the house, and the works of art with anyone who is interested. To do this we have an immense resource at our fingertips: one of our most protected assets is the extraordinary archive at Burghley. This is a collection of documents from the 11th to 21st century containing manuscripts (including diaries, letters, bills and deeds) photographs, drawings, maps, plans, books, newspaper cuttings and brochures. All important documents and those dating from before 1700 are kept in the Muniment Room within the house - the earliest being a charter of William II dated 1094. The Muniment Room houses approximately half a million items contained in eight huge steel safes, and supplementary document storage. Almost every item has now been catalogued and added to a digital database by our archivist, Rosemary Canadine.

We are extremely fortunate that a huge amount has been done to research and document the works of art. While some of our archive manuscripts offer primary source material, on a day-to-day basis, probably the most useful resource is our digital collections inventory. This comprises some 6,000 objects, and enables us to refer to the location, references, condition and provenance of every work of art in the house. Public access has been made available to our digital inventory through a 'Search the Collections' facility on our website for anyone who is interested. However, in spite of all the work that has been done to research the history of the collection, very occasionally something crops up to surprise us and leaves us scratching our heads. One unexpected happy outcome of the creation of the new car park was the chance discovery of an unknown treasure.

During the last week of construction, our particularly vigilant digger-driver noticed an unusual lump amongst the piles of excavated spoil. Excitingly this turned out to be a 2nd Century Roman marble head and further exploration revealed the accompanying 17th Century bust and pedestal that it would have been mounted on. How it ended up in the middle of the park, away from the house and formal gardens we can only imagine. We can assume that it arrived here as part of the extensive purchases made by the 5th or 9th Earls of Exeter during their extensive trips to Italy in the late 17th Century or the 1760's. Frustratingly, as yet no reference to this treasure can be found in any of the contemporary records - was it secretly buried by someone hoping to remove it at a later date? - we will never know. Our 'new' treasure is now undergoing careful restoration in London and will be returned to Burghley this autumn and displayed for the enjoyment of our visitors amongst the marble statuary collected by the Earls of Exeter - where perhaps it was originally intended to be.

An immense amount of work goes on throughout the year to make Burghley a wonderful place to visit. A constant programme of restoration, maintenance and innovation requires real dedication and draws on the huge variety of skills that we have amongst our team. It is a matter of great pride for us all here that Burghley continues to flourish and I hope that you will continue to visit or stay in touch with us throughout the year.

*Matilda Rodd*



# Review of the year

It seems no time at all since the last annual report was written, yet once again we have had a busy year at Burghley across many areas of our activities.

When considering and instigating change within an historic estate, time must be given to consider the impacts and significance of the change and the ramifications that it may bring. Change, amongst other things, can be disruptive, and that disruption can be a slow and steady realisation that it is time to evolve, and ever increasingly, as the modern world teaches us, change is time-consuming and impactful!

Over the last 12 months we have undertaken significant planning and preparation to deliver our new visitor car park and adventure playground, 'Hide and Secrets', which are exciting additions to our House and Gardens visitor offering. Long discussions, debate and consideration have been given by our teams to the impacts that may occur from these development plans, and almost all teams from across the Estate have been involved in some form of contribution, creativity and thought towards the projects.

Construction of the projects is now complete, and both are wonderful new additions and offerings for our visitors. We have been delighted to partner with local firms Burmor Construction and L4 Civils on the new car park, and with Capco from East Anglia on the Adventure Playground. The construction projects will deliver some of the most significant visitor-based changes at Burghley over the last two decades and we hope to encourage visitors both new and old to return to Burghley now and in years to come.

Elsewhere across the Estate, we push forward with our delivery of the urban extension at Stamford North. We continued our public engagement sessions to further understand what is needed throughout Stamford and reflected their input in our outline planning application submitted to South Kesteven District Council and Rutland County Council in January of this year. We hope to see resolution to this application over the next calendar year. Our team continue to consult intensively on education and health provision for the new development, as we see these provisions as key to successful long-term placemaking and development, and a vital addition to Stamford.

Our partnership continues with South Kesteven District Council on St Martins Park as we move forward our delivery of the site through careful collaboration with key partners. Our teams have been busy aligning all infrastructure matters required for a complex site with high design requirements in proximity to both the Railway and close to the River Welland.

Elsewhere across the portfolios, our team have been busy pushing towards completion on our residential development at Welland Farm in Barrowden. When complete in the next few months, this scheme will deliver 5 new market homes and 1 affordable property into the 'let' portfolio. It has not been an easy task to balance increasing construction costs against the viability of the overall project, but we are excited to add new homes into our property portfolio which provide energy efficient living, reflecting the growing demand for more cost effective modern homes.

A sustainable approach to our Charitable activities, our land and how we farm is important to us. We have therefore, in the last 12 months, devoted human resource to those goals. It is heartening to see real progress being made with our initiatives, the enthusiasm adopted by our teams estate-wide is contagious and we aim to continue to evolve our ideas and practices throughout Burghley as sustainability, nature, wildlife and farming are hugely relevant to us.

Burghley Horse trials returned in 2022, the first since the start of the pandemic, and was bigger and better than ever. The new team in place delivered an exceptional, world-class equestrian competition, social and lifestyle event. Derek Di Grazia succeeded Captain Mark Philips as Course Designer and we are much looking forward to seeing how his course design will steward the cross-country course forwards over the coming years, as eventing evolves as a sport. A year of many firsts for the team involved, one to note in particular would be the successful launch of our livestreaming capability for subscribers to watch the entire event from wherever they wish, as a significant addition to our BBC contract.

As we look forward to the year ahead, the relocation of our car park will allow us to begin the restoration of important parkland to its historic landscape position. Our teams will concentrate on embedding our new playground and car park within our visitor offering, alongside the long-term property growth on the large urban schemes that is vital to the long-term growth and health of the Estate. Our teams, estate-wide, will continue with the simply excellent management and delivery of our day-to-day operations, all whilst looking ahead to future opportunities.

# The Visitor Experience

The Governors of the Burghley House Preservation Trust are constantly looking for ways to improve the visitor experience at Burghley whilst being mindful of the impact this might have on the House and collections.

Burghley House opened from 19th March through to 30th October 2022. The gardens were open every day during this time, the State Rooms opened six days per week, closing only on Fridays to enable maintenance and conservation work to be carried out and to allow the House to be used for private events and filming. 83,335 people visited the house and gardens during the open season. Although this was a considerable increase compared to 2021, when the country was still recovering from the Covid Pandemic, it was still approximately 18% down on the pre-pandemic visitor numbers achieved in 2019. While the domestic market has bounced back after the pandemic, international visits and group travel have been slower to recover. The overall number of visitors does not include the many more people who attended private functions, weddings and larger scale festivals and events in the park or those who simply enjoy the park on a regular day to day basis during the entire year, free of any admission charge.



Since 2006 an annual exhibition has been held in 'The Treasury' in the Brewhouse interpretation centre. The 2022 exhibition featured The Collections of Two Countesses, Anne Cavendish (pictured top) and Hannah-Sophia Chambers (pictured below), two highly independent and spirited women with a passion for collecting. The exhibition provided a unique insight into the personal collections of the two Countesses, showcasing items from their private quarters which are not usually on public display.

Each year a specially curated temporary exhibition is displayed in the Sculpture Garden to showcase different styles and the versatility of the sculpture medium. 2022's exhibition featured the work of two artists. Marjan Wouda sculptures took us into the seemingly familiar realm of animals. Going beyond mere appearance, she delivered telling renditions of their characteristics, pose and behaviors. Diane Maclean's explored lines of light, with sculptures fabricated with brushed steel, to subtly capture the changes in tone and intensity of sunlight.



Marjan Wouda,  
*Zachte Kracht*



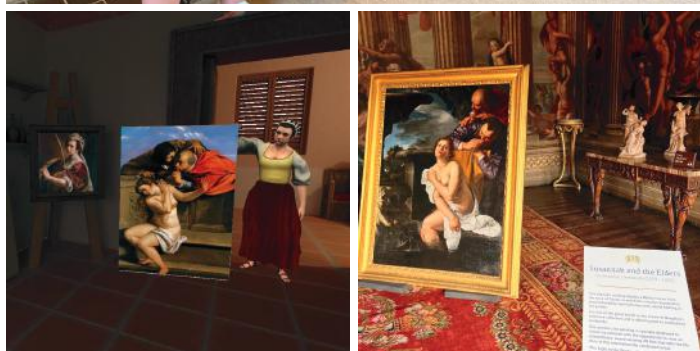
Diane Maclean,  
*Thresholds*



Marjan Wouda,  
*Daun Russell*

# The Visitor Experience

Over the summer our visitors had the opportunity to experience an award-winning virtual reality production called 'The Light in the Shadow', which looked at the Life of Artemisia Gentileschi using the latest immersive VR technology. Burghley owns one Gentileschi's better known paintings, 'Susannah and the Elders', which featured in the production and was on display in the Heaven Room while the VR production was on.



Events staged in Burghley Park continue to attract large audiences throughout the year. Approximately 8,000 people took part in the Rat Race's 'Burghley's Dirty Weekend', a festival style occasion, where competitors are able to camp in Burghley Park before taking part in a gruelling 20 mile, 200 obstacle endurance race. For those who had any energy left the weekend culminated in an evening of live music and revelries in a big top marquee.

Living Heritage staged the 'Burghley Game and Country Fair' once again over the Spring Bank Holiday weekend. There was the full range of country pursuits, from angling demonstrations on the lake to clay shooting and from dog agility races to horse boarding - an exciting extreme sport, where a boarder is pulled at speeds of up to 28mph around a series of obstacles by a galloping horse.

Our summer concerts were also well attended. Approximately 5,500 people enjoyed the 'Battle Proms' and 'Classic Ibiza' sold out with a capacity audience of 7,000 people.

Burghley once again played a starring role for the filming of Netflix's hit TV series 'The Crown'. Series 5 and 6 were filmed when the House was closed for visitors at the start and end of the year. Although filming is a huge upheaval, it is always very welcome and now contributes a significant amount of income for the ongoing maintenance and preservation of the House and Estate.

# The Burghley House Collection

Burghley is one of the finest examples of a late 16th century 'prodigy house', built by one of Queen Elizabeth's most trusted and important ministers, the Lord High Treasurer, William Cecil (1521-1598.)

The House contains an outstanding collection of fine art, amassed by the Cecil family over a 400 year period. Most areas contain objects of National importance, of which some highlights are:

- 17th & 18th century Italian Old Master paintings.
- 17th & 18th century English and Continental furniture.
- Oriental and European ceramics.
- Chinese snuff bottles.
- English portrait miniatures.
- English & European 17th century tapestries.

Management of the Collection is the responsibility of the resident Executive Chair, Miranda Rock (a member of the Cecil family), and a curatorial department led by Jon Culverhouse, who has been looking after the Collection since 1984. The Collection has been comprehensively inventoried and investigated by a number of the foremost experts in their fields. A computerised record of every object of note is kept: these records are constantly reviewed and revised.

Conditions within the House are monitored and great efforts have been made to ensure stability of temperature and humidity as far as is possible within an historic building. Sensitive objects have been allocated specialised storage areas. A detailed photographic record of all objects was commenced twenty years ago and its preparation continues today. Some 70% of the Collection is now recorded.

The State Rooms of the House are open to visitors, daily, for approximately 28 weeks each year. Other areas are always available for scholastic research by appointment. We have a pro-active approach to loaning objects to other collections, both nationally and internationally. In recent years, major exhibitions have travelled from Burghley to museums in the USA and Japan. A major development of display facilities at the House, undertaken in 2003 with assistance from the Heritage National Lottery Fund, has provided a substantial specialised display area.

Each year exhibitions are mounted to concentrate on aspects of the Collection. This opportunity is used to show visitors objects that are not always on display. There is also an ongoing programme of rotation of objects to ensure that items are exhibited in the public part of the House as much as is practicable.

Acquisitions to the Collection are now rare. However, on occasion, the Governors of the Trust have been able to make funds available for the purchase of an object of outstanding importance, sold or transferred by previous generations. As the Trust exists for the preservation of the House and its contents, there is no need for a disposals' policy.

# A successful collaboration has enabled an important painting to be fully conserved.

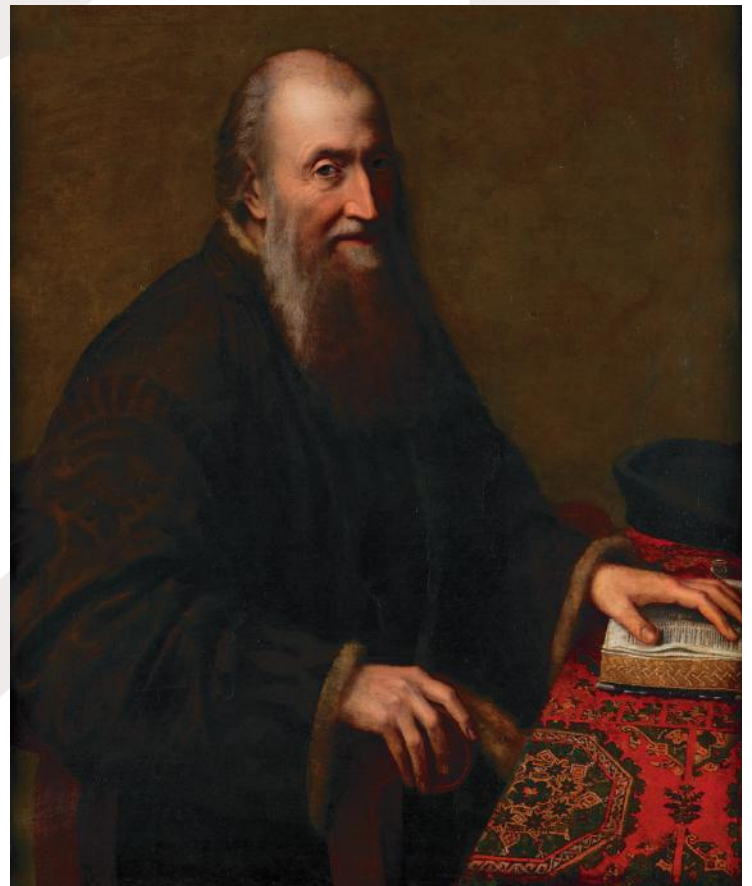
## ~ *The Burghley House Collection*

As mentioned in previous reports, The Burghley House Collection frequently lends works of art to other institutions, both in this country and abroad. In late 2021, we received a request from a Danish museum, the Nivaagaards, a small but important museum with an excellent Collection. Their Director planned to hold an exhibition of paintings by a remarkable 16th Century female artist, Sophonisba Anguissola.

Sophonisba was born in Cremona around 1552. Encouraged by her father, and quite unusually for a young woman in her day, she trained as a painter. Her talent, particularly for portraiture, quickly brought her work to the attention of important patrons, including King Philip II of Spain, who brought her to Madrid and appointed her as a lady-in-waiting and tutor to his young Queen. Sophonisba painted the portraits of the royal family, taught the Queen to draw and became very close to the young princes and princesses in the royal court.

Following the Queen's death, Sophonisba returned to Italy, where she became famous for her portraits. She continued to paint until the remarkable age of 93, dying in 1625. She was the first female artist of the Renaissance to achieve international fame during her lifetime. However, after her death her paintings fell from fashion, and it was not until the 20th Century that her genius was again recognised.

Brownlow, 9th Earl of Exeter, purchased 'A Portrait of an Old Man' by Anguissola whilst travelling in Italy in 1763. It has hung in the First George Room at Burghley since then, during which time the canvas had slowly become unstable and varnish applied in the 19th Century had become discoloured, rendering the finer details of the painting almost invisible. Due to its fragile state, the initial decision was that we should not lend the painting. However, on hearing this, the Danish museum offered to pay for half of the cost of conservation. Due to this generous offer, the painting spent four months undergoing expert conservation at the prestigious Hamilton Kerr Institute, a part of the University of Cambridge. The results were spectacular. All damages and weaknesses were repaired, and a wealth of hidden details and delicate brushwork were revealed. The painting travelled to Denmark, where it was a star feature in the exhibition, 'Sophonisba – History's forgotten miracle', a show that attracted record numbers to the museum. The painting is about to return to the house, stable and safe to be displayed to our visitors in the future.



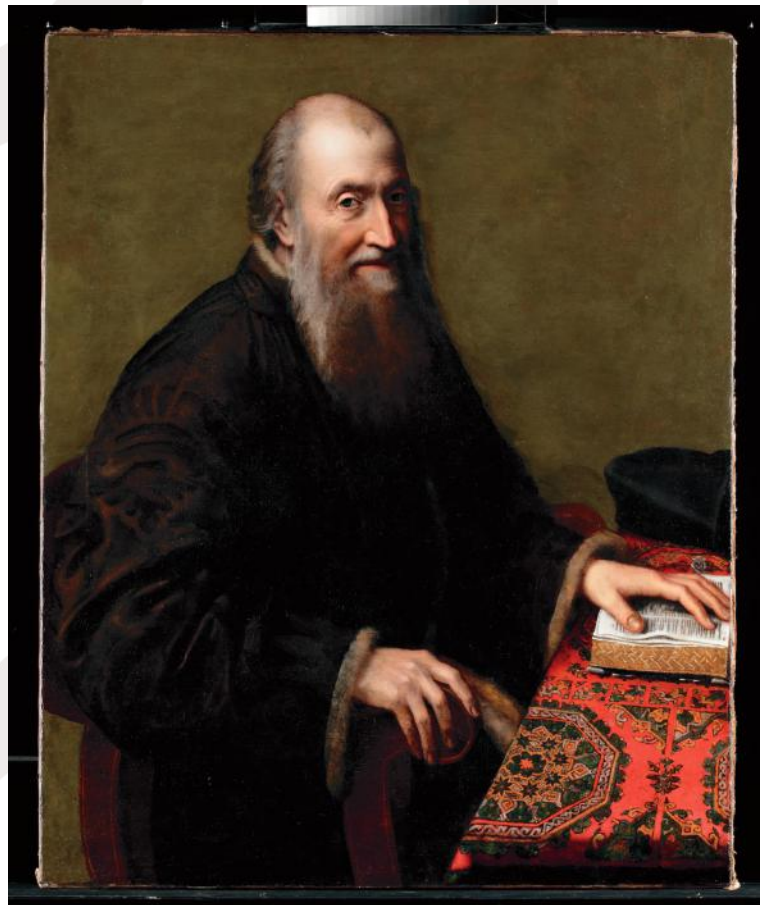
*Image right: 'A Portrait of an Old Man' before heading to the Hamilton Kerr for repair (2021).*

A successful collaboration has enabled an important painting to be fully conserved.

*~ The Burghley House Collection*



*Image left: 'A Portrait of an Old Man' during the cleaning process. Old damages clearly visible.*



*Image right: 'A Portrait of an Old Man' result following a successful restoration at the Hamilton Kerr Institute (August 2022).*

# Vital restoration complete on the historic Lion Bridge

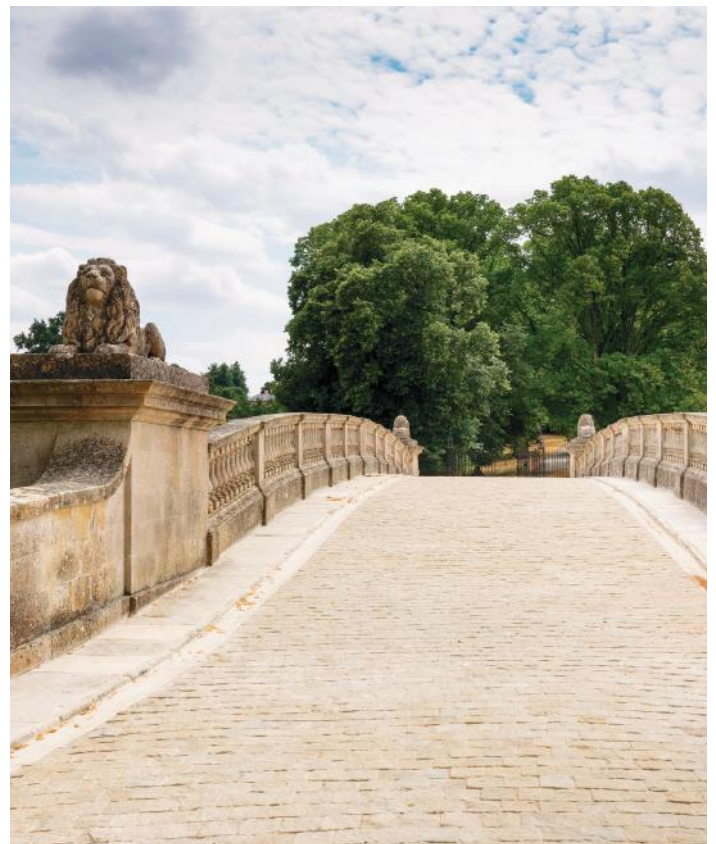
August 2022 saw the completion of one of Burghley's biggest preservation projects – the restoration of the iconic 18th Century Lion Bridge.

The restoration work to Lion Bridge had been classified as urgent when regular quinquennial inspections revealed the structure was at risk due to water ingress through parapets and road surface causing a gradual and chronic deterioration.

Made possible by funding from the government's Culture Recovery Fund, the works took eight months to complete and involved a range of specialist conservation and restoration techniques, expertise, and materials. The project progressed using a combination of locally based companies who worked with a very experienced conservation contractor all overseen by Burghley's own management team. Every element of the works was carried out in close consultation with Historic England to ensure the works were historically accurate, sustainable, and aesthetically appropriate.

Ensuring the Grade I listed Lion Bridge is preserved for the next 100+ years, the repairs involved removal of the modern tarmac road surface and replacement with stone cobbles which are more in keeping with a bridge of this style, along with the re-introduction of drainage channels either side of the carriage way, repointing to the parapet stonework, gentle cleaning of the archways to remove staining and conservation of the metal gates on either side of the bridge.

Administered on behalf of the Department for Digital, Culture, Media and Sport by Historic England, the Culture Recovery Fund was set up to protect heritage, arts and cultural organisations across England from the economic impact of Covid-19. Burghley House was one of 142 Heritage sites in England which were selected to receive funding from the Grants for Programmes of Major Works under the fund to help pay for vital repair projects and conservation work. Burghley Estate was awarded a grant of over £400k for the Lion Bridge restoration and invested a further £110k itself.



*Image above: Lion Bridge completed following eight month restoration.*



*Images above: Contractors laying new stone setts during restoration.*

# A Service of Thanksgiving for Lord Burghley at Westminster Abbey



A Service of Thanksgiving to celebrate the birth and lasting legacy of William Cecil, Lord Burghley, was held at Westminster Abbey on Wednesday 22nd June 2022.

The grand memorial service, organised by the Lord Burghley 500 Foundation, was the culmination of a two-year long programme of events to mark the quincentenary of Lord Burghley's birth in 1520.

Academics, family members and Burghley staff gathered to remember and celebrate Lord Burghley's life. The service was given by the Dean of Westminster, the Very Reverend Dr David Hoyle, and HRH Princess Alexandra was in attendance.



Highlights included a specially commissioned Anthem composed by James MacMillan, and an address by Lord Chartres of Wilton and historian Dr David Starkey CBE gave a tribute. The Lord Barnard, Viscount Cranborne and Marquess of Salisbury gave readings, and the prayers were led by the Reverend Mark Birch, Minor Canon and Precentor. The service was sung by the Westminster Abbey Special Service Choir, conducted by James O'Donnell, Organist and Master of the Choristers. The organ was played by Matthew Jorysz, Assistant Organist. There were performances by London Viols before and during the service.

As the Reverend said, Burghley 'has shaped our history, as he shaped so much of the cultural and intellectual life of the first Elizabethan age. We remember a man of high and disciplined intelligence, a loyal public servant of rare ability, and a man of boundless energy and range'.

The service, in the place where Burghley served as Lord High Steward, was a moving and fitting end to the quincentenary celebrations.

The foundation continues to commemorate Lord Burghley's legacy by promoting projects through education and training. They have endowed visiting research fellowships at Cecil's old school, St John's College, Cambridge, and will continue to work with schools, particularly those areas near Hatfield and Burghley House to build programmes - both academic and technical.

# Land Rover Burghley Horse Trials

Burghley Horse Trials returned to the Calendar in 2022 following a three-year absence. The main objectives for the 2022 event were to:

1. Deliver a successful event
2. Run a financially sustainable event
3. Learning & Research

In many ways it was a challenging year with huge cost increases of between 20-30% on some of our contracts, a new operational team and not knowing how our stakeholders would react to the return of Horse Trials. There are many learnings to come out of 2022 but, most importantly, as a Burghley team we delivered horse trials successfully. There was a huge clamouring from our many stakeholders and a great positive vibe on event. All in all, we have hopefully laid the foundations to build on into 2023 and secure the long-term future of the horse trials at our iconic venue.

As part of building for the future it is important that we recognise changing trends and audiences. Whilst horse trials continues to enjoy the support of a committed audience we must also ensure we present our event to new audiences and the younger generations. Presentation of horse trials both on event and digitally is a key focus for us which we recognise must retain balance so as not to lose our committed dedicated followers. The use of new technologies is also vital in the management of event. E-ticketing will be used in 2023 for our public admission which will allow much more flexibility in our box office delivery and supports our drive on Environmental Sustainability. As we move more to digital it is key that the park infrastructure can support that with good connectivity.

Land Rover remain our Title Partner but under a new name! As part of Land Rover's wider global marketing strategy Burghley Horse Trials will now be known as Defender Burghley Horse Trials. Good conversations continue to take place about a longer-term partnership with an extension to the current contract now in place. We are also currently reviewing all our commercial assets including the successfully launched Burghley TV which came online for the 2022 event. We are very pleased with the launch of Burghley TV which was extremely well received. Our plan is to increase the audience that follow and subscribe. We will continue to invest in Burghley TV to ensure we maintain a high-quality output. It is also vitally important for our future with the changing trends in how people consume content that we have the relevant assets available to commercialise.



# Looking to the future

## *Objectives for 2023/24*

### **To continue to attract a high number of visitors to Burghley House**

Our new digital ticketing system – Visisoft – will enable us to understand more clearly the patterns of our existing visitors and encourage them to return. We will also make every effort to reach new audiences this year with a varied programme of events and activities. As well as our established event calendar comprising craft workshops, concerts and food markets, Horse Trials, Spooky Tours and a bigger than ever Christmas Fair, we have introduced an opera evening in the South Gardens, a silent disco that will be held in the Chestnut Yard, Burghley Bat Walks -to learn about different bat species that live in the parkland, 'Fire and Wild' outdoor dining experience in the Park and Autumn garden walks with our garden team.

The early success of 'Hide and Secrets' and extremely positive feedback has demonstrated that investment into this new attraction for our visitors has been very well received. The success of this project has been the result of a joined-up approach developed by our marketing team to create a uniquely Burghley experience. The invention of a character 'Cecil the Mole' – reflecting the history of William Cecil, 1st Lord Burghley as reputed spy-master in the court of Elizabeth I, gave spirit and inspiration to the project. The exceptional work done by our own gardening team to bring this to life through landscaping, planting and ingenuity has provided additional areas to climb and explore, significantly enhanced and enlarged the visitor journey to the towers and is both whimsical and fun. Work will continue to develop child-focussed interpretation of the planting and wildlife in this area and throughout the gardens through creative collaboration between the gardening and the education teams.

### **To offer a wide variety of educational opportunities for both children and adults**

We continued to offer a rich and varied program of events to visiting school children throughout the year. However, this year we have noticed a marked increase in schools taking up gardens-based activities such as our 'Green Plants' and 'Minibeasts' workshops. We have also noticed an increased uptake in visits from KS1 (infant school) students and KS3 and 4 (Secondary) students. In terms of our informal educational provision; Beastly Boring Burghley family tours and holiday craft workshops have both been extremely popular this year.

The cost of living crisis and high fuel costs are undoubtedly affecting the willingness of schools to plan visits but we have exciting plans for the future to develop new workshops and increase capacity. We have recruited several new staff members who can boost our capacity during peak times.

Our future plans include updating some of our older workshops to reflect curriculum changes. Other exciting plans for the year ahead include looking for ways to increase our EYFS (Early Years) provision following on from successfully boosting our KS1, 3 and 4 provision. Our main obstacle to increasing Early years provision is teaching space, especially in the gardens, and we going to look at this over the coming year and see if we can find a way to resolve this challenge.

### **To continue to repair, restore and conserve the fabric of the buildings at Burghley House**

The work for this year will be based around the priorities for repair highlighted in the quinquennial inspection of Burghley House, more specifically the on-going programme of stonework repairs.

To be mindful of our responsibility to protect our natural environment and to create a more sustainable Estate.

We have worked hard to facilitate positive cultural change that reflects our commitment to sustainability across the entire business. We have made investment to enable significant improvements in day-to-day life, for example in the creation of a new waste separation and management centre which handles all waste from our agricultural and property portfolio.

We have entered an additional 196 hectares of woodland into Countryside Stewardship with the aim to enhance habitat and enrich biodiversity. We have commissioned a carbon impact assessment which will inform the success of our arable reversion in areas of the park and we will continue to monitor this. We are planting 70,000 native species trees across 40 hectares under the Queen's Green Canopy scheme, which will add to our sequestration of carbon and mitigation of carbon emissions.

Moving forward, Burghley is looking to generate renewable energy for the House, ancillary buildings and the Golf Club. We hope to obtain planning permission for a ground-mounted solar system and break ground within the next year. The above two projects will not only provide us with a degree of self-sufficiency and energy security, but also demonstrate our commitment to reducing our dependence on fossil fuels. We will continue to work on improving our goal to be more sustainable and safeguard the future of Burghley.



# Strategic Report

## Achievements and performance

The year ended 31 January 2023 was the first full year of business for the Trust since the beginning of the pandemic in 2020. Burghley House and Park was opened to the public all year and a full calendar of events at the House and Park were held.

There was also a successful return of the Burghley Horse Trials. Despite the last two years being cancelled, large numbers attended the event and a significant amount of the losses incurred during the cancellations recovered.

The Trust's property portfolio also returned the overall level of income received before the pandemic, although the commercial property sector, especially hospitality, remains weakened due to economic conditions particularly increased utility costs.

The Trust's achievements for the year are stated on pages 5 to 14.

## Income

Income derived from investment properties and other property assets owned by the Trust amounted to £5.1 million (2022: £4.9 million), this was only a 3% increase on the previous year and has not kept pace with the rate of cost increases on property. This was a result in a fall in income from commercial income which has not yet returned to pre-Covid levels.

Income from the showing of Burghley House rose to £857,301, an increase from £191,400 in the previous year. This compares to £868,657 in 2020 which was the last full year the House was open.

Trading activities income rose by £5m due to the return of the Land Rover Burghley Horse Trials, which were cancelled during the financial years ending 2021 and 2022. Other trading income also included an increase in income from functions and exhibitions which almost doubled from the previous year to £628,089.

## Costs of raising funds

Expenditure on generating funds increased to £9.1m million (2022: £5 million) this increase was largely due to the costs associated to the Land Rover Burghley Horse Trials noted above. Costs to open Burghley House to the public also increased due to the return of a full year's opening.

## Cost of charitable activities

The cost of repairing and restoring the fabric of Burghley House and its collections came to £2,322,695 (2022: £1,731,446) which also reflects a return to previous levels of expenditure, made possible by increased income.

A significant grant from Natural England was received to aid the restoration of Lion Bridge inside Burghley Park. This work has now been completed and the Lion Bridge restored to its former glory.

# Strategic Report

## Surplus for the year

The Trust showed an unrestricted income fund surplus for the year of £526,146 (2022: surplus £721,090), an unrestricted expendable endowment fund surplus of £2,971,874 (2022: surplus £4,206,794) and a restricted expendable endowment fund deficit of £4,760 (2022: deficit £4,760).

The net surplus is £3,313,260 (2022: surplus £4,923,124) and has been added to unrestricted income, unrestricted expendable endowment and restricted expendable endowment funds.

This result is stated after deciding to revalue the investment properties by £3,000,000 (2022: £4,000,000 increase).

A transfer of £5,778,567 was made from the unrestricted income fund from the unrestricted expendable endowment (2022: £5,393,949 to the unrestricted income fund) in accordance with the reserves policy below.

Burghley Enterprises Limited made a profit for the of £575,438 (2022: £999,156) and is incorporated into these accounts. The profits are paid up to this Charity under Gift Aid.

The Governing Body do not consider it would be appropriate to make provision in the accounts for the significant cost of dealing with the backlog of dilapidations to property owned by the Charity. Nevertheless it is necessary to read the accounts in the knowledge of the quantum of expenditure which is outstanding. These future costs are discussed in the reserves policy below.

## Reserves policy

The Governors have reviewed the Charity's reserves policy, taking into account future income projections and expenditure plans in line with the strategic plan of Burghley House Preservation Trust, together with the associated risks and opportunities.

The Governors policy is to maintain a level of reserves which will provide a stable base for the Charity's continuing activities and enable the Charity to adjust to any significant change in financial resources through unplanned events, whilst ensuring that excessive funds are not accumulated.

Governors intend to invest any surplus of income into either its Heritage Asset, to fulfil the Charity's objectives, or to invest further into its endowment to provide increased income in the future. A transfer between the unrestricted income fund and the unrestricted expendable endowment fund is made to reflect this investment.

Advantage has been taken of affordable bank debt to provide working capital to finance the fulfilment of the objectives and property development and as a consequence the income account is overdrawn.

The total reserves of the Charity were £83,933,997 of which £1,099,240 were restricted expendable endowment funds and £87,544,119 were unrestricted expendable endowment funds. The unrestricted income fund was £4,709,362 overdrawn.

# Strategic Report

## Investment policy

The Governors have reviewed and retained the Charity's investment policy, which states that the Governors of the Trust wish to pursue a policy that provides revenue for its current purposes and enhances income and capital growth over the longer term, thereby enabling them to meet their current and future objectives in accordance with the purposes of the Charity.

The Governors, in delegating their investment security management to Cazenove Capital Management Limited, require the managers to pay attention to the standard investment criteria, namely the suitability of the class of investment and the need for diversification insofar as is appropriate to the circumstances of the Charity. The same criteria apply to the Agents managing their investment property portfolio.

The Governors have a duty to optimise financial returns for the Charity, but may exclude certain types of investment from the investment security portfolio, taking into account social and environmental issues.

During the year to 31 January 2022, the investment security portfolio generated total revenue of £39,073 (2022: £27,885) and realised and unrealised losses of £52,062 (2022: gains £203,976). The investment property portfolio generated net revenue of £3,206,075 (2022: £3,350,339), as referred to in the sections above. Given the prevailing market conditions during the year, the Governors were satisfied with the overall performance of the investments.

## Principle risks and uncertainties

Governors have identified areas of potential risk and uncertainty:

- The loss or destruction of the Charity's historic property and collections
- The ongoing liability to repair and restore Burghley House and contents
- Decreasing visitor numbers to Burghley
- The risk of investment income declining as a result of a weak property rental market
- The loss of sponsorship of the Burghley Horse Trials

Governors have put in place a number of measures to manage these risks. There are regular reviews of the condition of Burghley House by qualified architect. Annual exhibitions and other events are held at Burghley House to attract visitor interest (detailed in this report). Continued inward investment is made to the property portfolio and there is also an ongoing programme of investment diversity. The Burghley Horse Trials is managed with the intention of being the best equestrian event of its type in the world in order to attract commercial sponsorship.

## Public benefit

The Governors confirm that they have referred to the guidance contained in the Charity Commission's revised general guidance on public benefit when reviewing the Charity's objectives and planning future activities.

## Donations

During the year the Charity made charitable donations amounting to £11,800 (2022: £2,500).

# Structure, Governance and Management

## Company

The Governors are Directors of the Charity for the purposes of the Companies Act 2006. The Charity is a Charitable Company Limited by guarantee and was set up on 3 April 1969. It is governed by a memorandum and articles of association.

## Governors

The Members of the Governing Body who served the Charity during the year were:

- ~ The Hon Edward Leigh-Pemberton (Chairman)
- ~ Mr J C S Chenevix-Trench
- ~ Mr E G Clive
- ~ Sir Giles Floyd Bt
- ~ Mr E M Harley OBE
- ~ Mrs Cressida Hogg CBE
- ~ Mr W A Oswald
- ~ Mr W H M Parente
- ~ Mr S J Richmond-Watson
- ~ Mr B T J Stevens

None of the Governors had a beneficial interest in any contract outside the normal course of business to which the Charity was a party during the year.

From time to time a panel of Governors will consider the addition of new members to the Governing Body. Any proposals from such a panel is brought to the full Governing Body for its approval. In addition to receiving an induction pack, new Governors undergo an orientation day with the Chairman, Executive Chair and Chief Executive Officer of the Charity to brief them on the legal obligations under charity law, the decision making processes and the recent financial performance of the Charity. Governors are encouraged to attend appropriate external training events where these facilitate the undertaking of their role and are also provided with legal and accounting updates are required.

The full Governing Body of the Charity meets formally three times a year, and deals with planning and strategy decisions and reviews the activities of the Charity. Important issues arising between meetings are normally dealt with orally or by correspondence by the Chairman. Day-to-day management of the Charity is delegated by the Governors to the Executive Chair and Chief Executive Officer, who report weekly to the Chairman and regularly to the various committees of Governors.

# Structure, Governance and Management

## The Governors' responsibilities

The Governors (who are also Directors for the purposes of company law) are responsible for preparing the Governors' 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 Governors to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the Charity and the group and the incoming resources and application of resources, including the net income and expenditure for that period. In preparing those financial statements, the Governors are required to:

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

The Governors are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the Charity and the group and to enable them to ensure that the financial statements comply with the Companies Act 2006 and also with the requirements of the Statement of Recommended Practice (SORP) issued by the Charity Commissioners for England and Wales. They are also responsible for safeguarding the assets of the Charity and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

## Fundraising

The Governors take their responsibility under the Charities (Protection and Social Investment) Act 2016 seriously and considered the implications on their activities. The Charity does not raise funds directly from the general public and does not actively solicit donations. The Charity does not work directly with commercial sponsors but where commercial sponsorship is arranged for an event, such as the Burghley Horse Trials, a clear contract is in place between the trading company and the commercial sponsor. The Governors are not aware of any complaints made in respect of fundraising during the period.

## Auditors

Saffery Champers have confirmed that they are willing to remain in office as auditors of the Charity and accordingly a resolution to reappoint them will be put to the Governors.

## Statement of disclosure to auditor

- (a) so far as the Governors are aware, there is no relevant audit information of which the Charity's auditors are unaware, and
- (b) they have taken all the steps that they ought to have taken as Governors to make themselves aware of any relevant audit information and to establish that the Charity's auditors are aware of that information.

# Structure, Governance and Management

## **Burghley Enterprises Limited**

Burghley Enterprises Limited is a wholly owned subsidiary of Burghley House Preservation Trust Limited.

The company's principal activities are the provision of goods and services at Burghley House as well as property trading activities.

The directors of Burghley Enterprises Limited who served during the year were:

- ~ E M Harley (Chairman)
- ~ E G Clive, Esq (appointed 28 April 2023)
- ~ S J Richmond-Watson Esq (retired 28 April 2023)
- ~ Mrs MR Rock

## **Burghley Horse Trials Limited**

Burghley Horse Trials Limited is a wholly owned subsidiary of Burghley House Preservation Trust Limited.

The company's principal activity is the management of a five-star rated equestrian event.

The directors of Burghley Horse Trials Limited who served during the year were:

- ~ W A Oswald (Chairman)
- ~ The Hon Angela Reid
- ~ T E Bonham
- ~ Mrs C Cecil
- ~ D J Pennell

## **Burghley Land Limited**

Burghley Land Limited is a wholly owned subsidiary of Burghley House Preservation Trust Limited.

The company's principal activity is that of property development.

The directors of Burghley Land Limited who served during the year was:

- ~ D J Pennell
- ~ S J Richmond-Watson (appointed 28 April 2023)

# Structure, Governance and Management

## **Burghley Barns Limited**

Burghley Barns Limited is a wholly owned subsidiary of Burghley House Preservation Trust Limited.

The company's principal activity is that of property development.

The directors of Burghley Land Limited who served during the year was:

- ~ D J Pennell
- ~ S J Richmond-Watson (appointed 28 April 2023)

## **BPGC Limited**

BPGC Limited is a wholly owned subsidiary of Burghley House Preservation Trust Limited.

The company's principal activity is that of a golf club.

The directors of BPGC Limited who served during the year was:

- ~ D J Pennell
- ~ S J Richmond-Watson (appointed 28 April 2023)

## **Dormant wholly owned subsidiary companies**

### **Burghley Stamford North Limited**

The directors of this company are:

- ~ D J Pennell
- ~ The Hon Edward Leigh-Pemberton (appointed 28 April 2023)

### **St Martin's Park Limited**

The directors of this company are:

- ~ D J Pennell

## **Remuneration of key personnel**

The remuneration of key personnel is monitored and authorised by the Resources and Remuneration Committee of Governors with reference to external factors when appropriate.

## **By order of the board**

J E P Fitch  
Secretary

30 June 2023

# Independent auditors' report to the members and Governors of Burghley House Preservation Trust

## Opinion

We have audited the financial statements of Burghley House Preservation Trust for the year ended 31 January 2023 which comprise the Consolidated Statement of Financial Activities, Balance Sheets, Consolidated Cash Flow Statement 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 affairs of the group and the parent charitable company as at 31 January 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 and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including FRC's Ethical Standard, and we have fulfilled our 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 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 auditors' report to the members and Governors of Burghley House Preservation Trust

## Other information

The Governors (who are the directors for the purposes of Company Law and the Trustees for the purposes of Charity Law) 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.

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 appear 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.

## 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 Governors' Annual Report which includes the Directors' Report and the Strategic Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Governors' Annual Report which includes the Directors' 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 light of the knowledge and understanding of the group and parent charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the Governors' Annual Report and Strategic Report.

We have nothing to report in respect of the following matters where the Companies Act 2006 require 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 Governors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

# Independent auditors' report to the members and Governors of Burghley House Preservation Trust

## Responsibilities of Governors

As explained more fully in the Statement of Governors' Responsibilities set out on page 26, the Governors (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 the 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 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 cease operations, or have no realistic alternative but to do so.

## Auditors' responsibilities for the audit of the financial statements

We have been appointed as auditors under the Companies Act 2006 and report in accordance with regulations made under this Act.

Our objectives are to obtain reasonable assurance about whether the group and parent 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 are detailed below.

### Identifying and assessing risks related to irregularities:

We assessed the susceptibility of the group and parent charitable company's financial statements to material misstatement and how fraud might occur, including through discussions with the Governors, discussions within our audit team planning meeting, updating our record of internal controls and ensuring these controls operated as intended. We evaluated possible incentives and opportunities for fraudulent manipulation of the financial statements. We identified laws and regulations that are of significance in the context of the group and parent charitable company by discussions with management and Governors and updating our understanding of the sectors in which the group and parent charitable company operate.

Laws and regulations of direct significance in the context of the group and parent charitable company's include The Companies Act 2006, and guidance issued by the Charity Commission for England and Wales.

# Independent auditors' report to the members and Governors of Burghley House Preservation Trust

## Audit response to risks identified:

We considered the extent of compliance with these laws and regulations as part of our audit procedures on the related financial statement items including a review of financial statement disclosures. We reviewed the parent charitable company's records of breaches of laws and regulations, minutes of meetings and correspondence with relevant authorities to identify potential material misstatements arising. We discussed the parent charitable company's policies and procedures for compliance with laws and regulations with members of management responsible for compliance.

During the planning meeting with the audit team, the engagement partner drew attention to the key areas which might involve non-compliance with laws and regulations or fraud. We enquired of management whether they were aware of any instances of non-compliance with laws and regulations or knowledge of any actual, suspected or alleged fraud. We addressed the risk of fraud through management override of controls by testing the appropriateness of journal entries and identifying any significant transactions that were unusual or outside the normal course of business. We assessed whether judgements made in making accounting estimates gave rise to a possible indication of management bias. At the completion stage of the audit, the engagement partner's review included ensuring that the team had approached their work with appropriate professional scepticism and thus the capacity to identify non-compliance with laws and regulations and fraud.

There are inherent limitations in the audit procedures described above and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or international misrepresentations, or through collusion.

A further description of our responsibilities is available on the Financial Reporting Council's website at:

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

## Use of our report

This report is made solely to the parent 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 might state to the parent charitable company's members and Governors 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 parent charitable company, the parent charitable company's members and Trustees as a body, for our audit work for this report, or for the opinions we have formed.

Cara Turlington (Senior Statutory Auditor)

For and on behalf of Saffery Champness  
Chartered Accountants & Statutory Auditors  
71 Queen Victoria Street  
London  
EC4V 4BE

Saffery Champness is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006.

## Consolidated Statement of Financial Activities

incorporating the income and expenditure account  
for the year ended 31 January 2023

		2023 Unrestricted Income	2023 Unrestricted Expendable Endowment	2023 Restricted Expendable Endowment	2023 Total	2022 Total
	Notes	£	£	£	£	£
<b>Income and endowments from:</b>						
Donations and grants	3	111,312	65,789	-	177,101	702,905
Other trading activities	3	7,622,201	-	-	7,622,201	2,760,718
Income from investments	4	5,052,472	-	-	5,052,472	4,927,016
Income from charitable activities	3	857,301	-	-	857,301	665,901
Other income		2,400	-	-	2,400	-
<b>Total income and endowments</b>		<b>13,645,686</b>	<b>65,789</b>	<b>-</b>	<b>13,711,475</b>	<b>9,056,540</b>
<b>Expenditure on:</b>						
Expenditure on raising funds		9,013,496	87,644	-	9,101,140	5,052,531
Expenditure on charitable activities		4,106,044	134,209	4,760	4,245,013	3,284,861
<b>Total expenditure</b>	5	<b>13,119,540</b>	<b>221,853</b>	<b>4,760</b>	<b>13,346,153</b>	<b>8,337,392</b>
<b>Net gains/(losses) on investments</b>	17	<b>-</b>	<b>2,947,938</b>	<b>-</b>	<b>2,947,938</b>	<b>4,203,976</b>
<b>Net income/(expenditure)</b>		<b>526,146</b>	<b>2,791,874</b>	<b>(4,760)</b>	<b>3,313,260</b>	<b>4,923,124</b>
Transfers between funds	17	(5,778,567)	5,778,567	-	-	-
<b>Net Movement in Funds</b>		<b>(5,252,421)</b>	<b>8,570,441</b>	<b>(4,760)</b>	<b>3,313,260</b>	<b>4,923,124</b>
Balance brought forward		543,059	78,973,678	1,104,000	80,620,737	75,697,613
<b>Balance carried forward</b>	17,18	<b>(4,709,362)</b>	<b>87,544,119</b>	<b>1,099,240</b>	<b>83,933,997</b>	<b>80,620,737</b>

The consolidated statement of financial activities has been prepared on the basis that all operations are continuing operations.

The notes on pages 29 to 47 form part of these financial statements.

Comparative figures are included in note 28.

## Balance Sheets

as at 31 January 2023

	Notes	Group 2023 £	Group 2022 £	Charity 2023 £	Charity 2022 £
<b>Fixed assets</b>					
Investment securities	7	3,359,508	3,388,460	3,408,023	3,436,975
Tangible assets	8	306,660	217,602	184,972	100,126
Investment properties	9	72,988,178	65,700,737	69,962,152	65,700,737
Heritage assets	10	12,295,672	10,988,481	12,295,672	10,988,481
		<b>88,950,018</b>	80,295,280	<b>85,850,819</b>	80,226,319
<b>Current assets</b>					
Stocks	11	6,490,465	5,253,202	98,445	77,757
Debtors	12	523,531	920,379	12,066,641	8,434,069
Cash at bank and in hand		3,494,736	3,870,132	2,560,578	2,736,143
		<b>10,508,732</b>	10,043,713	<b>14,725,664</b>	11,247,969
Creditors: amounts falling due within one year.	13	(1,824,753)	(1,403,475)	(1,363,398)	(986,850)
<b>Net current assets</b>		<b>8,683,979</b>	8,640,238	<b>13,362,266</b>	10,261,119
Creditors: amounts falling due after one year:	14	(13,700,000)	(8,314,781)	(13,700,000)	(8,300,000)
<b>Net assets</b>		<b>83,933,997</b>	80,620,737	<b>85,513,085</b>	82,187,438
<b>Funds</b>					
Unrestricted Income Fund	17	(4,709,362)	543,059	(3,130,274)	2,109,760
Unrestricted Expendable Endowment Fund					
- Historic cost	17	50,246,214	44,637,993	50,246,214	44,637,993
- Revaluation reserve	17	37,297,905	34,335,685	37,297,905	34,335,685
Restricted Expendable Endowment Fund	18	1,099,240	1,104,000	1,099,240	1,104,000
<b>Total Funds</b>		<b>83,933,997</b>	80,620,737	<b>85,513,085</b>	82,187,438

The notes on pages 35 to 52 form part of these financial statements.

As permitted by Section 408 of the Companies Act 2006, the parent Charity's Statement of Financial Activities has not been included in these financial statements. The parent Charity's total incoming resources for the year were £6,701,181 (2022: £7,237,763) which includes a donation of £575,438 (2022: £999,156) from its wholly owned subsidiary undertaking, Burghley Enterprises Limited. Burghley Horse Trials Limited and BPGC Limited are loss making this year, therefore does not feed into the Charity's total incoming resources for the year. The net surplus for the year for the Charity was £3,325,647 (2022: £5,945,377).

The financial statements were approved for issue by the Governors on 30 June 2023.



Edward Leigh-Pemberton - Chairman  
Governor



Sir Giles Floyd Bt.  
Governor

## Consolidated Cash Flow Statement for the year ended 31 January 2023

	Notes	2023 £	2022 £
<b>Cash flows from operating activities:</b>			
Net cash provided by (used in) operating activities	20A	(3,048,109)	(2,354,967)
<b>Cash flows from investing activities:</b>			
Dividends, interest and rents from investments		3,206,075	3,350,339
Proceeds from the sale of property, plant and equipment		519,103	1,321,741
Purchase of property, plant and equipment (including capitalised borrowing costs)		(1,603,701)	(224,511)
Proceeds from sale of investments		881,488	625,706
Purchase of investments		(5,710,710)	(1,675,949)
<b>Net cash provided by (used in) investing activities</b>		<b>(2,707,745)</b>	<b>3,397,326</b>
<b>Cash flows from financing activities:</b>			
Repayments of borrowing		-	(7,649,034)
Cashflow from new borrowing		5,400,000	8,300,000
Finance leases		(21,510)	(39,322)
<b>Net cash provided by (used in) financing activities</b>		<b>5,378,490</b>	<b>611,644</b>
<b>Change in cash and cash equivalents in the reporting period</b>		<b>(377,364)</b>	<b>1,654,003</b>
<b>Cash and cash equivalents at the beginning of the reporting period</b>		<b>3,883,480</b>	<b>2,229,477</b>
<b>Cash and cash equivalents at the end of the reporting period</b>		<b>3,506,116</b>	<b>3,883,480</b>
Cash in hand		3,494,736	3,870,132
Cash held in investment portfolio		11,380	13,348
<b>Total cash and cash equivalents</b>		<b>3,506,116</b>	<b>3,883,480</b>

# Notes to the Accounts

## 1 Accounting policies

### Charity information

Burghley House Preservation Trust is a Charity domiciled and incorporated in England and Wales. The registered office is 61 St Martins, Stamford, Lincolnshire, PE9 2LQ.

The Charity does not have share capital, but its liability is limited by the guarantees of its members. Each member has agreed to accept liability of an amount not exceeding £1, should the Charity be wound up. At 31 January 2023 the total of such guarantees amounted to £10.

### 1.1 Accounting convention

These 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) (second edition) – (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

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 under the historical cost convention, as modified by the revaluation of investment assets appropriated to the Charity by the Burghley Estate Trust under the Deed of Appropriation dated 6 April 1987 and assets released by the Executors of the Estate of the 6th Marquess of Exeter. The freehold land and buildings held as investment properties forming the major part of the assets appropriated from Burghley Estate Trust and released from the Estate of the 6th Marquess of Exeter, have been reflected in the accounts at their market value at 31 January 2023. Investment securities are reflected in the accounts at market value. The principal accounting policies adopted are set out below.

### 1.2 Basis of consolidation

The group financial statements consolidate the financial statements of the Charity and its subsidiaries for the year ended 31 January 2023. The statement of financial activities (SOFA) and the balance sheet consolidate the financial statements on a line by line basis where appropriate. No separate SOFA has been presented for the Charity alone as permitted by Section 408 of the Companies Act 2006. Details concerning the subsidiary companies, along with their results and financial position are set out in note 22.

In the parent company financial statements, the cost of a business combination is the fair value at the acquisition date of the assets given, equity instruments issued and liabilities incurred or assumed, plus costs directly attributable to the business combination. The excess of the costs of a business combination over the fair value of the identifiable assets, liabilities and contingent liabilities acquired is recognised as goodwill. The costs of the combination includes the estimated amount of contingent consideration that is probably and can be measured reliably, and is adjusted for changes in contingent consideration after the acquisition date. Provisional fair values recognised for business combination in previous periods are adjusted retrospectively for final fair values determined in the 12 months following the acquisition date. Investments in subsidiaries, joint ventures and association are accounted for at cost less impairment.

### 1.3 Going concern

At the time of approving the financial statements, the governors have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. Thus the governors continue to adopt the going concern basis of accounting in preparing the financial statements.

### 1.4 Tangible fixed assets and depreciation

#### a) Heritage assets

Heritage assets are the tangible assets of the Charity that are of historical importance and are held to advance the preservation, conservation and educational objectives of the Charity and through public access contribute to the nation's culture and education.

The House, grounds and chattels transferred from the Burghley Estate Trust and under the terms of the Will of the 6th Marquess of Exeter, and subsequent development expenditure on these assets, are considered to be heritage assets and are integral to Burghley House.

Included within improvements to Burghley House and grounds are fixtures and fittings in relation to the Brewhouse and the Garden of Surprises which are included at cost and depreciated on a straight line basis calculated at an annual rate of 20% and 5% respectively.

Due to the historic and unique nature of the assets concerned conventional valuation approaches lack sufficient reliability. As a consequence the improvements to Burghley House and grounds (excluding fixtures and fittings in relation to the Brewhouse and Garden of Surprises) are included at cost and have not been depreciated. Chattels acquired prior to 2001 are included at their

probate value and chattels acquired since 2001 are included at market value, neither have been depreciated.

Expenditure on the conservation and preservation of Burghley House and its collection is charged to the unrestricted income account when it is incurred.

#### b) Investment properties

Investment property, which is property held to earn rentals and/or for capital appreciation, is measured using the fair value model and stated at its fair value as the reporting end date. The surplus or deficit on revaluation is recognised in the statement of financial activities.

Although this accounting policy is in accordance with the applicable accounting standard, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland", it is a departure from the general requirement of the Companies Act 2006 for all tangible fixed assets to be depreciated. In the opinion of the directors, compliance with the standard is necessary for the financial statements to give a true and fair view. Depreciation or amortisation is only one of many factors reflected in the annual valuation and the amount of this which might have been charged cannot be separately identified or quantified.

Borrowing costs on loans taken out specifically for the construction of investment properties are capitalised as part of the cost of investment properties.

#### c) Other tangible assets

Other tangible assets are those which are used for charitable purposes but are not considered to be heritage assets. They are stated at cost less accumulated depreciation. The costs of minor additions are not capitalised. Depreciation of fixtures, fittings and equipment, plant and machinery and motor vehicles is on a straight line basis over periods ranging between 3 and 15 years, or 18-20% reducing balance so as to write off each asset over the term of its expected useful life.

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

#### d) Goodwill

Goodwill arising on the acquisition of trade and assets represents the excess of the fair value of the consideration over the fair value of the identifiable assets and liabilities acquired. It is initially recognised as an asset at cost and is subsequently measured at cost less accumulated amortisation and accumulated impairment losses. Goodwill is considered to have a finite useful life and is amortised on a systematic basis over its expected life, which is 3 years.

### 1.5 Impairment of fixed assets

At each reporting end date, the Charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). Where it is not possible to estimate the recoverable amount of an individual asset, the Charity estimates the recoverable amount of the cash-generating unit to which the asset belongs.

Recoverable amount is the higher of fair value less costs to sell and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a discount rate that reflects current market assessments of the time value of money and the risks specific to the asset for which the estimates of future cash flows have not been adjusted.

If the recoverable amount of an asset (or cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (or cash-generating unit) is reduced to its recoverable amount. An impairment loss is recognised immediately in profit or loss, unless the relevant asset is carried at a revalued amount, in which case the impairment loss is treated as a revaluation decrease.

Recognised impairment losses are reversed if, and only if, the reasons for the impairment loss have ceased to apply. Where an impairment loss subsequently reverses, the carrying amount of the asset (or cash-generating unit) is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset (or cash-generating unit) prior years. A reversal of an impairment loss is recognised immediately in the statement of financial activities, unless the relevant asset is carried in at a revalued amount, in which case the reversal of the impairment loss is treated as a revaluation increase.

### 1.6 Stock

Stocks are stated at the lower of cost and net realisable value.

Cost comprises land and associated acquisition costs, direct materials and subcontract work, professional fees and other direct costs that have been incurred in bringing stock to its present location and condition, including borrowing costs.

At each reporting date, an assessment is made for impairment. Any excess of the carrying amount of stocks over its estimated selling price less costs to complete and sell is recognised as an impairment loss in profit or loss. Reversals of impairment losses are also recognised in the statement of financial activities (SOFA).

### **1.7 Cash and cash equivalents**

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

### **1.8 Financial instruments**

The Charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial assets are recognised in the Charity's statement of financial position when the Charity becomes party to the contractual provisions of the instrument.

Financial assets are classified into specified categories. The classification depends on the nature and purpose of the financial assets and is determined at the time of recognition.

#### ***Basic financial assets***

Basic financial assets, which include trade and other receivables and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method, unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Other financial assets classified as fair value through the statement of financial activities are measured at fair value.

#### ***Other financial assets***

Trade debtors, loans and other receivables that have fixed or determinable payments that are not quoted in an active market are classified as 'loans and receivables'. Loans and receivables are measured at amortised cost using the effective interest method, less any impairment.

Interest is recognised by applying the effective interest rate, except for short-term receivables when the recognition of interest would be immaterial. The effective interest method is a method of calculating the amortised cost of a debt instrument and of allocating the interest income over the relevant period.

The effective interest rate is the rate that exactly discounts estimated future cash receipts through the expected life of the debt instrument to the net carrying amount on initial recognition.

#### ***Impairment of financial assets***

Financial assets, other than those held at fair value through the statement of financial activities, are assessed for indicators of impairment at each reporting end date.

Financial assets are impaired where there is objective evidence that, as a result of one or more events that occurred after the initial recognition of the financial asset, the estimated future cash flows have been affected. The impairment loss is recognised in the statement of financial activities.

#### ***Derecognition of financial assets***

Financial assets are derecognised only when the contractual rights to the cash flows from the asset expire, or when it transfers the financial asset and substantially all the risks and rewards of ownership to another entity.

#### ***Classification of financial liabilities***

##### ***Basic financial liabilities***

Basic financial liabilities are initially recognised at transaction price, unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future receipts discounted at a market rate of interest. Other financial liabilities classified as fair value through the statement of financial activities are measured at fair value.

##### ***Other financial liabilities***

Other financial liabilities are initially measured at fair value, net of transaction costs. They are subsequently measured at amortised cost using the effective interest method, with interest expenses recognised on an effective yield basis.

The effective interest method is a method of calculating the amortised cost of a financial liability and of allocating interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash payments through the expected life of the financial liability to the net carrying amount on initial recognition.

Financial liabilities and equity instruments are classified according to the substance of the contractual arrangements entered into. An equity instrument is any contract that evidences a residual interest in the assets of the Charity after deducting all of its liabilities.

### ***Derecognition of financial liabilities***

Financial liabilities are derecognised when, and only when, the Charity obligations are discharged, cancelled, or they expire.

### **1.9 Income**

Income is recognised when the Charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably. Any income received in relation to future periods is deferred as appropriate. The following specific policies are applied to particular categories of income:

Donations and legacies are included in full in the statement of financial activities when receivable.

Income from investments is included when receivable.

Income from charitable activities is accounted for when earned.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the Charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

### **1.10 Expenditure**

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is reported as part of the expenditure to which it relates:

Expenditure on raising funds comprises those costs directly attributable to managing the investment portfolio and raising investment income.

Expenditure on charitable activities includes those costs incurred by the Charity in the delivery of its objectives. 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 are those functions that assist the work of the Charity but do not directly undertake charitable activities. Support costs include back office costs, finance, personnel, payroll and governance costs which support the charities objectives and activities. All costs are allocated between the expenditure categories of the statement of financial activities on a basis designed to reflect the use of the resource. Costs relating to a particular activity are allocated directly; other costs are apportioned on the basis of the proportion of direct expenditure.

### **1.11 Fund accounting**

Unrestricted income and expendable endowment funds are available for use at the discretion of the Governors in furtherance of the objectives of the Charity. Unrestricted income and expendable endowment funds include a revaluation reserve representing the restatement of investment assets at market rates due to the related assets being included in those funds.

Restricted expendable endowment funds are subjected to restrictions on their expenditure imposed by the donor.

### **1.12 Taxation**

The Charity is a registered Charity and is not liable to United Kingdom income tax or corporation tax on charitable activities.

### **1.13 Employee benefits**

The costs of short-term employee benefits are recognised as a liability and an expense, unless those costs are required to be recognised as part of the cost of stock or fixed assets.

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the Charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

### **1.14 Retirement benefits**

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

## Notes to the Accounts

### 2 Critical accounting judgements and key sources of estimation uncertainty

In the application of the Charity's accounting policies, the directors are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates. The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

The estimates and assumptions which have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities are outlined below.

#### Critical judgements - Investment properties

The Charity accounts for investment properties in accordance with FRS 102. Investment properties are measured using the revaluation model with movement in valuation reported through the statement of financial activities. The Governors use their judgement to determine the fair value of the investment properties at the reporting date.

### 3 Income (excluding income from investments)

	2023 £	2022 £
Equestrian event income	4,871,941	13,428
Function and exhibition income	628,089	271,790
Shop sales	468,083	347,347
Film income	120,621	812,290
Restaurant income	134,168	91,056
Income from agriculture	78,630	98,887
Golf club income	1,261,962	1,072,944
Timber and woodlands income	58,061	52,438
Other income	646	538
	7,622,201	2,760,718
Viewing fees - House and Gardens	857,301	665,901
Donations and grants	177,101	702,905
	8,656,603	4,129,524

The total turnover of the group for the year has been derived from its principal activities wholly undertaken in the United Kingdom. Included within donation and grant income is £83,900 (2022: £335,600) relating to the repair of the Lion Bridge. This income is received on the condition that it is used for the repair of the Lion Bridge in the grounds of Burghley House and has all been spent at the year end.

### 4 Income from investments

	2023 £	2022 £
Income from investment property	3,368,876	3,302,352
Income from minerals	1,643,455	1,596,648
Investment income from securities	39,073	27,885
Bank deposit interest	1,068	131
	5,052,472	4,927,016
Less: Expenses	(1,846,397)	(1,576,677)
	3,206,075	3,350,339

## Notes to the Accounts

### 5 Analysis of total expenditure

	2023 Direct costs £	2023 Support costs £	2023 Total £	2022 Total £
<b>Expenditure on raising funds</b>				
Equestrian event expenditure	3,946,614	-	3,946,614	639,709
Expenditure on investment properties	1,846,397	578,384	2,424,781	2,057,474
House showing expenditure	773,318	242,242	1,015,560	624,589
Timber and woodland expenses	299,299	93,755	393,054	438,615
Golf Club expenditure	1,321,131	-	1,321,131	1,292,144
	8,186,759	914,381	9,101,140	5,052,531
<b>Expenditure on charitable activities</b>				
House showing	1,459,446	457,172	1,916,618	1,553,415
Maintenance of heritage property	1,768,661	554,034	2,322,695	1,731,446
Donations	5,700	-	5,700	-
	3,233,807	1,011,206	4,245,013	3,284,861
<b>Total</b>	<b>11,420,566</b>	<b>1,925,587</b>	<b>13,346,153</b>	<b>8,337,392</b>

#### Support costs

	2023 £	2022 £
Wages and salaries	1,027,968	866,885
Overheads	860,239	596,208
Depreciation	800	-
Governance costs - audit fees	36,580	33,774
	1,925,587	1,496,867

All support costs have been allocated on the basis of the proportion of direct expenditure.

### 6 Surplus on current year activities

	2023 £	2022 £
<b>Surplus on current year activities is stated after charging:</b>		
Depreciation of tangible assets	206,854	173,091
Auditors' remuneration		
- Audit (Charity £28,500 (2022: £23,000))	49,800	37,800
- Taxation compliance services	8,875	3,150
- Other non-audit services	31,235	3,465
Grant from Natural England	149,689	526,509
Grant from The Job Retention Scheme	-	44,473

These were the only grants received from government sources in the period

# Notes to the Accounts

## 7 Investment securities

	2023 £	2022 £
<b>Group</b>		
Quoted investments		
Market value at 1 February 2022	3,375,112	2,987,781
Additions	906,567	809,061
Disposals (Proceeds: £881,488, loss: £14,282)	(895,770)	(633,685)
Unrealised (loss)/gain on investments	(37,780)	211,955
	3,348,129	3,375,112
Other unquoted investments		
Cash held on deposit	11,379	13,348
Market value at 31 January 2023 - Group	3,359,508	3,388,460
<b>Charity</b>		
Cost of investment in subsidiaries	48,515	48,515
Value at 31 January 2023 - Charity	3,408,023	3,436,975
Historical cost at 31 January 2023	2,935,033	2,770,896

### Quoted investments

The quoted investments consist of holdings of equities, bonds and other managed funds as selected by Cazenove Capital Management Limited using their delegated authority as set out in the Investment Policy on page 24, and have been revalued to reflect their market value at 31 January 2023.

### Subsidiary undertakings

The cost of investment in subsidiaries represents the cost of ordinary £1 shares in the wholly owned subsidiary undertakings, Burghley Enterprises Limited, Burghley Horse Trials Limited, Burghley Land Limited, burghley Barns Limited and BPGCLimited, all of which are registered in England and Wales.

The principal activities of Burghley Enterprises Limited are the provision of refreshments and the sale of goods and services at Burghley House and property trading activities.

The principal activity of Burghley Horse Trials Limited is the management of a four-star rated equestrian event.

The principal activity of Burghley Land Limited is property development.

The principal activity of Burghley Barns Limited is property development.

The principal activity of BPGC Limited is a golf club.

Further information is summarised in note 22 on page 39.

## Notes to the Accounts

### 8 Tangible fixed assets

	Investment Properties Freehold Land and Buildings	Total Plant and Fixtures
	£	£
<b>Group</b>		
<b>Cost</b>		
At 1 February 2022	65,700,737	1,538,382
Additions	4,804,145	221,512
Disposals	(516,704)	(75,884)
Surplus on the revaluation of properties	3,000,000	-
<b>At 31 January 2023</b>	<b>72,988,178</b>	<b>1,684,010</b>
<b>Depreciation</b>		
At 1 February 2022	-	1,320,780
On disposals	-	(75,284)
Charge for the year	-	131,854
<b>At 31 January 2023</b>	<b>-</b>	<b>1,377,350</b>
<b>Net book value</b>		
<b>At 31 January 2023</b>	<b>72,988,178</b>	<b>306,660</b>
<b>At 31 January 2022</b>	<b>65,700,737</b>	<b>217,602</b>
<b>Charity</b>		
<b>Cost</b>		
At 1 February 2022	65,700,737	1,139,023
Additions	2,343,119	161,153
Disposals	(1,081,704)	(74,384)
Surplus on the revaluation of properties	3,000,000	-
<b>At 31 January 2023</b>	<b>69,962,152</b>	<b>1,225,792</b>
<b>Depreciation</b>		
At 1 February 2022	-	1,038,897
On disposals	-	(74,384)
Charge for the year	-	76,307
<b>At 31 January 2023</b>	<b>-</b>	<b>1,040,820</b>
<b>Net book value</b>		
<b>At 31 January 2023</b>	<b>69,962,152</b>	<b>184,972</b>
<b>At 31 January 2022</b>	<b>65,700,737</b>	<b>100,126</b>

## Notes to the Accounts

The net carrying value of tangible fixed assets includes the following in respect of assets held under finance lease or hire purchase contracts:

	2023 £	2022 £
Plant and machinery	15,286	30,569
Course improvements	4,936	9,870
Fixtures and fittings	577	1,152
	<hr/>	<hr/>
	20,799	41,591
	<hr/>	<hr/>
Depreciation charge for the year in respect of leased assets	20,792	20,792

### 9 Investment properties

	2023 £	2022 £
Historic cost	35,376,447	31,089,006
Revaluation reserve	37,611,731	34,611,731
	<hr/>	<hr/>
Net book value at 31 January 2023	72,988,178	65,700,737

The Governors, using their knowledge of the property portfolio, have increased the value of the investment properties at 31 January 2023 by £3,000,000 (2022: £4,000,000 increase).

## Notes to the Accounts

### 10 Heritage assets

	Assets under the course of construction	Burghley House and grounds	Chattels at probate value	Chattels at market value	Total Heritage assets
	£	£	£	£	£
<b>Group and charity Cost</b>					
As at 31 January 2022	-	8,179,286	3,953,793	284,767	12,417,846
Additions	1,296,917	83,474	-	1,800	1,382,191
<b>At 31 January 2023</b>	<b>1,296,917</b>	<b>8,262,760</b>	<b>3,953,793</b>	<b>286,567</b>	<b>13,800,037</b>
<b>Depreciation</b>					
As at 31 January 2022	-	1,429,365	-	-	1,429,365
Charge for the year	-	75,000	-	-	75,000
<b>At 31 January 2023</b>	<b>-</b>	<b>1,504,365</b>	<b>-</b>	<b>-</b>	<b>1,504,365</b>
<b>Net book value</b>					
At 31 January 2023	1,296,917	6,758,395	3,953,793	286,567	12,295,672
At 31 January 2022	-	6,749,921	3,953,793	284,767	10,988,481

In accordance with the Charity's accounting policy, no value has been included within the financial statements in respect of the freeholds of the public area of Burghley House and Burghley Lake. Recent developments to Burghley House and grounds are included at cost and depreciated.

The Trust's large collection of fine art is made up of many items, including furniture, paintings, silver, miniatures, books, ceramics, tapestries and jewellery. This collection was acquired by the Earls and Marquesses of Exeter over many years and is therefore relevant to the understanding of Burghley House and its history. The Governors have decided that, given the large number and diversity of items in the collection, together with the difficulty and onerous cost of establishing a market value, to include the collection at the probate value given in October 1981 when it was transferred to the Trust by the Executors of the Will of the 6th Marquess of Exeter. The House, grounds and chattels are insured for £326 million.

Items of fine art and other chattels at Burghley House acquired since 2001 are included at market value. The Governors' policy regarding the maintenance, preservation and recording of the chattels, together with information on the access given to the public is stated on page 8.

Five year financial summary of heritage transactions:

	2023 £	2022 £	2021 £	2020 £	2019 £
Burghley House & grounds - cost of additions	1,380,391	157,549	131,544	132,879	319,744

## Notes to the Accounts

### 11 Stocks

	Group 2023 £	Group 2022 £	Charity 2023 £	Charity 2022 £
Showing supplies	109,506	96,891	-	-
Estate maintenance supplies	1,095	2,109	1,095	2,107
Livestock	97,350	75,650	97,350	75,650
Food and beverages	7,544	6,187	-	-
Golf equipment	45,498	37,343	-	-
Property development	6,229,472	5,035,022	-	-
	6,490,465	5,253,202	98,445	77,757

### 12 Debtors

	Group 2023 £	Group 2022 £	Charity 2023 £	Charity 2022 £
Trade debtors	73,014	122,259	53,066	30,573
Amounts owed by subsidiary undertakings	-	-	11,583,626	7,636,763
Other debtors	280,224	151,129	294,728	150,261
Prepayments and accrued income	170,293	646,991	135,221	616,472
	523,531	920,379	12,066,641	8,434,069

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

	Group 2023 £	Group 2022 £	Charity 2023 £	Charity 2022 £
Trade creditors	999,451	670,540	772,202	457,734
Taxes and social security costs	-	56,337	-	21,301
Other creditors	42,221	68,685	199	68,685
Obligations under finance leases & hire purchase contracts	14,781	21,510	-	-
Accruals and deferred income	768,300	586,403	590,997	439,130
	1,824,753	1,403,475	1,363,398	986,850

## Notes to the Accounts

### 14 Creditors: amounts falling due after one year

	Group 2023 £	Group 2022 £	Charity 2023 £	Charity 2022 £
Bank loans	13,700,000	8,300,000	13,700,000	8,300,000
Obligations under finance leases & hire purchase contracts	-	14,871	-	-
	13,700,000	8,314,871	13,700,000	8,300,000

The Charity has two fixed term loans with Hoare & Co. One of £6,500,000 is repayable between 2031 and 2036, a second of £2,250,000 is repayable in 2033 -Security has been provided in the form of a fixed charge over certain assets of the Charity.

The Charity has a revolving credit facility and a fixed term loan of £4,950,000 with Natwest Bank repayable in 2026. Security has been provided in the form of a fixed charge over certain assets of the Charity.

### 15 Finance lease obligations - Hire purchase

	2023 £	2022 £
Future minimum lease payments due under finance leases:		
Within one year	14,781	21,510
In two to five years	-	14,781
	14,781	36,291

Finance lease payments represent monthly payments by BPGC Limited for certain items of plant and machinery. The leases include purchase options at the end of the lease period, and no restrictions are placed on the use of the assets. The average lease term is 1 years. All leases are on a fixed repayment basis and no arrangements have been entered into for contingent rental payments.

### 16 Pension costs

The Charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the Charity in an independently administered fund. The pension cost charge represents contributions payable by the Charity to the fund and amounted to £308,870 (2022: £327,365).

## Notes to the Accounts

### 17 Unrestricted income and expendable endowment funds

	Group 2023 £	Group 2022 £	Charity 2023 £	Charity 2022 £
<b>Unrestricted income fund</b>				
Balance brought forward at 1 February 2022	543,059	(5,571,890)	2,109,760	(5,027,531)
Surplus for the year	526,146	721,090	467,887	1,683,433
Transfer to the Unrestricted expendable endowment fund	(5,778,567)	5,393,949	(5,707,921)	5,453,858
Balance carried forward at 31 January 2023	(4,709,362)	543,059	(3,130,274)	2,109,760
<b>Unrestricted expendable endowment fund</b>				
Balance brought forward at 1 February 2022	78,973,678	80,160,833	78,973,678	80,160,833
Loss for the year	(156,064)	2,818	(85,418)	62,727
Loss on disposal of property and investments	(14,282)	(7,979)	(14,282)	(7,979)
Revaluation of investment property	3,000,000	4,000,000	3,000,000	4,000,000
Unrealised gain/(loss) on investment revaluation	(37,780)	211,955	(37,780)	211,955
Transfer from/(to) the Unrestricted income fund	5,778,567	(5,393,949)	5,707,921	(5,453,858)
Balance carried forward at 31 January 2023	87,544,119	78,973,678	87,544,119	78,973,678
Realised element of unrestricted expendable endowment fund	50,246,214	44,637,993	50,246,214	44,637,993
Unrealised gains on investment properties	36,414,455	33,414,455	36,414,455	33,414,455
Unrealised gain on investment securities	883,450	921,230	883,450	921,230
Balance carried forward at 31 January 2023	87,544,119	78,973,678	87,544,119	78,973,678

Unrestricted income and unrestricted expendable endowment funds are both available for charitable purposes, and the distinction is historical, merely to record the allocation of income and movements on income and expendable endowment funds.

### 18 Restricted expendable endowment fund

	1 February 2022 £	Income £	Expenditure £	31 January 2023 £
Brewhouse fund	1,079,700	-	-	1,079,700
Garden of Surprises fund	24,300	-	4,760	19,540
	1,104,000	-	4,760	1,099,240

The Brewhouse fund consists principally of monies received from the Heritage Lottery Fund towards the project to convert the Brewhouse at Burghley into a visitor attraction. The related expenditure amounting to £2,606,442, has been capitalised as a heritage asset being an improvement to Burghley House and Grounds. The Garden of Surprises fund consists principally of monies received from donors towards the project to create an Elizabethan trick garden at Burghley as a visitor attraction. The related expenditure amounting to £1,319,345 has been capitalised as being an improvement to Burghley House and Grounds.

## Notes to the Accounts

### 19 Analysis of assets between funds

	2023 Unrestricted income fund	2023 Unrestricted expendable endowment	2023 Restricted expendable endowment	2023 Total	2022 Total
		£	£	£	£
Fund balances at 31 January 2023 are represented by:					
Investment securities	-	3,359,509	-	3,359,509	3,388,460
Tangible fixed assets	306,659	-	-	306,659	217,602
Intangible assets	-	-	-	-	-
Heritage assets	-	11,196,432	1,099,240	12,295,672	10,988,481
Investment properties	-	72,988,178	-	72,988,178	65,700,737
Net current (liabilities)	8,683,979	-	-	8,683,979	8,640,238
Creditors due between 2 and 5 years	(13,700,000)	-	-	(13,700,000)	(8,314,781)
	(4,709,362)	87,544,119	1,099,240	83,933,997	80,620,737

### 20A Reconciliation of operating deficit to net cash outflow from operating activities

	2023 £	2022 £
Net income/(expenditure) for the reporting period (as per the statement of financial activities)	313,262	4,923,124
Depreciation	206,853	174,447
Amortisation	-	211,426
Losses/(Gains) on investments	52,061	(4,203,976)
Dividends, interest and rents from investments	(3,206,075)	(3,350,339)
Loss on the sale of fixed assets	(1,800)	4,158
(Increase)/decrease in stocks	(1,237,263)	44,222
Decrease/(increase) in debtors	396,848	(363,397)
Increase/(decrease) in creditors	428,005	205,368
Net cash (used in)/provided by operating activities	(3,048,109)	(2,354,967)

### 20B Analysis of net debt

	31 January 2022 £	cash flow £	31 January 2023 £
Cash in hand	3,870,132	(375,396)	3,494,736
Notice deposits	13,348	(1,968)	11,380
	3,883,480	(377,364)	3,506,116
Bank borrowing due in less than one year	-	-	-
Bank borrowing due in more than one year	(8,300,000)	(5,400,000)	(13,700,000)
	(4,416,520))	(5,777,364)	(10,193,884)

## Notes to the Accounts

### 21 Governors and employees

	Group 2023 Number	Group 2022 Number	Charity 2023 Number	Charity 2022 Number
The number of Governors who served the Group and the Company during the year was:	10	10	10	10
The average monthly number of persons employed by the Group and the Company during the year was:				
Office and management	35	29	35	29
House showing	66	56	55	47
Maintenance and forestry	16	18	16	18
Equestrian event	6	8	-	-
Golf Club	30	25	-	-
	153	136	106	94
Employment costs	£	£	£	£
Wages and salaries	3,320,405	3,139,575	2,530,309	2,224,634
Social security costs	290,803	271,396	224,249	199,252
Other pension costs (note 17)	308,870	327,365	264,067	257,159
	3,920,078	3,738,336	3,018,625	2,681,045

The number of employees whose emoluments, as defined for taxation purposes, amounted to over £60,000 in the year was 4 in the range £60,000 to £70,000 (2022 - NIL), 1 in the range £70,000 to £80,000 (2022 - 1), NIL in the range £90,000 to £100,000 (2022 - 1), 2 in the range £110,000- £120,000 (2022 - 1) and 1 in the range £140,000- £150,000 (2021 - 2). Total remuneration of key personnel was £689,552 (2022: £580,399). Total employer's pension contributions for key personnel was £112,408 (2022: £112,408).

No remuneration was paid to any Governor in the year. Travelling and accommodation expenses of £1,259 were reimbursed to four Governors in the year (2022: £737 to two Governors).

### 22 Subsidiary companies

#### Burghley Enterprises Limited - Company number 02332264

The turnover of Burghley Enterprises Limited amounted to £1,494,366 (2022: £1,622,397), and the net profit arising of £575,438 (2022: £999,156) is due to be paid under Gift Aid to Burghley House Preservation Trust Limited. During the year the parent company charged £39,000 in rent (2022: £39,000).

The results of Burghley Enterprises Limited for the year ended 31 January 2023 are shown below. Audited accounts are filed with the Registrar of Companies.

	2023 £	2022 £
Turnover and other income	1,494,366	1,622,397
Cost of sales and expenses	(918,928)	(623,241)
Profit for the year	575,438	999,156
Shareholders funds	48,514	48,514

## Notes to the Accounts

### 22 Subsidiary companies (continued)

#### Burghley Horse Trials Limited - Company number 07087188

The turnover of Burghley Horse Trials Limited amounted to £4,871,941 (2022: £75,603), and a net profit arising of £447,555 (2022: loss of £696,194). During the year the parent company charged £131,552 in rent (2022: £124,278).

The results of Burghley Horse Trials Limited for the year ended 31 January 2023 are shown below. Audited accounts are filed with the Registrar of Companies.

	2023 £	2022 £
Turnover and other income	4,871,943	75,603
Cost of sales and expenses	(4,424,386)	(771,797)
Profit for the year	447,557	(696,194)
Shareholders funds	1	1

#### BPGC Limited - Company number 12005973

The turnover of BPGC Limited amounted to £1,283,813 (2022: £1,119,931), and the net loss arising of £70,106 (2022: £184,448). During the year the parent company charged £NIL in rent (2022: £NIL).

The results of BPGC Limited for the period ended 31 January 2023 are shown below. Audited accounts are filed with the Registrar of Companies.

	2023 £	2022 £
Turnover and other income	1,283,813	1,119,931
Cost of sales and expenses	(1,353,919)	(1,304,379)
Profit/ (Loss) for the year	(70,106)	(184,448)
Shareholders funds	1	1

#### Burghley Land Limited - Company number 08601360

The income of Burghley Land Limited amounted to £Nil (2022: £NIL), and there was a loss of £7,590 in the year (2022: £NIL). The parent company charged £Nil in rent (2022: £NIL).

Inter-group interest of £273,623 was eliminated on consolidation. Audited accounts are filed with the Registrar of Companies.

#### Burghley Barns Limited - Company number 08601372

The income of Burghley Land Limited amounted to £Nil (2022: £NIL), and there was a loss of £123,623 in the year (2022: £NIL). The parent company charged £Nil in rent (2022: £NIL).

Audited accounts are filed with the Registrar of Companies.

## Notes to the Accounts

### 23 Related party transactions

Following the Charity Commissioners' agreement, Burghley House Preservation Trust Limited and the Trustees of the 6th Marquess of Exeter Will Trust are sharing income and expenditure in relation to the showing of Burghley House in a proportion based on their respective ownerships of Burghley House. Relative to the Deed of Apportionment agreed with the Trustees of the 6th Marquess of Exeter Will Trust, they were charged £19,450 (2022: £19,450) for management and maintenance services. The amount owed to the company in respect of these services at 31 January 2023 was £NIL (2022: £NIL).

Rental income amounting to £13,500 (2022: £13,500) was received from The Trustees of the 6th Marquess of Exeter Will Trust during the year. No amounts were due at 31 January 2023 (2022: £Nil).

The Trustees of the 6th Marquess of Exeter are also due to receive £44,022 as a licence fee from Burghley Horse Trials Limited (2022: £NIL) and the amount outstanding at 31 January 2023 amounted to £NIL (2022: £NIL).

### 24 Capital commitments

At 31 January 2023 The Charity had contracted capital expenditure to complete works to a new adventure playground and a new car park, these commitments were estimated to be £1.5 million (2022: £NIL).

### 25 Contingent liabilities

A grant has been received from the Football Foundation to be used on the construction of facilities for a local football club. Should the terms and conditions of the grant not be adhered to within a specified period an element of the grant may be repayable. The Governors expect the terms and conditions to be adhered to and therefore believe no further disclosure is necessary in these financial statements. A legal charge has been granted in relation thereto.

# Notes to the Accounts

## 27 Comparative information

### Consolidated Statement of Financial Activities

incorporating the income and expenditure account

for the year ended 31 January 2022

	Notes	2022 Unrestricted Income £	2022 Unrestricted Expendable Endowment £	2022 Restricted Expendable Endowment £	2022 Total £
<b>Income and endowments from:</b>					
Donations and grants	3	511,996	190,909	-	702,905
Other trading activities	3	2,760,718	-	-	2,760,718
Income from investments	4	4,927,016	-	-	4,927,016
Income from charitable activities	3	665,901	-	-	665,901
<b>Total income and endowments</b>		<b>8,865,631</b>	<b>190,909</b>	<b>-</b>	<b>9,056,540</b>
<b>Expenditure on:</b>					
Expenditure on raising funds		4,977,576	74,955	-	5,052,531
Expenditure on charitable activities		3,166,965	113,136	4,760	3,284,861
Other expenditure		-	-	-	-
<b>Total expenditure</b>	5	<b>8,144,541</b>	<b>188,091</b>	<b>4,760</b>	<b>8,337,392</b>
<b>Net gains/(losses) on investments</b>	18	<b>-</b>	<b>4,203,976</b>	<b>-</b>	<b>4,203,976</b>
<b>Net income/(expenditure)</b>		<b>721,090</b>	<b>4,206,794</b>	<b>(4,760)</b>	<b>4,923,124</b>
Transfers between funds	18	5,393,949	(5,393,949)	-	-
<b>Net Movement in Funds</b>		<b>6,115,039</b>	<b>(1,187,155)</b>	<b>(4,760)</b>	<b>4,923,124</b>
Balance brought forward		(5,571,980)	80,160,833	1,108,760	75,697,613
<b>Balance carried forward</b>	18,19	<b>543,059</b>	<b>78,973,678</b>	<b>1,104,000</b>	<b>80,620,737</b>

## Notes to the Accounts

### 27 Comparative information (continued)

#### Analysis of total expenditure

	2022 Direct costs £	2022 Support costs £	2022 Total £
<b>Expenditure on raising funds</b>			
Equestrian event expenditure	639,709	-	639,709
Expenditure on investment properties	1,576,677	480,797	2,057,474
House showing expenditure	478,633	145,956	624,589
Timber and woodland expenses	336,118	102,497	438,615
Golf Club expenditure	1,292,144	-	1,292,144
	4,323,281	729,250	5,052,531
<b>Expenditure on charitable activities</b>			
House showing	1,190,408	363,007	1,553,415
Maintenance of heritage property	1,326,836	404,610	1,731,446
	2,517,244	767,617	3,284,861
<b>Total</b>	<b>6,840,525</b>	<b>1,496,867</b>	<b>8,337,392</b>

#### Restricted expendable endowment fund

	1 February 2021 £	Income £	Expenditure £	31 January 2022 £
Brewhouse fund	1,079,700	-	-	1,079,700
Garden of Surprises fund	29,060	-	4,760	24,300
	1,108,760	-	4,760	1,104,000

#### Analysis of assets between funds

	Unrestricted income fund £	Unrestricted expendable endowment £	Restricted expendable endowment £	Total £
Fund balances at 31 January 2022 are represented by:				
Investment securities	-	3,388,460	-	3,388,460
Tangible fixed assets	217,602	-	-	217,602
Intangible assets	-	-	-	-
Heritage assets	-	9,884,481	1,104,000	10,988,481
Investment properties	-	65,700,737	-	65,700,737
Net current (liabilities)	8,640,238	-	-	8,640,238
Creditors due between 2 and 5 years	(8,314,781)	-	-	(8,314,781)
	543,059	78,973,678	1,104,000	80,620,737

# Legal and Administrative Details

## Governors

The Hon Edward Leigh-Pemberton (Chairman)  
Mr J C S Chenevix-Trench  
Mr E G Clive  
Sir Giles Floyd Bt  
Mr E M Harley OBE  
Mrs Cressida Hogg CBE  
Mr W A Oswald  
Mr W H M Parente  
Mr S J Richmond-Watson  
Mr B T J Stevens

## Key personnel

Executive Chair  
Chief Executive  
Head of HR  
Director of Commercial Visitor Operations  
Finance Director & Company Secretary  
Head of Land and Property  
Director of the Burghley Horse Trials

Mrs M Rock  
Mr D J Pennell  
Mrs J Evans  
Mr P J Gomptorz  
Mr J E P Fitch Esq  
Mr J Tusting Esq  
Mr M Johnson Esq

## Company Number

951524 (England and Wales)

## Charity Number

258489

## Registered office

61 St Martins  
Stamford  
Lincolnshire  
PE9 2LQ

## Solicitors

Farrer & Co LLP  
66 Lincoln's Inn Fields  
London  
WC2A 3LH

## Investment Advisors

Cazenove Capital Management Limited  
1 London Wall Place  
London  
EC2Y 5AU

## Bankers

National Westminster Bank plc  
Cathedral Square  
Peterborough  
Cambridgeshire  
PE1 1XH

## Independent Auditors

Saffery Champness  
71 Queen Victoria Street  
London  
EC4V 4BE

**BURGHLEY HOUSE PRESERVATION TRUST LIMITED**

England & Wales - Charity number 258489

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# Accounts

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# BURGHLEY HOUSE PRESERVATION TRUST



**BURGHLEY**

Annual report and accounts 2021/22

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[www.burghley.co.uk](http://www.burghley.co.uk)

# Who we are and what we do

Burghley House is one of the largest and grandest houses of the first Elizabethan Age. Built and mostly designed by William Cecil, Lord High Treasurer to Queen Elizabeth I, between 1555 and 1587, the main part of the House has 35 major rooms on the ground and first floors. There are more than 80 lesser rooms and numerous halls, corridors, attics and service areas. The lead roof extends to three quarters of an acre.

Burghley is still a family home, lived in by Orlando and Miranda Rock. Miranda is a direct descendant of the first Lord Burghley and runs the House on behalf of the Burghley House Preservation Trust.

The Burghley House Preservation Trust was established as a charity in 1969 by the 6th Marquess of Exeter. The objects of the charity are set out in full in the memorandum and articles. However the key focus of the charity is best summarised as the advancement of historic and aesthetic education and the preservation of buildings of national importance, and in particular the preservation and showing of Burghley House. The Trust's objectives are stated on page 18.

As well as giving the public the opportunity to visit and learn about this great historic house, the formation of the Trust ensures that Burghley House will be preserved and conserved for the nation.

The charity raises its income from charging an admission fee to visitors and running events and other commercial activities at the House. In addition, the charity owns a significant investment property portfolio based around the Stamford area.

Wherever possible, the annual surplus is used to repair, restore and maintain the fabric of the buildings at Burghley House and the important collection of works of art and furniture that they contain. The Governors of the Trust also carry out their activities with a view to conserving the environment of land and buildings owned by the charity.

# Foreword

It is clear that this year will be anything but the return to 'normal' that we had hoped for and expected. The potential long-term implications of the war in Ukraine and political and economic unrest will undoubtedly bring new and unexpected challenges for the Estate. However, the last two years have shown both our resilience and our ability to adapt. It is a powerful testament to the dedication of all the wonderful teams here at Burghley - as well as the long term approach that governs all that we do - that the Burghley House Preservation Trust has survived consecutive years of lockdown in relatively sound health.

While we faced moments of great disappointment and disruption over the last two years, with the cancellation of longed-for events like the Horse Trials and Rat Race, opportunities also came our way, particularly in the form of filming. Burghley starred in a feature film, as well as *The Crown* and a Netflix series that will be released later this year. Sadly Covid regulations meant less interaction with cast and crew, but we enjoyed their creative use of the house and gardens and the extraordinary skills of transformation with special effects and set dressing - as well as landscaping improvements on the West front that we have decided to maintain!

We had a robust visitor season when we were allowed to open to the public again – in spite of the evolving Covid restrictions - the feedback from visitors to both the House and Gardens was heartening. Every effort was made to ensure that a day at Burghley was still an excellent experience and many of the new systems of pre-booking and timed entry will continue. A fantastic Christmas market marked the end of the year's events calendar and we will continue to build on this popular seasonal fixture.

A tremendous amount of work has gone into enhancing the Gardens. The core team, ably assisted by a band of enthusiastic volunteers have worked hard to reinvigorate the Garden of Surprises while adhering to the original design principles. New areas of planting are now to be enjoyed in both the South Gardens and the Sculpture Garden. The Garden Café now has an entirely newly-planted world food garden to create a new seating area and is centred by a pergola designed by the team and made on the estate from Burghley oak.

The weather – including our own mini-tornado on the last day of the visitor season in October – was a stark reminder of the vulnerability of ancient park trees. We continue to survey and monitor these and address the impact of events and visitors on our veteran trees. More generally the forestry team have had to tackle the challenges of ash dieback across the estate and a robust program of felling and replanting with indigenous and more resilient species has begun for the benefit of future generations.

One of the highlights of 2021 was our successful application to the Culture Recovery Fund, enabling the long-overdue restoration of The Lion Bridge, which was designed by Capability Brown

and built in 1778. The scale of this project was daunting and years of water ingress had destroyed the original clay puddling which compromised the stability of the whole structure. Work as recently finished and huge visual improvements will be made by removal of the tarmac roadway and laying of more sympathetic cobble sets with restoration of the surrounding iron railings.

Taking the long view is one of our guiding principles and our exciting collaboration with South Kesteven District Council to redevelop the redundant Cummins factory site into a mixed-use scheme – St Martin's Park - is one such project. Careful masterplanning of the area by skilled urban designers Adam Architecture has created a scheme which responds to the beautiful architectural surroundings of Stamford and considers the need for employment, housing and access to cycle and pedestrian routes into the town centre. This has been a long-term ambition for Burghley and it is immensely gratifying that work will begin this year.

Miranda Rock  
Executive Chair



# Review of the year

Another eventful year has passed in a blur, not only for Burghley and her people, but also Stamford, the nation, and the world as a whole as the repercussions of Covid, a war on our European border, Brexit, and the start of a cost-of-living crisis appear on our doorstep.

An Estate such as Burghley might be considered a slow-moving beast, one that takes its time to cogitate on problems and find solutions and whilst this can be true, we have had to move with the changing conditions of the world around us, so we must not lose our ability to look at things with long term optics. Our teams have been able to react, change, adapt and create not only new ways of working across our multiple business platforms, but our events and their delivery has had to evolve and will continue to do so. We are all hugely excited for the return of the Land Rover Burghley Horse Trials and the new team we have in place to go forwards into the future.

We have seen a passion for history emerge through Covid as our visitors took time and the opportunity to learn more about Burghley and the great legacy William Cecil left behind in its creation.

We are especially proud of our open space at Burghley and the wonderful variety it brings to our visitors, from the wonderful garden offering, the tranquillity of the lake, the landscape of the park and the treescape within it, to the ability to play golf on a limestone parkland course that puts sustainable practices first. Our footpaths and access encourage active travel on foot or bike. We have in the last year purchased two electric bikes for our teams to enjoy moving around the park and workspaces; a great addition to the Estate, and one that is enjoyed hugely by those that use them.

The Estate has begun its public consultation on the urban extension at Stamford North with two open sessions being hosted in Stamford, inviting the public to actively engage and feedback on our ideas. We are committed and determined to bring forward and develop a place that will truly add to Stamford's rich history and provide essential public services for the town.

Our joint development at St Martins Park gained outline planning consent and our partnership with South Kesteven District Council has yielded a wonderful scheme for the town and its future economic development. The site demolition has begun and will begin to take shape over the next year.

As ever, our economic and business development runs alongside our deep heritage and legacy obligation. Over the last 12 months, our Head of Building Services and Architecture team have completed a new and updated Quinquennial repair and maintenance program for Burghley House, the surrounding courtyards and architectural monuments, which we expect to begin roll out of over the next five years.

Over the coming year we will continue our investment into everything Burghley, the House, our people, our assets in the community, our growth projects, our sustainability, and the park. We are very excited to start planting our 'Queens Green Canopy' new woodland in celebration of the Platinum Jubilee.

David Pennell  
Chief Executive

# The visitor experience at Burghley

## The recovery from Covid

The day visitor operation saw a gradual recovery from the Covid pandemic during 2021 as we learnt to cope with government restrictions and adapt our policies and practices to provide a safe, stimulating and enjoyable experience.

The State Rooms and Orangery Restaurant were only allowed to be open for visitors two months later than usual in May, with restricted capacities to accommodate social distancing and many of the Covid precautions we saw the previous year still in place, such as online purchasing of tickets, timeslot arrival and cashless payments at all retail and catering till points. The Gardens, however opened as planned in mid-March and proved popular throughout the year, particularly with those who were less able or confident to venture inside to see the State Rooms.

While international and group visits were slow to recover, we at least benefited from an increase in local and domestic visitors who would normally have travelled abroad. Even so, our overall footfall for the year was just over half of what we would normally expect before the pandemic.

As always, the parkland remained open throughout the year, free of any admission fee and was enjoyed by many for walking, relaxing and a multitude of leisure activities.

As some consolation, the extended House closure over the winter and spring, provided us with the opportunity to host a number of major film and television productions. The boom in online streaming created a huge demand for 'content' and Burghley took on many roles, from royal palaces to 'superhero' mansions. Filming is a massive upheaval for all those who live and work at the House but proved to be a lifeline in a year when the income from the day visitor business was hit so hard.

Relatively few corporate events, weddings or private functions took place in the Great Hall and Orangery as the number of people able to congregate in one place was still limited, however, we saw the return of many larger outside events in the park. Living Heritage managed to stage a successful Game and Country Show over the May Bank Holiday and we staged two concerts later on in the summer, the Battle Proms and Classic Ibiza, although both with a reduced audience of under 5,000. Nevertheless, people were pleased to be able to be out enjoying themselves again after so long and the atmosphere at both performances took on an air of celebration! The year was rounded off with the Burghley Christmas Fair, which attracted over 16,000 people over four days. This is now an established event and growing in popularity each year.

We ended the year with renewed optimism that the worst of the pandemic is behind us and look forward to welcoming all our guests to Burghley again in 2022 and the future, whether they are visiting the House, the Gardens, or attending one of the many varied events.



# Repairing and restoring the fabric of Burghley

## Stone repairs in the George Rooms

We undertook exploratory works into the window mullions in the 4th George Rooms to identify the issues surrounding the stonework failure. The 4th George was the worst affected area and the priority for attention. We had conflicting information based on historic repair methodology which didn't quite fit with the actual repairs so invasive exploration was required in conjunction with the team from Peterborough City Council.

Interestingly, some previous repair work to these windows had taken place in the 1990's. This necessitated the removal of panelling, which revealed some beautiful examples of the original cornice decoration, dating from the 16th Century. Intricate motifs could be seen, painted on a cream background in a rich terracotta red. Other examples of this sort of decoration have been found elsewhere in the house, usually above lowered ceilings. Another remarkable discovery was of the signature of a workman, John Chapman, who scribbled his name on the wall in 1681 and again in 1684. This would have been during work to prepare the room for Antonio Verrio's extensive decoration, which required the cornices to be covered.

During Verrio's decade at Burghley work decorating the George Rooms proceeded continuously, apart from an unexpected interruption in August, 1693, when Verrio was arrested and imprisoned for debt. The writ was issued by a London carpenter who had worked for Verrio at Burghley—could this perhaps have been John Chapman?

We engaged local conservation workers from Messenger Construction to undertake the repairs. The exploratory works exposed the failure of the stone itself, compounded by mass infill with cementitious mortar materials which was having a detrimental effect on the stone composition, in effect turning it to dust. The mullions had this mortar materials removed and the cavity infilled with a lime based mortar which was more in keeping and complementary to the stone. The damaged stones were removed and replaced with Ketton Stone to match the existing and securely bonded in place with steel pins and resin. The repointing was complete in a lime based mortar. The plan going forwards is to adopt this methodology for the other window in the 4th George Room, then the 3rd George and Heaven Rooms.





# The Burghley House Collection

Burghley is one of the finest examples of a late 16th century 'prodigy house', built by one of Queen Elizabeth's most trusted and important ministers, the Lord High Treasurer, William Cecil (1521-1598.)

The House contains an outstanding collection of fine art, amassed by the Cecil family over a 400 year period. Most areas contain objects of National importance, of which some highlights are:

- 17th & 18th century Italian Old Master paintings.
- 17th & 18th century English and Continental furniture.
- Oriental and European ceramics.
- Chinese snuff bottles.
- English portrait miniatures.
- English & European 17th century tapestries.

Management of the Collection is the responsibility of the resident Executive Chair, Miranda Rock (a member of the Cecil family), and a curatorial department led by Jon Culverhouse, who has been looking after the Collection since 1984. The Collection has been comprehensively inventoried and investigated by a number of the foremost experts in their fields. A computerised record of every object of note is kept: these records are constantly reviewed and revised.

Conditions within the House are monitored and great efforts have been made to ensure stability of temperature and humidity as far as is possible within an historic building. Sensitive objects have been allocated specialised storage areas. A detailed photographic record of all objects was commenced twenty years ago and its preparation continues today. Some 70% of the Collection is now recorded.

The State Rooms of the House are open to visitors, daily, for approximately 28 weeks each year. Other areas are always available for scholastic research by appointment. We have a pro-active approach to loaning objects to other collections, both nationally and internationally. In recent years, major exhibitions have travelled from Burghley to museums in the USA and Japan. A major development of display facilities at the House, undertaken in 2003 with assistance from the Heritage National Lottery Fund, has provided a substantial specialised display area.

Each year exhibitions are mounted to concentrate on aspects of the Collection. This opportunity is used to show visitors objects that are not always on display. There is also an ongoing programme of rotation of objects to ensure that items are exhibited in the public part of the House as much as is practicable.

Acquisitions to the Collection are now rare. However, on occasion, the Governors of the Trust have been able to make funds available for the purchase of an object of outstanding importance, sold or transferred by previous generations. As the Trust exists for the preservation of the House and its contents, there is no need for a disposals' policy.

# Repairing and restoring Burghley fine art

## Loans from the Collection

The collection of fine art at Burghley is extensive and contains many items of national importance. Thus, it is not surprising that we receive many requests for the loan of objects to exhibitions held at other institutions, both in Britain and abroad. As the requests usually relate to important, valuable items, loans are normally only made to national museums or other major collections, where display conditions and security can be guaranteed. In all cases, the borrower covers the cost of packing, transport and insurance. The most requested items are paintings. Burghley is home to one of the most important private collections of 17th Century Italian paintings and many others from later dates. These were mostly purchased by John, 5th Earl of Exeter (1648-1700) and Brownlow, 9th Earl (1725-1793), who both made lengthy trips to the Continent.

Generally, during the winter months when the house is closed, there are at least two paintings on loan elsewhere. Whilst paintings from the Family apartments are lent during our open season, we try to avoid gaps in the staterooms shown to visitors. Inevitably, some paintings are more famous than others and are in greater demand. However, in the last few years, two have spent more time away from Burghley than hanging here.



Angelica Kauffmann's painting of Cleopatra Decorating the Tomb of Mark Antony [fig. 1.] has travelled 10 times in the last 30 years. It has featured in exhibitions in London, Paris, Geneva and Hamburg amongst other cities. There are several reasons for its popularity: it is a superb painting; it is by an important and currently highly fashionable female artist, and it depicts a powerful woman. In today's politically correct world, it could be said to tick all the right boxes. Angelica Kauffmann (1741-1807) was at the centre of the fashionable world of art in the late 18th Century. A child prodigy who grew to be a beautiful woman, she was multi-lingual, a highly talented artist, a musician and a singer. Patronised by many of the English aristocrats who travelled to Rome, she came to London in 1765 where she flourished. She was elected to the Royal Academy, one of the first women to be so honoured; our painting was exhibited there in 1770. The 9th Earl of Exeter, a young widower, first met her in Rome and subsequently patronised her in London, buying 14 of her paintings as well as many engravings of her work. From his notes, it seems that he greatly admired her as a woman as well as an artist.

The second widely travelled painting is Italian and dates from 1623. It depicts the Biblical story of Susannah and the Elders [fig. 2.] and is by another great female artist, Artemisia Gentileschi (1593-1652). This painting travelled to 7 museums across America between 1995 and 1997 and has subsequently featured in 7 major exhibitions in London and abroad. The reasons for its popularity are similar to those attached to Angelica's Cleopatra: it is an immensely beautiful work, it is by a female artist who is currently at the height of her fame and it depicts a female icon.

The Bible story relates how Susannah, a beautiful young woman, was spied upon whilst bathing by two lecherous old men, who plotted to seduce her. They threatened that, if she refused their advances, they would tell Daniel, their King, that they had seen her commit adultery. She refused them and was imprisoned. At her trial, King Daniel exposed the men's story as a lie and Susannah was freed.

Much of Gentileschi's reputation, particularly in more recent years, has been shaped by the rape she endured as a teenager in 1611, at the hands of another artist, Agostino Tassi. Unusually for the time, her father prosecuted Tassi. The unfortunate Artemisia had to suffer torture at the trial to convince the judge of her innocence. Tassi was found guilty, Artemisia's reputation was restored but his punishment was trivial, she had to live with the notoriety that the case caused. Unsurprisingly, Artemisia has become a female icon. It is particularly fitting that this splendid painting will travel again next year--to an exhibition at the Wallraf Museum in Cologne entitled 'Susannah-- From Mannerism to #MeToo'.

Jon Culverhouse 2022.



# Burghley's Home-Grown Garden Café

The results of an ambitious plan to transform the Garden Café outdoor space into a celebration of world food can now be found in full bloom.

Led by Joe Whitehead with the Gardens team and assisted by our foresters and carpenters, the project has been a wonderful example of great creativity, resourcefulness, and teamwork from across the estate.

The vision was to create a garden to celebrate all things plant based and edible.

Café seating is nestled amongst raised beds that are filled with fruits, flowers, herbs and vegetables from around the world.

Discover tomatillos, asparagus beans and wasabi growing amongst vibrant marigolds, nasturtiums and scented sweet peas.

Bug houses, built by the children from local school Marsh Fields using debris foraged from the gardens add extra interest amongst the seating and beds. Most of the materials used to construct the new look space have been salvaged or foraged from across the estate.

The centrepiece of the Garden Café is the great oak pergola, crafted from an ancient oak tree from the park, sadly lost to disease. The structure was designed by the team and crafted on the estate and now creates a focal point to the area as well as providing shade on sunny days.

The transformation from functional to fabulous has given the Garden Café a new sense of purpose and visitors to Burghley can now sit amongst the plants and enjoy a drink and snack in this unique, engaging and fun new garden space.





# Land Rover Burghley Horse Trials

New Event Director Martyn Johnson joined Burghley in November 2021 alongside our new US Cross Country Course Designer Derek Di Grazia. It is a very exciting time for the event as we start to look at the next strategic period. Whilst in 2022 there will be subtle changes made, it is recognised the primary objective is to return and have a successful, familiar event that Burghley fans are used to and enjoy whether as an athlete, owner, trader or spectator. In parallel we are already looking at our strategic direction for the next 5–10-year period as the event continues to evolve. It is critical that all parts of the Burghley business interact with this strategy and complement each other. Examples of this already are the centralisation of services such as finance and the Event Director's involvement with the Burghley Senior management team and wider strategy thinking.

As we look forward to Land Rover Burghley returning in 2022, we are conscious the event has not run for what will be 3 years. Indicators look very positive for a strong return to the outdoor event season in 2022 with our comparable events reporting good sales and a strong desire from our own stakeholders and event partners. This must be balanced with the high costs of living and a returning fan base following a global pandemic. It has also hugely affected our cost base markedly with a broad increase of between 20-25%. We have tried to remain realistic about our forecasted income whilst looking forward to a positive year ahead.

We have made important decisions around our digital offering and whilst the BBC TV contract remains a critical part of our plans, we have decided to put our Live Stream offering behind a pay wall for the first time. For 2022 we have looked at this as being cost neutral but are very hopeful this will become a key revenue source over future years as we continue to develop our digital product and evolve our commercial partnerships.



*Derek Di Grazia and Martyn Johnson*

# Looking to the future

## Our objectives for 2022/23

### Looking to the future

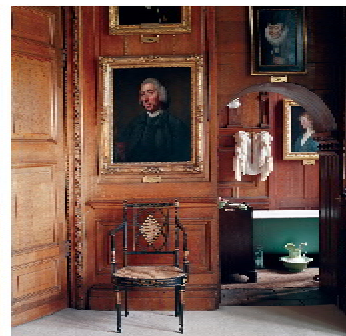
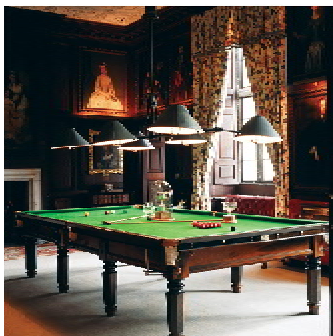
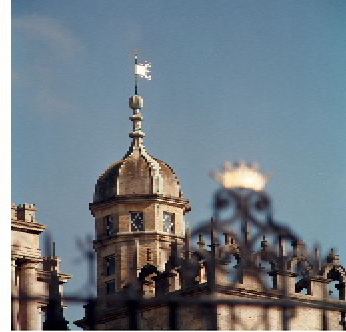
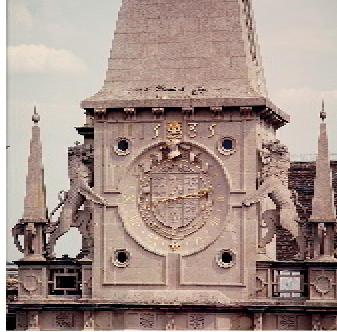
In spite of the inevitable challenges ahead we have some exciting plans for the year. Some of these have been postponed due to the two-year hiatus. Following the successful events of last year that marked the 500th anniversary of the birth of William Cecil, this year marks the conclusion of celebrations by the Lord Burghley 500 Foundation with the great service of Thanksgiving to be held in Westminster Abbey. Excitingly, a longer-term legacy plan for continuing education is being explored by the Burghley and Hatfield estates together in fulfilment of our charitable objectives.

As part of our desire to improve the aspect of Burghley for our visitors, restore the parkland and adapt to increasing pressures on the landscape we are finalising plans for a new visitor car park away from the Capability Brown lime avenues. We have now received planning permission and will be starting work later in the year to complete the new car park by the opening season in 2023. Our Treasury exhibition this year is a comparative display of precious objects collected by Anne, 5th Countess of Exeter and Hannah Sophia, 8th Countess of Exeter – both heiresses in their own right and both with clearly defined taste and style.

Exhibitions in the Treasury offer us the opportunity to display smaller objects that can be seen and appreciated more closely and are themed to provoke discussion, education and a greater understanding of the history of the collections at Burghley.

While providing access to the House, works of art and education therein is one of our core charitable objectives, it is clear that the landscape – specifically the deer park and gardens is what provides the most engagement and enjoyment for our visitors. Recognising that we need to continue to expand and evolve what we offer for all audiences at Burghley, we are drawing up plans for the creation of a children's adventure playground that we hope to open next year.

In this, the Platinum Jubilee year, we are proud to be collaborating with The Woodland Trust to create a lasting legacy in celebration of Her Majesty's reign by planting 70 new acres of woodland. Given the Estate's long history and connection to Elizabeth I through her Lord Treasurer the 1st Lord Burghley, it is entirely appropriate that we commemorate the second great Elizabethan age by protecting and enhancing our historic landscape for the future. The Platinum Jubilee wood will bring a range of benefits, both mitigating the loss of existing woods and boosting biodiversity through the planting of more resilient species that will thrive for the next 300 years.



# Strategic Report

## Achievements and performance

*References to 2020 mean the financial year ended 31 January 2020.*

The year ended 31 January 2022 represented a gradual return to normality for the Trust following the challenges of the Covid-19 pandemic.

As restrictions were lifted Burghley House was opened to the public again and events at the House and Park were held again, albeit with restricted numbers.

Unfortunately the lifting of restrictions did not come early enough to enable the Trust to run the Burghley Horse Trials. There is a large commitment in temporary infrastructure inside Burghley Park and it was very risky to make this investment without being sure the Horse Trials could run and therefore the Directors of Burghley Horse Trials took the difficult decision to cancel.

On a positive note Burghley House was used as a location for a number of films and television programmes and this income contributed significantly to the surplus.

The Trust's achievements for the year are stated on pages 6 to 21.

## Income

Burghley Horse Trials Limited, a trading subsidiary of the Charity, which normally provides significant sums to the Charity was cancelled, this accounted for a significant fall in revenue.

Income derived from investment properties and other property assets owned by the Trust amounted to £4.9 million (2021: £4.8 million). This reflected the recovery of income from the property portfolio.

Income from the showing of Burghley House rose to £665,901, an increase from £256,052 in the previous year.

## Costs of raising funds

Expenditure on generating funds increased slightly to £5m million (2021: £4.6 million) as a result of the House reopening.

## Cost of charitable activities

The cost of repairing and restoring the fabric of Burghley House and its collections came to £1,731,446 (2021: £1,383,739).

A significant grant from Natural England was received to aid the restoration of Lion Bridge inside Burghley Park

#### Surplus for the year

The Trust showed an unrestricted income fund surplus for the year of £721,090 (2021: surplus £241,452), an unrestricted expendable endowment fund surplus of £4,206,794 (2021: surplus £178,809) and a restricted expendable endowment fund deficit of £4,760 (2021: deficit £4,760).

The net surplus is £4,923,124 (2021: surplus £415,501) and has been added to unrestricted income, unrestricted expendable endowment and restricted expendable endowment funds.

This result is stated after deciding to revalue the investment properties by £4,000,000 (2021: no increase).

A transfer of £5,393,949 was made to the unrestricted income fund from the unrestricted expendable endowment (2021: £1,248,942 from the unrestricted income fund) in accordance with the reserves policy below.

Burghley Enterprises Limited made a profit for the year of £999,156 (2021: £110,323) and is incorporated into these accounts. The profits are paid up to this Charity under Gift Aid.

The Governing Body do not consider it would be appropriate to make provision in the accounts for the significant cost of dealing with the backlog of dilapidations to property owned by the Charity. Nevertheless it is necessary to read the accounts in the knowledge of the quantum of expenditure which is outstanding. These future costs are discussed in the reserves policy below.

#### Reserves policy

The Governors have reviewed the Charity's reserves policy, taking into account future income projections and expenditure plans in line with the strategic plan of Burghley House Preservation Trust Limited, together with the associated risks and opportunities.

The Governors policy is to maintain a level of reserves which will provide a stable base for the Charity's continuing activities and enable the Charity to adjust to any significant change in financial resources through unplanned events, whilst ensuring that excessive funds are not accumulated.

Governors intend to invest any surplus of income into either its Heritage Asset, to fulfil the Charity's objectives, or to invest further into its endowment to provide increased income in the future. A transfer between the unrestricted income fund and the unrestricted expendable endowment fund is made to reflect this investment.

Advantage has been taken of affordable short term bank debt to provide working capital to finance the fulfilment of the objectives and property development and it is therefore anticipated that the income account will be overdrawn and will match net current liabilities. This is not expected to be significant.

The total reserves of the Charity were £80,620,737, of which £1,104,000 were restricted expendable endowment funds and £78,973,678 were unrestricted expendable endowment funds. The unrestricted income fund was £543,059.

#### Investment policy

The Governors have reviewed and retained the Charity's investment policy, which states that the Governors of the Trust wish to pursue a policy that provides revenue for its current purposes and enhances income and capital growth over the longer term, thereby enabling them to meet their current and future objectives in accordance with the purposes of the Charity.

The Governors, in delegating their investment security management to Cazenove Capital Management Limited, require the managers to pay attention to the standard investment criteria, namely the suitability of the class of investment and the need for diversification insofar as is appropriate to the circumstances of the Charity. The same criteria apply to the Agents managing their investment property portfolio.

The Governors have a duty to optimise financial returns for the Charity, but may exclude certain types of investment from the investment security portfolio, taking into account social and environmental issues.

During the year to 31 January 2022, the investment security portfolio generated total revenue of £27,885 (2021: £29,463) and realised and unrealised gains of £203,976 (2021: gains £238,801). The investment property portfolio generated net revenue of £3,350,339 (2021: £3,396,189), as referred to in the sections above. Given the prevailing market conditions during the year, the Governors were satisfied with the overall performance of the investments.

#### Principal risks and uncertainties

Governors have identified areas of potential risk and uncertainty:

- The loss or destruction of the Charity's historic property and collections
- The ongoing liability to repair and restore Burghley House and contents
- Decreasing visitor numbers to Burghley
- The risk of investment income declining as a result of a weak property rental market
- The loss of sponsorship of the Burghley Horse Trials

Governors have put in place a number of measures to manage these risks. There are regular reviews of the condition of Burghley House by a qualified architect. Annual exhibitions and other events are held at Burghley House to attract visitor interest (detailed in this report). Continued inward investment is made to the property portfolio and there is also an ongoing programme of investment diversity. The Burghley Horse Trials is managed with the intention of being the best equestrian event of its type in the world in order to attract commercial sponsorship.

#### Public benefit

The Governors confirm that they have referred to the guidance contained in the Charity Commission's revised general guidance on public benefit when reviewing the Charity's objectives and planning future activities.

#### Donations

During the year the Charity made charitable donations amounting to £2,500 (2021 : £8,000).

# Structure, Governance and Management

## Company

The Governors are Directors of the Charity for the purposes of the Companies Act 2006. The Charity is a Charitable Company limited by guarantee and was set up on 3 April 1969. It is governed by a memorandum and articles of association.

## Governors

The Members of the Governing Body who served the Charity during the year were:

The Hon Edward Leigh-Pemberton (Chairman)  
J C S Chenevix-Trench Esq  
E G Clive, Esq  
Sir Giles Floyd Bt  
E M Harley, Esq  
W A Oswald, Esq  
W H M Parente Esq  
S J Richmond-Watson Esq  
B T J Stevens, Esq  
Mrs Cressida Hogg (appointed 24 November 2021)

None of the Governors had a beneficial interest in any contract outside the normal course of business to which the Charity was a party during the year.

From time to time a panel of Governors will consider the addition of new members to the Governing Body. Any proposals from such a panel is brought to the full Governing Body for its approval. In addition to receiving an induction pack, new Governors undergo an orientation day with the Chairman and Estates Director of the Charity to brief them on their legal obligations under charity law, the decision making processes and the recent financial performance of the Charity. Governors are encouraged to attend appropriate external training events where these facilitate the undertaking of their role and are also provided with legal and accounting updates as required.

The full Governing Body of the Charity meets formally three times a year, and deals with planning and strategy decisions and reviews the activities of the Charity. Important issues arising between meetings are normally dealt with orally or by correspondence by the Chairman. Day-to-day management of the Charity is delegated by the Governors to the Estates and House Directors, who report weekly to the Chairman and regularly to the Executive Committee consisting of four Governors.

### The Governors' responsibilities

The Governors (who are also Directors for the purposes of company law) are responsible for preparing the Governors' 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 Governors to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the Charity and the group and the incoming resources and application of resources, including the net income and expenditure for that period. In preparing those financial statements, the Governors are required to:

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

The Governors are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the Charity and the group and to enable them to ensure that the financial statements comply with the Companies Act 2006 and also with the requirements of the Statement of Recommended Practice (SORP) issued by the Charity Commissioners for England and Wales. They are also responsible for safeguarding the assets of the Charity and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

### Fundraising

The Governors take their responsibility under the Charities (Protection and Social Investment) Act 2016 seriously and have considered the implications on their activities. The Charity does not raise funds directly from the general public and does not actively solicit donations. The Charity does not work directly with commercial sponsors but where commercial sponsorship is arranged for an event, such as the Burghley Horse Trials, a clear contract is in place between the trading company and the commercial sponsor. The Governors are not aware of any complaints made in respect of fundraising during the period.

### Auditors

Saffery Champness LLP have confirmed that they are willing to remain in office as auditors of the Charity and accordingly a resolution to reappoint them will be put to the Governors.

### Statement of disclosure to auditor

(a) so far as the Governors are aware, there is no relevant audit information of which the Charity's auditors are unaware, and

(b) they have taken all the steps that they ought to have taken as Governors to make themselves aware of any relevant audit information and to establish that the Charity's auditors are aware of that information.

#### Burghley Enterprises Limited

Burghley Enterprises Limited is a wholly owned subsidiary of Burghley House Preservation Trust Limited.

The company's principal activities are the provision of goods and services at Burghley House as well as property trading activities.

The directors of Burghley Enterprises Limited who served during the year were:

E M Harley Esq (Chairman)  
S J Richmond-Watson Esq  
Mrs M R Rock

#### Burghley Horse Trials Limited

Burghley Horse Trials Limited is a wholly owned subsidiary of Burghley House Preservation Trust Limited.

The company's principal activity is the management of a five-star rated equestrian event.

The directors of Burghley Horse Trials Limited who served during the year were:

W A Oswald Esq (Chairman)  
E Clive Esq (retired 4 October 2021)  
The Hon Angela Reid  
T E Bonham Esq  
Mrs C Cecil  
D J Pennell Esq (appointed 3 August 2021)

#### Burghley Land Limited

Burghley Land Limited is a wholly owned subsidiary of Burghley House Preservation Trust Limited.

The company's principal activity is that of property development.

The director of Burghley Land Limited who served during the year was:

D J Pennell Esq

#### BPGC Limited

BPGC Limited is a wholly owned subsidiary of Burghley House Preservation Trust Limited.

The company's principal activity is that of a golf club.

The director of BPGC Limited who served during the year was:

D J Pennell Esq

Dormant wholly owned subsidiary companies

Burghley Barns Limited  
Burghley Stamford North Limited  
St Martin's Park Limited

The director of all these companies is:

D J Pennell Esq

Remuneration of key personnel

The remuneration of key personnel is monitored and authorised by the Executive Committee of Governors with reference to external factors when appropriate.

By order of the board

J E P Fitch  
Secretary  
8 July 2022

# Independent auditors' report to the members and Governors of Burghley House Preservation Trust

## Opinion

We have audited the financial statements of Burghley House Preservation Trust for the year ended 31 January 2021 which comprise the Consolidated Statement of Financial Activities, Balance Sheets, Consolidated Cash Flow Statement 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 affairs of the group and the parent charitable company as at 31 January 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.

## 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 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

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 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.

## Other information

The Governors (who are the directors for the purposes of Company Law and the Trustees for the purposes of Charity Law) 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.

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.

## 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 Governors' Annual Report which includes the Directors' Report and the Strategic Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Governors' Annual Report which includes the Directors' 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 the knowledge and understanding of the group and parent charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the Governors' Annual Report and Strategic Report.

We have nothing to report in respect of the following matters where the Companies Act 2006 require 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 Governors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

## Responsibilities of Governors

As explained more fully in the Statement of Governors' Responsibilities set out on page 26, the Governors (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 the 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 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.

## Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditors under the Companies Act 2006 and report in accordance with regulations made under this Act.

Our objectives are to obtain reasonable assurance about whether the group and parent 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 are detailed below.

Identifying and assessing risks related to irregularities:

We assessed the susceptibility of the group and parent charitable company's financial statements to material misstatement and how fraud might occur, including through discussions with the Governors, discussions within our audit team planning meeting, updating our record of internal controls and ensuring these controls operated as intended. We evaluated possible incentives and opportunities for fraudulent manipulation of the financial statements. We identified laws and regulations that are of significance in the context of the group and parent charitable company by discussions with management and Governors and updating our understanding of the sectors in which the group and parent charitable company operate.

Laws and regulations of direct significance in the context of the group and parent charitable company include The Companies Act 2006, and guidance issued by the Charity Commission for England and Wales.

Audit response to risks identified:

We considered the extent of compliance with these laws and regulations as part of our audit procedures on the related financial statement items including a review of financial statement disclosures. We reviewed the parent charitable company's records of breaches of laws and regulations, minutes of meetings and correspondence with relevant authorities to identify potential material misstatements arising. We discussed the parent charitable company's policies and procedures for compliance with laws and regulations with members of management responsible for compliance.

During the planning meeting with the audit team, the engagement partner drew attention to the key areas which might involve non-compliance with laws and regulations or fraud. We enquired of management whether they were aware of any instances of non-compliance with laws and regulations or knowledge of any actual, suspected or alleged fraud. We addressed the risk of fraud through management override of controls by testing the appropriateness of journal entries and identifying any significant transactions that were unusual or outside the normal course of business. We assessed whether judgements made in making accounting estimates gave rise to a possible indication of management bias. At the completion stage of the audit, the engagement partner's review included ensuring that the team had approached their work with appropriate professional scepticism and thus the capacity to identify non-compliance with laws and regulations and fraud.

There are inherent limitations in the audit procedures described above and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

A further description of our responsibilities is available on the Financial Reporting Council's website at:

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

Use of our report

This report is made solely to the parent 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 parent charitable company's members and Governors 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 parent charitable company, the parent charitable company's members and trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Cara Turlington (Senior Statutory Auditor)

2 July 2021

For and on behalf of Saffery Champness LLP  
Chartered Accountants & Statutory Auditors  
71 Queen Victoria Street  
London  
EC4V 4BE

Saffery Champness LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

## Consolidated Statement of Financial Activities

incorporating the income and expenditure account  
for the year ended 31 January 2022

	Notes	2022 Unrestricted Income £	2022 Unrestricted Expendable Endowment £	2022 Restricted Expendable Endowment £	2022 Total £	2021 Total £
Income and endowments from:						
Donations and grants	3	511,996	190,909	-	702,905	487,532
Other trading activities	3	2,760,718	-	-	2,760,718	2,503,151
Income from investments	4	4,927,016	-	-	4,927,016	4,707,841
Income from charitable activities	3	665,901	-	-	665,901	256,052
<b>Total income and endowments</b>		<b>8,865,631</b>	<b>190,909</b>	<b>-</b>	<b>9,056,540</b>	<b>7,954,576</b>
Expenditure on:						
Expenditure on raising funds		4,977,576	74,955	-	5,052,531	4,589,393
Expenditure on charitable activities		3,166,965	113,136	4,760	3,284,861	3,210,761
Other expenditure		-	-	-	-	-
<b>Total expenditure</b>	5	<b>8,144,541</b>	<b>188,091</b>	<b>4,760</b>	<b>8,337,392</b>	<b>7,800,154</b>
Net gains/(losses) on investments	18	-	4,203,976	-	4,203,976	261,079
Net income/(expenditure)		721,090	4,206,794	(4,760)	4,923,124	415,501
Transfers between funds	18	5,393,949	(5,393,949)	-	-	-
Net Movement in Funds		5,897,437	(1,187,155)	(4,760)	4,923,124	415,501
Balance brought forward		(5,571,980)	80,160,833	1,108,760	75,697,613	75,282,112
<b>Balance carried forward</b>	18,19	<b>543,059</b>	<b>78,973,678</b>	<b>1,104,000</b>	<b>80,620,737</b>	<b>75,697,613</b>

The consolidated statement of financial activities has been prepared on the basis that all operations are continuing operations.

The notes on pages 35 to 52 form part of these financial statements.

Comparative figures are included in note 28.

## Balance Sheets as at 31 January 2022

	Notes	Group 2022 £	Group 2021 £	Charity 2022 £	Charity 2021 £
<b>Fixed assets</b>					
Investment securities	7	3,388,460	3,173,049	3,436,975	3,221,563
Tangible assets	8	217,602	254,245	100,126	122,508
Intangible assets	9	-	211,426	-	-
Investment properties	10	65,700,737	67,190,612	65,700,737	62,735,702
Heritage assets	11	10,988,481	10,905,932	10,988,481	10,905,932
		80,295,280	81,735,264	80,226,319	76,985,705
<b>Current assets</b>					
Stocks	12	5,253,202	262,400	77,757	103,814
Debtors	13	920,379	556,982	8,434,069	5,690,196
Cash at bank and in hand		3,870,132	2,044,209	2,736,143	1,919,821
		10,043,713	2,863,591	11,247,969	7,713,831
<b>Creditors: amounts falling due within one year.</b>	14	(1,403,475)	(8,864,912)	(986,850)	(8,457,474)
<b>Net current liabilities</b>		8,640,238	(6,001,321)	10,261,119	(743,643)
<b>Creditors: amounts falling due after one year:</b>	15	(8,314,781)	(36,330)	(8,300,000)	-
<b>Net assets</b>		80,620,737	75,697,613	82,187,438	76,242,062
<b>Funds</b>					
Unrestricted Income Fund	18	543,059	(5,571,980)	2,109,760	(5,027,531)
Unrestricted Expendable Endowment Fund					
- Historic cost	18	44,637,993	50,059,381	44,637,993	50,059,381
- Revaluation reserve	18	34,335,685	30,101,452	34,335,685	30,101,452
Restricted Expendable Endowment Fund	19	1,104,000	1,108,760	1,104,000	1,108,760
<b>Total Funds</b>		80,620,737	75,697,613	82,187,438	76,242,062

The notes on pages 35 to 52 form part of these financial statements.

As permitted by Section 408 of the Companies Act 2006, the parent Charity's Statement of Financial Activities has not been included in these financial statements. The parent Charity's total incoming resources for the year were £7,484,698 (2021: £5,758,172) which includes a donation of £999,156 (2021: £110,323) from its wholly owned subsidiary undertaking, Burghley Enterprises Limited and a donation of £NIL (2021: £41,770) from its wholly owned subsidiary undertaking, Burghley Horse Trials Limited. BPGC Limited is loss making this year, therefore does not feed into the Charity's total incoming resources for the year. The net surplus for the year for the Charity was £5,945,377 (2021: £662,660). The financial statements were approved for issue by the Governors on 8 July 2022.



Edward Leigh-Pemberton - Chairman  
Governor



Sir Giles Floyd Bt.  
Governor

## Consolidated Cash Flow Statement for the year ended 31 January 2022

	Notes	2022 £	2021 £
Cash flows from operating activities:			
Net cash provided by (used in) operating activities	21	(2,354,967)	(3,284,148)
Cash flows from investing activities:			
Dividends, interest and rents from investments		3,350,339	3,396,189
Proceeds from the sale of property, plant and equipment		1,321,741	-
Purchase of property, plant and equipment (including capitalised borrowing costs)		(224,511)	(244,666)
Proceeds from sale of investments		625,706	1,267,703
Purchase of investments		(1,675,949)	(2,236,311)
Net cash provided by (used in) investing activities		3,397,326	2,182,915
Cash flows from financing activities:			
Repayments of borrowing		(7,649,034)	-
Cashflow from new borrowing		8,300,000	2,000,000
Finance leases		(39,322)	(49,271)
Net cash provided by (used in) financing activities		611,644	1,950,729
Change in cash and cash equivalents in the reporting period		1,654,003	849,496
Cash and cash equivalents at the beginning of the reporting period		2,229,477	1,379,981
Cash and cash equivalents at the end of the reporting period		3,883,480	2,229,477
Cash in hand		3,870,132	2,044,209
Cash held in investment portfolio		13,348	185,268
Total cash and cash equivalents		3,883,480	2,229,477

# Notes to the Accounts

## 1 Accounting policies

### Charity information

Burghley House Preservation Trust is a Charity domiciled and incorporated in England and Wales. The registered office is 61 St Martins, Stamford, Lincolnshire, PE9 2LQ.

The Charity does not have share capital, but its liability is limited by the guarantees of its members. Each member has agreed to accept liability of an amount not exceeding £1, should the Charity be wound up. At 31 January 2022 the total of such guarantees amounted to £10.

### 1.1 Accounting convention

These 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) (second edition) – (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

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 under the historical cost convention, as modified by the revaluation of investment assets appropriated to the Charity by the Burghley Estate Trust under the Deed of Appropriation dated 6 April 1987 and assets released by the Executors of the Estate of the 6th Marquess of Exeter. The freehold land and buildings held as investment properties forming the major part of the assets appropriated from Burghley Estate Trust and released from the Estate of the 6th Marquess of Exeter, have been reflected in the accounts at their market value at 31 January 2022. Investment securities are reflected in the accounts at market value. The principal accounting policies adopted are set out below.

### 1.2 Basis of consolidation

The group financial statements consolidate the financial statements of the Charity and its subsidiaries for the year ended 31 January 2022. The statement of financial activities (SOFA) and the balance sheet consolidate the financial statements on a line by line basis where appropriate. No separate SOFA has been presented for the Charity alone as permitted by Section 408 of the Companies Act 2006. Details concerning the subsidiary companies, along with their results and financial position are set out in note 23.

In the parent company financial statements, the cost of a business combination is the fair value at the acquisition date of the assets given, equity instruments issued and liabilities incurred or assumed, plus costs directly attributable to the business combination. The excess of the costs of a business combination over the fair value of the identifiable assets, liabilities and contingent liabilities acquired is recognised as goodwill. The costs of the combination includes the estimated amount of contingent consideration that is probably and can be measured reliably, and is adjusted for changes in contingent consideration after the acquisition date. Provisional fair values recognised for business combination in previous periods are adjusted retrospectively for final fair values determined in the 12 months following the acquisition date. Investments in subsidiaries, joint ventures and association are accounted for at cost less impairment.

### 1.3 Going concern

At the time of approving the financial statements, the governors have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. Thus the governors continue to adopt the going concern basis of accounting in preparing the financial statements.

### 1.4 Tangible fixed assets and depreciation

#### a) Heritage assets

Heritage assets are the tangible assets of the Charity that are of historical importance and are held to advance the preservation, conservation and educational objectives of the Charity and through public access contribute to the nation's culture and education.

The House, grounds and chattels transferred from the Burghley Estate Trust and under the terms of the Will of the 6th Marquess of Exeter, and subsequent development expenditure on these assets, are considered to be heritage assets and are integral to Burghley House.

Included within improvements to Burghley House and grounds are fixtures and fittings in relation to the Brewhouse and the Garden of Surprises which are included at cost and depreciated on a straight line basis calculated at an annual rate of 20% and 5% respectively.

Due to the historic and unique nature of the assets concerned conventional valuation approaches lack sufficient reliability. As a consequence the improvements to Burghley House and grounds (excluding fixtures and fittings in relation to the Brewhouse and Garden of Surprises) are included at cost and have not been depreciated. Chattels acquired prior to 2001 are included at their

probate value and chattels acquired since 2001 are included at market value, neither have been depreciated.

Expenditure on the conservation and preservation of Burghley House and its collection is charged to the unrestricted income account when it is incurred.

#### b) Investment properties

Investment property, which is property held to earn rentals and/or for capital appreciation, is measured using the fair value model and stated at its fair value as the reporting end date. The surplus or deficit on revaluation is recognised in the statement of financial activities.

Although this accounting policy is in accordance with the applicable accounting standard, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland", it is a departure from the general requirement of the Companies Act 2006 for all tangible fixed assets to be depreciated. In the opinion of the directors, compliance with the standard is necessary for the financial statements to give a true and fair view. Depreciation or amortisation is only one of many factors reflected in the annual valuation and the amount of this which might have been charged cannot be separately identified or quantified.

Borrowing costs on loans taken out specifically for the construction of investment properties are capitalised as part of the cost of investment properties.

#### c) Other tangible assets

Other tangible assets are those which are used for charitable purposes but are not considered to be heritage assets. They are stated at cost less accumulated depreciation. The costs of minor additions are not capitalised. Depreciation of fixtures, fittings and equipment, plant and machinery and motor vehicles is on a straight line basis over periods ranging between 3 and 15 years, or 18-20% reducing balance so as to write off each asset over the term of its expected useful life.

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

#### d) Goodwill

Goodwill arising on the acquisition of trade and assets represents the excess of the fair value of the consideration over the fair value of the identifiable assets and liabilities acquired. It is initially recognised as an asset at cost and is subsequently measured at cost less accumulated amortisation and accumulated impairment losses. Goodwill is considered to have a finite useful life and is amortised on a systematic basis over its expected life, which is 3 years.

#### 1.5 Impairment of fixed assets

At each reporting end date, the Charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). Where it is not possible to estimate the recoverable amount of an individual asset, the Charity estimates the recoverable amount of the cash-generating unit to which the asset belongs.

Recoverable amount is the higher of fair value less costs to sell and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a discount rate that reflects current market assessments of the time value of money and the risks specific to the asset for which the estimates of future cash flows have not been adjusted.

If the recoverable amount of an asset (or cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (or cash-generating unit) is reduced to its recoverable amount. An impairment loss is recognised immediately in profit or loss, unless the relevant asset is carried at a revalued amount, in which case the impairment loss is treated as a revaluation decrease.

Recognised impairment losses are reversed if, and only if, the reasons for the impairment loss have ceased to apply. Where an impairment loss subsequently reverses, the carrying amount of the asset (or cash-generating unit) is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset (or cash-generating unit) prior years. A reversal of an impairment loss is recognised immediately in the statement of financial activities, unless the relevant asset is carried in at a revalued amount, in which case the reversal of the impairment loss is treated as a revaluation increase.

#### 1.6 Stock

Stocks are stated at the lower of cost and net realisable value.

Cost comprises land and associated acquisition costs, direct materials and subcontract work, professional fees and other direct costs that have been incurred in bringing stock to its present location and condition, including borrowing costs.

At each reporting date, an assessment is made for impairment. Any excess of the carrying amount of stocks over its estimated selling price less costs to complete and sell is recognised as an impairment loss in profit or loss. Reversals of impairment losses are also recognised in the statement of financial activities (SOFA).

#### 1.7 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

#### 1.8 Financial instruments

The Charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial assets are recognised in the Charity's statement of financial position when the Charity becomes party to the contractual provisions of the instrument.

Financial assets are classified into specified categories. The classification depends on the nature and purpose of the financial assets and is determined at the time of recognition.

##### *Basic financial assets*

Basic financial assets, which include trade and other receivables and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method, unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Other financial assets classified as fair value through the statement of financial activities are measured at fair value.

##### *Other financial assets*

Trade debtors, loans and other receivables that have fixed or determinable payments that are not quoted in an active market are classified as 'loans and receivables'. Loans and receivables are measured at amortised cost using the effective interest method, less any impairment.

Interest is recognised by applying the effective interest rate, except for short-term receivables when the recognition of interest would be immaterial. The effective interest method is a method of calculating the amortised cost of a debt instrument and of allocating the interest income over the relevant period.

The effective interest rate is the rate that exactly discounts estimated future cash receipts through the expected life of the debt instrument to the net carrying amount on initial recognition.

##### *Impairment of financial assets*

Financial assets, other than those held at fair value through the statement of financial activities, are assessed for indicators of impairment at each reporting end date.

Financial assets are impaired where there is objective evidence that, as a result of one or more events that occurred after the initial recognition of the financial asset, the estimated future cash flows have been affected. The impairment loss is recognised in the statement of financial activities.

##### *Derecognition of financial assets*

Financial assets are derecognised only when the contractual rights to the cash flows from the asset expire, or when it transfers the financial asset and substantially all the risks and rewards of ownership to another entity.

##### *Classification of financial liabilities*

##### *Basic financial liabilities*

Basic financial liabilities are initially recognised at transaction price, unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future receipts discounted at a market rate of interest. Other financial liabilities classified as fair value through the statement of financial activities are measured at fair value.

##### *Other financial liabilities*

Other financial liabilities are initially measured at fair value, net of transaction costs. They are subsequently measured at amortised cost using the effective interest method, with interest expenses recognised on an effective yield basis.

The effective interest method is a method of calculating the amortised cost of a financial liability and of allocating interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash payments through the expected life of the financial liability to the net carrying amount on initial recognition.

Financial liabilities and equity instruments are classified according to the substance of the contractual arrangements entered into. An equity instrument is any contract that evidences a residual interest in the assets of the Charity after deducting all of its liabilities.

##### *Derecognition of financial liabilities*

Financial liabilities are derecognised when, and only when, the Charity obligations are discharged, cancelled, or they expire.

#### 1.9 Income

Income is recognised when the Charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably. Any income received in relation to future periods is deferred as appropriate. The following specific policies are applied to particular categories of income:

Donations and legacies are included in full in the statement of financial activities when receivable.

Income from investments is included when receivable.

Income from charitable activities is accounted for when earned.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the Charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

#### 1.10 Expenditure

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is reported as part of the expenditure to which it relates:

Expenditure on raising funds comprises those costs directly attributable to managing the investment portfolio and raising investment income.

Expenditure on charitable activities includes those costs incurred by the Charity in the delivery of its objectives. 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 are those functions that assist the work of the Charity but do not directly undertake charitable activities. Support costs include back office costs, finance, personnel, payroll and governance costs which support the charities objectives and activities. All costs are allocated between the expenditure categories of the statement of financial activities on a basis designed to reflect the use of the resource. Costs relating to a particular activity are allocated directly; other costs are apportioned on the basis of the proportion of direct expenditure.

#### 1.11 Fund accounting

Unrestricted income and expendable endowment funds are available for use at the discretion of the Governors in furtherance of the objectives of the Charity. Unrestricted income and expendable endowment funds include a revaluation reserve representing the restatement of investment assets at market rates due to the related assets being included in those funds.

Restricted expendable endowment funds are subjected to restrictions on their expenditure imposed by the donor.

#### 1.12 Taxation

The Charity is a registered Charity and is not liable to United Kingdom income tax or corporation tax on charitable activities.

#### 1.13 Employee benefits

The costs of short-term employee benefits are recognised as a liability and an expense, unless those costs are required to be recognised as part of the cost of stock or fixed assets.

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the Charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

#### 1.14 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

## Notes to the Accounts

### 2 Critical accounting judgements and key sources of estimation uncertainty

In the application of the Charity's accounting policies, the directors are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates. The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

The estimates and assumptions which have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities are outlined below.

#### Critical judgements - Investment properties

The Charity accounts for investment properties in accordance with FRS 102. Investment properties are measured using the revaluation model with movement in valuation reported through the statement of financial activities. The Governors use their judgement to determine the fair value of the investment properties at the reporting date.

### 3 Income (excluding income from investments)

	2022 £	2021 £
Equestrian event income	13,428	1,275,537
Function and exhibition income	271,790	26,959
Shop sales	347,347	154,474
Film income	812,290	91,620
Restaurant income	91,056	4,001
Income from agriculture	98,887	82,483
Golf club income	1,072,944	773,122
Timber and woodlands income	52,438	94,471
Other income	538	484
	2,760,718	2,503,151
Viewing fees - House and Gardens	665,901	256,052
Donations and grants	702,905	487,532
	4,129,524	3,246,735

The total turnover of the group for the year has been derived from its principal activities wholly undertaken in the United Kingdom.

### 4 Income from investments

	2022 £	2021 £
Income from investment property	3,302,352	3,099,606
Income from minerals	1,596,648	1,577,556
Investment income from securities	27,885	29,463
Bank deposit interest	131	1,216
	4,927,016	4,707,841
Less: Expenses	(1,576,677)	(1,311,652)
	3,350,339	3,396,189

## Notes to the Accounts

### 5 Analysis of total expenditure

	2022 Direct costs £	2022 Support costs £	2022 Total £	2021 Total £
Expenditure on raising funds				
Equestrian event expenditure	639,709	-	639,709	1,115,824
Expenditure on investment properties	1,576,677	480,797	2,057,474	1,712,225
House showing expenditure	478,633	145,956	624,589	257,202
Timber and woodland expenses	336,118	102,497	438,615	420,749
Golf Club expenditure	1,292,144	-	1,292,144	1,083,394
	4,323,281	729,250	5,052,531	4,589,394
Expenditure on charitable activities				
House showing	1,190,408	363,007	1,553,415	1,826,471
Maintenance of heritage property	1,326,836	404,610	1,731,446	1,383,739
Donations	-	-	-	550
	2,517,244	767,617	3,284,861	3,210,760
<b>Total</b>	<b>6,840,525</b>	<b>1,496,867</b>	<b>8,337,392</b>	<b>7,800,154</b>

#### Support costs

	2022 £	2021 £
Management costs	-	318,393
Wages and salaries	866,885	708,481
Overheads	596,208	250,075
Depreciation	-	-
Governance costs - audit fees	33,774	33,256
	1,496,867	1,310,205

All support costs have been allocated on the basis of the proportion of direct expenditure.

### 6 Surplus on current year activities

	2022 £	2021 £
Surplus on current year activities is stated after charging:		
Depreciation of tangible assets	173,091	182,750
Auditors' remuneration		
- Audit (Charity £23,000 (2021: £20,900))	37,800	34,250
- Taxation compliance services	3,150	3,150
- Other non-audit services	3,465	2,500
Grant from Natural England	526,509	113,848
Grant from The Job Retention Scheme	44,473	316,470

These were the only grants received from government sources in the period

## Notes to the Accounts

### 7 Investment securities

	2022 £	2021 £
Group		
Quoted investments		
Market value at 1 February 2021	2,987,781	2,892,490
Additions	809,061	1,124,193
Disposals (Proceeds: £625,706, loss: £7,979)	(633,685)	(1,269,857)
Unrealised gain/(loss) on investments	211,955	240,955
	3,375,112	2,987,781
Other unquoted investments		
Cash held on deposit	13,348	185,268
Market value at 31 January 2022 - Group	3,388,460	3,173,049
Charity		
Cost of investment in subsidiaries	48,515	48,515
Value at 31 January 2022 - Charity	3,436,975	3,221,563
Historical cost at 31 January 2022	2,770,896	2,704,948

#### Quoted investments

The quoted investments consist of holdings of equities, bonds and other managed funds as selected by Cazenove Capital Management Limited using their delegated authority as set out in the Investment Policy on page 24, and have been revalued to reflect their market value at 31 January 2022.

#### Subsidiary undertakings

The cost of investment in subsidiaries represents the cost of ordinary £1 shares in the wholly owned subsidiary undertakings, Burghley Enterprises Limited, Burghley Horse Trials Limited, Burghley Land Limited and BPGC Limited, all of which are registered in England and Wales.

The principal activities of Burghley Enterprises Limited are the provision of refreshments and the sale of goods and services at Burghley House and property trading activities.

The principal activity of Burghley Horse Trials Limited is the management of a four-star rated equestrian event.

The principal activity of Burghley Land Limited is property development.

The principal activity of BPGC Limited is a golf club. BPGC was acquired on the 1st August 2019 at a cost of £1.

Further information is summarised in note 23 on page 49.

## Notes to the Accounts

### 8 Tangible fixed assets

	Investment Properties Freehold Land and Buildings	Total Plant and Fixtures
	£	£
<b>Group</b>		
<b>Cost</b>		
At 1 February 2021	67,190,612	1,479,647
Additions	866,888	65,516
Disposals	(6,356,763)	(6,781)
Surplus on the revaluation of properties	4,000,000	-
<b>At 31 January 2022</b>	<b>65,700,737</b>	<b>1,538,382</b>
<b>Depreciation</b>		
At 1 February 2021	-	1,225,402
On disposals	-	(2,713)
Charge for the year	-	98,091
<b>At 31 January 2022</b>	<b>-</b>	<b>1,320,780</b>
<b>Net book value</b>		
At 31 January 2022	65,700,737	217,602
At 31 January 2021	67,190,612	254,245
<b>Charity</b>		
<b>Cost</b>		
At 1 February 2021	62,735,702	1,108,223
Additions	286,776	30,800
Disposals	(1,321,741)	-
Surplus on the revaluation of properties	4,000,000	-
<b>At 31 January 2022</b>	<b>65,700,737</b>	<b>1,139,023</b>
<b>Depreciation</b>		
At 1 February 2021	-	985,715
On disposals	-	-
Charge for the year	-	53,182
<b>At 31 January 2022</b>	<b>-</b>	<b>1,038,897</b>
<b>Net book value</b>		
At 31 January 2022	65,700,737	100,126
At 31 January 2021	62,735,702	122,508

## Notes to the Accounts

The net carrying value of tangible fixed assets includes the following in respect of assets held under finance lease or hire purchase contracts:

	2022 £	2021 £
Plant and machinery	30,569	49,920
Course improvements	9,870	14,804
Fixtures and fittings	1,152	1,727
	<hr/> 41,591	<hr/> 66,451
Depreciation charge for the year in respect of leased assets	20,792	22,148

### 9 Intangible assets - group only

	Goodwill £	Total £
Cost		
At 1 February 2021	634,280	634,280
At 31 January 2022	<hr/> 634,280	<hr/> 634,280
Amortisation and Impairment		
At 1 February 2021	422,854	422,854
Impairment	211,426	211,426
At 31 January 2022	<hr/> 634,280	<hr/> 634,280
Net book value		
At 31 January 2022	-	-
At 31 January 2021	<hr/> 211,426	<hr/> 211,426

Goodwill represents the acquisition of BPGC Limited into the group. The acquisition took place on 1 August 2019.

## Notes to the Accounts

### 10 Investment properties

	2022	2021
	£	£
Historic cost	31,089,006	36,578,881
Revaluation reserve	34,611,731	30,611,731
<b>Net book value at 31 January 2022</b>	<b>65,700,737</b>	<b>67,190,612</b>

The Governors, using their knowledge of the property portfolio, have increased the value of the investment properties at 31 January 2022 by £4,000,000 (2021: no increase).

### 11 Heritage assets

	Burghley House and grounds	Chattels at probate value	Chattels at market value	Total Heritage assets
	£	£	£	£
<b>Group and charity</b>				
<b>Cost</b>				
As at 31 January 2021	8,021,737	3,953,793	284,767	12,260,297
Additions	157,549	-	-	157,549
<b>At 31 January 2022</b>	<b>8,179,286</b>	<b>3,953,793</b>	<b>284,767</b>	<b>12,417,846</b>
<b>Depreciation</b>				
As at 31 January 2021	1,354,365	-	-	1,354,365
Charge for the year	75,000	-	-	75,000
<b>At 31 January 2022</b>	<b>1,429,365</b>	<b>-</b>	<b>-</b>	<b>1,429,365</b>
<b>Net book value</b>				
At 31 January 2022	6,749,921	3,953,793	284,767	10,988,481
At 31 January 2021	6,667,372	3,953,793	284,767	10,905,932

In accordance with the Charity's accounting policy, no value has been included within the financial statements in respect of the freeholds of the public area of Burghley House and Burghley Lake. Recent developments to Burghley House and grounds are included at cost and depreciated.

The Trust's large collection of fine art is made up of many items, including furniture, paintings, silver, miniatures, books, ceramics, tapestries and jewellery. This collection was acquired by the Earls and Marquesses of Exeter over many years and is therefore relevant to the understanding of Burghley House and its history. The Governors have decided that, given the large number and diversity of items in the collection, together with the difficulty and onerous cost of establishing a market value, to include the collection at the probate value given in October 1981 when it was transferred to the Trust by the Executors of the Will of the 6th Marquess of Exeter. The House, grounds and chattels are insured for £326 million.

Items of fine art and other chattels at Burghley House acquired since 2001 are included at market value. The Governors' policy regarding the maintenance, preservation and recording of the chattels, together with information on the access given to the public is stated on page 12.

Five year financial summary of heritage transactions:

	2022	2021	2020	2019	2018
	£	£	£	£	£
Burghley House & grounds - cost of additions	157,549	131,544	132,879	319,744	145,483

## Notes to the Accounts

### 12 Stocks

	Group 2022 £	Group 2021 £	Charity 2022 £	Charity 2021 £
Showing supplies	96,891	127,551	-	-
Estate maintenance supplies	2,109	1,012	2,107	1,014
Livestock	75,650	102,800	75,650	102,800
Food and beverages	6,187	3,757	-	-
Golf equipment	37,343	27,280	-	-
Property development	5,035,022	-	-	-
	5,253,202	262,400	77,757	103,814

### 13 Debtors

	Group 2022 £	Group 2021 £	Charity 2022 £	Charity 2021 £
Trade debtors	122,259	48,332	30,573	46,416
Amounts owed by subsidiary undertakings	-	-	7,636,763	5,313,968
Other debtors	151,129	350,814	150,261	196,303
Prepayments and accrued income	646,991	157,836	616,472	133,509
	920,379	556,982	8,434,069	5,690,196

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

	Group 2022 £	Group 2021 £	Charity 2022 £	Charity 2021 £
Bank loans and overdraft	-	7,649,034	-	7,649,034
Trade creditors	670,540	403,087	457,734	349,307
Taxes and social security costs	56,337	3,549	21,301	3,549
Other creditors	68,685	115,807	68,685	19,076
Obligations under finance leases & hire purchase contracts	21,510	39,283	-	-
Accruals and deferred income	586,403	654,152	439,130	436,508
	1,403,475	8,864,912	986,850	8,457,474

## Notes to the Accounts

### 15 Creditors: amounts falling due after one year

	Group 2022 £	Group 2021 £	Charity 2022 £	Charity 2021 £
Bank loans	8,300,000	-	8,300,000	-
Obligations under finance leases & hire purchase contracts	14,871	36,330	-	-
	8,314,871	36,330	8,300,000	-

The Charity has a fixed term loan of £3,350,000 with Hoare & Co. Security has been provided in the form of a fixed charge over certain assets of the Charity.

The Charity has a revolving credit facility and a fixed term loan of £4,950,000 with Natwest Bank that was renewed in 2021. Security has been provided in the form of a fixed charge over certain assets of the Charity.

### 16 Finance lease obligations - Hire purchase

Future minimum lease payments due under finance leases:	2022 £	2021 £
Within one year	21,510	39,283
In two to five years	14,781	36,330
	36,291	75,613

Finance lease payments represent monthly payments by BPGC Limited for certain items of plant and machinery. The leases include purchase options at the end of the lease period, and no restrictions are placed on the use of the assets. The average lease term is 2 years. All leases are on a fixed repayment basis and no arrangements have been entered into for contingent rental payments.

### 17 Pension costs

The Charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the Charity in an independently administered fund. The pension cost charge represents contributions payable by the Charity to the fund and amounted to £327,365 (2021: £248,741).

## Notes to the Accounts

### 18 Unrestricted income and expendable endowment funds

	Group 2022 £	Group 2021 £	Charity 2022 £	Charity 2021 £
<b>Unrestricted income fund</b>				
Balance brought forward at 1 February 2021	(5,571,980)	(4,564,490)	(5,027,531)	(4,267,200)
Surplus/(Loss) for the year	721,090	241,542	1,683,433	488,611
Transfer from/(to) the Unrestricted expendable endowment fund	5,393,949	(1,248,942)	5,453,858	(1,248,942)
<b>Balance carried forward at 31 January 2022</b>	<b>543,059</b>	<b>(5,571,890)</b>	<b>2,109,760</b>	<b>(5,027,531)</b>
<b>Unrestricted expendable endowment fund</b>				
Balance brought forward at 1 February 2021	80,160,833	78,733,082	80,160,833	78,733,082
(Loss)/deficit for the year	2,818	(82,270)	62,727	(82,270)
Surplus/(loss) on disposal of property and investments	(7,979)	(2,154)	(7,979)	(2,154)
Revaluation of investment property	4,000,000	-	4,000,000	-
Unrealised gain/(loss) on investment revaluation	211,955	263,233	211,955	263,233
Transfer from the Unrestricted income fund	(5,393,949)	1,248,942	(5,453,858)	1,248,942
<b>Balance carried forward at 31 January 2022</b>	<b>78,973,678</b>	<b>80,160,833</b>	<b>78,973,678</b>	<b>80,160,833</b>
Realised element of unrestricted expendable endowment fund	44,637,993	50,037,103	44,637,993	50,037,103
Unrealised gains on investment properties	33,414,455	29,414,455	33,414,455	29,414,455
Unrealised gain on investment securities	921,230	709,275	921,230	709,275
<b>Balance carried forward at 31 January 2022</b>	<b>78,973,678</b>	<b>80,160,833</b>	<b>78,973,678</b>	<b>80,160,833</b>

Unrestricted income and unrestricted expendable endowment funds are both available for charitable purposes, and the distinction is historical, merely to record the allocation of income and movements on income and expendable endowment funds.

### 19 Restricted expendable endowment fund

	1 February 2021 £	Income £	Expenditure £	31 January 2022 £
Brewhouse fund	1,079,700	-	-	1,079,700
Garden of Surprises fund	29,060	-	4,760	24,300
	<b>1,108,760</b>	<b>-</b>	<b>4,760</b>	<b>1,104,000</b>

The Brewhouse fund consists principally of monies received from the Heritage Lottery Fund towards the project to convert the Brewhouse at Burghley into a visitor attraction. The related expenditure amounting to £2,606,442, has been capitalised as a heritage asset being an improvement to Burghley House and Grounds. The Garden of Surprises fund consists principally of monies received from donors towards the project to create an Elizabethan trick garden at Burghley as a visitor attraction. The related expenditure amounting to £1,319,345 has been capitalised as being an improvement to Burghley House and Grounds.

## Notes to the Accounts

### 20 Analysis of assets between funds

	2022 Unrestricted income fund	2022 Unrestricted expendable endowment	2022 Restricted expendable endowment	2022 Total	2021 Total
		£	£	£	£
Fund balances at 31 January 2022 are represented by:					
Investment securities	-	3,388,460	-	3,388,460	3,173,049
Tangible fixed assets	-	217,602	-	217,602	254,245
Intangible assets	-	-	-	-	211,426
Heritage assets	-	9,884,481	1,104,000	10,988,481	10,905,932
Investment properties	-	65,700,737	-	65,700,737	67,190,612
Net current (liabilities)	8,640,238	-	-	8,640,238	(6,001,321)
Creditors due between 2 and 5 years	(8,314,781)	-	-	(8,314,781)	(36,330)
	325,457	79,191,280	1,104,000	80,620,737	75,697,613

### 21A Reconciliation of operating deficit to net cash outflow from operating activities

	2022 £	2021 £
Net income/(expenditure) for the reporting period (as per the statement of financial activities)	4,923,124	415,501
Depreciation	174,447	182,750
Amortisation	211,426	211,427
Non-cash assets acquired with subsidiary	-	-
Losses/(Gains) on investments	(4,203,976)	(238,801)
Dividends, interest and rents from investments	(3,350,339)	(3,396,189)
Loss on the sale of fixed assets	4,158	-
(Increase)/decrease in stocks	44,222	(13,462)
Decrease/(increase) in debtors	(363,397)	178,449
Increase/(decrease) in creditors	205,368	(623,823)
Net cash (used in)/provided by operating activities	(2,354,967)	(3,284,148)

### 21B Analysis of net debt

	31 January 2021 £	cash flow £	non cash flow £	31 January 2022 £
Cash in hand	2,044,209	1,825,923	-	3,870,132
Notice deposits	185,268	(171,920)	-	13,348
	2,229,477	1,654,003	-	3,883,480
Bank borrowing due in less than one year	(7,649,034)	2,699,034	-	(4,950,000)
Bank borrowing due in more than one year	-	(3,350,000)	-	(3,350,000)
	(5,419,557)	1,003,037	-	(4,416,520)

## Notes to the Accounts

### 22 Governors and employees

	Group 2022 Number	Group 2021 Number	Charity 2022 Number	Charity 2021 Number
The number of Governors who served the Group and the Company during the year was:	10	10	10	10
The average monthly number of persons employed by the Group and the Company during the year was:				
Office and management	29	27	29	27
House showing	56	50	47	40
Maintenance and forestry	18	16	18	16
Equestrian event	8	8	-	-
Golf Club	25	24	-	-
	136	126	104	93
Employment costs	£	£	£	£
Wages and salaries	3,139,575	2,763,520	2,224,634	1,991,682
Social security costs	271,396	238,308	199,252	166,810
Other pension costs (note 13)	327,365	248,741	257,159	201,815
	3,738,336	3,250,569	2,681,045	2,360,307

The number of employees whose emoluments, as defined for taxation purposes, amounted to over £60,000 in the year was nil in the range £60,000 to £70,000 (2021 - 1), 1 in the range £70,000 to £80,000 (2021 - nil), 1 in the range £90,000 to £100,000 (2021 - 1), 1 in the range £110,000- £120,000 (2021 - 2) and 2 in the range £140,000- £150,000 (2021 nil). Total remuneration of key personnel was £580,399 (2020: £381,577). Total employer's pension contributions for key personnel was £112,408 (2021: £56,531).

Included within staff costs for the year is a total of £107,000 in relation to termination payments. No remuneration was paid to any Governor in the year. Travelling and accommodation expenses of £737 were reimbursed to two Governors in the year (2020: £3,751 to two Governors).

### 23 Subsidiary companies

#### Burghley Enterprises Limited - Company number 02332264

The turnover of Burghley Enterprises Limited amounted to £1,622,397 (2021: £363,319), and the net profit arising of £999,156 (2021: £110,323) is due to be paid under Gift Aid to Burghley House Preservation Trust Limited. During the year the parent company charged £39,000 in rent (2021: £39,000).

The results of Burghley Enterprises Limited for the year ended 31 January 2022 are shown below. Audited accounts are filed with the Registrar of Companies.

	2022 £	2021 £
Turnover and other income	1,622,397	363,319
Cost of sales and expenses	(623,241)	(252,996)
Profit for the year	999,156	110,323
Shareholders funds	48,514	48,514

## Notes to the Accounts

### 23 Subsidiary companies (continued)

#### Burghley Horse Trials Limited - Company number 07087188

The turnover of Burghley Horse Trials Limited amounted to £75,603 (2021: £1,282,559), and a net loss arising of £696,194 (2021: profit of £41,770). During the year the parent company charged £124,278 in rent (2021: £124,416).

The results of Burghley Horse Trials Limited for the year ended 31 January 2022 are shown below. Audited accounts are filed with the Registrar of Companies.

	2022 £	2021 £
Turnover and other income	75,603	1,282,559
Cost of sales and expenses	(771,797)	(1,240,789)
Profit for the year	(696,194)	41,770
Shareholders funds	1	1

#### BPGC Limited - Company number 12005973

The turnover of BPGC Limited amounted to £1,119,931 (2021: £851,566), and the net loss arising of £184,448 (2021: £247,160). During the year the parent company charged £NIL in rent (2021: £NIL).

The results of BPGC Limited for the period ended 31 January 2022 are shown below. Audited accounts are filed with the Registrar of Companies.

	2022 £	2021 £
Turnover and other income	1,119,931	851,566
Cost of sales and expenses	(1,304,379)	(1,098,726)
Loss for the year	(184,448)	(247,160)
Shareholders funds	1	1

#### Burghley Land Limited - Company number 08601360

The income of Burghley Land Limited amounted to £Nil (2021: £NIL), and there was no profit in the year.

The parent company charged £Nil in rent (2020: £NIL).

Inter-group interest of £141,610 was eliminated on consolidation.

Audited accounts are filed with the Registrar of Companies.

## Notes to the Accounts

### 24 Related party transactions

Following the Charity Commissioners' agreement, Burghley House Preservation Trust Limited and the Trustees of the 6th Marquess of Exeter Will Trust are sharing income and expenditure in relation to the showing of Burghley House in a proportion based on their respective ownerships of Burghley House. Relative to the Deed of Apportionment agreed with the Trustees of the 6th Marquess of Exeter Will Trust, they were charged £19,450 (2021: £19,450) for management and maintenance services. The amount owed to the company in respect of these services at 31 January 2022 was £NIL (2021: £19,450).

Rental income amounting to £13,500 (2021: £13,500) was received from The Trustees of the 6th Marquess of Exeter Will Trust during the year. No amounts were due at 31 January 2022 (2021: £Nil).

The Trustees of the 6th Marquess of Exeter are also due to receive £NIL as a licence fee from Burghley Horse Trials Limited (2021: £34,175) and the amount outstanding at 31 January 2022 amounted to £NIL (2021: £34,175).

### 25 Capital commitments

At 31 January 2022 The Charity had contracted capital expenditure of £NIL (2021: £NIL).

### 26 Contingent liabilities

A grant has been received from the Football Foundation to be used on the construction of facilities for a local football club. Should the terms and conditions of the grant not be adhered to within a specified period an element of the grant may be repayable. The Governors expect the terms and conditions to be adhered to and therefore believe no further disclosure is necessary in these financial statements. A legal charge has been granted in relation thereto.

## Notes to the Accounts

### 28 Comparative information

#### Consolidated Statement of Financial Activities

incorporating the income and expenditure account

for the year ended 31 January 2021

		2021 Unrestricted Income	2021 Unrestricted Expendable Endowment	2021 Restricted Expendable Endowment	2021 Total
	Notes	£	£	£	£
Income and endowments from:					
Donations and grants	3	373,684	113,848	-	487,532
Other trading activities	3	2,503,151	-	-	2,503,151
Income from investments	4	4,707,841	-	-	4,707,841
Income from charitable activities	3	256,052	-	-	256,052
<b>Total income and endowments</b>		<b>7,840,728</b>	<b>113,848</b>	<b>-</b>	<b>7,954,576</b>
Expenditure on:					
Expenditure on raising funds		4,516,142	73,251	-	4,589,393
Expenditure on charitable activities		3,083,134	122,867	4,760	3,210,761
Other expenditure		-	-	-	-
<b>Total expenditure</b>	5	<b>7,599,276</b>	<b>196,118</b>	<b>4,760</b>	<b>7,800,154</b>
Net gains/(losses) on investments	18	-	261,079	-	261,079
<b>Net income/(expenditure)</b>		<b>241,452</b>	<b>178,809</b>	<b>(4,760)</b>	<b>415,501</b>
Transfers between funds	18	(1,248,942)	1,248,942	-	-
<b>Net Movement in Funds</b>		<b>(1,007,490)</b>	<b>1,427,751</b>	<b>(4,760)</b>	<b>415,501</b>
Balance brought forward		(4,564,490)	78,733,082	1,113,520	75,282,112
<b>Balance carried forward</b>	18,19	<b>(5,571,980)</b>	<b>80,160,833</b>	<b>1,108,760</b>	<b>75,697,613</b>

## Notes to the Accounts

### 28 Comparative information (continued)

#### Analysis of total expenditure

	2021 Direct costs £	2021 Support costs £	2021 Total £
Expenditure on raising funds			
Equestrian event expenditure	1,115,824	-	1,115,824
Expenditure on investment properties	1,311,652	400,573	1,712,225
House showing expenditure	197,030	60,172	257,202
Timber and woodland expenses	322,315	98,434	420,749
Golf Club expenditure	1,083,394	-	1,083,394
	4,030,215	559,179	4,589,394
Expenditure on charitable activities			
House showing	1,399,170	427,301	1,826,471
Maintenance of heritage property	1,060,014	323,725	1,383,739
Donations	550	-	550
	2,459,734	751,026	3,210,760
<b>Total</b>	<b>6,489,949</b>	<b>1,310,205</b>	<b>7,800,154</b>

#### Restricted expendable endowment fund

	1 February 2020 £	Income £	Expenditure £	31 January 2021 £
Brewhouse fund	1,079,700	-	-	1,079,700
Garden of Surprises fund	33,820	-	4,760	29,060
	1,113,520	-	4,760	1,108,760

#### Analysis of assets between funds

	Unrestricted income fund £	Unrestricted expendable endowment £	Restricted expendable endowment £	Total £
Fund balances at 31 January 2020 are represented by:				
Investment securities	-	3,173,049	-	3,173,049
Tangible fixed assets	254,245	-	-	254,245
Intangible assets	211,426	-	-	211,426
Heritage assets	-	9,797,172	1,108,760	10,905,932
Investment properties	-	67,190,612	-	67,190,612
Net current (liabilities)	(6,001,321)	-	-	(6,001,321)
Creditors due between 2 and 5 years	(36,330)	-	-	(36,330)
	(5,571,980)	80,160,833	1,108,760	75,697,613
				75,282,112

## Legal and Administrative Details

### Governors

The Hon Edward Leigh-Pemberton (Chairman)

J C S Chenevix-Trench Esq

E G Clive, Esq

Sir Giles Floyd Bt

Mrs Cressida Hogg

E M Harley, Esq

W A Oswald, Esq

W H M Parente Esq

S J Richmond-Watson Esq

B T J Stevens, Esq

### Key personnel

Executive Chair

Miranda Rock

Chief Executive

D J Pennell Esq

Head of HR

Jo Evans

Director of Commercial Visitor Operations

P J Gompertz

Finance Director & Company Secretary

J E P Fitch Esq

Head of Land and Property

J Tusting Esq

Director of the Burghley Horse Trials

M Johnson Esq

Company number

951524 (England and Wales)

Charity number

258489

### Registered office

61 St Martins

Stamford

Lincolnshire

PE9 2LQ

### Solicitors

Farrer & Co LLP

66 Lincoln's Inn Fields

London

WC2A 3LH

### Investment Advisors

Cazenove Capital Management Limited

1 London Wall Place

London

EC2Y 5AU

### Bankers

National Westminster Bank plc

Cathedral Square

Peterborough

Cambridgeshire

PE1 1XH

### Independent Auditors

Saffery Champness LLP

71 Queen Victoria Street

London

EC4V 4BE

**BURGHLEY HOUSE PRESERVATION TRUST LIMITED**

England & Wales - Charity number 258489

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# Accounts

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# BURGHLEY HOUSE PRESERVATION TRUST



**BURGHLEY**

Annual report and accounts 2020/21

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[www.burghley.co.uk](http://www.burghley.co.uk)

## Who we are and what we do

Burghley House is one of the largest and grandest houses of the first Elizabethan Age. Built and mostly designed by William Cecil, Lord High Treasurer to Queen Elizabeth I, between 1555 and 1587, the main part of the House has 35 major rooms on the ground and first floors. There are more than 80 lesser rooms and numerous halls, corridors, attics and service areas. The lead roof extends to three quarters of an acre.

Burghley is still a family home, lived in by Orlando and Miranda Rock. Miranda is a direct descendant of the first Lord Burghley and runs the House on behalf of the Burghley House Preservation Trust.

The Burghley House Preservation Trust was established as a charity in 1969 by the 6th Marquess of Exeter. The objects of the charity are set out in full in the memorandum and articles. However the key focus of the charity is best summarised as the advancement of historic and aesthetic education and the preservation of buildings of national importance, and in particular the preservation and showing of Burghley House. The Trust's objectives are stated on page 18.

As well as giving the public the opportunity to visit and learn about this great historic house, the formation of the Trust ensures that Burghley House will be preserved and conserved for the nation.

The charity raises its income from charging an admission fee to visitors and running events and other commercial activities at the House. In addition, the charity owns a significant investment property portfolio based around the Stamford area.

Wherever possible, the annual surplus is used to repair, restore and maintain the fabric of the buildings at Burghley House and the important collection of works of art and furniture that they contain. The Governors of the Trust also carry out their activities with a view to conserving the environment of land and buildings owned by the charity.

# Foreword

One of the questions often asked of the heritage sector is 'what is the relevance of an historic house in today's world...?' There are a myriad of answers to this challenge, illustrated in all the things we do throughout the year as custodians of this precious building and landscape. We are committed to fostering traditional skills and craftsmanship, enabling environmental stewardship, being rooted in the community, sharing an experience of living history, creating a place for enjoyment and entertainment, for leisure and socialising and reconnecting with nature.

But perhaps most important is the sense of comfort in a place that has borne witness to five centuries of history and remains relatively unchanged. While our lives were turned upside down, it is this powerful feeling of permanence and constancy that people have most enjoyed during the last year. In spite of all the restrictions and lockdowns we were able to keep the parkland open throughout the year and it has been a godsend. It has been both gratifying and humbling to read all the letters and emails from visitors who have enjoyed coming to Burghley and been moved to write to express their thanks. It has made us realise just how fundamental Burghley is to the physical and mental health of our community and what an important part of our future decision-making this should be. Accordingly, over the course of the next year we will be exploring ways to create more engagement with the park and gardens.

Taking the long view is one of the guiding principles of the Burghley House Preservation Trust and the opportunity to reflect on what we feel is the right direction for the future has been invaluable. This is an exciting moment for Burghley, there are new opportunities that need to be explored, but always in the context of our core values. We look forward to the year ahead, confident that we can continue to preserve and enhance the beauty of this place for the benefit of future generations to enjoy.

Miranda Rock  
Executive Chair



## Review of the year

There is no doubt that Burghley will remember 2020. It was a year we had anticipated celebrating the 500th anniversary of the birth of William Cecil, the first and original Lord Burghley, who through historical context we know controlled so much of what happened in Elizabethan times that it seems strange to write a review on a year where so much has changed on an almost daily basis! In quiet reflective moments I sometimes imagine what future conservator and archivist teams at Burghley may look back on in 100 or 500 years and wonder why we took the decisions we did. I hope they will look back and not judge us too harshly.

Burghley has not in been immune to the Covid 19 pandemic in any way and has been impacted like so many other businesses. But without question, our teams have been our strength. They have been remarkable in their resilience and have kept going on so many different tasks with such good humour and grace that we are all proud to work at Burghley.

With the benefit of hindsight, the advent of online working took many of our office teams such little time to adapt to that you wonder why we had not done it before. Adapt they did and within a few weeks we had our office teams all working on MS Teams or Zoom, having had to shut our front facing offices at the House, Estate, Golf Course and Horse Trials offices. This has influenced so much of the past year and how we have and will continue to interact with all our stakeholders going forwards.

The provision of Furlough monies by the Government to us and our many tenants, customers and partners allowed us to support multiple teams across our portfolios that simply had their work taken away overnight by the full pandemic shut down. At the time of writing this update, some of our seasonal employees, education teams and hospitality teams remain on furlough, but as the Government's roadmap to opening up the economy continues, we hope to have them all returning to work quickly.

One of the hardest hit sectors has been those commercial businesses, operators and properties in Stamford and the locality that we work with. Tenants, partners and stakeholders such as pubs, cafes, coffee shops, retail and office outlets could not open or trade and thereby not ply their trade.

We have worked with and helped to support many operators, be they medium to small sized companies or individual operators from contractors to electricians to plumbers and event organisers. Everyone seemed largely in the same boat of having to adapt and push through change and adopt new ways of working which seemed much easier to bring forward as a collaborative effort.

Our own in hand, commercial operations have been a mixed bag. Some remain positive and viable, and others have seen turnover reduced to Zero. We saw overnight a

vanishment of our visitor, event and hospitality businesses from a full and busy year to the total abandonment of any external events in 2020. These are gradually returning in 2021 and we remain reliant on the Government roadmap to deliver what is possible this year.

There are of course silver linings to what we have experienced and learnt, and these should not be ignored but embraced. We have adapted and enacted change that may have taken years to plan and deliver. Our teams were wonderful in their delivery of them in less than 5 months from online working, to timed tickets, a 'virtual' Burghley Horse Trials or a 3 or 20 mile at home Rat Race run, virtual board meetings, but sadly no virtual Golf!

One of the most heartening and warming experiences of the last 12-month period has been how our interaction with Stamford as a place and a community has changed. Burghley Park has truly been used by so many people as their haven of space and for walking, we have received numerous notes of thanks which have encouraged us along the way. Our sheep and Shepherd have certainly had to adapt to the increase of attendance by people visiting the park.

Our outdoor teams, such as Forestry, park maintenance, farming, livestock, Gardeners and golf Greenskeepers have kept working most of the year, as is the nature of their work. We have, over the year, re-tasked assets and labour resource to complete longer-term projects such as the lake dredge and forestry work; four years of work condensed into the cancelled Land Rover Burghley Horse Trials time period between July and October. The bonus of creating the high-level disturbance in 4 months rather than spread over 4 years has seen large mounds of over 45,000 tonnes of silt in places we had not imagined!

The impact on our day-to-day business cannot and should not be underestimated and will cement some longer-term changes to the way that Burghley operates for years to come. This accelerator of change should be looked at as opportunity; one we intend to grab with both hands and run at with vigour on many fronts. We must maintain the level of agility and adaptability that we have proved we are capable of over this the weirdest of years.

It is with the impact of lessons learned from 2020 that we look ahead to the exciting projects to come for Stamford and Burghley over the next few years at Burghley House, St Martins Park, Stamford North, Burghley Horse Trials, our sustainability and environmental objectives and ambitions, and the most important aspect of who we are, our people, our community.

David Pennell  
Chief Executive

# The visitor experience at Burghley

## Visiting under Covid

Throughout 2020 and into 2021 the Covid-19 pandemic had a devastating effect on the day visitor and events businesses at Burghley. The House and Gardens were open for just four days before being forced to close as the country went into national lockdown. All events planned throughout the year, from major concerts in the park, to weddings and private functions at the House were first postponed and then cancelled as the year went on. Burghley was supposed to be celebrating the 500th anniversary of the birth of its creator, William Cecil, the first Lord Burghley, but the festivities, lectures and events which had been organised to mark this occasion all had to be deferred until the following year. Lockdown was a time of great uncertainty for our staff as most of the House operations team were dispersed to work at home or furloughed at one time or another.

The parkland, however, remained open throughout, free of any parking or admission charges, as a place where local residents could exercise and take comfort from the beautiful surroundings. We are grateful to the many people who wrote in during this time to express their gratitude and immensely pleased that we were able to provide a measure of relief for them.

It wasn't until mid-June that Government eased their lockdown measures and we were finally able to reopen the Gardens of Surprise, albeit with limited numbers controlled by online ticket purchases. Considerable effort was made to ensure that both our visitors and staff would remain safe, with a comprehensive array of social distancing signage, hand sanitiser stations and additional staff were employed to administer queues and constantly disinfect regular touch points, fully equipped with protective masks and clothing. Visiting information was made available to download from our website or from QR codes on various signs throughout the gardens as we are unable to physically hand any information to our visitors. We also produced a short film for our website to explain to our visitors what expect when they arrived. It was all very different to what we have been used to in the past, but we were rewarded by high demand for the limited tickets and complimentary feedback surveys on the measures we had put in place.

As lockdown continued to ease the House reopened in August with similar controls in place and again we were overwhelmed by the number people who wished to visit.

Despite this when our 'open season' came to an end in October, our overall visitor numbers to the House and Gardens were down 70% compared to a normal year, 31,000 compared to 106,000, and as the 'R number' rose again as winter approached, further lockdown measures were introduced which disrupted any plans for events over the Christmas period.

We now look forward to a better year ahead, buoyed by the success of the vaccination programme and reassured that even under such circumstances we can still provide a safe, enjoyable and stimulating experience for our visitors.



# Repairing and restoring the fabric of Burghley

## Burghley Lake

Burghley Lake is a major Capability Brown feature of Burghley Park, extending to approximately 25 acres. The lake is fed from a number of springs around the Jacobs ladder, which run down through the silt traps and into the western end of the lake. It is also supplied by surface run off from the surrounding parkland. When BHPT entered into the Higher Level Stewardship scheme in 2013, lake dredging was highlighted as one of the historical restoration projects Natural England and Historic England wished to see completed, but it was not ultimately included in the scheme.

BHPT therefore committed to undertake a full lake dredging program over the following decade. During a lake dredging project in the 1980s, only some of the lake was drained and dredged, with other areas being dredged with the water in situ and as such not all of the silt was able to be removed. Burghley Lake supports an amazing array of wildlife, most notably a strong population of native White Clawed Crayfish (the isolated nature of the lake has ensured the invasive American Signal Crayfish has not taken over), and so consideration had to be given to the surveying and relocation of these crayfish, as well as the capture and safe relocation of a number of fish including Tench and Pike.

In 2016, the first year of lake dredging was undertaken and was continued in 2017 and 2018. In the first year, a relatively small area of dredging extending to 0.5 acres, was undertaken. The second year saw an area twice the size of the first year, approximately one acre, completed. In 2018, the third year of the dredge, a much larger area was cleared, with the whole of the west end of the lake, from the Island onwards drained and dug out. This area totalled almost three acres; a serious feat considering the scale of the previous two years of operations.

A range of techniques were used to extract the silt, but in all three years the section of lake to be dredged was drained before work commenced. Each section was isolated using the existing limestone causeways and giant water filled "aqua dams", and the water was then pumped out. Water conservation has been an important part of the work, with water levels being maintained as best they can to reduce any water wastage as the water is pumped out of the working area. Diggers and dumpers were used to load the silt into trailers and carted away. In 2018 the biggest area, with the deepest silt bed, was cleared over a five week period, and some specialist equipment was required, including a tracked dumper. An estimated 5,000 tonnes of silt was removed.

In 2019, the most ambitious lake dredging project was launched, with the aim of clearing the whole section from the Lion Bridge, to the South Gardens of Burghley House. A new temporary dam was constructed and the water pumped out. One of the major benefits of the clearance work has been to cut the edges of the lake to make them steeper, thereby reducing the impact and encroachment of reeds. The views down the lake have been greatly improved, especially from the park down towards the east end of the lake. The lake dredging will continue in 2020, with an even more ambitious area to be tackled, continuing the clearance down the lake towards the sculpture garden.



# The Burghley House Collection

Burghley is one of the finest examples of a late 16th century 'prodigy house', built by one of Queen Elizabeth's most trusted and important ministers, the Lord High Treasurer, William Cecil (1521-1598.)

The House contains an outstanding collection of fine art, amassed by the Cecil family over a 400 year period. Most areas contain objects of National importance, of which some highlights are:

- 17th & 18th century Italian Old Master paintings.
- 17th & 18th century English and Continental furniture.
- Oriental and European ceramics.
- Chinese snuff bottles.
- English portrait miniatures.
- English & European 17th century tapestries.

Management of the Collection is the responsibility of the resident House Director, Miranda Rock (a member of the Cecil family), and a curatorial department led by Jon Culverhouse, who has been looking after the Collection since 1984. The Collection has been comprehensively inventoried and investigated by a number of the foremost experts in their fields. A computerised record of every object of note is kept: these records are constantly reviewed and revised.

Conditions within the House are monitored and great efforts have been made to ensure stability of temperature and humidity as far as is possible within an historic building. Sensitive objects have been allocated specialised storage areas. A detailed photographic record of all objects was commenced twenty years ago and its preparation continues today. Some 70% of the Collection is now recorded.

The State Rooms of the House are open to visitors, daily, for approximately 28 weeks each year. Other areas are always available for scholastic research by appointment. We have a pro-active approach to loaning objects to other collections, both nationally and internationally. In recent years, major exhibitions have travelled from Burghley to museums in the USA and Japan. A major development of display facilities at the House, undertaken in 2003 with assistance from the Heritage National Lottery Fund, has provided a substantial specialised display area.

Each year exhibitions are mounted to concentrate on aspects of the Collection. This opportunity is used to show visitors objects that are not always on display. There is also an ongoing programme of rotation of objects to ensure that items are exhibited in the public part of the House as much as is practicable.

Acquisitions to the Collection are now rare. However, on occasion, the Governors of the Trust have been able to make funds available for the purchase of an object of outstanding importance, sold or transferred by previous generations. As the Trust exists for the preservation of the House and its contents, there is no need for a disposals' policy.

# Repairing and restoring Burghley fine art

## A welcome invasion of wasps at Burghley

The past 18 months has not been a good time for humans. However, due to the climate and to the peace and quiet in normally busy places, it has been a very good time for moths and bugs.

Many areas of the house are affected by the increase in the activity of textile-devouring bugs. To limit their damages, we continually trap and poison. An ecologically-friendly weapon in the never-ending war on insects, borrowed from the agriculture industry is about to be deployed within the House-- killer wasps!

We are fortunate to have Sheila Landi and her talented and enthusiastic team of Textile Conservators occupying a workshop in the Stable Courtyard. Since her retirement from the position of Head of Textile Conservation at the V & A Museum, Sheila has been overseeing the conservation of Burghley's textiles since 1983 and is now in her 90th year. An astonishing lady.

Sheila's team, Kelly Grimshaw, Melinda Hey and Louise Shewry, have been investigating the use of a type of parasitoid wasp, scientifically known as *Trichogramma evanescens*. These wasps are tiny, appearing as grey dust to the unaided eye. They are harmless to humans and animals. Parasitoid wasps place their eggs inside the eggs of other insects, usually butterfly, moth and beetle eggs. Female wasps can detect the smell of moth eggs as well as the smell of moth scales lost by the female moth as she places her eggs. A single female wasp can put 70 eggs into a host egg; as they grow, the wasp larvae consume the egg. The wasps have a life cycle of 3-14 days and remain on site only for as long as there are host eggs remaining. Once dead, the wasps will disappear as dust.

The wasps are supplied in small card dispensers, each containing around 2,400 wasps, which can be discreetly placed in areas known to be affected by moths. Careful monitoring of the treated areas will be necessary to judge results. If successful, this novel approach could provide a practical, sustainable way to reduce the damage caused by moths.



Filling in the gaps...

In recent years, the Governors of BHPT have occasionally approved the purchase of items to add to the Collection. Notable amongst these acquisitions are the outstanding portrait of the 9th Earl by Angelica Kauffman, a small painting of Burghley by Lord Methuen and two portraits of members of the 17th Century Burghley drinking club, the 'Honourable order of Little Bedlam'.

Generally, any three-dimensional objects that have left the House were sold to raise funds to pay debts or to cover death duty tax charges. As such, they were usually of very high quality. If such an object comes onto the market today, usually it is now so valuable that its purchase is impossible.

The three most important rooms on the south ground floor of Burghley are the Red Drawing Room, the Marble Hall and the South Drawing Room. Two of these rooms are centrally lit by large, highly impressive, ormolu chandeliers, made in 1823 by the London firm, Johnston, Brookes & Co. However, the ceiling of the South Drawing Room, whilst having fittings for a chandelier, lacked a suitable light fitting.

During a work trip to New York, Orlando Rock spotted a chandelier by the same maker and of very similar form to those at Burghley, in the showroom of a New York antique lighting specialist.

Following approval by the Governors, the purchase was made. In the Spring of 2020, a very large and heavy crate arrived at Burghley. After being completely re-wired and sensitively cleaned by Richard Rimes, a local specialist, the spectacular light was hung in December. The necessary silk 'sleeve' for the hanging chain was made by Debbie Chester, Burghley Housekeeper Elisha Chester's talented mother.

The Drawing Room has been transformed. The chandelier looks as if it was made to fit the room. A fine example of serendipity at work at Burghley.



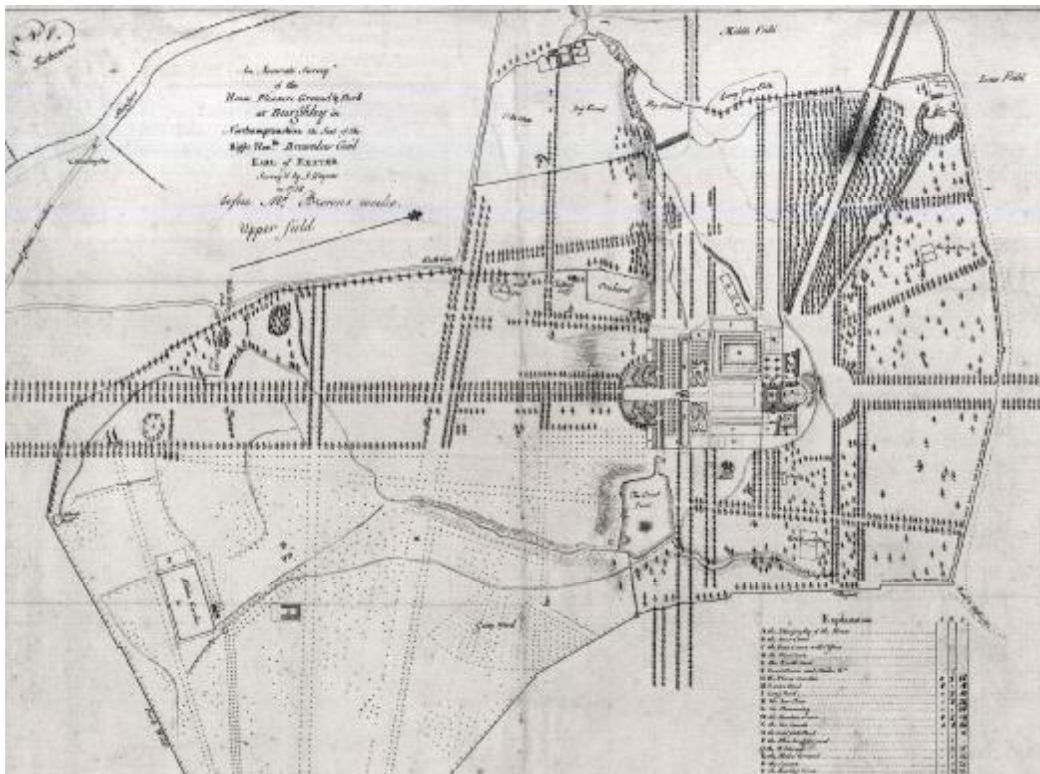
# Burghley Park

Burghley enjoys a unique location, with the parkland bordering the south of Stamford, it is easily accessible to all who live and work there. While we are all accustomed to the regular dog-walkers, joggers, picnickers, strollers and bike riders – indeed some we can set our watches by! - we didn't foresee the wave of visitors who would come seeking solace during the Covid lockdowns. Happily we were within the permitted range of travel for a significant number of our neighbours and it was really a wonderful thing to know that Burghley could provide this precious amenity for all. On a sunny day there was almost a festival atmosphere, toddlers needed to get outside and practice bicycle riding, dogs still needed walking and everyone benefitted from a moment of space and calm offered by a walk through the ancient parkland. The health and well-being benefits of exercise in the countryside have been discussed at length over the last 18 months and we recognise that sharing this invaluable asset is probably one of the most important things that we do at Burghley.

Although the clothes and the manner of exercise have changed and the deer herd is no longer there to be hunted, Burghley park has always provided leisure and exercise for the people of Stamford and visitors to the House. The history of the park is a story of many phases of change and development, broadly aligned with that of the house. Originally enclosed and extended by William Cecil between 1555 and 1597 to include several magnificent trees which originate from before this phase of building, the park finally reached its current form (1300 acres) under the stewardship of the 1st Marquess of Exeter by the end of the eighteenth century. Just as the incumbents of each period employed the best possible craftsmen and designers to modify and improve the interiors and exteriors of the House, so they engaged the most important and influential designers of their respective ages to work on the landscape.

John 5th Earl Exeter (1648 - 1700) and his wife Lady Anne Cavendish, were heavily influenced by the continental landscape designs they saw on their three Grand Tours of Europe. Accordingly, the Earl engaged the services of George London of the Brompton Nurseries to make huge changes to the park and introduce a European-style formality to the park which emphasised the importance of the House at the centre. Between 1678 and 1688, London and his associate Moses Cook, planted over 5000 trees during their commission. They laid out the Park in a 'patte d'oie' or goosefoot of radiating avenues, a landscape design termed 'axial formalism.' The avenue plantings were of either Sweet Chestnut *Castanea sativa* or two Dutch clones of the Common Lime *Tilia x europaea* 'Pallida' and 'Burghley Tall'.

Undoubtedly the most impactful interventions were made under the direction of Lancelot Capability Brown who over 25 years between 1756-1780 made huge changes to the landscape and as architect, the environs of Burghley House and ancillary buildings. Burghley was one of Brown's longest commissions and he admitted he had '25 years of pleasure in restoring the monument of a great minister to a great Queen' Brown J (2011).



Prior to the arrival of Brown, Brownlow 9th Earl of Exeter (1725-1793) commissioned John Haynes, a York surveyor, to draw a detailed plan of the Park in 1755 which is an invaluable record for us.

Brown made sweeping changes, introducing his more naturalistic style, bringing the Park right to the House by installing the Ha Ha, thus providing the illusion of cattle grazing in close proximity to the West Front. In addition he demolished the west wing and a stable block which were interfering with the views from the House across to Stamford. Out in the Park, Brown removed the four acre

Great Pond (see Haynes plan) and the banqueting house on its island. He then excavated his 'new river' a 25-acre serpentine lake which was cleverly sited on a seam of blue clay. The lake had the dual effect of providing the centrepiece of his design as well as solving a drainage problem at Burghley House.

The line of the lake roughly follows the Lincolnshire fault line which runs just 20 metres to the north. The excavated soil was placed in the gardens to create a naturalistic pleasure ground mount on which Brown planted a circular grove of English Quercus robur and Turkey Oak Quercus cerris. Along the north bank of the lake he strategically planted Cedar of Lebanon Cedrus libani to frame the views to his 'eye catchers' the temple, the boathouse and Lion Bridge.

Brown's vision assumed that the landscape was to be enjoyed in motion, on foot or from the window of a carriage – he gave the visitor tantalising views and vistas of the House that were carefully considered and he achieved this through clever naturalistic planting. He also utilised the siting of the House, at the bottom of a natural amphitheatre, to great effect and all the views around the Park lead down to the House.



*The Lion Bridge was designed and built by Brown in 1755 Lion Bridge was designed and built between 1773-77 to provide a focal point and to accentuate the idea of the lake being a sinuous river rather than a spring fed lake.*

In November 2013 the Estate joined forces with Natural England and committed to their ten-year Higher Level Stewardship Scheme and in 2014 the Burghley Park Management Plan was produced. The plan includes a programme of works designed to restore Brown's original landscape designs. The Estate is also committed to enhance the unique collection of veteran and ancient trees and over the last ten years we have planted 320 parkland trees to replace some of those that have been lost since the record of the late nineteenth century Ordnance Survey plan. More widely, we have planted significant areas of woodland; in 1992 we had 211 hectares of woodland and we have now increased this to 346 hectares across the Estate. As best practice we have recently submitted a ten year forestry management plan to the Forestry Commission for the care of our woodlands across the whole Estate.

Careful oversight of events to prevent compaction and on-going maintenance is essential to safeguard this remarkable place for the next generation. The parkland comes alive with the inclusion of our historic deer herd and when it is enjoyed by our visitors on a daily basis or during events, but we maintain a careful balance to ensure that our trees - which are some of our most precious natural assets - are preserved for the future.

Peter Glassey  
Head of Landscape and Forestry



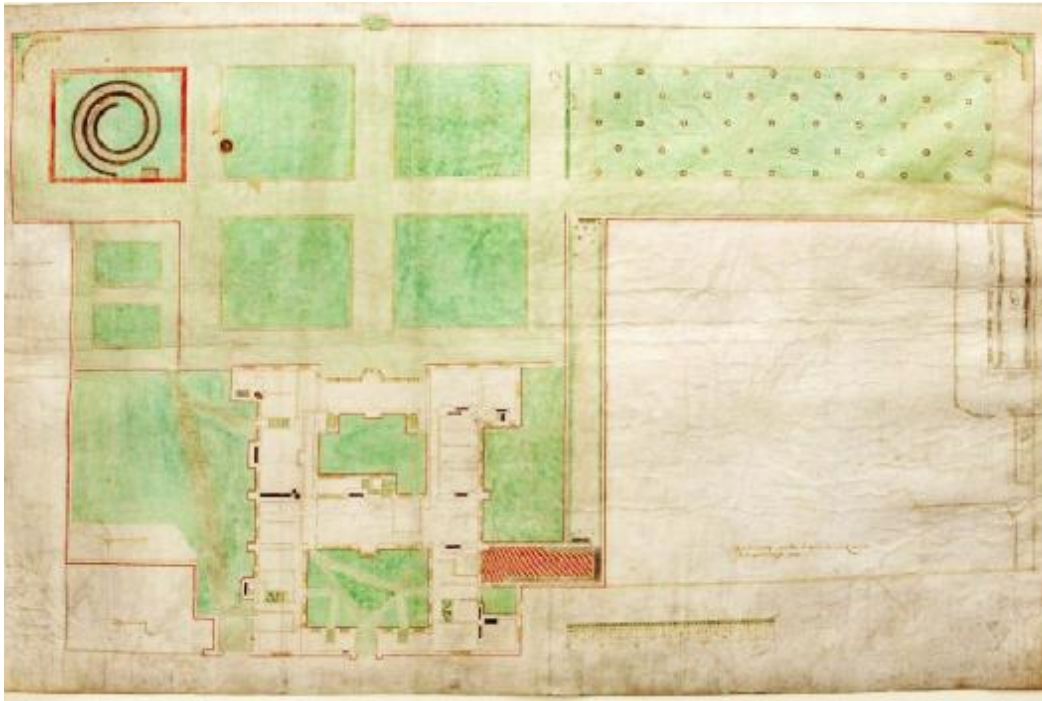
# Looking to the future

## Our objectives for 2021/22

Planning for this forthcoming year is an extraordinary challenge but the lessons learnt during 2020 will stand us in good stead. While the House and Gardens will open at the earliest opportunity following guidelines, we will make every effort to revive some of the events that were cancelled or postponed during COVID.

One particular opportunity is the rescheduling of the series of events to commemorate the 500th anniversary of the birth of William Cecil, 1st Baron Burghley. Perhaps fortuitously, because of conflicting records, the choice of year most appropriate for this celebration is open to interpretation and involved healthy debate. There are surviving historical records and family documents - often annotated in Cecil's own hand - that record his birth as being in both 1520 and 1521. Happily we have been able to take advantage of this ambiguity and are planning to move almost all the celebrations and lectures that were due to take place last year, into 2021 and still be content that we are celebrating his 500th anniversary. Working with the Lord Burghley 500 Foundation, we will be promoting the study of this extraordinary man who acted as Elizabeth I's chief minister and loyal advisor for over 40 years. In particular, lectures at Burghley House will examine his life at court, his dynastic ambition and his architectural legacy. At the House entrance, our new timeline exhibition detailing Cecil's life and achievements, demonstrates his immense influence over politics, religion, and daily life of 16th Century England. It reveals him as an astonishingly skilled designer and builder, responsible for both Burghley and Theobalds, two of the greatest prodigy houses in England.

Our Treasury exhibition, planned for last year, will be reinstalled: 'William Cecil, Builder of Burghley'. This will include a wide selection of rare and precious items relating to the Treasurer's life and times. One of the most intriguing is his atlas, which contains hand-coloured maps carrying annotations of safe ports and contacts around northern Europe. Also on view will be a selection of jewelled rock crystal ornaments including a Chinese silver-gilt mounted porcelain bowl presented by Queen Elizabeth I. We are fortunate to have the earliest known plan of a London house and garden – Cecil House - on the Strand, which illustrates the role of such a property in court life, including the tennis court and bowling green which would have entertained guests and his wards of court.



Our annual exhibition of sculpture, planned for last year, will be completely installed this year- again in honour of the 500th anniversary of William Cecil. The 2021 exhibition will present sculptures that explore the 'HOUSE' as architecture and the domesticity of the home. Sculptures that exhibit particular architectural qualities or with elements directly relating to Burghley House will be placed throughout the gardens. Highlights of these explorations include: a giant snail whose shell takes its geometry from Burghley's octagonal towers, an origami house carved in stone, a giant steel archway, painted skyscrapers and Doug Clark's Ozymandic Arch, which implies Classicism and ruin on a monumental scale.

One of the greater challenges for us this year will be providing full access to the Garden of Surprises. As a design, its success is based on the creation of smaller rooms and features within the garden, with a variety of experiences and sensory interaction. We will continue to review how this part of the gardens can be managed and enjoyed by our visitors.

# Strategic Report

## Achievements and performance

*References to 2020 mean the financial year ended 31 January 2020.*

The year to 31 January 2021 was a difficult year for the Trust financially, due to the impact of the COVID-19 pandemic. Under Government restrictions Burghley House was closed to the public for much of the year and the majority of functions and events at the House and inside the Park were cancelled.

On the estate, commercial tenants struggled to afford their rent, particularly those in the hospitality sector, and every effort was made to offer support to ensure that they could remain in business until restrictions were lifted.

As a result of the uncertainty facing the Trust, the Governors took advantage of the Coronavirus Business Interruption Loan Scheme and borrowed £2m to provide necessary working capital.

Despite the difficulties experienced during the year the Governors were determined not to fall behind with the maintenance and repair of Burghley House and opportunities were taken to complete some large projects while the House was closed. Notably the dredging of Burghley Lake was expanded to take advantage of the cancellation of the Burghley Horse Trials, this project is now almost complete.

The Trust's achievements for the year are stated on pages 6 to 21.

## Income

Burghley Horse Trials Limited, a trading subsidiary of the Charity, which normally provides significant sums to the Charity was cancelled, fortunately the Event was covered by insurance and a small surplus was made as a result of running a 'virtual Burghley'.

Income derived from investment properties and other property assets owned by the Trust amounted to £4.7 million (2020: £4.8 million). This reflected an increase in quarrying royalties whilst property asset income fell.

Income from the showing of Burghley House fell to £256,052 as a result of the enforced closure, a decrease from £868,657 in the previous year.

## Costs of raising funds

Expenditure on generating funds reduced to slightly under £4.6m million (2020: £7.2 million) as a result of savings made during House closure.

## Cost of charitable activities

The cost of repairing and restoring the fabric of Burghley House and its collections came to £1,383,739 (2020: £1,331,977).

Savings were made where possible but Governors felt obliged to protect their core assets despite the cashflow challenges the loss of income created.

#### Surplus for the year

The Trust showed an unrestricted income fund surplus for the year of £241,452 (2020: surplus £1,122,298), an unrestricted expendable endowment fund surplus of £178,809 (2020: surplus £4,872,284) and a restricted expendable endowment fund deficit of £4,760 (2020: deficit £4,760).

The net surplus is £415,501 (2020: surplus £5,989,822) and has been added to unrestricted income, unrestricted expendable endowment and restricted expendable endowment funds.

This result is stated after deciding not to revalue the investment properties (2020: an increase of £4,500,000).

A transfer of £1,248,942 was made from the unrestricted income fund to the unrestricted expendable endowment (2020: £717,352) in accordance with the reserves policy below.

The results of the subsidiary companies, Burghley Enterprises Limited and Burghley Horse Trials Limited, show profits for the year of £110,323 (2020: £582,128) and £41,770 (2020: £173,672) respectively and are incorporated into these accounts. The profits are paid up to this Charity under Gift Aid.

The Governing Body do not consider it would be appropriate to make provision in the accounts for the significant cost of dealing with the backlog of dilapidations to property owned by the Charity. Nevertheless it is necessary to read the accounts in the knowledge of the quantum of expenditure which is outstanding. These future costs are discussed in the reserves policy below.

#### Reserves policy

The Governors have reviewed the Charity's reserves policy, taking into account future income projections and expenditure plans in line with the strategic plan of Burghley House Preservation Trust Limited, together with the associated risks and opportunities.

The Governors policy is to maintain a level of reserves which will provide a stable base for the Charity's continuing activities and enable the Charity to adjust to any significant change in financial resources through unplanned events, whilst ensuring that excessive funds are not accumulated.

Governors intend to invest any surplus of income into either its Heritage Asset, to fulfil the Charity's objectives, or to invest further into its endowment to provide increased income in the future. A transfer between the unrestricted income fund and the unrestricted expendable endowment fund is made to reflect this investment.

Advantage has been taken of affordable short term bank debt to provide working capital to finance the fulfilment of the objectives and property development and it is therefore anticipated that the income account will be overdrawn and will match net current liabilities. This is not expected to be significant.

The total reserves of the Charity were £76,242,062, of which £1,108,760 were restricted expendable endowment funds and £80,590,174 were unrestricted expendable endowment funds. The unrestricted income fund was overdrawn by £5,027,531.

### Investment policy

The Governors have reviewed and retained the Charity's investment policy, which states that the Governors of the Trust wish to pursue a policy that provides revenue for its current purposes and enhances income and capital growth over the longer term, thereby enabling them to meet their current and future objectives in accordance with the purposes of the Charity.

The Governors, in delegating their investment security management to Cazenove Capital Management Limited, require the managers to pay attention to the standard investment criteria, namely the suitability of the class of investment and the need for diversification insofar as is appropriate to the circumstances of the Charity. The same criteria apply to the Agents managing their investment property portfolio.

The Governors have a duty to optimise financial returns for the Charity, but may exclude certain types of investment from the investment security portfolio, taking into account social and environmental issues.

During the year to 31 January 2021, the investment security portfolio generated total revenue of £29,463 (2020: £31,491) and realised and unrealised gains of £238,801 (2020: gains £4,719,592). The investment property portfolio generated net revenue of £3,396,189 (2020: £3,583,983), as referred to in the sections above. Given the prevailing market conditions during the year, the Governors were satisfied with the overall performance of the investments.

### Principal risks and uncertainties

Governors have identified areas of potential risk and uncertainty:

- The loss or destruction of the Charity's historic property and collections
- The ongoing liability to repair and restore Burghley House and contents
- Decreasing visitor numbers to Burghley
- The risk of investment income declining as a result of a weak property rental market
- The loss of sponsorship of the Burghley Horse Trials

Governors have put in place a number of measures to manage these risks. There are regular reviews of the condition of Burghley House by a qualified architect. Annual exhibitions and other events are held at Burghley House to attract visitor interest (detailed in this report). Continued inward investment is made to the property portfolio and there is also an ongoing programme of investment diversity. The Burghley Horse Trials is managed with the intention of being the best equestrian event of its type in the world in order to attract commercial sponsorship.

### Public benefit

The Governors confirm that they have referred to the guidance contained in the Charity Commission's revised general guidance on public benefit when reviewing the Charity's objectives and planning future activities.

### Donations

During the year the Charity made charitable donations amounting to £8,000 (2020 : £5,000).

# Structure, Governance and Management

## Company

The Governors are Directors of the Charity for the purposes of the Companies Act 2006. The Charity is a Charitable Company limited by guarantee and was set up on 3 April 1969. It is governed by a memorandum and articles of association.

## Governors

The Members of the Governing Body who served the Charity during the year were:

The Hon Edward Leigh-Pemberton (Chairman)  
J C S Chenevix-Trench Esq  
E G Clive, Esq  
Sir Giles Floyd Bt  
E M Harley, Esq  
W A Oswald, Esq  
W H M Parente Esq  
S J Richmond-Watson Esq  
B T J Stevens, Esq  
Mrs Jane Tufnell (retired 27 March 2021)

None of the Governors had a beneficial interest in any contract outside the normal course of business to which the Charity was a party during the year.

From time to time a panel of Governors will consider the addition of new members to the Governing Body. Any proposals from such a panel is brought to the full Governing Body for its approval. In addition to receiving an induction pack, new Governors undergo an orientation day with the Chairman and Estates Director of the Charity to brief them on their legal obligations under charity law, the decision making processes and the recent financial performance of the Charity. Governors are encouraged to attend appropriate external training events where these facilitate the undertaking of their role and are also provided with legal and accounting updates as required.

The full Governing Body of the Charity meets formally three times a year, and deals with planning and strategy decisions and reviews the activities of the Charity. Important issues arising between meetings are normally dealt with orally or by correspondence by the Chairman. Day-to-day management of the Charity is delegated by the Governors to the Estates and House Directors, who report weekly to the Chairman and regularly to the Executive Committee consisting of four Governors.

### The Governors' responsibilities

The Governors (who are also Directors for the purposes of company law) are responsible for preparing the Governors' 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 Governors to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the Charity and the group and the incoming resources and application of resources, including the net income and expenditure for that period. In preparing those financial statements, the Governors are required to:

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

The Governors are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the Charity and the group and to enable them to ensure that the financial statements comply with the Companies Act 2006 and also with the requirements of the Statement of Recommended Practice (SORP) issued by the Charity Commissioners for England and Wales. They are also responsible for safeguarding the assets of the Charity and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

### Fundraising

The Governors take their responsibility under the Charities (Protection and Social Investment) Act 2016 seriously and have considered the implications on their activities. The Charity does not raise funds directly from the general public and does not actively solicit donations. The Charity does not work directly with commercial sponsors but where commercial sponsorship is arranged for an event, such as the Burghley Horse Trials, a clear contract is in place between the trading company and the commercial sponsor. The Governors are not aware of any complaints made in respect of fundraising during the period.

### Auditors

Saffery Champness LLP have confirmed that they are willing to remain in office as auditors of the Charity and accordingly a resolution to reappoint them will be put to the Governors.

### Statement of disclosure to auditor

(a) so far as the Governors are aware, there is no relevant audit information of which the Charity's auditors are unaware, and

(b) they have taken all the steps that they ought to have taken as Governors to make themselves aware of any relevant audit information and to establish that the Charity's auditors are aware of that information.

#### Burghley Enterprises Limited

Burghley Enterprises Limited is a wholly owned subsidiary of Burghley House Preservation Trust Limited.

The company's principal activities are the provision of goods and services at Burghley House as well as property trading activities.

The directors of Burghley Enterprises Limited who served during the year were:

E M Harley Esq (Chairman)  
S J Richmond-Watson Esq  
Mrs M R Rock

#### Burghley Horse Trials Limited

Burghley Horse Trials Limited is a wholly owned subsidiary of Burghley House Preservation Trust Limited.

The company's principal activity is the management of a four-star rated equestrian event.

The directors of Burghley Horse Trials Limited who served during the year were:

E Clive Esq (Chairman)  
The Hon Angela Reid  
T E Bonham Esq  
W A Oswald Esq  
Mrs C Cecil

#### Burghley Land Limited

Burghley Land Limited is a wholly owned subsidiary of Burghley House Preservation Trust Limited.

The company's principal activity is that of property development.

The director of Burghley Estate Leisure Limited who served during the year was:

D J Pennell Esq

#### BPGC Limited

BPGC Limited is a wholly owned subsidiary of Burghley House Preservation Trust Limited.

The company's principal activity is that of a golf club.

The director of BPGC Limited who served during the year was:

D J Pennell Esq

#### Remuneration of key personnel

The remuneration of key personnel is monitored and authorised by the Executive Committee of Governors with reference to external factors when appropriate.

# Independent auditors' report to the members and Governors of Burghley House Preservation Trust

## Opinion

We have audited the financial statements of Burghley House Preservation Trust for the year ended 31 January 2021 which comprise the Consolidated Statement of Financial Activities, Balance Sheets, Consolidated Cash Flow Statement 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 affairs of the group and the parent charitable company as at 31 January 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.

## 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 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

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 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.

## Other information

The Governors (who are the directors for the purposes of Company Law and the Trustees for the purposes of Charity Law) 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.

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.

## 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 Governors' Annual Report which includes the Directors' Report and the Strategic Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Governors' Annual Report which includes the Directors' 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 the knowledge and understanding of the group and parent charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the Governors' Annual Report and Strategic Report.

We have nothing to report in respect of the following matters where the Companies Act 2006 require 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 Governors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

## Responsibilities of Governors

As explained more fully in the Statement of Governors' Responsibilities set out on page 26, the Governors (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 the 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 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.

## Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditors under the Companies Act 2006 and report in accordance with regulations made under this Act.

Our objectives are to obtain reasonable assurance about whether the group and parent 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 are detailed below.

Identifying and assessing risks related to irregularities:

We assessed the susceptibility of the group and parent charitable company's financial statements to material misstatement and how fraud might occur, including through discussions with the Governors, discussions within our audit team planning meeting, updating our record of internal controls and ensuring these controls operated as intended. We evaluated possible incentives and opportunities for fraudulent manipulation of the financial statements. We identified laws and regulations that are of significance in the context of the group and parent charitable company by discussions with management and Governors and updating our understanding of the sectors in which the group and parent charitable company operate.

Laws and regulations of direct significance in the context of the group and parent charitable company include The Companies Act 2006, and guidance issued by the Charity Commission for England and Wales.

Audit response to risks identified:

We considered the extent of compliance with these laws and regulations as part of our audit procedures on the related financial statement items including a review of financial statement disclosures. We reviewed the parent charitable company's records of breaches of laws and regulations, minutes of meetings and correspondence with relevant authorities to identify potential material misstatements arising. We discussed the parent charitable company's policies and procedures for compliance with laws and regulations with members of management responsible for compliance.

During the planning meeting with the audit team, the engagement partner drew attention to the key areas which might involve non-compliance with laws and regulations or fraud. We enquired of management whether they were aware of any instances of non-compliance with laws and regulations or knowledge of any actual, suspected or alleged fraud. We addressed the risk of fraud through management override of controls by testing the appropriateness of journal entries and identifying any significant transactions that were unusual or outside the normal course of business. We assessed whether judgements made in making accounting estimates gave rise to a possible indication of management bias. At the completion stage of the audit, the engagement partner's review included ensuring that the team had approached their work with appropriate professional scepticism and thus the capacity to identify non-compliance with laws and regulations and fraud.

There are inherent limitations in the audit procedures described above and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

A further description of our responsibilities is available on the Financial Reporting Council's website at:

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

Use of our report

This report is made solely to the parent 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 parent charitable company's members and Governors 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 parent charitable company, the parent charitable company's members and trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Cara Turlington (Senior Statutory Auditor)

2 July 2021

For and on behalf of Saffery Champness LLP  
Chartered Accountants & Statutory Auditors  
71 Queen Victoria Street  
London  
EC4V 4BE

Saffery Champness LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006



## Consolidated Statement of Financial Activities

incorporating the income and expenditure account  
for the year ended 31 January 2021

		2021 Unrestricted Income	2021 Unrestricted Expendable Endowment	2021 Restricted Expendable Endowment	2021 Total	2020 Total
	Notes	£	£	£	£	£
Income and endowments from:						
Donations and grants	3	373,684	113,848	-	487,532	355,456
Other trading activities	3	2,503,151	-	-	2,503,151	5,843,047
Income from investments	4	4,707,841	-	-	4,707,841	4,766,257
Income from charitable activities	3	256,052	-	-	256,052	868,657
<b>Total income and endowments</b>		<b>7,840,728</b>	<b>113,848</b>	<b>-</b>	<b>7,954,576</b>	<b>11,833,417</b>
Expenditure on:						
Expenditure on raising funds		4,516,142	73,251	-	4,589,393	7,173,303
Expenditure on charitable activities		3,083,134	122,867	4,760	3,210,761	3,389,884
Other expenditure		-	-	-	-	-
<b>Total expenditure</b>	5	<b>7,599,276</b>	<b>196,118</b>	<b>4,760</b>	<b>7,800,154</b>	<b>10,563,187</b>
Net gains/(losses) on investments	18	-	261,079	-	261,079	4,719,592
Net income/(expenditure)		241,452	178,809	(4,760)	415,501	5,989,822
Transfers between funds	18	(1,248,942)	1,248,942	-	-	-
Net Movement in Funds		(1,007,490)	1,427,751	(4,760)	415,501	5,989,822
Balance brought forward		(4,564,490)	78,733,082	1,113,520	75,282,112	69,292,290
<b>Balance carried forward</b>	18,19	<b>(5,571,980)</b>	<b>80,160,833</b>	<b>1,108,760</b>	<b>75,697,613</b>	<b>75,282,112</b>

The consolidated statement of financial activities has been prepared on the basis that all operations are continuing operations.

The notes on pages 35 to 52 form part of these financial statements.

Comparative figures are included in note 28.

## Balance Sheets

as at 31 January 2021

	Notes	Group 2021 £	Group 2020 £	Charity 2021 £	Charity 2020 £
<b>Fixed assets</b>					
Investment securities	7	3,173,049	2,918,720	3,221,563	2,967,235
Tangible assets	8	254,245	248,873	122,508	108,462
Intangible assets	9	211,426	422,853	-	-
Investment properties	10	67,190,612	66,078,494	62,735,702	66,078,494
Heritage assets	11	10,905,932	10,849,388	10,905,932	10,849,389
		81,735,264	80,518,328	76,985,705	80,003,580
<b>Current assets</b>					
Stocks	12	262,402	248,940	103,814	122,593
Debtors	13	556,982	735,431	5,690,196	1,341,182
Cash at bank and in hand		2,044,209	1,353,751	1,919,821	1,026,032
		2,863,593	2,338,122	7,713,831	2,489,807
<b>Creditors: amounts falling due within one year.</b>	14	(8,864,912)	(7,498,715)	(8,457,474)	(6,913,985)
<b>Net current liabilities</b>		(6,001,321)	(5,160,593)	(743,643)	(4,424,178)
<b>Creditors: amounts falling due between 2 and 5 years:</b>	15	(36,330)	(75,623)	-	-
<b>Net assets</b>		75,697,613	75,282,112	76,242,062	75,579,402
<b>Funds</b>					
Unrestricted Income Fund	18	(5,571,980)	(4,564,490)	(5,027,531)	(4,267,200)
Unrestricted Expendable Endowment Fund					
- Historic cost	18	50,059,381	48,872,585	50,059,381	48,872,585
- Revaluation reserve	18	30,101,452	29,860,497	30,101,452	29,860,497
Restricted Expendable Endowment Fund	19	1,108,760	1,113,520	1,108,760	1,113,520
<b>Total Funds</b>		75,697,613	75,282,112	76,242,062	75,579,402

The notes on pages 35 to 52 form part of these financial statements.

As permitted by Section 408 of the Companies Act 2006, the parent Charity's Statement of Financial Activities has not been included in these financial statements. The parent Charity's total incoming resources for the year were £5,758,172 (2020: £6,977,587) which includes a donation of £110,323 (2020: £582,128) from its wholly owned subsidiary undertaking, Burghley Enterprises Limited and a donation of £41,770 (2020: £173,672) from its wholly owned subsidiary undertaking, Burghley Horse Trials Limited. BPGC Limited is loss making this year, therefore does not feed into the Charity's total incoming resources for the year. The net surplus for the year for the Charity was £662,660 (2020: £6,287,112). The financial statements were approved for issue by the Governors on 2 July 2021.



Edward Leigh-Pemberton - Chairman  
Governor



Sir Giles Floyd Bt.  
Governor

## Consolidated Cash Flow Statement for the year ended 31 January 2021

	Notes	2021 £	2020 £
Cash flows from operating activities:			
Net cash provided by (used in) operating activities	21	(3,284,148)	(2,152,321)
Cash flows from investing activities:			
Dividends, interest and rents from investments		3,396,189	3,583,983
Proceeds from the sale of property, plant and equipment		-	-
Purchase of property, plant and equipment (including capitalised borrowing costs)		(244,666)	(303,728)
Proceeds from sale of investments		1,267,703	857,771
Purchase of investments		(2,236,311)	(1,888,049)
Net cash provided by (used in) investing activities		2,182,915	2,249,977
Cash flows from financing activities:			
Cashflow from new borrowing		2,000,000	477,283
Finance leases		(49,271)	124,884
Net cash provided by (used in) financing activities		1,950,729	602,167
Change in cash and cash equivalents in the reporting period		849,496	699,823
Cash and cash equivalents at the beginning of the reporting period		1,379,981	680,158
Cash and cash equivalents at the end of the reporting period		2,229,477	1,379,981
Cash in hand		2,044,209	1,353,751
Cash held in investment portfolio		185,268	26,230
Total cash and cash equivalents		2,229,477	1,379,981

# Notes to the Accounts

## 1 Accounting policies

### Charity information

Burghley House Preservation Trust is a Charity domiciled and incorporated in England and Wales. The registered office is 61 St Martins, Stamford, Lincolnshire, PE9 2LQ.

The Charity does not have share capital, but its liability is limited by the guarantees of its members. Each member has agreed to accept liability of an amount not exceeding £1, should the Charity be wound up. At 31 January 2021 the total of such guarantees amounted to £10.

### 1.1 Accounting convention

These 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) (second edition) – (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

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 under the historical cost convention, as modified by the revaluation of investment assets appropriated to the Charity by the Burghley Estate Trust under the Deed of Appropriation dated 6 April 1987 and assets released by the Executors of the Estate of the 6th Marquess of Exeter. The freehold land and buildings held as investment properties forming the major part of the assets appropriated from Burghley Estate Trust and released from the Estate of the 6th Marquess of Exeter, have been reflected in the accounts at their market value at 31 January 2021. Investment securities are reflected in the accounts at market value. The principal accounting policies adopted are set out below.

### 1.2 Basis of consolidation

The group financial statements consolidate the financial statements of the Charity and its subsidiaries for the year ended 31 January 2021. The statement of financial activities (SOFA) and the balance sheet consolidate the financial statements on a line by line basis where appropriate. No separate SOFA has been presented for the Charity alone as permitted by Section 408 of the Companies Act 2006. Details concerning the subsidiary companies, along with their results and financial position are set out in note 23.

In the parent company financial statements, the cost of a business combination is the fair value at the acquisition date of the assets given, equity instruments issued and liabilities incurred or assumed, plus costs directly attributable to the business combination. The excess of the costs of a business combination over the fair value of the identifiable assets, liabilities and contingent liabilities acquired is recognised as goodwill. The costs of the combination includes the estimated amount of contingent consideration that is probably and can be measured reliably, and is adjusted for changes in contingent consideration after the acquisition date. Provisional fair values recognised for business combination in previous periods are adjusted retrospectively for final fair values determined in the 12 months following the acquisition date. Investments in subsidiaries, joint ventures and association are accounted for at cost less impairment.

### 1.3 Going concern

At the time of approving the financial statements, the governors have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. Thus the governors continue to adopt the going concern basis of accounting in preparing the financial statements.

### 1.4 Tangible fixed assets and depreciation

#### a) Heritage assets

Heritage assets are the tangible assets of the Charity that are of historical importance and are held to advance the preservation, conservation and educational objectives of the Charity and through public access contribute to the nation's culture and education.

The House, grounds and chattels transferred from the Burghley Estate Trust and under the terms of the Will of the 6th Marquess of Exeter, and subsequent development expenditure on these assets, are considered to be heritage assets and are integral to Burghley House.

Included within improvements to Burghley House and grounds are fixtures and fittings in relation to the Brewhouse and the Garden of Surprises which are included at cost and depreciated on a straight line basis calculated at an annual rate of 20% and 5% respectively.

Due to the historic and unique nature of the assets concerned conventional valuation approaches lack sufficient reliability. As a consequence the improvements to Burghley House and grounds (excluding fixtures and fittings in relation to the Brewhouse and Garden of Surprises) are included at cost and have not been depreciated. Chattels acquired prior to 2001 are included at their

probate value and chattels acquired since 2001 are included at market value, neither have been depreciated.

Expenditure on the conservation and preservation of Burghley House and its collection is charged to the unrestricted income account when it is incurred.

#### b) Investment properties

Investment property, which is property held to earn rentals and/or for capital appreciation, is measured using the fair value model and stated at its fair value as the reporting end date. The surplus or deficit on revaluation is recognised in the statement of financial activities.

Although this accounting policy is in accordance with the applicable accounting standard, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland", it is a departure from the general requirement of the Companies Act 2006 for all tangible fixed assets to be depreciated. In the opinion of the directors, compliance with the standard is necessary for the financial statements to give a true and fair view. Depreciation or amortisation is only one of many factors reflected in the annual valuation and the amount of this which might have been charged cannot be separately identified or quantified.

Borrowing costs on loans taken out specifically for the construction of investment properties are capitalised as part of the cost of investment properties.

#### c) Other tangible assets

Other tangible assets are those which are used for charitable purposes but are not considered to be heritage assets. They are stated at cost less accumulated depreciation. The costs of minor additions are not capitalised. Depreciation of fixtures, fittings and equipment, plant and machinery and motor vehicles is on a straight line basis over periods ranging between 3 and 15 years, or 18-20% reducing balance so as to write off each asset over the term of its expected useful life.

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

#### d) Goodwill

Goodwill arising on the acquisition of trade and assets represents the excess of the fair value of the consideration over the fair value of the identifiable assets and liabilities acquired. It is initially recognised as an asset at cost and is subsequently measured at cost less accumulated amortisation and accumulated impairment losses. Goodwill is considered to have a finite useful life and is amortised on a systematic basis over its expected life, which is 3 years.

#### 1.5 Impairment of fixed assets

At each reporting end date, the Charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). Where it is not possible to estimate the recoverable amount of an individual asset, the Charity estimates the recoverable amount of the cash-generating unit to which the asset belongs.

Recoverable amount is the higher of fair value less costs to sell and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a discount rate that reflects current market assessments of the time value of money and the risks specific to the asset for which the estimates of future cash flows have not been adjusted.

If the recoverable amount of an asset (or cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (or cash-generating unit) is reduced to its recoverable amount. An impairment loss is recognised immediately in profit or loss, unless the relevant asset is carried at a revalued amount, in which case the impairment loss is treated as a revaluation decrease.

Recognised impairment losses are reversed if, and only if, the reasons for the impairment loss have ceased to apply. Where an impairment loss subsequently reverses, the carrying amount of the asset (or cash-generating unit) is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset (or cash-generating unit) prior years. A reversal of an impairment loss is recognised immediately in the statement of financial activities, unless the relevant asset is carried in at a revalued amount, in which case the reversal of the impairment loss is treated as a revaluation increase.

#### 1.6 Stock

Stocks are stated at the lower of cost and net realisable value.

#### 1.7 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

## 1.8 Financial instruments

The Charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial assets are recognised in the Charity's statement of financial position when the Charity becomes party to the contractual provisions of the instrument.

Financial assets are classified into specified categories. The classification depends on the nature and purpose of the financial assets and is determined at the time of recognition.

### *Basic financial assets*

Basic financial assets, which include trade and other receivables and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method, unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Other financial assets classified as fair value through the statement of financial activities are measured at fair value.

### *Other financial assets*

Trade debtors, loans and other receivables that have fixed or determinable payments that are not quoted in an active market are classified as 'loans and receivables'. Loans and receivables are measured at amortised cost using the effective interest method, less any impairment.

Interest is recognised by applying the effective interest rate, except for short-term receivables when the recognition of interest would be immaterial. The effective interest method is a method of calculating the amortised cost of a debt instrument and of allocating the interest income over the relevant period.

The effective interest rate is the rate that exactly discounts estimated future cash receipts through the expected life of the debt instrument to the net carrying amount on initial recognition.

### *Impairment of financial assets*

Financial assets, other than those held at fair value through the statement of financial activities, are assessed for indicators of impairment at each reporting end date.

Financial assets are impaired where there is objective evidence that, as a result of one or more events that occurred after the initial recognition of the financial asset, the estimated future cash flows have been affected. The impairment loss is recognised in the statement of financial activities.

### *Derecognition of financial assets*

Financial assets are derecognised only when the contractual rights to the cash flows from the asset expire, or when it transfers the financial asset and substantially all the risks and rewards of ownership to another entity.

### *Classification of financial liabilities*

#### *Basic financial liabilities*

Basic financial liabilities are initially recognised at transaction price, unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future receipts discounted at a market rate of interest. Other financial liabilities classified as fair value through the statement of financial activities are measured at fair value.

#### *Other financial liabilities*

Other financial liabilities are initially measured at fair value, net of transaction costs. They are subsequently measured at amortised cost using the effective interest method, with interest expenses recognised on an effective yield basis.

The effective interest method is a method of calculating the amortised cost of a financial liability and of allocating interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash payments through the expected life of the financial liability to the net carrying amount on initial recognition.

Financial liabilities and equity instruments are classified according to the substance of the contractual arrangements entered into. An equity instrument is any contract that evidences a residual interest in the assets of the Charity after deducting all of its liabilities.

### *Derecognition of financial liabilities*

Financial liabilities are derecognised when, and only when, the Charity obligations are discharged, cancelled, or they expire.

## 1.9 Income

Income is recognised when the Charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably. Any income received in relation to future periods is deferred as appropriate. The following specific policies are applied to particular categories of income:

Donations and legacies are included in full in the statement of financial activities when receivable.

Income from investments is included when receivable.

Income from charitable activities is accounted for when earned.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the Charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Golf club income represents trading from BPGC Limited from the 1 August 2019, when the trade and assets was transferred into the group.

#### 1.10 Expenditure

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is reported as part of the expenditure to which it relates:

Expenditure on raising funds comprises those costs directly attributable to managing the investment portfolio and raising investment income.

Expenditure on charitable activities includes those costs incurred by the Charity in the delivery of its objectives. 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 are those functions that assist the work of the Charity but do not directly undertake charitable activities. Support costs include back office costs, finance, personnel, payroll and governance costs which support the charities objectives and activities. All costs are allocated between the expenditure categories of the statement of financial activities on a basis designed to reflect the use of the resource. Costs relating to a particular activity are allocated directly; other costs are apportioned on the basis of the proportion of direct expenditure.

#### 1.11 Fund accounting

Unrestricted income and expendable endowment funds are available for use at the discretion of the Governors in furtherance of the objectives of the Charity. Unrestricted income and expendable endowment funds include a revaluation reserve representing the restatement of investment assets at market rates due to the related assets being included in those funds.

Restricted expendable endowment funds are subjected to restrictions on their expenditure imposed by the donor.

#### 1.12 Taxation

The Charity is a registered Charity and is not liable to United Kingdom income tax or corporation tax on charitable activities.

#### 1.13 Employee benefits

The costs of short-term employee benefits are recognised as a liability and an expense, unless those costs are required to be recognised as part of the cost of stock or fixed assets.

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the Charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

#### 1.14 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

## 2 Critical accounting judgements and key sources of estimation uncertainty

In the application of the Charity's accounting policies, the directors are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates. The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

The estimates and assumptions which have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities are outlined below.

#### Critical judgements

##### Investment properties

The Charity accounts for investment properties in accordance with FRS 102. Investment properties are measured using the revaluation model with movement in valuation reported through the statement of financial activities. The Governors use their judgement to determine the fair value of the investment properties at the reporting date.

## Notes to the Accounts

### 3 Income (excluding income from investments)

	2021 £	2020 £
Equestrian event income	1,275,537	4,027,116
Function and exhibition income	26,959	500,016
Shop sales	154,474	407,486
Film income	91,620	165,225
Restaurant income	4,001	111,234
Income from agriculture	82,483	101,046
Golf club income	773,122	408,392
Timber and woodlands income	94,471	121,182
Other income	484	1,350
	2,503,151	5,843,047
Viewing fees - House and Gardens	256,052	868,657
Donations and grants	487,532	355,456
	3,246,735	7,067,160

The total turnover of the group for the year has been derived from its principal activities wholly undertaken in the United Kingdom.

4 Income from investments	2021 £	2020 £
Income from investment property	3,099,606	3,645,134
Income from minerals	1,577,556	1,087,782
Investment income from securities	29,463	31,491
Bank deposit interest	1,216	1,850
	4,707,841	4,766,257
Less: Expenses	(1,311,652)	(1,182,274)
	3,396,189	3,583,983

## Notes to the Accounts

### 5 Analysis of total expenditure

	2021 Direct costs £	2021 Support costs £	2021 Total £	2020 Total £
<b>Expenditure on raising funds</b>				
Equestrian event expenditure	1,115,824	-	1,115,824	3,720,512
Expenditure on investment properties	1,311,652	400,573	1,712,225	1,530,774
House showing expenditure	197,030	60,172	257,202	751,770
Timber and woodland expenses	322,315	98,434	420,749	434,250
Golf Club expenditure	1,083,394	-	1,083,394	735,997
	4,030,215	559,179	4,589,394	7,173,303
<b>Expenditure on charitable activities</b>				
House showing	1,399,170	427,301	1,826,471	2,050,499
Maintenance of heritage property	1,060,014	323,725	1,383,739	1,331,977
Donations	550	-	550	7,408
	2,459,734	751,026	3,210,760	3,389,884
<b>Total</b>	<b>6,489,949</b>	<b>1,310,205</b>	<b>7,800,154</b>	<b>10,563,187</b>

#### Support costs

	2021 £	2020 £
Management costs	318,393	278,718
Wages and salaries	708,481	662,772
Overheads	250,075	417,208
Depreciation	-	2,144
Governance costs - audit fees	33,256	27,734
	1,310,205	1,388,576

All support costs have been allocated on the basis of the proportion of direct expenditure.

### 6 Surplus on current year activities

	2021 £	2020 £
Surplus on current year activities is stated after charging:		
Depreciation of tangible assets	182,750	179,014
Auditors' remuneration		
- Audit (Charity £20,900 (2020: £20,250))	34,250	34,150
- Taxation compliance services	3,150	3,000
- Other non-audit services	2,500	4,350
Grant from Natural England	113,848	307,473
Grant from The Job Retention Scheme	316,470	-

These were the only grants received from government sources in the period

## Notes to the Accounts

### 7 Investment securities

	2021 £	2020 £
Group		
Quoted investments		
Market value at 1 February 2020	2,892,490	2,614,166
Additions	1,124,193	916,503
Disposals (Proceeds: £1,267,703, loss: £2,154)	(1,269,857)	(822,110)
Unrealised gain/(loss) on investments	240,955	183,931
	2,987,781	2,892,490
Other unquoted investments		
Cash held on deposit	185,268	26,230
Market value at 31 January 2021 - Group	3,173,049	2,918,720
Charity		
Cost of investment in subsidiaries	48,515	48,515
Value at 31 January 2021 - Charity	3,221,563	2,729,745
Historical cost at 31 January 2021	2,704,948	2,615,985

#### Quoted investments

The quoted investments consist of holdings of equities, bonds and other managed funds as selected by Cazenove Capital Management Limited using their delegated authority as set out in the Investment Policy on page 22, and have been revalued to reflect their market value at 31 January 2021.

#### Subsidiary undertakings

The cost of investment in subsidiaries represents the cost of ordinary £1 shares in the wholly owned subsidiary undertakings, Burghley Enterprises Limited, Burghley Horse Trials Limited, Burghley Estate Leisure Limited and BPGC Limited, all of which are registered in England and Wales.

The principal activities of Burghley Enterprises Limited are the provision of refreshments and the sale of goods and services at Burghley House and property trading activities.

The principal activity of Burghley Horse Trials Limited is the management of a four-star rated equestrian event.

The principal activity of Burghley Land Limited is property development.

The principal activity of BPGC Limited is a golf club. BPGC was acquired on the 1st August 2019 at a cost of £1.

Further information is summarised in note 23 on page 45.

## Notes to the Accounts

### 8 Tangible fixed assets

	Investment Properties Freehold Land and Buildings	Total Plant and Fixtures
	£	£
<b>Group</b>		
<b>Cost</b>		
At 1 February 2020	66,078,494	1,401,957
Additions	1,248,459	113,122
Disposals	(136,341)	(35,432)
Surplus on the revaluation of properties	-	-
<b>At 31 January 2021</b>	<b>67,190,612</b>	<b>1,479,647</b>
<b>Depreciation</b>		
At 1 February 2020	-	1,153,084
On disposals	-	(35,432)
Charge for the year	-	107,750
<b>At 31 January 2021</b>	<b>-</b>	<b>1,225,402</b>
<b>Net book value</b>		
At 31 January 2021	67,190,612	254,245
At 31 January 2020	66,078,494	248,873
<b>Charity</b>		
<b>Cost</b>		
At 1 February 2020	66,078,494	1,062,041
Additions	1,093,549	81,614
Disposals	(4,436,341)	(35,432)
Surplus on the revaluation of properties	-	-
<b>At 31 January 2021</b>	<b>62,735,702</b>	<b>1,108,223</b>
<b>Depreciation</b>		
At 1 February 2020	-	953,579
On disposals	-	(35,432)
Charge for the year	-	67,568
<b>At 31 January 2021</b>	<b>-</b>	<b>985,715</b>
<b>Net book value</b>		
At 31 January 2021	62,735,702	122,508
At 31 January 2020	66,078,494	108,462

## Notes to the Accounts

The net carrying value of tangible fixed assets includes the following in respect of assets held under finance lease or hire purchase contracts:

	2021 £	2020 £
Plant and machinery	49,920	83,198
Course improvements	14,804	24,672
Fixtures and fittings	1,727	2,877
	<hr/> 66,451	<hr/> 110,747
Depreciation charge for the year in respect of leased assets	22,148	22,148

### 9 Intangible assets - group only

	Goodwill £	Total £
Cost		
At 1 February 2020	634,280	634,280
At 31 January 2021	634,280	634,280
Amortisation and Impairment		
At 1 February 2020	211,427	211,427
Impairment	211,427	211,427
At 31 January 2021	422,854	422,854
Net book value		
At 31 January 2021	211,426	211,426
At 31 January 2020	422,853	422,853

Goodwill represents the acquisition of BPGC Limited into the group. The acquisition took place on 1 August 2019.

## Notes to the Accounts

### 10 Investment properties

	2021 £	2020 £
Historic cost	36,578,881	35,466,763
Revaluation reserve	30,611,731	30,611,731
<b>Net book value at 31 January 2021</b>	<b>67,190,612</b>	<b>66,078,494</b>

The Governors, using their knowledge of the property portfolio, have not increased the value of the investment properties at 31 January 2021 (2020: increase by £4,500,000).

### 11 Heritage assets

	Burghley House and grounds	Chattels at probate value	Chattels at market value	Total Heritage assets
	£	£	£	£
<b>Group and charity Cost</b>				
As at 31 January 2020	7,905,993	3,953,793	268,967	12,128,753
Additions	115,744	-	15,800	131,544
<b>At 31 January 2021</b>	<b>8,021,737</b>	<b>3,953,793</b>	<b>284,767</b>	<b>12,602,297</b>
<b>Depreciation</b>				
As at 31 January 2020	1,279,365	-	-	1,279,365
Charge for the year	75,000	-	-	75,000
<b>At 31 January 2021</b>	<b>1,354,365</b>	<b>-</b>	<b>-</b>	<b>1,354,365</b>
<b>Net book value</b>				
At 31 January 2021	6,667,372	3,953,793	284,767	10,905,932
At 31 January 2020	6,626,628	3,953,793	268,967	10,849,388

In accordance with the Charity's accounting policy, no value has been included within the financial statements in respect of the freeholds of the public area of Burghley House and Burghley Lake. Recent developments to Burghley House and grounds are included at cost and depreciated.

The Trust's large collection of fine art is made up of many items, including furniture, paintings, silver, miniatures, books, ceramics, tapestries and jewellery. This collection was acquired by the Earls and Marquesses of Exeter over many years and is therefore relevant to the understanding of Burghley House and its history. The Governors have decided that, given the large number and diversity of items in the collection, together with the difficulty and onerous cost of establishing a market value, to include the collection at the probate value given in October 1981 when it was transferred to the Trust by the Executors of the Will of the 6th Marquess of Exeter. The House, grounds and chattels are insured for £326 million.

Items of fine art and other chattels at Burghley House acquired since 2001 are included at market value. The Governors' policy regarding the maintenance, preservation and recording of the chattels, together with information on the access given to the public is stated on page 12.

Five year financial summary of heritage transactions:

	2021 £	2020 £	2019 £	2018 £	2017 £
Burghley House & grounds - cost of additions	131,544	132,879	319,744	145,483	897,796

## Notes to the Accounts

### 12 Stocks

	Group 2021 £	Group 2020 £	Charity 2021 £	Charity 2020 £
Showing supplies	127,551	118,360	-	-
Estate maintenance supplies	1,014	473	1,014	473
Livestock	102,800	122,120	102,800	122,120
Food and beverages	3,757	7,987	-	-
Golf equipment	27,280	-	-	-
	262,402	248,940	103,814	122,593

### 13 Debtors

	Group 2021 £	Group 2020 £	Charity 2021 £	Charity 2020 £
Trade debtors	48,332	438,578	46,416	380,201
Amounts owed by subsidiary undertakings	-	-	5,313,968	703,405
Other debtors	350,814	103,973	196,303	93,556
Prepayments and accrued income	157,836	192,880	133,509	164,020
	556,982	735,431	5,690,196	1,341,182

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

	Group 2021 £	Group 2020 £	Charity 2021 £	Charity 2020 £
Bank loans and overdraft	7,649,034	5,649,034	7,649,034	5,649,034
Trade creditors	403,087	414,050	349,307	349,237
Taxes and social security costs	3,549	211,194	3,549	192,141
Other creditors	115,807	173,668	19,076	17,344
Obligations under finance leases & hire purchase contracts	39,283	49,261	-	-
Accruals and deferred income	654,152	1,001,508	436,508	706,228
	8,864,912	7,498,715	8,457,474	6,913,984

The charity has a revolving credit facility and a fixed term loan with Natwest Bank that are due to be renewed in 2021.

Security has been provided in the form of a fixed charge over certain assets of the charity. A review of the facilities is being negotiated with NatWest with a view to renewing on similar terms and therefore the Trustees consider them to be repayable within one year.

## Notes to the Accounts

### 15 Creditors: amounts falling due between two and five years

	Group 2021 £	Group 2020 £	Charity 2021 £	Charity 2020 £
Obligations under finance leases & hire purchase contracts	36,330	75,623	-	-
	36,330	75,623	-	-

### 16 Finance lease obligations - Hire purchase

	2021 £	2020 £
Future minimum lease payments due under finance leases:		
Within one year	39,283	49,261
In two to five years	36,330	75,623
	75,613	124,884

Finance lease payments represent monthly payments by BPGC Limited for certain items of plant and machinery. The leases include purchase options at the end of the lease period, and no restrictions are placed on the use of the assets. The average lease term is 2 years. All leases are on a fixed repayment basis and no arrangements have been entered into for contingent rental payments.

### 17 Pension costs

The Charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the Charity in an independently administered fund. The pension cost charge represents contributions payable by the Charity to the fund and amounted to £239,516 (2020: £221,961).

## Notes to the Accounts

### 18 Unrestricted income and expendable endowment funds

	Group 2021 £	Group 2020 £	Charity 2021 £	Charity 2020 £
<b>Unrestricted income fund</b>				
Balance brought forward at 1 February 2020	(4,564,490)	(4,969,436)	(4,267,200)	(4,985,343)
Surplus/(Loss) for the year	241,542	1,122,298	488,611	1,419,588
Transfer to the Unrestricted expendable endowment fund	(1,248,942)	(717,352)	(1,248,942)	(701,445)
<b>Balance carried forward at 31 January 2021</b>	<b>(5,571,890)</b>	<b>(4,564,490)</b>	<b>(5,027,531)</b>	<b>(4,267,200)</b>
<b>Unrestricted expendable endowment fund</b>				
Balance brought forward at 1 February 2020	78,733,082	73,143,446	78,733,082	73,159,353
(Loss)/deficit for the year	(82,270)	152,692	(82,270)	152,692
Surplus/(loss) on disposal of property and investments	(2,154)	35,661	(2,154)	35,661
Revaluation of investment property	-	4,500,000	-	4,500,000
Unrealised gain/(loss) on investment revaluation	263,233	183,931	263,233	183,931
Transfer from the Unrestricted income fund	1,248,942	717,352	1,248,942	701,445
<b>Balance carried forward at 31 January 2021</b>	<b>80,160,833</b>	<b>78,733,082</b>	<b>80,160,833</b>	<b>78,733,082</b>
Realised element of unrestricted expendable endowment fund	50,037,103	48,872,585	50,466,444	48,872,585
Unrealised gains on investment properties	29,414,455	29,414,455	29,414,455	29,414,455
Unrealised gain on investment securities	709,275	446,042	709,275	446,042
<b>Balance carried forward at 31 January 2021</b>	<b>80,160,833</b>	<b>78,733,082</b>	<b>80,160,833</b>	<b>78,733,082</b>

Unrestricted income and unrestricted expendable endowment funds are both available for charitable purposes, and the distinction is historical, merely to record the allocation of income and movements on income and expendable endowment funds.

### 19 Restricted expendable endowment fund

	1 February 2020 £	Income £	Expenditure £	31 January 2021 £
Brewhouse fund	1,079,700	-	-	1,079,700
Garden of Surprises fund	33,820	-	4,760	29,060
	1,113,520	-	4,760	1,108,760

The Brewhouse fund consists principally of monies received from the Heritage Lottery Fund towards the project to convert the Brewhouse at Burghley into a visitor attraction. The related expenditure amounting to £2,606,442, has been capitalised as a heritage asset being an improvement to Burghley House and Grounds. The Garden of Surprises fund consists principally of monies received from donors towards the project to create an Elizabethan trick garden at Burghley as a visitor attraction. The related expenditure amounting to £1,319,345 has been capitalised as being an improvement to Burghley House and Grounds.

## Notes to the Accounts

### 20 Analysis of assets between funds

	2021 Unrestricted income fund	2021 Unrestricted expendable endowment	2021 Restricted expendable endowment	2021 Total	2020 Total
		£	£	£	£
Fund balances at 31 January 2020 are represented by:					
Investment securities	-	3,173,049	-	3,173,049	2,918,720
Tangible fixed assets	254,245	-	-	254,245	248,873
Intangible assets	211,426	-	-	211,426	422,853
Heritage assets	-	9,797,172	1,108,760	10,905,932	10,849,388
Investment properties	-	67,190,612	-	67,190,612	66,078,494
Net current (liabilities)	(6,001,321)	-	-	(6,001,321)	(5,160,593)
Creditors due between 2 and 5 years	(36,330)	-	-	(36,330)	(75,623)
	(5,571,980)	80,160,833	1,108,760	75,697,613	75,282,112

### 21A Reconciliation of operating deficit to net cash outflow from operating activities

	2021 £	2020 £
Net income/(expenditure) for the reporting period (as per the statement of financial activities)	415,501	5,989,822
Depreciation	182,750	179,014
Amortisation	211,427	211,427
Non-cash assets acquired with subsidiary	-	(634,280)
Losses/(Gains) on investments	(238,801)	(4,719,592)
Dividends, interest and rents from investments	(3,396,189)	(3,583,983)
Loss on the sale of fixed assets	-	-
(Increase)/decrease in stocks	(13,462)	(22,658)
Decrease/(increase) in debtors	178,449	(371,523)
Increase/(decrease) in creditors	(623,823)	799,452
Net cash (used in)/provided by operating activities	(3,284,148)	(2,152,321)

### 21B Analysis of net debt

	31 January 2020 £	cash flow £	non cash flow £	31 January 2021 £
Cash in hand	1,353,751	690,458	-	2,044,209
Notice deposits	26,230	159,038	-	185,268
	1,379,981	849,496	-	2,229,477
Bank borrowing due in less than one year	(5,649,034)	(2,000,000)	-	(7,649,034)
Bank borrowing due in more than one year	-	-	-	-
	(4,269,053)	(1,150,504)	-	(5,419,557)

## Notes to the Accounts

### 22 Governors and employees

	Group 2021 Number	Group 2020 Number	Charity 2021 Number	Charity 2020 Number
The number of Governors who served the Group and the Company during the year was:	10	11	10	11
The average monthly number of persons employed by the Group and the Company during the year was:				
Office and management	27	28	27	28
House showing	50	62	40	52
Maintenance and forestry	16	17	16	17
Equestrian event	8	9	-	-
Golf Club	24	27	-	-
	126	143	84	97
Employment costs	£	£	£	£
Wages and salaries	2,763,520	2,630,322	1,991,682	2,003,764
Social security costs	238,308	224,303	166,810	169,079
Other pension costs (note 13)	248,741	221,961	201,815	186,036
	3,250,569	3,076,586	2,360,307	2,358,879

The number of employees whose emoluments, as defined for taxation purposes, amounted to over £60,000 in the year was 1 in the range £60,000 to £70,000 (2020 - 1), 1 in the range £90,000 to £100,000 (2020 - 1) and 2 in the range £110,000- £120,000 (2020 - 2 in the range £100,000- £110,000). Total remuneration of key personnel was £381,577 (2020: £373,962). Total employer's pension contributions for key personnel was £56,531 (2020: £45,533).

No remuneration was paid to any Governor in the year. Travelling and accommodation expenses of £3,751 were reimbursed to two Governors in the year (2020: £6,724 to three Governors).

### 23 Subsidiary companies

#### Burghley Enterprises Limited - Company number 02332264

The turnover of Burghley Enterprises Limited amounted to £363,319 (2020: £1,298,932), and the net profit arising of £110,323 (2020: £582,128) is due to be paid under Gift Aid to Burghley House Preservation Trust Limited. During the year the parent company charged £39,000 in rent (2020: £39,000).

The results of Burghley Enterprises Limited for the year ended 31 January 2021 are shown below. Audited accounts are filed with the Registrar of Companies.

	2021 £	2020 £
Turnover and other income	363,319	1,204,525
Cost of sales and expenses	(252,996)	(622,397)
Profit for the year	110,323	582,128
Shareholders funds	48,514	48,514

## Notes to the Accounts

### 23 Subsidiary companies (continued)

#### Burghley Horse Trials Limited - Company number 07087188

The turnover of Burghley Horse Trials Limited amounted to £1,282,559 (2020: £4,027,116), and the net profit arising of £41,770 (2020: £173,672) is due to be paid under Gift Aid to Burghley House Preservation Trust Limited. During the year the parent company charged £124,416 in rent (2020: £126,442).

The results of Burghley Horse Trials Limited for the year ended 31 January 2021 are shown below. Audited accounts are filed with the Registrar of Companies.

	2021 £	2020 £
Turnover and other income	1,282,559	4,027,116
Cost of sales and expenses	(1,240,789)	(3,853,444)
Profit for the year	41,770	173,672
Shareholders funds	1	1

#### BPGC Limited - Company number 12005973

The turnover of BPGC Limited amounted to £842,367 (2020: £408,394), and the net loss arising of £247,160 (2020: £307,290). During the year the parent company charged £NIL in rent (2020: £23,750).

The results of BPGC Limited for the period ended 31 January 2020 are shown below. Audited accounts are filed with the Registrar of Companies.

	2021 £	2020 £
Turnover and other income	851,566	408,394
Cost of sales and expenses	(1,098,726)	(715,684)
Loss for the year	(247,160)	(307,290)
Shareholders funds	1	1

#### Burghley Land Limited - Company number 08601360

The income of Burghley Land Limited amounted to £Nil (2020: £NIL), and there was no profit in the year.

During the year the parent company sold investment properties to Burghley Land Limited valued at £4,300,000.

The parent company charged £Nil in rent (2020: £NIL).

Audited accounts are filed with the Registrar of Companies.

## Notes to the Accounts

### 24 Related party transactions

Following the Charity Commissioners' agreement, Burghley House Preservation Trust Limited and the Trustees of the 6th Marquess of Exeter Will Trust are sharing income and expenditure in relation to the showing of Burghley House in a proportion based on their respective ownerships of Burghley House. Relative to the Deed of Apportionment agreed with the Trustees of the 6th Marquess of Exeter Will Trust, they were charged £19,450 (2020: £19,519) for management and maintenance services. The amount owed to the company in respect of these services at 31 January 2021 was £19,450 (2020: £18,519).

Rental income amounting to £13,500 (2020: £13,500) was received from The Trustees of the 6th Marquess of Exeter Will Trust during the year. No amounts were due at 31 January 2021 (2020: £Nil).

The Trustees of the 6th Marquess of Exeter are also due to receive £34,175 as a licence fee from Burghley Horse Trials Limited (2020: £142,096) and the amount outstanding at 31 January 2021 amounted to £34,175 (2020: £55,471).

### 25 Capital commitments

At 31 January 2021 The Charity had contracted capital expenditure of £NIL (2020: £NIL).

### 26 Contingent liabilities

A grant has been received from the Football Foundation to be used on the construction of facilities for a local football club. Should the terms and conditions of the grant not be adhered to within a specified period an element of the grant may be repayable. The Governors expect the terms and conditions to be adhered to and therefore believe no further disclosure is necessary in these financial statements. A legal charge has been granted in relation thereto.

## Notes to the Accounts

### 28 Comparative information

#### Consolidated Statement of Financial Activities

incorporating the income and expenditure account

for the year ended 31 January 2020

		2020 Unrestricted Income	2020 Unrestricted Expendable Endowment	2020 Restricted Expendable Endowment	2020 Total
	Notes	£	£	£	£
Income and endowments from:					
Donations and grants	3	47,983	307,473	-	355,456
Other trading activities	3	5,843,047	-	-	5,843,047
Income from investments	4	4,766,257	-	-	4,766,257
Income from charitable activities	3	868,657	-	-	868,657
<b>Total income and endowments</b>		<b>11,525,944</b>	<b>307,473</b>	<b>-</b>	<b>11,833,417</b>
Expenditure on:					
Expenditure on raising funds		7,115,015	58,288	-	7,173,303
Expenditure on charitable activities		3,288,631	96,493	4,760	3,389,884
Other expenditure		-	-	-	-
<b>Total expenditure</b>	5	<b>10,403,646</b>	<b>154,781</b>	<b>4,760</b>	<b>10,563,187</b>
Net gains/(losses) on investments	18	-	4,719,592	-	4,719,592
<b>Net income/(expenditure)</b>		<b>1,122,298</b>	<b>4,872,284</b>	<b>(4,760)</b>	<b>5,989,822</b>
Transfers between funds	18	(717,352)	717,352	-	-
<b>Net Movement in Funds</b>		<b>404,943</b>	<b>5,589,636</b>	<b>(4,760)</b>	<b>5,989,822</b>
Balance brought forward		(4,564,490)	78,733,082	1,113,520	75,282,112
<b>Balance carried forward</b>	18,19	<b>(4,564,490)</b>	<b>78,733,082</b>	<b>1,113,520</b>	<b>75,282,112</b>

## Notes to the Accounts

### 28 Comparative information (continued)

#### Analysis of total expenditure

	2020 Direct costs £	2020 Support costs £	2020 Total £
Expenditure on raising funds			
Equestrian event expenditure	3,720,512	-	3,720,512
Expenditure on investment properties	1,182,274	348,500	1,530,774
House showing expenditure	580,620	171,150	751,770
Timber and woodland expenses	335,388	98,862	434,250
Golf Club expenditure	735,997	-	735,997
	6,554,791	618,512	7,173,303
Expenditure on charitable activities			
House showing	1,583,677	466,822	2,050,499
Maintenance of heritage property	1,028,735	303,242	1,331,977
Donations	7,408	-	7,408
	2,619,820	770,064	3,389,884
Other expenditure			
Loss on disposal of assets	-	-	-
<b>Total</b>	<b>9,174,611</b>	<b>1,388,576</b>	<b>10,563,187</b>

#### Restricted expendable endowment fund

	1 February 2019 £	Income £	Expenditure £	31 January 2020 £
Brewhouse fund	1,079,700	-	-	1,079,700
Garden of Surprises fund	33,820	-	4,760	29,060
	1,113,520	-	4,760	1,108,760

#### Analysis of assets between funds

	Unrestricted income fund £	Unrestricted expendable endowment £	Restricted expendable endowment £	Total £
Fund balances at 31 January 2020 are represented by:				
Investment securities	-	2,918,720	-	2,918,720
Tangible fixed assets	248,873	-	-	248,873
Intangible assets	422,853	-	-	422,853
Heritage assets	-	9,735,868	1,113,520	10,849,388
Investment properties	-	66,078,494	-	66,078,494
Net current (liabilities)	(5,160,593)	-	-	(5,160,593)
Creditors due between 2 and 5 years	(75,623)	-	-	(75,623)
	(4,564,490)	78,733,082	1,113,520	75,282,112

## Legal and Administrative Details

### Governors

The Hon Edward Leigh-Pemberton (Chairman)  
J C S Chenevix-Trench Esq  
E G Clive, Esq  
Sir Giles Floyd Bt  
E M Harley, Esq  
W A Oswald, Esq  
W H M Parente Esq  
S J Richmond-Watson Esq  
B T J Stevens, Esq  
Mrs J Tufnell (retired 27 March 2021)

### Key personnel

Executive Chair	Miranda Rock
Chief Executive	D J Pennell Esq (Savills plc)
Head of HR	Jo Evans
Director of Commercial Visitor Operations	P J Gompertz
Finance Director & Company Secretary	J E P Fitch Esq
Head of Land and Property	J Tusting Esq
Director of the Burghley Horse Trials	Elizabeth Inman

Company number 951524 (England and Wales)

Charity number 258489

### Registered office

61 St Martins  
Stamford  
Lincolnshire  
PE9 2LQ

### Solicitors

Farrer & Co LLP  
66 Lincoln's Inn Fields  
London  
WC2A 3LH

### Investment Advisors

Cazenove Capital Management Limited  
1 London Wall Place  
London  
EC2Y 5AU

### Bankers

National Westminster Bank plc  
Cathedral Square  
Peterborough  
Cambridgeshire  
PE1 1XH

### Independent Auditors

Saffery Champness LLP  
71 Queen Victoria Street  
London  
EC4V 4BE