

Company Registration No. 1172263 (England and Wales)
Charity Registered No. 268354 (England and Wales)

LEEDS CASTLE FOUNDATION

REPORT AND FINANCIAL STATEMENTS FOR THE PERIOD ENDED 31 MARCH 2025

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Leeds Castle Foundation is a registered charity: No. 268354. Registered Office: Leeds Castle, Maidstone, Kent ME17 1PL Registered in England No. 1172263 VAT No. 305 8709 66

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ADMINISTRATIVE DETAILS

Trustees

Ms Ros Kerslake, CBE (Chair)
Ms Judith Armitt
Ms Helen Deeble, CBE
Ms Anna Eavis
Ms Ruth Knight
Ms Sarah Masotti
Ms Sarah Roots
Mr Julian Smith, CVO
Mr Adrian J Tinniswood, OBE
Mr Thomas C Wright, CBE

Company Secretary Mr R Richman

Charity Number 268354

Company number 1172263

Registered Office

Leeds Castle
Broomfield
Nr. Maidstone
Kent
ME17 1PL

Statutory Auditors

Crowe U.K. LLP
Medway Bridge House
1-8 Fairmeadow
Maidstone
Kent
ME14 1JP

Bankers

Royal Bank of Scotland
38 Market Place
Wigan
W1 1PJ

Investment managers

Ruffer LLP
80 Victoria Street
London
SW1E 5JL

Sarasin & Partners
100 St Paul's Churchyard
London
EC4M 8BU

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ADMINISTRATIVE DETAILS

Sub-committee membership

Finance, Audit and Risk Committee	Ms J Armitt Mr J Smith, CVO Mr T C Wright, CBE	Chair
Investment Committee	Ms H Deeble, CBE Ms J Armitt Ms R Kerslake, CBE	Chair
Nominations Committee	Ms R Kerslake, CBE Mr J Smith CVO Ms A Eavis	Chair
Directors, Leeds Castle Enterprises Ltd	Mr T C Wright, CBE Ms R Kerslake, CBE Mr D Bridgford Ms S Roots Ms H Bonser-Wilton Mr R Richman	Chair Chief Executive Finance Director and Secretary
Estates Committee	Ms L Nesfield Ms R Knight Ms S Roots	Chair
Curatorial Committee	Mr A Tinniswood, OBE Ms A Eavis	
Senior Leadership Team of the Foundation	Ms H Bonser-Wilton Mr R Richman Mrs D Matthews (to 31 st March 25) Ms S Prichard (to 31 st March 25) Ms L Hutchings Dr D Bouchard (from 3 rd March 25) Mr D Hedges (from 15 th September 25) Mr M Delin	Chief Executive Finance Director Head of Audience Development & Fundraising Head Curator Commercial Operations Director Heritage & Engagement Director Estates Director Marketing Director OBE

LEEDS CASTLE FOUNDATION

TRUSTEES' ANNUAL REPORT

FOR THE YEAR ENDED 31 MARCH 2025

The Trustees of the Leeds Castle Foundation, (Charity number: 268354 and company registration number: 1172263), who are also the directors of the charity, present their report and the financial statements for the Foundation and its trading subsidiary (the group) for the period ended 31st March 2025. These have been prepared in accordance with the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1st January 2015) and the Companies Act 2006.

Objects

The Foundation's objects are wide ranging, and are set out in full in the memorandum and articles. However, the key focus of the charity is summarised as follows:

1. To preserve the Castle and its estate for public benefit.
2. To provide an excellent, enjoyable and authentic experience for every visitor.
3. To inspire visitors of all ages through educational resources and facilities.
4. To promote health and other charitable purposes.

Trustees

The following Trustees have held office in the twelve months from 29th March 2024

Ms R Kerslake, CBE
Ms J Armit
Ms H Deeble, CBE
Ms A Eavis
Ms R Knight
Ms S Masotti
Ms S Roots
Mr J Smith, CVO
Mr A Tinniswood OBE
Mr T Wright, CBE

Strategic Report

Sections in this report noted below constitute the Strategic Report for the purposes of the Companies Act 2006:

- Review of the year.
- Incoming resources.
- Costs and application of operating surpluses.
- Reserves Policy.
- Investment Policy and Objectives
- Core Activities – Public Benefit.
- Plans for the Future.
- Risk.
- Section 172 Statement.

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TRUSTEES' ANNUAL REPORT FOR THE YEAR ENDED 31 MARCH 2025

Review of the year

The year saw a further significant recovery in day visitors, up by almost sixteen percent year on year, an increase of thirty percent over a two-year period. The continued value of the annual ticket was augmented by a strong series of value-added events, included in the ticket, which drove both new ticket purchase and return visits. The August 2024 reintroduction of *Motors by the Moat* for the first time since 2019 was extremely successful, drawing in a wider and different demographic than usual operations.

The Nutcracker in the Castle over Christmas drew in strong numbers, but the Christmas period was adversely affected by severe weather induced closures, which damaged attendance at this and the Christmas Lights.

In year we welcomed 462,961 guests to the site, (+54,000 on previous year), with additional 109,000 visitors attending *Christmas Lights Trail*, *Leeds Castle Concert* and *Fireworks Spectacular* ticketed events.

Graysons' continued to bed in their catering operation in year, completing a refurbishment of Stableyard Café and Castle View Restaurant, including the installation of a new cocktail bar. Catering continues to be a challenging area due to the high level of food inflation affecting profitability.

The Hospitality business continued its slow recovery in-year, with the Cost of Living induced slowdown in weddings only easing gradually. Despite additional marketing and launch of new products helping with strong leads for future years, performance in year was behind budget. Functions that did take place displayed a trend of taking less associated accommodation than in previous years.

Accommodation was slightly ahead of budget, supported by the new Lakeside Lodges, which were launched in December 2023 and which performed ahead of their business case. Designed to fit sympathetically into the environment, while immersing guests in the landscape & wildlife of the area, this new experience has been very well reviewed by our customers and will provide further growth during 2025/26.

Golf Club saw the strong membership of the pandemic years decline in year, most likely due to course drainage issues, which have now been remedied. The new Head Greenkeeper is leading improvement in standards across the course, which will support membership recovery.

In another uncertain year, the business continued to be managed with agility, with costs well controlled. Gas & electricity contracts were re-tendered in October 2024, leading to an anticipated saving over two years of forty percent, while moving to a green electricity supply. Over the next two years, sub metering will be introduced to support better monitoring & ongoing reductions in energy usage.

We now welcome over 100 volunteers on site, covering multiple areas and providing learning and inclusion opportunities across areas such as falconry & wildlife, day visiting, education and gardens/grounds, as well as main Trustee Board and sub-committees.

Our ongoing financial modelling, using prudent growth assumptions, confirms that we can generate sufficient cash to invest in heritage assets, facilities and experiences over the next few years, although larger projects (e.g. 2025 Stoneworks), will require drawing on Reserves.

Chief Executive Helen Bonser-Wilton continues to lead work to deliver the strategy with Board and Senior Leadership Team, as well as migrating to a different business model over time.

Incoming resources

Total incoming resources increased by £783,000 over the previous year as operations continue to return towards pre-pandemic levels and more activities and product are added to the operational portfolio.

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Ticketed major events continue to grow, providing positive supplement to existing day visitor and hospitality income streams. Accommodation investment (Lakeside Lodges and ongoing refurbishments of B & B and cottage accommodation) is starting to pay back well, with more investment to come during 2025. The focus on building solid foundations to attract ongoing external grant income progressed well in year, with expectation being that we will secure significant external funding during 2025 towards the 2025 Stonework Repairs Programme.

Investment portfolio, which benefited from division of the fund between Ruffer and Sarasin, saw a significant increase in returns, with markets strengthening. Both are invested in funds that align to 2050 net zero goal.

Costs and application of operating surpluses

Costs of employment continue to grow, with annual above inflation increases for National Living Wage and additional employer National Insurance tax burden from April 2025 putting pressure on margins. We continue to pursue improved energy efficiency to reduce costs, as well as tight control and procurement approach to seek best value for charitable funds. To retain and grow our customer base, we need to continually invest in refurbishing product, as well as creating new reasons to visit.

Any operating surplus is therefore ploughed back into caring for our heritage assets and providing new experiences to drive business.

We remain significantly below 2019 staffing levels, with FTE of 120 compared to 2019 level of 190 FTE.

In line with the agreed three-year pension deficit reduction plan, there was a final special contribution of £80,000 towards the Leeds Castle Retirement Benefits Scheme. The 2022 triennial revaluation required additional contributions for 3 years, eliminating scheme liability on technical provisions basis by 31st October 2024. The scheme has been closed to new members since 2005.

Reserves policy

The reserves policy is reviewed annually by the Trustees, taking into account the predominant risks to the Foundation and its anticipated working capital requirements.

The review of risk highlights major events, (e.g. a fire), causing severe impact on income, mitigated by both direct and business interruption insurance cover. The impact on income of other risks, such as closure such as during the Covid pandemic or periods of low visitor numbers due to prolonged bad weather or other factors, are uninsurable. In recent years, to mitigate these risks, Trustees have invested to diversify income & reduce dependence on day visitors.

Trustees have concluded that funds are required to be held as free reserves to enable us to meet regular commitments and working capital requirements should there be short term volatility in revenues. Taking into account core cost needs, the Trustees consider it is appropriate to hold free reserves representing eighteen months of total expenditure, allowing time to realise assets that are less liquid in nature. Currently, total free reserves equate to approximately sixteen months of expenditure.

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Liquid Free Reserves	2025	2024
	£000's	£000's
Total funds	22,089	22,179
Less:		
Designated funds	(3,053)	(3,750)
Endowment funds	(2,740)	(2,740)
Restricted funds	2	(44)
Free reserves	16,298	15,645
Less illiquid reserves/assets		
Investment Properties	(9,144)	(9,060)
Tangible assets not already included in above funds	(2,045)	(1,791)
Liquid Free Reserves	5,109	4,794

The Foundation's funds comprise a number of restricted and unrestricted funds within which a number of designations have been made by the Trustees. Restricted funds comprise the Heritage and Development Fund and the Chattels Fund. The Heritage and Development Fund is an Expendable Endowment Fund and represents freehold land and buildings classified as functional tangible assets, considered to be integral to the bequeathed estate. The Heritage and Development Fund relates entirely to the Foundation. The Chattels Fund represents proceeds from the disposal of heritage assets. These proceeds are to be used solely for the purpose of acquiring replacement heritage assets.

The Trustees have concluded that Designated Reserves should be set up to cover the estimate of potential spending on specific projects which have been identified as part of the five-year planning process, in order to:

- Fund the Foundation's primary responsibility of preserving the Castle and its collections for public benefit.
- Invest in developments to enhance the visitor experience and enjoyment of the Castle.
- Develop income generating opportunities.
- Improve or replace operating facilities and infrastructure.

As at 31st March 2025, the Designated Reserves have been assigned to:

- Income generating Accommodation Development – Knight's Retreat accommodation to replace glamping tents (further expenditure amount £803k).
- Continuing the phases of Castle stonework repairs, initially the West and Southwest elevations (£2,250k).

Carbon Footprint Statement

In 2024–25, Leeds Castle Foundation commissioned 3Adapt to conduct a comprehensive carbon emissions baseline and develop a decarbonisation strategy, with recommendations on when we might reach Carbon Net Zero. This assessment scoped all known sources of greenhouse gas emissions across the estate, including both direct and indirect sources.

The total carbon footprint for Leeds Castle was calculated at 3,309 tonnes of CO₂e, covering Scope 1, Scope 2 and Scope 3 emissions (excluding visitor travel, due to lack of control over this).

We now have a draft plan for reaching Carbon Net Zero, with a proposed Science Based Target of 2040. This is in the process of being incorporated into 5-year Business Plan, with projects to be prioritised alongside other estate initiatives.

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A Carbon Reduction Steering Group is in place, with seven department-based working groups. Existing land use will be reviewed as part of a holistic Whole Estate Strategy during 2025/26, with the aim of identifying land that can be used for carbon offsetting, once carbon emissions have been reduced to as low a level as possible.

Incident Reporting and Governance

In March 2025, the Leeds Castle Foundation formally reported an accident involving a senior member of staff to the Charity Commission, in accordance with regulatory requirements. The accident, which occurred on 26 March 2025, was subject to a Trustee-led investigation and reviewed by the Foundation's Audit and Risk Committee (FARC). Supporting documentation included the Health & Safety report, a submission template, and correspondence from the Charity Commission. The investigation concluded that the primary cause was driver error and recommendations are now being implemented.

Investment policy and objectives

a) Investment land and properties

Investment land and properties relate to interests in land and buildings which are held for their investment potential, and which are not used by the Foundation or its subsidiary in the course of their operations, other than for generating rental income. These properties are considered annually by the Estates Committee (previously the Investment Committee) as part of its review of the combined portfolio of properties.

The 2022 purchase of Forge House and surrounding land has added to this investment land bank and has secured a vulnerable boundary of the estate, removing significant noise pollution, however alternative uses for the property have not been identified, so we have progressed with the disposal of property with restrictive covenants, retaining the surrounding land as a buffer for the estate. This sale was completed in July 2025.

b) Cash and managed investments

The fundamental objective in managing the investment assets is to generate a good rate of return to help fund the Foundation's charitable objectives.

In 2020 the Trustees reviewed and ratified the investment policy, which states that the portfolio should aim to achieve a rate of return of RPI plus 2% over the long term and that the rate in any particular year should not be negative. The Trustees also undertook a tender process and decided to split the portfolio equally between Ruffer LLP and Sarasin to mitigate management risk with effect from March 2021. The policy remains under review.

Core Activities

Public benefit

The Trustees referred to the Charity Commission's guidance on public benefit when reviewing how to deliver its mission of Caring for Leeds Castle & Estate for ever, for public benefit. In particular, the Trustees considered how planned activities will deliver against core charitable objectives, which are as follows:

To preserve the Castle & Estate for public benefit, to provide an excellent, enjoyable & authentic experience, to inspire visitors with educational resources & to promote health and other charitable purposes.

The Trustees have agreed a strategic plan which seeks to deliver core charitable objectives under the following four strategic headings.

- *Welcome and Engage* (staff, volunteers, guests, community)
- *Surprise and Delight* (with amazing & relevant experiences)

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- *Nurture & Care* (for land, buildings, collection, staff, volunteers, visitors, wildlife)
- *Grow & Develop* (finances, new business streams, experiences, environmental sustainability, audiences, reputation, charitable support).

Review of activity will therefore be outlined against these strategic objectives.

Business Performance

Day Visitor numbers, Retail and Accommodation performed well in year, offset by below budget performance from ticket income and the Hospitality business, which continues to recover slowly from the Cost of Living Crisis. Ticketed events are performing well & it is pleasing to see such strong improvement in Net Promoter Scores from visitor surveys indicating strong customer satisfaction and recommendation.

Added to the more normal business challenges, climate change-induced extreme weather led to extensive downpours, gales & heatwaves, which negatively affected visiting during the year.

Business performance in year was as follows:

- 462,961 day visitors welcomed, versus budget of 408,790.
- £5,592,909 generated in ticket income versus budget of £5,781,334
- Ticket Yield of £12.08 (budget of £14.14), decrease from £13.21 LY (higher return visitors).
- Customer Net Promoter Score increased to 45.8 from 26.4 in 2023.
- Online advance ticket sales decreased to 68% (from 74%) of individual non-group visitors.
- 86,906 groups visitors welcomed (budget 84,652), compared with 79,667 LY.
- 14,651 schools visitors in year.
- A further 85,000 visited Christmas Lights, generating a profit of £196,710.
- £171,525 generated in Retail Net Profit versus budget of £144,497.
- £620,456 generated in Gift Aid income versus budget of £566,214.
- £50,724 generated in Hospitality Net Profit versus budget of £246,709.
- Accommodation generated £442,027 in Net Profit versus budget of £440,682.
- The charity and subsidiary employed 119 staff (FTEs) and worked with 100 volunteers.
- Charity hosted 15 work placements.
- £163,865 generated from funding bids and on-site fundraising in the year.
- EBITDA of £118,916 versus budget of £(62,628).

Welcome and Engage (staff, volunteers, guests, community)

A full estate access audit was completed in year, giving a clear steer on where we need to make improvements for those with disability in all its forms. Quick wins were completed in year, including introduction of fleet of light, modern wheelchairs and work underway on Sensory Backpacks for those with autism and ADHD and work to create a new mobility ramp and automatic opening doors for the Stableyard Café. A cohort of Access Champions have also been trained to take work forward and the upcoming Knight's Retreat accommodation development includes two fully accessible lodges.

After a programme of audience development research with local community groups, pilot work was also undertaken to welcome a series of community groups, including Kent Young Carers, Kent Mind and 21 Together, a group supporting families who have a child with Downs' Syndrome. Feedback from these visits has led to improvements on pre-visit access information on the website, amongst other improvements.

Surprise and Delight (with amazing & relevant experiences)

Much of the Surprise and Delight activity for 2024/25 was events based, with performer-led trails at Easter and May Half Term and the return of the Guardians of the Grounds for October Half Term.

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With the granting of monies to purchase an original Lady Baillie/Stephane Boudin artefact, the hand painted Secretaire Writing Desk, we focussed the February Half Term event around this, using live performers, which achieved excellent engagement all the way through to mid-March.

August 2024 saw the return of a very popular Major Event, *Motors by the Moat*, which brought in over 12,000 visitors over two days. This popular high adrenalin event brought in a very different visitor profile, people, who would not usually engage with heritage.

For Christmas, we ran the *Nutcracker in the Castle*, with live performers at weekends and holidays. Performance was good, but would have been exceptionally good had severe weather not led to six weekend closures.

The Christmas Lights Trail was again high quality and popular and generated more profit than budget, but was similarly affected by severe weather closures. A poor performance from Lights Trail ticketing provider led to low conversion of cancellations to new bookings.

2024 also saw significant changes in catering, with a complete refit of the Stableyard Café and Castle View Restaurant, including the introduction of a new Deco style Cocktail Bar. This has created a much-needed area for customers to have drinks (and increased cocktail sales significantly). Alongside this, a much improved standard of day and evening catering has improved reviews and recommendations.

2024 was also the year where we rolled out the different options for events caterers, providing a much broader choice of menus and price points for functions customers.

The decision was taken to return the Gatehouse to Hospitality use, with a light touch refurbishment being completed by December 2024. This is now in use for smaller meetings and dinners.

Nurture & Care (for land, buildings, collection, staff, volunteers, visitors, wildlife)

A number of initiatives and projects were completed during the year, to care for our assets and people;

We were pleased to recruit our first Gardens and Grounds Manager since the pandemic, to start the process of improving Gardens Standards over time. The Gardens have suffered from lack of resource since the pandemic, with significant work is needed to get on top of weed infestations and re-planting, which will evolve over 3 years.

During 2024/25, we completed periodic fixed wire testing, completed a full Estate Asbestos Audit (along with removals and encapsulations) and created an updated, holistic Fire Strategy. A full fire evacuation exercise was carried out with Kent Fire and Rescue for the Castle in October 2024.

Work was completed on Phase 1 of the Fortecho Collections Protection System, with Phase 2 to follow in 2025.

Work was completed to consolidate and repair the stone on the underside of the Moat Bridge, using an innovative water-resistant cement to affix stones underwater. This was completed in early 2025, as was a comprehensive repair of the Castle East Terrace, with a new water proof membrane and re-pointing of terrace. Substantial repair works were also carried out on the Bell Tower in Autumn 2024.

In October 2024, a full renovation was carried out on the Pavilion, with labour generously donated by PAYE Stonework. Over a 7-day period, the building was transformed from a sad, derelict state to a beautifully renovated building that has gone into use as a community space & second-hand bookshop, which started trading March 2025.

Middle Management Team were trained on IOSHH Managing Safely in year.

Grow & Develop (finances, new business streams, experiences, environmental sustainability, audiences, reputation, charitable support).

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A number of initiatives to grow and develop the charity's activities & income were completed in-year.

2024/25 was the first full year of trading for the Lakeside Lodges, which launched December 2023. These luxury lodges, with panoramic views of the Great Water and outdoor baths sold in year ahead of business plan and

received excellent customer reviews. We now expect payback on investment in five years versus the six years expected in original business plan.

We delivered the majority of work included in our National Lottery Heritage Fund Resilience Grant in year. This included a major review and repositioning of Hospitality business, audience outreach research and pilot activity, an internal change programme, an engineer-led study on energy efficiency options and potential renewable energy initiatives, a full Estate Access Audit and Carbon Footprint/Path to Net Zero work. We also completed access quick wins and energy efficiency quick wins, including LED Moat lights.

We also undertook a number of green transport initiatives, including building an access ramp to enable Stagecoach Buses to drop off and collect people from inside the Estate and the installation of directional signage for the Castle for pedestrians walking from Hollingbourne Station.

This work has provided invaluable tools to help us drive the transformation to being more 'arms open' to the local community, as well as providing crucial building blocks for future funding bids.

Work was underway during the year to design and gain planning approval for the Knight's Retreat Lodges, a year-round replacement for the seasonal glamping tents that have been trading for over a decade. Despite the Lodges being situated on exactly the same footprint as the glamping tents, planning permission was slow and delayed the launch date from April 25 to end July 25.

As a result of the Lodges being installed, we will be able to bring Knight's Cottage back into year-round operation. This cottage was used as bathrooms and kitchen for the glamping tents, which is no longer needed as the new Lodges have self-contained bathroom and small kitchen.

During the year, it became possible to renovate and bring an estate cottage in Broomfield back into the Holiday Cottage portfolio. Guard's House was back on the market by December 2024 and will deliver a strong new revenue stream to the charity over the next year.

Plans for 2025/26

Activities that will deliver our Business Plan strategic objectives are classed under three headings for 2025/26:

Getting the Basics Right

- With the arrival of a new Estates Director in September 2025, work will move forward on developing a solution for a multi-year Visitor Car Parks Project. This will provide fit for purpose surfacing to support our year-round business model.
 - We will be completing a £1m programme of Stonework and Roof Repairs on the South West and West faces of the Castle between October 2025 and April 2026. This project also includes the digitisation of the rare Rateau Architectural Archive, talks, tours, audience development work and hands on workshops run by PAYE Stonework on traditional heritage conservation skills.
 - As part of the Stonework Project, we will install a new platform lift to provide access for those with mobility issues into the Castle Gloriette. The aged lift in place at the moment fails constantly.
 - We will also be installing a new platform lift in the Castle View Restaurant to replace failing installation.
 - Work will continue on driving down carbon emissions through sub metering, careful monitoring of usage and behavioural / process change with the aim of reducing energy usage by 10% in year.
 - Work will continue to gather requirements and to specify tender requirements for future customer data gathering/usage and systems changes.
-

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- We will continue to improve documentation management for the collection, digitising the Rateau archive, followed by other important archive documentation.
- We will continue to build our reputation as a leading charity in Kent and beyond.

Creating New Reasons for Guests to Visit and Re-visit

- Further to launch of Multimedia Guide in 2023, we will introduce an additional tour called *Invitation to Decadence* in June 2025, focussing on the 1930's Country House Weekend Experience and using imaginary guests and Below Stairs characters as narrators.
- We will finalise work to create a *Pilgrimage of Love* Eleanor of Castile exhibition, featuring an innovative AI avatar of the Queen, which visitors can interact with. Exhibition will launch March 2026.
- Major Events will be developed further, with a possible major Floral Event for 2026 season and presenting Neverland/Peter Pan for Christmas in the Castle in partnership with Great Ormond Street Hospital.
- We will continue to develop our hospitality products, including a focus on providing an exemplary experience for Asian weddings.
- Falconry and Wildlife Team will establish formal partnership with Pond and Perch to run wildlife hide and photography experiences.
- A substantial investment in seasonal planting plan (spring bulbs, summer planting, etc) will be carried out from early 2026 to create more reasons to visit the gardens.
- We will launch the new Knight's Retreat Lodges at end July 2025, with the aim of capturing as much business as possible during 2025/26 trading year. We expect to realise business case in full during 2026 main visitor season. Knights Cottage will also come back into year round use after refurbishment.

Planning for Future Projects and Initiatives

- Gardens and Grounds team will carry out research on history of the gardens and define an informed way forward to replanting in the Gardens, as well as starting a clearance and replanting of the Culpeper Gardens, to eradicate persistent bindweed and ground elder problems.
- The Moat Sluice Gate will be refurbished and up to regulatory standards by end summer 2025.
- Work will be carried out to design a carbon neutral heating system for the Castle.
- Planning will be carried out to define scope of major Castle Repairs Project for 2028/29, for which we will seek major external funding. This will also include major access, interpretation and audience development improvement proposals.
- With arrival of new Estates Director, work will commence on our Whole Estate Plan, looking at optimal land use to improve nature conservation, land use, visitor experiences and woodland carbon offsetting.
- Work will continue to address recommendations emerging from the Fire Strategy, including specifying required works to fire doors and compartmentation. On site fire hydrants will be put back into use.
- Forge Buildings will be sold in year, retaining the surrounding land as a buffer.

Risk

The Charity manages risk actively through a dynamic Risk Register that is reviewed and amended quarterly at Finance, Audit & Risk Committee (FARC). This enables staff and Trustees to manage risk proactively and flag emerging issues to the Board.

The top risks identified in year were related to income generation and the substantial increases in labour and energy costs, given the heavy, largely fixed cost of caring for the Castle and Estate that must be borne irrespective of the fortunes of our trading activities. Aside from a catastrophic disaster such as fire, income generation not meeting commitments remains the most critical risk for the Foundation.

To manage any catastrophic occurrences, business continuity measures are in place (e.g. site back-up generator).

The Foundation takes the health and safety of its staff, volunteers and visitors very seriously. The Leadership Team is committed to ensuring that staff operate safe systems and processes and that visitors are able to enjoy their time with us without incident. All activities on the estate are risk-assessed and incidents logged, with investigations

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following and lessons learned disseminated to avoid future occurrences. A quarterly Health and Safety Committee monitors progress, with the support of internal Health and Safety Manager.

Given the level of complexity in the Leeds Castle operation and the need for ongoing statutory training, a comprehensive Training Matrix is in place, monitored by Training Officer. A full programme of statutory online training (H & S, cyber, GDPR, etc) is underway for all staff, with additional specialist training as needed.

There will always be extraneous risks over which we have little control. The most significant of these are high inflation, poor weather affecting visit and impacts of Cost of Living crisis, but increasingly, issues such as costs increasing ahead of income (energy, National Living Wage, Employer NI increases) are proving problematic.

Section 172 Statement

The Board of Trustees are aware of their duty under s.172 of the Companies Act 2006 to act in the way which they consider, in good faith, would be most likely to promote the success of the Company for the benefit of its members as a whole and, in doing so, to have regard (amongst other matters) to:

- The likely consequences of any decision in the long term.
- The interests of the Company's employees.
- The need to foster the Company's business relationships with suppliers, customers and others.
- The impact of the Company's operations on the community and the environment.
- The desirability of the Company maintaining a reputation for high standards of business conduct.
- The need to act fairly as between members of the Company, (the "s.172(1) Matters")

Engagement with employees

Enhancing employee engagement is an integral part of the culture of the Foundation. Senior Leaders provide regular internal communications, which will include a monthly cascaded Team Brief from 2025. Chief Executive shares a monthly blog, commenting on progress and recognising achievements.

Independent staff and volunteer surveys are carried out, with action taken on the results.

Engagement with stakeholders

The Trustees recognise the importance of external stakeholders and the Foundation will engage and collaborate with these institutions and individuals on an ongoing basis with the aim to become more welcoming to our local communities and industry colleagues. This includes liaising with local parish councils, Maidstone and Kent County Council, Visit Kent, Association of Leading Visitor Attractions and other local and industry stakeholders as appropriate.

Structure, Governance and Management

The Leeds Castle Foundation was established as a company limited by guarantee by the last private owner of the Castle, Lady Baillie, to preserve the Castle for the benefit of the public. It is governed by its Memorandum and Articles of Association (1974) and it is registered as a charity with the Charity Commission. The Charity is administered by a Board of Trustees. As set out in the Articles of Association, the Chair of the Trustees is elected by their fellow Trustees.

The Foundation uses a variety of methods to recruit new Trustees and is committed to an open and inclusive formal application/interview process for all vacancies. This usually involves external headhunters to broaden the pool of potential applicants. There is a Nominations Committee chaired by the Foundation Chair, supported by two other Trustees. After interviews with this sub-committee, a recommendation is made to the full Board.

There were no changes to the Board of Trustees within the year.

LEEDS CASTLE FOUNDATION

TRUSTEES' ANNUAL REPORT FOR THE YEAR ENDED 31 MARCH 2025

The Board's standing subcommittees cover Finance, Audit & Risk, Investment, Remuneration & Nominations, Estates and Curatorial.

Activities outside of the main objects of the Charity are undertaken on its behalf by Leeds Castle Enterprises Limited, a wholly owned subsidiary.

Two Trustee nominated individuals also sit on the Leeds Castle Retirement Benefits Scheme Board, the liability for the scheme being borne by Leeds Castle Enterprises Limited.

The Chief Executive is appointed by the Trustees to advise on strategy and development and manage the day-to-day operations of the charity. To facilitate effective operations, the Chief Executive has authority, within terms of delegation approved by the Trustees, for all operational matters. She is supported by a team of senior managers, including the Finance Director, who is also company secretary.

The Foundation derives the vast majority of its income from day visiting together with hospitality and accommodation provision and balances this income generation need carefully with the impact on the historic buildings and environment.

Remuneration of key leadership personnel

Salaries for the Senior Leadership team are reviewed annually by Trustees and benchmarked against other members of Treasure Houses as required.

Employee involvement and disabled persons

The management of Leeds Castle Foundation and its subsidiary Leeds Castle Enterprises Limited, (which together form the group), establish and maintain close communication with staff and volunteers, to ensure all are fully informed about the progress of the group's activities.

There are informal and formal two-way briefing sessions and a Staff Consultation Forum, which meets quarterly with the Chief Executive to discuss and respond to staff suggestions for improvements.

Each employee receives at least one formal performance review with their manager each year. We strive to provide a workplace that offers equality of opportunity for all our staff, whatever their gender, race, nationality, religion, sexual orientation, age or ability.

Fundraising

The charity carries out its fundraising in a fair and responsible way in line with the requirements of the Fundraising Regulator. The Foundation ensures that funds raised are spent effectively to bring maximum benefit to the beneficiaries. A clear process is in place for due diligence on potential funders.

Whilst all efforts will be made to perform to the highest standards, occasionally issues happen. Any complaints made are fully investigated and action taken to deal with any problems. The charity received no complaints during the year under review. The Trustees recognise the importance of the reputation of the charity in maintaining the trust and confidence of its donors and grant givers and this principle sits at the heart of all fundraising activities.

Governance

The Trustees note the importance of the Charity Code of Governance and are committed to reviewing the Charity's governance procedures based upon its recommendations.

LEEDS CASTLE FOUNDATION

TRUSTEES' ANNUAL REPORT FOR THE YEAR ENDED 31 MARCH 2025

Trustees Responsibility

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

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

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP;
- 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 appropriate to presume that the Charity will continue in business.

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

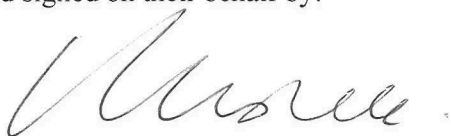
In so far as the Trustees are aware:

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

Auditors

Crowe U.K. LLP were appointed as auditors in the year and have expressed their willingness to remain in office.

The Report of the Trustees, which includes the Strategic Report, was approved by the Board on 5th December 2025 and signed on their behalf by:



.....
Ms Ros Kerslake CBE
Chair of Trustees

**INDEPENDENT AUDITORS' REPORT
FOR THE YEAR ENDED 31 MARCH 2025**

Opinion

We have audited the financial statements of Leeds Castle Foundation for the year ended 31 March 2025 which comprise the consolidated statement of financial activities, consolidated balance sheet, foundation balance sheet, consolidated cashflow statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

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

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the 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 directors' 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 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 directors with respect to going concern are described in the relevant sections of this report.

**INDEPENDENT AUDITORS' REPORT
FOR THE YEAR ENDED 31 MARCH 2025**

Other information

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

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- The information given in the trustees' report, which includes the directors' report and the strategic report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- The strategic report and the directors' report included within the trustees' 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 the charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the [strategic report or the] directors' report included within the trustees' report.

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

- The parent company has not kept adequate accounting records; or
- The parent company financial statements are not in agreement with the accounting records and returns; or
- Certain disclosures of trustees' remuneration specified by law are not made; or
- We have not received all the information and explanations we require for our audit.

**INDEPENDENT AUDITORS' REPORT
FOR THE YEAR ENDED 31 MARCH 2025**

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 13, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

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

We obtained an understanding of the legal and regulatory frameworks within which the group operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006 and Taxation legislation. We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be the override of controls by management, the recognition of revenue in respect of grant income specifically in relation to cut-off, the recognition of revenue in respect of catering income specifically in relation to cut off, and the recognition of revenue in respect of the cut off of all other income streams.

Our audit procedures to respond to these risks included:

- enquiry of management about the company's policies, procedures and related controls regarding compliance with laws and regulations and if there are any known instances of non-compliance;
- examining supporting documents for all material balances, transactions and disclosures;
- evaluation of the selection and application of accounting policies related to subjective measurements and complex transactions;
- detailed testing of a sample of sales made during the year through to invoice and bank receipt and for a sample around the year end agreeing these through to supporting documentation to assess whether it had been captured in the appropriate accounting period;
- proof in total exercises performed on the catering income recognised;
- detailed reviews of any grant agreements and associated revenue recognised paying attention to any recognised around the year end;
- reviewed the design and implementation of controls over significant audit risks;
- testing the appropriateness of a sample of significant journal entries recorded in the general ledger and other adjustments made in the preparation of the financial statements; and
- review of accounting estimates for biases.

LEEDS CASTLE FOUNDATION

INDEPENDENT AUDITORS' REPORT FOR THE YEAR ENDED 31 MARCH 2025

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the directors and other management and the inspection of regulatory and legal correspondence, if any. Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

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



Ian Weekes
(Senior Statutory Auditor)
For and on behalf of

Crowe U.K. LLP

**Chartered Accountants
Statutory Auditors**

Maidstone, Kent

Date: 18 December 2025

LEEDS CASTLE FOUNDATION

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING THE INCOME AND EXPENDITURE ACCOUNT) FOR THE PERIOD ENDED 31 MARCH 2025

	Notes	Unrestricted Funds £'000	Restricted Funds £'000	Total Funds 2025 £'000	Total Funds 2024 £'000
Income and endowments from					
donations and legacies	6	24	167	191	21
Other trading activities	7	5,795	-	5,795	5,760
Investments	8	285	-	285	117
Charitable activities	9	6,422	-	6,422	6,012
Total income and endowments		12,526	167	12,693	11,910
Expenditure on					
Raising funds	7	(5,349)	-	(5,349)	(5,353)
Charitable activities	9	(7,304)	(213)	(7,517)	(6,568)
Total expenditure		(12,653)	(213)	(12,866)	(11,921)
Net (losses)/gains on investments	21	105	-	105	150
Net income/(expenditure)		(22)	(46)	(68)	139
Other recognised gains/(losses)					
Gains/(losses) on revaluation of					
Fixed assets and investment properties	20	84	-	84	(537)
Actuarial gains/(losses) on defined benefit					
pension scheme (net of deferred tax)	29	(106)	-	(106)	(167)
Net movement in funds		(44)	(46)	(90)	(565)
Reconciliation of funds					
Total funds brought forward		22,202	(23)	22,179	22,744
Total funds carried forward	28	22,158	(69)	22,089	22,179

The notes on pages 24 to 49 form part of these financial statements.

The Charity has no recognised gains and losses other than those included in the results above and therefore no separate statement of total recognised gains and losses has been presented.

LEEDS CASTLE FOUNDATION

CONSOLIDATED BALANCE SHEET AS AT 31 MARCH 2025

		2025		2024	
	Notes	£'000	£'000	£'000	£'000
Fixed assets					
Tangible assets	17		4,549		4,295
Heritage assets	18		-		-
			<u>4,549</u>		<u>4,295</u>
Investments:					
Properties	20	9,144		9,060	
Listed investments	21	8,202		8,366	
Cash held as an investment	21	<u>2</u>		<u>2</u>	
			<u>17,348</u>		<u>17,573</u>
			21,897		21,868
Current assets					
Stocks	22	279		245	
Debtors	23	1,689		1,216	
Cash at bank and in hand	24	<u>680</u>		<u>914</u>	
		2,648		2,375	
Creditors: amounts falling due within one year	25	<u>(2,219)</u>		<u>(1,958)</u>	
Net current assets			429		417
Creditors: amounts falling due within more than one year	26		(237)		(106)
Total assets less current liabilities			<u>22,089</u>		<u>22,179</u>
Funds					
Expendable endowment fund	28		2,740		2,740
Restricted income fund	28		(2)		44
Total restricted funds			<u>2,738</u>		<u>2,784</u>
Unrestricted general fund	28		16,298		15,645
Unrestricted designated fund	28		3,053		3,750
Unrestricted pension reserve	28&29		-		-
Total charity funds			<u>22,089</u>		<u>22,179</u>

The notes on pages 24 to 49 form part of these financial statements.

The financial statements were approved and authorised for issue by the Board of Trustees and Directors on 5th December 2025 and were signed on its behalf by:


Ms Ros Kerslake, CBE
 Chair of Trustees

LEEDS CASTLE FOUNDATION

FOUNDATION BALANCE SHEET CHARITY BALANCE SHEET AS AT 31 MARCH 2025

		2025	2024
	Notes	£'000	£'000
Fixed assets			
Tangible assets	17	4,549	4,295
Investments:			
Subsidiary company	19	866	866
Properties	20	9,144	9,060
Listed investments	21	8,202	8,366
Cash held as an investment	21	2	147
		18,214	18,439
		22,763	22,734
Current assets			
Debtors	23	381	366
Cash at bank and in hand	24	396	467
		777	833
Creditors: amounts falling due within one year	25	(2,249)	(2,201)
Net current assets		(1,472)	(1,368)
Total assets less current liabilities		21,291	21,366
Funds			
Expendable endowment fund	28	2,740	2,740
Restricted income fund	28	(2)	44
Total restricted funds		2,738	2,784
Unrestricted general fund	28	15,500	14,832
Unrestricted designated fund	28	3,053	3,750
Total charity funds		21,291	21,366

The loss for the financial year dealt with in the financial statements of the parent Company was £76,000 – (2024: loss of £442,000).

The notes on pages 24 to 49 form part of these financial statements.

The financial statements were approved and authorised for issue by the Board of Trustees and Directors on 5th December 2025 and were signed on its behalf by:



Ms Ros Kerslake, CBE
Chair of Trustees

Company number: 1172263

LEEDS CASTLE FOUNDATION

CONSOLIDATED CASH FLOW STATEMENT FOR THE PERIOD ENDED 31 MARCH 2025

	Note	2025 £'000	2024 £'000
Cash flows from operating activities:			
Net cash provided by/(used in) operating activities	30	(139)	(185)
Cash flows from investing activities:			
Dividends, interest and rents from investments	8	285	117
Purchase of fixed assets		(794)	(1,196)
Purchase of investment property		-	-
Proceeds from sale of investments		2,413	3,762
Purchase of investments		(2,144)	(3,599)
Net cash (used in)/provided by investing activities		(240)	(916)
Change in cash and cash equivalents in the reporting period		(379)	(1,101)
Cash and cash equivalents at the beginning of the reporting period		1,061	2,162
Cash and cash equivalents at the end of the reporting period		682	1,061
Reconciliation of cash and cash equivalents			
	Note	2025 £'000	2024 £'000
Cash in hand	24	680	914
Cash held as an investment	21	2	147
Total cash and cash equivalents		682	1,061
Analysis of changes in net debt			
	At 29 March 2024	Cash flow	At 31 March 2025
	£'000	£'000	£'000
Cash at bank	914	(234)	680

The notes on pages 24 to 49 form part of these financial statements.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE PERIOD ENDED 31 MARCH 2025

1.1 **Company information**

The company is limited by guarantee, registered in England and Wales, and a registered charity. The registered office is Leeds Castle, Maidstone, Kent ME17 1PL.

2.1 **Accounting policies**

2.1 **Basis of preparation of financial statements**

The financial statements have been prepared under the historical cost convention, in accordance with the Statement of Recommended Practice – Accounting and Reporting by Charities SORP (FRS102) as it applies from 1 January 2015 and the Companies Act 2006. The statements have been prepared on the basis of a going concern. The principal accounting policies adopted in the preparation of the financial statements are set out below and are consistent with those of the previous year.

Leeds Castle Foundation meets the definition of a public benefit entity under FRS 102.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

The Trustees have assessed whether the use of going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the charitable company to continue as a going concern. The Trustees have made this assessment for a period of at least one year from the date of the approval of these financial statements. In particular, the Trustees have considered the charitable company's forecasts and projections and have taken account of pressures on income. After making enquiries, the Trustees have concluded that there is a reasonable expectation that following the approved structural and cost saving measures that have been agreed, that the charitable company has adequate resources to continue in operational existence for the foreseeable future. The charitable company therefore continues to adopt the going concern basis in preparing its financial statements.

The Trustees have assessed the ongoing impact of the Covid-19 pandemic and recognise that, while operations have shown a steady recover, they have not yet returned to pre-pandemic levels. This recovery is taking place alongside significant increases in staffing costs, driven by the rises in the National Living Wage and National Insurance contributions. Nonetheless, the Foundation's reserves remain robust, and the Trustees are confident that the Foundation will maintain positive cash flows and sufficient reserves for at least one year from the date of approval of these financial statements. Accordingly, the Trustees continue to consider the Foundation a going concern.

The individual entity accounts of Leeds Castle Foundation have taken advantage of the disclosure exemption under FRS 102 to separately disclose categories of financial instruments and items of income, expenses, gains or losses relating to instruments as these have been presented on a group basis in the notes to the accounts.

2.2 **Basis of consolidation**

The group financial statements consolidate the financial statements of the Foundation and its subsidiary for the period ended 31 March 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 and paragraph 397 of the SORP 2015. Details concerning the subsidiary company, results and financial position are set out in note 5.

2.3 **Stocks**

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

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE PERIOD ENDED 31 MARCH 2025**

2 Accounting policies (continued)

2.4 Foreign currencies

Assets and liabilities in foreign currencies are translated into sterling at the rates of exchange ruling at the balance sheet date. Transactions in foreign currencies are translated into sterling at the rate ruling on the date of the transaction. Exchange differences are taken into account in arriving at net incoming/(outgoing) resources.

2.5 Form of financial statements

The funds of the Charity comprise four distinct categories, which are:

a) **Heritage and Development fund**

This restricted expendable endowment fund relates to changes to the infrastructure of the estate carried out to improve the facilities available to support public access. Such assets are, for all practical purposes, integral with the bequeathed estate and are therefore also regarded as being inalienable. See note 28 for more information regarding this fund.

b) **Restricted funds**

Restricted funds are those funds subject to specific trusts declared by the donor, or in relation to funds generated from the sale of certain heritage assets. The funds are expendable by the Charity at the discretion of the Trustees in accordance with the terms of their receipt.

c) **General unrestricted fund**

The Fund was created from a pecuniary legacy bequeathed by the late Lady Baillie, together with additional funds realised from the authorised sale of certain items included in the original transfer of the property.

The capital and income of the Fund are available for expenditure by the Trustees on the Foundation's charitable objectives, including development expenditure.

d) **Designated funds**

Designated funds are those funds set aside by the Trustees out of unrestricted general funds for specific future purposes or projects.

2.6 Incoming resources

Incoming resources represents total income receivable, excluding value added tax, from admission fees, the sale of goods, services supplied, investment income and sundry income. Donations are recognised when received. All incoming resources are included in the SOFA when the Charity is legally entitled to recognise the income and the amount can be quantified with reasonable accuracy. Any income received in relation to future periods is deferred as appropriate.

Turnover represents amounts receivable for goods and services net of VAT and trade discounts. Retail income is recognised at the point of sale for sales in shops.

Event income is recognised on the date of the event.

Lettings and accommodation income is recognised on the date the lettings occur.

2.7 Investment income

Dividends and interest on listed investments are accounted for on an accruals basis. Interest on bank deposits is accounted for on an accruals basis.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE PERIOD ENDED 31 MARCH 2025

2 **Accounting policies (continued)**

2.8 **Resources expended**

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to each of the Charity's activities. Support costs which cannot be directly attributed to a specific activity have been allocated to activities on a basis consistent with their use of the resources. Governance costs are included within support costs.

Costs of raising funds includes all costs associated with the trading and management of the Charity's subsidiary.

Governance costs are incurred in meeting the constitutional and statutory requirements of the charity and are included within support costs.

2.9 **Operating leases**

Rentals applicable to operating leases where substantially all of the benefits and risks of ownership remain with the lessor are charged to the profit and loss account on the straight-line basis over the lease term.

2.10 **Deferred taxation**

Deferred tax is provided in full in respect of taxation, deferred by timing difference between the treatment of certain items for taxation and accounting purposes. Deferred tax balances are not discounted.

2.11 **Pension scheme arrangements**

The group accounts for pension schemes in accordance with Financial Reporting Standard 102 "Retirement Benefits".

For defined contribution schemes, contributions are charged to resources expended in the statement of financial activities as payable in respect of the accounting period. This includes contributions made to the personal pension schemes of employees.

For defined benefit schemes the amounts charged to resources expended include the current service costs and gains and losses on settlements and curtailments. They are included as part of staff costs. Past service costs are recognised immediately in the statement of financial activities if the benefits have vested. If the benefits have not vested immediately, the costs are recognised over the period until vesting occurs. The interest cost and the expected return on assets are shown as part of investment income. Actuarial gains and losses are recognised immediately as part of other recognised gains and losses within the statement of financial activities.

The assets of the group's defined benefit scheme are held separately from those of the group, in separate trustee administered funds. Pension scheme assets are measured at fair value and liabilities are measured on an actuarial basis using the projected unit method and discounted at a rate equivalent to the current rate of return on a high-quality corporate bond of equivalent currency and term to the scheme liabilities. The actuarial valuations are obtained at least triennially and are updated at each balance sheet date. The resulting defined benefit asset or liability, net of the related deferred taxation, is presented after other net assets on the face of the balance sheet and is represented by the unrestricted pension reserve.

If the actuarial valuation of the defined benefit pension scheme results in a surplus then no asset is recognised in accordance with the requirements of FRS 102.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE PERIOD ENDED 31 MARCH 2025

2 Accounting policies (continued)

2.12 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 Castle, grounds and contents bequeathed by the late Lady Baillie, in 1974 and subsequent development expenditure in these assets, are considered to be heritage assets and are integral to the Leeds Castle Estate.

Due to the historic and unique nature of the assets concerned conventional valuation approaches lack sufficient reliability. As a consequence, the value of heritage assets has not been included in the financial statements.

Included in the assets bequeathed were certain inalienable assets which are not considered to be heritage assets but cannot be realised and so no value is attributed to these assets.

Costs incurred which, in the Trustees' view, are required to preserve the heritage assets are recognised as expenditure as incurred. Capital improvements to the Maidens Tower have been capitalised at cost and included as fixed assets since the Trustees consider that the improvements are operational in nature. Further information on the maintenance of the heritage assets is given in note 13 to the accounts.

b) Other tangible assets

Functional assets are those tangible assets which are used for charitable purposes, including fundraising, but are not considered to be heritage assets. This includes modern buildings utilised for charitable purposes, such as education, and ancillary purposes such as catering outlets. It also includes plant and equipment used for charitable purposes.

Depreciation has been provided on buildings on a straight-line basis over their remaining economic lives of ten or twenty-five years.

Plant and equipment are included in the balance sheet at cost and depreciated on a straight-line basis over their useful economic life estimated to be 4 years. Assets costing less than £1,000 are written off in the year of purchase. Assets are disposed of and replaced when it is no longer economically viable to keep them in working use.

2.13 Investment

a) Investment land and properties

Investment land and properties relate to interests in land and buildings which are held for their investment potential, and which are not utilised by the company or its group in the course of their operations. However, some of these holdings have strategic value to the Foundation, securing boundaries from unwanted development. The property assets are included within investments at their open market valuation, based on a professional valuation undertaken at 28 March 2024. The land at index linked valuation is pending further review. Further professional valuations will be obtained every five years. In the intermediate years the carrying value of the investment properties will be reviewed by the Trustees and any material movement in their valuation recognised.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE PERIOD ENDED 31 MARCH 2025

2 Accounting policies (continued)

2.13 Investment (continued)

b) Listed investments

These are included in the balance sheet at market valuation. Realised and unrealised gains/(losses) arising on the disposal or revaluation of investments are included in the Statement of Financial Activities and credited or charged to the Unrestricted General Fund. The fees charged for the purchase and sale of investments in the portfolio are included within the Foundation's resources expended.

3 Financial instruments

Leeds Castle Foundation has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at amortised cost using the effective interest method. Financial assets held at amortised cost comprise stock, cash and bank and in hand, together with trade and other debtors. Financial liabilities held at amortised cost comprise, trade, other creditors and accruals.

Investments, including bonds held as part of an investment portfolio are held at fair value at the Balance Sheet date, with gains and losses being recognised within income and expenditure. Investments in subsidiary undertakings are held at cost less impairment.

4 Critical accounting judgements and key sources of estimation uncertainty

In the application of the charity's accounting policies, which are described in note 2, Trustees are required to make judgements, estimates, assumptions about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and underlying 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 on-going basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects the current and future periods.

The key sources of estimation uncertainty that have a significant effect on the amounts recognised in the financial statements are described in the accounting policies and are summarised below:

Pension assets/liabilities – The charity recognises its asset/liability to its defined benefit pension scheme which involves a number of estimations as disclosed in note 29.

Valuation of investment properties– The charity's investment properties are stated at their estimated fair value based on professional valuations as disclosed in note 20.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE PERIOD ENDED 31 MARCH 2025**
5 Net income from trading activities of subsidiary

The Charity has one wholly owned subsidiary, Leeds Castle Enterprises Limited, company no: 01413563, which is registered in England and Wales. The registered office of the subsidiary is the same address as for the parent charity (see note 1.1). A summary of the company's trading results is shown below:

	2025	2024
	£'000	£'000
Turnover	5,752	5,721
Costs of trading activities and administrative expenses	(4,817)	(4,714)
Operating profit	935	1,007
Interest receivable	115	109
Interest payable to Leeds Castle Foundation on long term loan	-	-
Other finance income/(costs)	-	-
Profit/(loss) before donation and taxation	1,050	1,116
Taxation	-	-
Retained profit for the period	1,050	1,116
Actuarial gain/(loss) related to pension scheme, net of deferred tax	(114)	(176)
Total recognised losses for the period	936	940
Distribution – gift aid	(951)	(1,063)
Retained profit brought forward	812	935
Profit retained in subsidiary	797	812

The net current assets of Leeds Castle Enterprises Limited are £1,900,000 as at 31 March 2025 (2024: net assets £1,785,000)

Leeds Castle Enterprises Limited's activities are those trading activities of the group deemed to be non-charitable, such as shop trading, golf, certain special events, conferences and weddings, with the intention of any profits generated being donated to the Foundation for the furtherance of its charitable activities.

6 Income from donations and legacies

	Unrestricted	Restricted	Total Funds	Total Funds
	Funds	Funds	2025	2024
	£'000	£'000	£'000	£'000
Grants	-	167	-	-
Other donations and voluntary income	24	-	191	21
	24	167	191	21

LEEDS CASTLE FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS FOR THE PERIOD ENDED 31 MARCH 2025

7 Other trading activities

	Unrestricted Funds £'000	Restricted Funds £'000	Total Funds 2025 £'000	Total Funds 2024 £'000
Income				
Concerts and other special events	690	-	690	664
Functions	1,766	-	1,766	1,964
Shops	932	-	932	873
Golf	373	-	373	349
Holiday lettings	1,483	-	1,483	1,353
Ancillary services	259	-	259	257
Other sundry income	292	-	292	300
	<u>5,795</u>	<u>-</u>	<u>5,795</u>	<u>5,760</u>
Expenditure on raising funds				
Cost of sales	1,979	-	1,979	2,028
Staff costs (see note 13)	1,972	-	1,972	1,800
Property and equipment costs	427	-	427	562
Administration costs	105	-	105	169
Marketing and fundraising costs	324	-	324	147
Finance costs	261	-	261	335
Investment management costs	13	-	13	52
Proportion of support costs (see note 10)	268	-	268	260
	<u>5,349</u>	<u>-</u>	<u>5,349</u>	<u>5,353</u>
Net income from activities for generating funds	<u>446</u>	<u>-</u>	<u>446</u>	<u>407</u>

Activities for generating funds are those trading and other fundraising activities carried out by the Foundation and its subsidiary undertaking Leeds Castle Enterprises Limited primarily to generate incoming resources which will be used to undertake the charitable activities of the Foundation. It includes trading activities such as shop trading, golf, certain special events, conferences and weddings.

LEEDS CASTLE FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS FOR THE PERIOD ENDED 31 MARCH 2025

8 Income from investments

	Unrestricted Funds £'000	Restricted Funds £'000	Total Funds 2025 £'000	Total Funds 2024 £'000
Income from investment properties	64	-	64	53
Income from listed investments	221	-	221	64
	<u>285</u>	<u>-</u>	<u>285</u>	<u>117</u>

9 Charitable activities

	Unrestricted Funds £'000	Restricted Funds £'000	Total Funds 2025 £'000	Total Funds 2024 £'000
Income from Charitable activities				
Day visitor admissions	6,400	-	6,400	5,999
Other sundry income	22	-	22	13
	<u>6,422</u>	<u>-</u>	<u>6,422</u>	<u>6,012</u>
Expenditure on Charitable activities				
Cost of sales	724	-	724	575
Staff costs: visitor team, estate and Castle maintenance (see note 13)	2,014	-	2,014	1,655
Estate and equipment costs	2,297	163	2,460	2,328
Marketing costs	661	-	661	489
Finance costs	102	-	102	102
Preservation and security of heritage assets	120	50	170	122
Proportion of support costs (see note 10)	1,386	-	1,386	1,297
	<u>7,304</u>	<u>213</u>	<u>7,517</u>	<u>6,568</u>
Net resources expended from charitable activities	<u>(882)</u>	<u>(213)</u>	<u>(1,095)</u>	<u>(556)</u>

Income from charitable activities comprises income from the admission of day visitors to Leeds Castle (primary purpose trading) and related ancillary income.

In addition to expenditure related to these activities, costs include amounts incurred in acquiring new heritage assets, maintaining the Castle and other existing heritage and assets and ensuring their security (see note 12).

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE PERIOD ENDED 31 MARCH 2025**

10 Support costs

	Unrestricted Funds £'000	Restricted Funds £'000	Total Funds 2025 £'000	Total Funds 2024 £'000
Staff costs	765	-	765	785
Administration costs	820	-	820	714
Corporation tax charge	-	-	-	-
Deferred tax charge (see note 14)	8	-	8	9
Governance costs (Auditors' remuneration)	61	-	61	49
	<u>1,654</u>	<u>-</u>	<u>1,654</u>	<u>1,557</u>
Allocated as follows:				
Activities for generating funds	268	-	268	260
Charitable activities	<u>1,386</u>	<u>-</u>	<u>1,386</u>	<u>1,297</u>
	<u>1,654</u>	<u>-</u>	<u>1,654</u>	<u>1,557</u>

Wherever possible costs are allocated to a specific activity as they arise. Those costs that cannot be allocated to a specific activity are deemed support costs. Support costs are allocated to the activities of the Foundation on the basis of their level of activity during the year under review.

11 Governance costs

	Unrestricted Funds £'000	Restricted Funds £'000	Total Funds 2025 £'000	Total Funds 2024 £'000
Auditor's remuneration (see below)	<u>35</u>	<u>-</u>	<u>35</u>	<u>49</u>

Auditors' remuneration comprises amounts incurred by the charity itself in respect of its governance and not of the group as a whole. The total amount payable to the charity's auditors by the group, including associated pension schemes, is as follows:

	2025 £'000	2024 £'000
Fees payable to the charity's auditor for the audit of the charity's annual Accounts	35	26
Fees payable to the charity's auditor for other services:		
- The audit of the charity's subsidiary	12	9
- Tax services	5	6
Fees in respect of the group pension scheme		
- audit	9	8

LEEDS CASTLE FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS FOR THE PERIOD ENDED 31 MARCH 2024

12 Preservation and security of heritage assets

In compliance with the disclosure requirements of Financial Reporting Standard 102: Heritage Assets, costs relating to the preservation and security of the Castle, grounds and contents, classed as being heritage assets which have been expensed in the last five years are summarised below:

	2025 £'000	2024 £'000	2023 £'000	2022 £'000	2021 £'000
Castle Fire Strategy	16	-	-	-	-
Renovation of Yellow Drawing Room	-	-	-	-	12
Renovation of Lady Baillie Suite	-	-	-	54	31
Renovation of tapestries	-	-	-	5	-
Renovation of Castle Bedrooms	44	16	15	18	7
Castle interior	-	-	-	-	21
Stonework repairs	94	36	190	629	11
Castle representation	-	-	-	-	1
Castle Roof	-	-	12	-	-
Moat Bridge repairs	16	71	-	-	-
Purchase of Secretaire	65	-	-	-	-

13 Staff costs

	Unrestricted Funds £'000	Restricted Funds £'000	Total Funds 2025 £'000	Total Funds 2024 £'000
Staff costs during the year were:				
Wages and salaries	4,130	72	4,202	3,747
Social security costs	331	-	331	291
Other pension costs	193	-	193	153
Redundancy	35	-	35	101
Training, recruitment and welfare	226	-	226	184
	<u>4,915</u>	<u>72</u>	<u>4,987</u>	<u>4,476</u>

The average weekly number of employees, including directors, during the year was as follows:

	Group 2025 No	2024 No	Foundation 2025 No	2024 No
Full time	77	71	51	45
Part time	130	130	77	75
	<u>207</u>	<u>201</u>	<u>128</u>	<u>120</u>
This equates to a full time equivalent of	<u>119</u>	<u>110</u>		

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE PERIOD ENDED 31 MARCH 2025**

13 Staff costs (continued)

Analysis of average employee numbers for the group by department is as follows:

	2025		2024	
	Full	Part	Full	Part
	Time	Time	Time	Time
Admin/Support Staff	15	5	15	7
DV Ops	16	68	12	66
Golf	3	-	3	-
Retail	6	23	5	21
Hospitality	19	32	16	34
Maintenance/Security	18	1	17	1
Grounds/Gardens	3	1	3	1
Totals	77	130	71	130
		207		201

The number of employees with annual remuneration packages in excess of £60,000 was as follows:

	Group		Foundation	
	2025	2024	2025	2024
	No	No	No	No
£60,000 to £70,000	1	-	1	-
£70,000 to £80,000	1	1	1	1
£80,000 to £90,000	1	1	1	1
£90,000 to £100,000	1	1	1	1
£100,000 to £110,000	-	1	-	1
£110,000 to £120,000	1	1	1	1
£120,000 to £130,000	1	1	1	1
£180,000 to £190,000	1	1	1	1
	7	7	7	7

During the period the group paid contributions totalling £70,357 (2024: £53,242) in respect of the personal pension schemes of seven of the above higher-paid employees (2024: seven).

Pension contributions to defined contribution schemes in the period totalled £440,237 (2024 - £344,138).

No remuneration was paid to the Trustees and Directors of the Charity or any persons connected with them during this period or the previous period.

Travelling and other costs amounting to £670 (2024: £1,782) were reimbursed to four trustees (2024: four)

The company considers that the key management personnel comprise the Senior Leadership Team as listed in the administrative details. During the period the group made remuneration payments to key management personnel totalling £730,646 (2024: £772,129).

LEEDS CASTLE FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS FOR THE PERIOD ENDED 31 MARCH 2025

14 Taxation

The Foundation, as a charitable company, is exempt from corporation tax on its charitable activities, including primary purpose trading, and investment income. Leeds Castle Enterprises Limited, the Foundation's operating subsidiary is subject to corporation tax on its trading profits, in as far as they are not donated to the Foundation.

Details relating to the tax charge of Leeds Castle Enterprises Limited are disclosed in that company's financial statements. The corporation tax liability in the period for the company was £nil (2023: £nil).

Deferred tax

	Group 2025 £'000	2024 £'000	Foundation 2025 £'000	2024 £'000
At 28 March 2024	9	9	-	-
Movement for the period	-	-	-	-
Deferred tax asset/(liability) at 31 March 2025	9	9	-	-
The deferred tax asset/(liability) is made up of the following:				
Other timing differences	9	9	-	-
	9	9	-	-

The credit for the period for deferred tax is included within support costs (see note 10).

15 Net outgoing resources

	Unrestricted Funds £'000	Restricted Funds £'000	Total Funds 2025 £'000	Total Funds 2024 £'000
Net outgoing resources are stated after (crediting)/charging:				
Depreciation: owned assets	540	-	540	458
Operating lease rentals:				
Hire of plant and equipment	38	-	38	38

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE PERIOD ENDED 31 MARCH 2025**

16 Consolidated statement of financial activities for the period ended 28 March 2024

	Unrestricted Funds £'000	Restricted Funds £'000	Total Funds 2023 £'000
Income and endowments from			
Donations and legacies	17	4	21
Other trading activities	5,760	-	5,760
Investments	117	-	117
Charitable activities	6,012	-	6,012
Total income and endowments	11,906	4	11,910
Expenditure on			
Raising funds	(5,353)	-	(5,353)
Charitable activities	(6,530)	(38)	(6,568)
Total expenditure	(11,883)	(38)	(11,921)
Net gains/(losses) on investments	150	-	150
Net income/(expenditure)	173	(34)	139
Exceptional items	-	-	-
Other recognised gains/(losses)			
Gains/(losses) on revaluation of			
Fixed assets and investment properties	(537)	-	(537)
Actuarial losses on defined benefit pension scheme (net of deferred tax)	(167)	-	(167)
Net movement in funds	(531)	(34)	(565)
Reconciliation of funds			
Total funds brought forward	22,733	11	22,744
Total funds carried forward	22,202	(23)	22,179

LEEDS CASTLE FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS FOR THE PERIOD ENDED 31 MARCH 2025

17 Tangible fixed assets

a) Group

	Freehold Land and buildings £'000	Plant and equipment £'000	Total £'000
Cost			
At 28 March 2024	8,136	2,880	11,016
Additions	713	81	794
Disposals	(173)	(32)	(205)
At 31 March 2025	8,676	2,929	11,605
Depreciation			
At 28 March 2024	4,421	2,300	6,721
Charge for the period	375	165	540
Disposals	(173)	(32)	(205)
At 31 March 2025	4,623	2,433	7,056
Net book value			
At 31 March 2025	4,053	496	4,549
At 28 March 2024	3,715	580	4,295

b) Foundation

	Freehold Land and buildings £'000	Plant and equipment £'000	Total £'000
Cost			
At 28 March 2024	8,136	2,042	10,178
Additions	713	81	794
Disposals	(173)	(32)	(205)
At 31 March 2025	8,676	2,091	10,767
Depreciation			
At 28 March 2024	4,421	1,462	5,883
Charge for the period	375	165	540
Disposals	(173)	(32)	(205)
At 31 March 2025	4,623	1,595	6,218
Net book value			
At 31 March 2025	4,053	496	4,549
At 28 March 2024	3,715	580	4,295

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE PERIOD ENDED 31 MARCH 2025**

18 Heritage assets (Group and Foundation)

In accordance with the Foundation's accounting policy, heritage assets are not included within the financial statements as, due to the historic and unique nature of the assets concerned, conventional valuation approaches lack sufficient reliability.

The Castle island buildings are insured for £52.0m and other estate buildings for £17.2m. Castle contents which include various pieces of furniture, pictures and prints, silverware and textiles have been valued for insurance purposes with Ecclesiastical Insurance at £26.4m, which includes loaned items valued at £11.1m.

19 Investment in subsidiary company

	2025	2024
	£'000	£'000
100 Ordinary shares of £1 each at cost	866	866
	<u>866</u>	<u>866</u>

Leeds Castle Foundation owns 100% of the voting rights and nominal share capital of Leeds Castle Enterprises Limited. The subsidiary's accounts have been consolidated with the Foundation's accounts.

20 Investment land and properties (Group and Foundation)

	2025	2024
	£'000	£'000
Market value of properties at 28 March 2024	9,060	9,597
Revaluation	84	(537)
Market value of properties at 31 March 2025	<u>9,144</u>	<u>9,060</u>
Historical cost value of assets	<u>2,073</u>	<u>2,073</u>

All investment land and properties are located within the United Kingdom.

The land and properties were valued by Hen & Duckhurst Professional Services Ltd, a firm of independent surveyors and valuers on an open market basis as at 28 March 2024.

LEEDS CASTLE FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS FOR THE PERIOD ENDED 31 MARCH 2025

20 Investment land and properties (Group and Foundation) (continued)

Five properties are provided with a lifetime occupancy at zero rent and seven are used for job related accommodation. Other property and land is rented out at a commercial rent. Future minimum lease receivables under non-cancellable operating leases are as follows:

	Group		Foundation	
	2025	2024	2025	2024
	£'000	£'000	£'000	£'000
Rent received:				
Within one year	49	21	49	21
Between two and five years	73	2	73	2
	<u>122</u>	<u>23</u>	<u>122</u>	<u>23</u>

21 Listed investments (Group and Foundation)

These comprise listed investments, Certificates of Deposit and other cash holdings.

	2025	2024
	£'000	£'000
Market value of listed investment at 28 March 2024	8,366	8,379
Acquisitions at cost	2,144	3,599
Disposal proceeds	(2,413)	(3,762)
(Losses)/gains for the year	105	150
Market value at 31 March 2025	<u>8,202</u>	<u>8,366</u>
Cash holdings at 31 March 2025	2	147
Total value of fixed asset investments	<u>8,204</u>	<u>8,513</u>
Historical cost value of assets	<u>7,989</u>	<u>8,270</u>

As at 31 March 2025 the market value of the investments split between UK investment assets and overseas assets was as follows:

	2025	2024
	£'000	£'000
UK investments	8,204	2,869
Overseas investments	-	5,644
	<u>8,204</u>	<u>8,513</u>

LEEDS CASTLE FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS FOR THE PERIOD ENDED 31 MARCH 2025

21 Listed investments (Group and Foundation) (continued)

The portfolio at 31 March 2025 contained investments managed by Ruffer LLP and Sarasin & Partners LLP. The following investments exceed 3% by value of the total portfolio and are deemed to be material:

	2025 £'000	%	2024 £'000	%
Sarasin Climate Active Endowments Fund	3,614	44.1	3,972	47.5
Charity Assets Trust	4,588	55.9	-	-
USA FRN 31/10/2025	-	-	336	4.0
Ruffer Illiquid Multi Strategies Fund	-	-	296	3.5
Ruffer SICAV Fixed Income Z GBP Cap	-	-	1,334	15.9
Ruffer Protection Strategies	-	-	296	3.5
Wisdom Tree Brent	-	-	72	0.9
	<u>8,202</u>	<u>100.0</u>	<u>6,306</u>	<u>75.3</u>
Other investments (all less than 3%)	-	-	2,060	24.7
	<u>8,202</u>	<u>100.0</u>	<u>8,366</u>	<u>100.0</u>

22 Stocks

	Group 2025 £'000	2024 £'000	Foundation 2025 £'000	2024 £'000
Goods for resale	<u>279</u>	<u>245</u>	<u>-</u>	<u>-</u>

23 Debtors

	Group 2025 £'000	2024 £'000	Foundation 2025 £'000	2024 £'000
Amounts falling due after more than one year:				
Trade debtors	121	48	-	-
Amounts falling due within one year:				
Trade debtors	951	760	34	74
Other debtors	167	55	4	22
Prepayments and accrued income	441	344	343	270
Deferred tax asset (see note 14)	9	9	-	-
	<u>1,689</u>	<u>1,216</u>	<u>381</u>	<u>366</u>

LEEDS CASTLE FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS FOR THE PERIOD ENDED 31 MARCH 2025

24 Cash at bank and in hand

	Group		Foundation	
	2025	2024	2025	2024
	£'000	£'000	£'000	£'000
Cash in hand	9	9	-	-
Cash at bank – Current accounts	535	390	292	251
Cash at bank – Deposit accounts	136	515	104	216
	<u>680</u>	<u>914</u>	<u>396</u>	<u>467</u>

In addition to the cash at bank and in hand and deposits above, included within the investment portfolio were cash holdings of £1,989 (2024 £146,651) (see note 21).

25 Creditors: Amounts falling due within one year

	Group		Foundation	
	2025	2024	2025	2024
	£'000	£'000	£'000	£'000
Trade creditors	770	520	650	435
Other taxation and social security				
Payable	148	105	64	31
Other creditors	70	42	13	4
Amounts owed to group undertakings	-	-	1,381	1,486
Accruals	137	217	78	146
Deposits in advance	1,094	1,074	63	99
	<u>2,219</u>	<u>1,958</u>	<u>2,249</u>	<u>2,201</u>

26 Creditors: Amounts falling due after one year

	Group		Foundation	
	2025	2024	2025	2024
	£'000	£'000	£'000	£'000
Deposits in advance	<u>237</u>	<u>106</u>	<u>-</u>	<u>-</u>

The company has received deposits in advance for events occurring in over one year of which £215,771 (2024: £94,466) relates to events occurring within 1-2 years and £21,417 (2024: £12,083) relates to events occurring within 2-5 years.

LEEDS CASTLE FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS FOR THE PERIOD ENDED 31 MARCH 2025

27 Financial commitments

At 31 March 2025 the group had future minimum payments under non-cancellable operating leases of plant and equipment as follows:

	Group		Foundation	
	2025	2024	2025	2024
	£'000	£'000	£'000	£'000
Payments made:				
Within one year	38	38	-	-
Between two and five years	73	110	-	-
	<u>111</u>	<u>148</u>	<u>-</u>	<u>-</u>

LEEDS CASTLE FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS FOR THE PERIOD ENDED 31 MARCH 2025

28 Group funds

	Restricted Funds			Unrestricted Funds		
	H&D Fund £'000	Chattels Fund £'000	Misc Grant	M&D Fund £'000	General Fund £'000	Total Funds £'000
Fund balances at 31 March 2025 are represented by						
Tangible assets	2,504	-	-	-	2,045	4,549
Investments	225	-	-	3,053	14,070	17,348
Current assets	11	78	-	-	2,559	2,648
Liabilities	-	-	(80)	-	(2,376)	(2,456)
At 31 March 2025	<u>2,740</u>	<u>78</u>	<u>(80)</u>	<u>3,053</u>	<u>16,298</u>	<u>22,089</u>

Movement of funds during the year

	As at 28 March 2024 (£)	Income (£)	Expenditure (£)	Gains/ Losses (£)	As at 31 March 2025 (£)
Restricted Funds					
Heritage and Development Fund	2,740	-	-	-	2,740
Chattels Fund	78	-	-	-	78
NLHF Grant	(34)	115	(163)	-	(82)
NL Sectretaire Grant	-	50	(50)	-	-
Stanley Smith Horticultural Trust Grant	-	2	-	-	2
	<u>2,784</u>	<u>167</u>	<u>(213)</u>	<u>-</u>	<u>2,738</u>
Unrestricted Funds					
Maintenance and Development Fund	3,750	-	(697)	-	3,053
General Fund	15,645	12,526	(12,062)	189	16,298
	<u>19,395</u>	<u>12,526</u>	<u>(12,759)</u>	<u>189</u>	<u>19,351</u>
Total Funds	<u>22,179</u>	<u>12,693</u>	<u>(12,972)</u>	<u>189</u>	<u>22,089</u>

LEEDS CASTLE FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS FOR THE PERIOD ENDED 31 MARCH 2025

28 Group Funds (continued)

	Restricted Funds			Unrestricted Funds		Total Funds
	H&D Fund £'000	Chattels Fund £'000	Misc Grant	M&D Fund £'000	General Fund £'000	£'000
Fund balances at 28 March 2024 are represented by						
Tangible assets	2,504	-	-	-	1,791	4,295
Investments	225	-	-	3,750	13,598	17,573
Current assets	11	78	-	-	2,286	2,375
Liabilities	-	-	(34)	-	(2,030)	(2,064)
At 28 March 2024	<u>2,740</u>	<u>78</u>	<u>(34)</u>	<u>3,750</u>	<u>15,645</u>	<u>22,179</u>

Movement of funds during the year

	As at 31 March 2023 (£)	Income (£)	Expenditure (£)	Gains/Losses (£)	As at 28 March 2024 (£)
Restricted Funds					
Heritage and Development Fund	2,740	4	(4)	-	2,740
Chattels Fund	78	-	-	-	78
NLHF Grant	-	-	(34)	-	(34)
	<u>2,818</u>	<u>4</u>	<u>(38)</u>	<u>-</u>	<u>2,784</u>
Unrestricted Funds					
Maintenance and Development Fund	5,748	-	-	(1,998)	3,750
General Fund	14,178	11,906	(12,050)	1611	15,645
	<u>19,926</u>	<u>11,906</u>	<u>(12,050)</u>	<u>(387)</u>	<u>19,395</u>
Total Funds	<u>22,744</u>	<u>11,910</u>	<u>(12,088)</u>	<u>(387)</u>	<u>22,179</u>

The H&D (Heritage and Development) Fund, which is an expendable endowment fund, represents freehold land and buildings classified as functional tangible assets, as these are considered to be integral to the bequeathed estate (see note 2.5(a)) and investment properties included within investment properties.

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NOTES TO THE FINANCIAL STATEMENTS FOR THE PERIOD ENDED 31 MARCH 2025

28 Group Funds (continued)

The Chattels Fund, which is a restricted income fund, represents the proceeds from disposal of items formerly held for display and presentation purposes. This fund is utilised to acquire furniture, works of art or other antiques. The unrestricted General Fund represents surpluses generated from activities for generating funds, charitable activities and investment performance. This fund is utilised in acquiring new heritage assets and the preservation and maintenance of existing heritage assets.

The restricted fund relating to the NLHF Resilience Grant shows a temporary deficit of £82,000 at the year end due to expenditure incurred in advance of reimbursement from The National Lottery Heritage Fund. A total grant of £225,700 is contractually agreed and is expected to be received in full prior to 31st March 2026.

The M&D (maintenance and development) fund is an unrestricted, designated fund which the trustees have allocated for future capital development and the ongoing maintenance programme of the Castle and the wider estate. Details of the planned expenditure of £3,053,000 are detailed in the Trustees report.

The Heritage and Development Fund and the Chattels Fund relate entirely to the Foundation. The proportion of the Unrestricted General Fund attributable to the Foundation amounts to £14,549,000 (2024: £14,832,000).

29 Pension scheme

Leeds Castle Enterprises Ltd (LCE) sponsors Leeds Castle Retirement Benefits Scheme, a funded defined benefit pension scheme in the UK, which was closed to future accrual in 2005. The scheme is set up on a tax relieved basis as a separate trust independent of LCE and is supervised by independent trustees. The trustees are responsible for ensuring that the correct benefits are paid, that the scheme is appropriately funded and that scheme assets are appropriately invested.

The Trustees are required to use prudent assumptions to value the liabilities and costs of the scheme whereas the accounting assumptions must be best estimates.

A formal actuarial valuation was carried out as at 1 April 2022. The results of that valuation have been projected to 31 March 2023 with allowance for payroll and benefit information and using the assumptions set out below. The figures in the following disclosure were measured using the Projected Unit Method.

Valuation date 1 April	2022	2019
The value of the technical provisions was:	7,245,000	6,260,000
The value of the assets at that date was:	5,927,000	4,911,000

To ensure the Statutory Funding Objective is met the Trustees and Employer have agreed that additional Employer contributions will be paid to the Scheme of £81,666 in 2024/25 under the Scheme's subsequent recovery plan dated 6th July 2023.

The amounts recognised in the statement of financial position are as follows:

	2025	2024
	£'000	£'000
Defined benefit obligation	(3,345)	(3,736)
Fair value of plan assets	3,970	4,355
Restriction on recognition of asset	(625)	(619)
Net defined benefit (liability)/asset	-	-

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE PERIOD ENDED 31 MARCH 2025**

29 Pension scheme (continued)

The current and past service costs, settlements and curtailments, together with the net interest expense for the year are included in profit or loss. Re-measurements of the net defined benefit liability are included in other comprehensive income.

	Period ended 31/03/2025 £'000	Period ended 28/03/2024 £'000
Service cost:		
Current service cost (net of employee contributions)	-	-
Administration expenses	-	-
Restriction of recognition of asset deemed irrecoverable	-	-
Net interest expense/(credit)	(32)	(36)
	<u>(32)</u>	<u>(36)</u>
Charge/(credit) recognised in profit or loss		
Re-measurements of the net liability:		
Return on scheme assets (excluding amount included in net interest expense)	460	367
Actuarial (gains)/losses	(352)	(131)
	<u>108</u>	<u>236</u>
Charge/(credit) recorded in other recognised gains or losses		
Total defined benefit cost/(credit)	<u><u>76</u></u>	<u><u>200</u></u>

LEEDS CASTLE FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS FOR THE PERIOD ENDED 31 MARCH 2025

29 Pension scheme (continued)

The principal actuarial assumptions used were:

	31/03/2025	28/03/2024
Liability discount rate	5.75%	4.85%
Inflation assumption - RPI	3.10%	3.25%
Inflation assumption - CPI	2.65%	2.75%
Rate of increase in salaries	n/a	n/a
Revaluation of deferred pensions: all benefits accrued	2.65%	2.75%
Increases for pensions in payment: benefits accrued prior to 6 April 1997	0.00%	0.00%
benefits accrued after 5 April 1997	2.65%	2.70%
Proportion of employees opting for early retirement	0.00%	0.00%
Proportion of employees commuting pension for cash	50.00%	50.00%
Expected age at death of current pensioner at age 65: Male aged 65 at year end:	86.4	86.4
Female aged 65 at year end:	88.7	88.7
Expected age at death of future pensioner at age 65: Male aged 45 at year end:	87.4	87.4
Female aged 45 at year end:	89.8	89.8

Reconciliation of scheme assets and liabilities

	Assets £'000	Liabilities £'000	Total £'000
At start of period	4,355	(3,736)	619
Benefits paid	(215)	215	-
Administration expenses	-	-	-
Contributions from the employer	82	-	82
Interest income / (expense)	208	(176)	32
Return on assets (excluding amount included in net interest expense)	(460)	-	(460)
Actuarial gains/(losses)	-	352	352
Gain/(loss) on plan introductions and changes	-	-	-
At end of period	3,970	(3,345)	625

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE PERIOD ENDED 31 MARCH 2025**

29 Pension scheme (continued)

The return on scheme assets was:

	31/03/2025	28/03/2024
	£'000	£'000
Interest income	208	217
Return on scheme assets (excluding amount included in net interest expense)	(460)	(367)
Total return on scheme assets	<u>(252)</u>	<u>(150)</u>

The major categories of scheme assets are as follows:

	31/03/2025	28/03/2024
	£'000	£'000
UK Equities	-	-
Overseas Equities	-	-
Gilts	1,325	1,342
Index Linked	2,728	3,119
Alternative Assets	-	-
Cash	(83)	73
Total market value of assets	<u>3,970</u>	<u>4,534</u>

The Scheme has no investments in the Company or in property occupied by the Company.

LEEDS CASTLE FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS FOR THE PERIOD ENDED 31 MARCH 2025

30 Reconciliation of cash flows from operating activities

	2025 £'000	2024 £'000
Net income/(expenditure)	(174)	(28)
Net (gains)/losses on investments	(105)	(150)
Depreciation charges on fixed assets	540	457
(Gain)/Write off of fixed asset	-	-
Tax charge	-	-
Dividends, interest and rents from investments	(285)	(117)
Movements on defined benefit pension scheme	-	-
Movement in components of working capital:		
Decrease/(increase) in stocks	(34)	(75)
(Increase)/decrease in debtors	(473)	72
(Decrease)/increase in creditors	392	(344)
Net cash inflow/(outflow) from operating activities	<u>(139)</u>	<u>(185)</u>

31 Limited by Guarantee

The company is limited by guarantee and does not have a share capital. The liability of each member is limited to £1.

32 Capital commitments and contingent liability

At 31 March 2025 the Foundation and the group had no contractual commitments for development expenditure (2024: nil).

33 Related party transactions

At the year end the trading subsidiary, Leeds Castle Enterprises Limited had a net intercompany debtor balance, owing £2,331,000 by the Charity (2024: net debtor balance of £2,436,000). During the period the Charity received gift aid payments totalling £1,063,000 from Leeds Castle Enterprises Limited, but with no further payment accrued at the year end.

34 Parent company exemption

As permitted by Section 408 of the Companies Act 2006, the parent company's statement of financial activities has not been included in the financial statements.

35 Financial instruments

At the balance sheet date, the consolidated group held financial assets at amortised cost comprising cash and short-term deposits, trade debtors, other debtors and accrued income of £2,099,000 (2024: £1,921,000) and financial liabilities at amortised cost, comprising trade creditors, other creditors and accruals of £1,079,000 (2024: £846,000). Total interest income received in respect of financial assets held at amortised cost totalled £nil (2024: £nil).

The charity held assets at fair value through income and expenditure of £8,202,000 (2024: £8,366,000). Movements in the year through the statement of financial activities comprised income of £nil (2024: £nil) and gains of £105,000 (2024: gains of £249,000).