

NENE PARK TRUST

(A Company Limited by Guarantee
and not having a Share Capital)

ANNUAL REPORT AND FINANCIAL STATEMENTS

Year ended 31 January 2017



NENE PARK TRUST

CONTENTS	Page
Comment from the Chairman and Chief Executive	1
Report of the Board of Trustees	2 - 13
Report of the Auditors	14 - 15
Consolidated Statement of Financial Activities	16
Consolidated and Charity Balance Sheets	17
Consolidated Cash Flow Statement	18
Notes to the Accounts	19 - 31
Acknowledgements	32
Corporate Information	33 - 34

NENE PARK TRUST

COMMENT FROM THE CHAIRMAN AND CHIEF EXECUTIVE

CHAIRMAN'S STATEMENT

I am delighted to introduce Nene Park Trusts' annual report for 2016/17. It has been a year of planning and development for the organisation with significant and exciting changes ahead.

For those of us who visit the Nene Park regularly, it has become apparent over recent years how much more popular it is becoming. We have recorded almost 1.9 million visits to the Park in the last year, recording a 90% plus satisfaction rating. This represents a significant and continuing increase in visitor numbers which is a testament to the wonderful team that care for, protect and bring to life one of the most visited and valued recreation sites in the region.

We have experienced some appalling vandalism in the Park over the last year. Vandalism that has tested the resolve of our staff, volunteers and visitors alike. With incredible support from the community, we have quickly repaired and rebuilt our damaged infrastructure and enthusiasm and have worked hard to ensure that the Park is and will be a safe and enjoyable place for all to visit. The Board of Trustees have enjoyed working with the staff team in developing the new Master plan for the Park and in developing our new Business Strategy to be launched next year.

We continue to focus on our long-term financial sustainability and developing our unique and secure business model.

We are very grateful to all our staff, contractors, volunteers and other supporters for their continuing contribution and hard work. Between them they make our green spaces a very special place to visit.

Jon Marsden
Chairman

CHIEF EXECUTIVE'S FOREWORD

It is now eighteen months since I became Chief Executive of Nene Park Trust, a position that I am absolutely delighted to hold and one that presents such a broad range of challenges and opportunities. Not least the opportunity to work with so many fabulous partners. As Jon has mentioned above, we have had a busy and exciting year in the Park and a year of strategic development at the Trust.

The completion of the first Park Masterplan since the Park was conceived almost forty years ago, was a major milestone and we now have aspirations to develop fifteen major Park projects (and many sub projects) between now and 2050. This clarity on projects coupled with a commitment to sustainability and a refocus on our charitable objectives, has allowed us to develop a new and inspiring Organisational Strategy with the environment, community and partnerships at its heart. The new strategic direction will see the Park further embrace opportunities for working with the community and partners to improve learning, health, social cohesion and the local economy – and at the same time involve the Trust more widely in the city.

We have also engaged in new activity for the Trust, most notably in developing our fundraising, reorganising our parking charges and in taking 'in-hand' the running of our Outdoor Activities centre – Nene Outdoors. I am pleased to report solid progress with all and a continuing programme of development and improvement for the future.

I would like to personally thank our highly committed staff and contractors who do so much to make the Trust and the Park so special. We also enjoy incredible support from a wide range of partners and especially from our volunteers. There are a whole range of other organisations such as our funders and sponsors including the Heritage Lottery Fund, Arts Council England and the Mick George Community Fund, corporate supporters including Greenwoods Solicitors and a host of Charitable Trusts and generous individuals that have provided valuable support, without whom we would not have been able to invest in the Park. Indeed, we look forward to working even more closely with funders and sponsors to secure even better spaces for visitors to enjoy. I very much hope that you enjoy reading the highlights that are set out in this report.

Matthew Bradbury
Chief Executive

REPORT OF THE BOARD OF TRUSTEES

YEAR ENDED 31 JANUARY 2017

Our year in focus

Highlights

During the course of the year, we engaged with a wide range of stakeholders to create the very first Master Plan for the Park since it was conceived in the 1970s. The new Master Plan (2017 – 2050) sets out an ambitious and exciting spatial and physical plan for the Park. The spatial ideas and aspirations contained in the Master Plan document demonstrate how, resources permitting, the Trust intends to address a wide variety of challenges and opportunities for the Park through a range of key projects.

We are also embarking on a new 10 year Organisational Strategy, "Doing More with More", which sets the direction and focus for the Trust over the next decade. The generation of additional income is being addressed in the associated fundraising and finance sub strategies. The profile of the Park and the way we communicate is being addressed in a marketing and communications strategy. All these strategic documents are due to be formally approved by the Board in April 2017.

The Trustees have also adopted a new five year Business Plan which sets the shorter term key priorities and five year financial projections for the charity and its trading subsidiary from 2017 to 2022. To ensure that we have the right people in place to deliver the new strategy and business plan, we have undertaken a full review of our organisational structure. The result is a new structure more closely aligned to our new strategic priorities, including of a new Development Team that will take the lead in developing new projects linked to our Master Plan and Strategy.

The most important measure of our success is the feedback our visitors give us about the Park and its facilities. It has been another very successful year for the Trust, with the number of visits to Nene Park reaching a new record of 1,887,000 in 2016. In our new on-line visitor survey over 71% of visitors rated their experience as "very good" or "excellent". Our rating on Trip Advisor rose to just over 90% whilst over 73% of visitors commented that the park maintenance as very good or excellent and over 90% expressed positive benefit to their health and wellbeing as a result of their visits to the Park.

Our events programme, from the smaller ranger-led walks to the larger festivals again proved popular with our visitors. We ran a hugely successful education programme throughout 2016 with excellent feedback and a record 3,851 children attending educational events, up 23% on the previous year.

Our volunteers play an increasingly important role in supporting the work of the Trust. The number of volunteer hours completed rose by 24% to just under 5,500, compared to just under 4,500 last year. As well as the many volunteers who work on conservation tasks, we have a number of Volunteer Rangers, a volunteer Dog Ranger, and volunteers helping out in our Visitor Centre and our office.

Visits to our website also broke previous records with a 10% increase to over 152,000 visits during the year. Our content provision and reach on Social Media channels was greatly enhanced through the recruitment of a dedicated Information and Communications Officer to oversee our work in this area.

The Trust continues to develop better links with external organisations and is actively contributing to local partnerships and forums, including the City Leadership Forum and the Green Infrastructure Partnership. We played a leading role in setting up the Peterborough Nature Partnership during the year. Our Chief Executive recently became Chair of the Parks Alliance, an influential national network of green space providers.

The Trust has also had some fundraising success in 2016, most notably through the Heritage Lottery Fund both as a direct applicant and as part of the Nenescape Landscape Partnership. Lottery Funding was also secured from Arts Council England. For the first time, the Trust was the recipient of Landfill Communities Fund grant via the Mick George Community Fund. We are extremely grateful to the various Charitable Trusts, Corporations and individuals who have donated funds during the year.

We report below on our achievements during the year by reference to the targets we set ourselves a year ago.

NENE PARK TRUST

REPORT OF THE BOARD OF TRUSTEES (Contd.) YEAR ENDED 31 JANUARY 2017

Our achievements in 2016/17

Development of a Master Plan and new strategy

What did we set out to do?

- We said we would develop a Master Plan to set out a spatial vision for the Park for the next 30 to 50 years.
- We also said that a key priority for the Trust would be to draft a new organisational strategy to support the Master Plan and that we would review our organisational structure to ensure that it is fit for purpose to deliver the new strategy.

What did we do?

- A series of engagement sessions was held with a total of 66 stakeholders during the summer of 2016 and the views expressed, combined with those of our Trustees, staff and volunteers, were distilled into the Master Plan (2017 – 2050) document, which was adopted by the Board of Trustees in September 2016.
- To support the delivery of the Master Plan, a new Organisational Strategy has been drafted. The 10 year strategy "Doing more with more" places a greater emphasis on delivering against our charitable objectives, financial sustainability, being more outward facing and a 'leader' in the city- and is supported by sub strategies for finance, fundraising and marketing and communications.
- The Board of Trustees adopted a new five year Business Plan which sets the shorter term key priorities and five year financial projections for the Trust and its subsidiary from 2017 to 2022. The Plan highlights the top priority as a return to a sustainable financial position after several years of incurring operating deficits.
- We reviewed our organisational structure, asked staff about their aspirations and new job descriptions were developed for all staff. A salary benchmarking exercise was undertaken by an independent consultant to ensure that our pay and benefits packages are competitive when benchmarked to comparable roles in similar organisations. A revised structure and new pay and benefits package were approved by the Board of Trustees in December and the new structure and new contracts of employment came into force from 1 February 2017. The new structure incorporates changes at senior leadership level and brings in a new departmental structure:
 - a new operations team bringing together much of the former landscape and visitor services teams
 - a new development team to develop new projects and initiatives
 - an enlarged business services team incorporating the former finance team
 - an enlarged fundraising team

Fundraising and promotion

What did we set out to do?

- We reaffirmed the need to develop a longer term fundraising strategy, focussing on raising funds to supplement our operating costs and to support new capital projects.
- To support our future fundraising initiatives and to help raise the profile of the Trust amongst key stakeholders, we said we would produce the Trust's first designed annual report and to attract sponsorship for its production.

NENE PARK TRUST

REPORT OF THE BOARD OF TRUSTEES (Contd.) YEAR ENDED 31 JANUARY 2017

What did we do?

- A Head of Fundraising was appointed in May to lead on the development of the Trust's fundraising initiatives.
- A Fundraising Strategy covering the years 2017 - 2020 has been drafted.
- The Trust has been successful in securing approximately £300,000 in grants and donations received or confirmed from a diverse range of funding sources, including Charitable Trusts, Statutory bodies, corporate and individual supporters.
- The Trust's first designed annual report was produced with sponsorship received from Greenwoods solicitors.
- The Trust has employed its first dedicated information and communications officer to lead on our social media activity and publications. The number of followers on Facebook and Twitter has grown to over 6,000, exceeding the target set at the beginning of the year. The percentage of visitors who are aware of the Trust's charitable status has also grown to over 77%, up from 67% a year ago.

New parking system

What did we set out to do?

- As part of the drive towards a return to a sustainable break even financial position, we said we would introduce a new parking charge system from March 2016 at both Ferry Meadows and Orton Meadows car parks. The intention was to move away from a flat rate charge at weekends during the season to a fairer system of charging to all day every day, with the tariff dependent upon length of stay. The new charging policy was expected to raise an additional £185,000 during the financial year.

What did we do?

- The new parking system went live in March 2016 and has been successful in generating additional revenue of £229,000 towards the costs of maintaining and improving the Park, keeping it clean and tidy, replacing park infrastructure and continuing to provide our much appreciated Duty Ranger service.

Lakeside Outdoor activity centre

What did we set out to do?

- On 1 January 2016, the Trust took over the running of the Lakeside Outdoor Activity Centre, Nene Outdoors. We said that we would aim to provide a high quality visitor experience through the delivery of a programme of watersports as well as land-based activities.

What did we do?

- Nene Outdoors had a busy summer season with excellent feedback from customers, who gave the service an average of 4.9 out of 5 in comment card ratings.
- The centre was less successful outside the peak season, resulting in a substantial first year operating deficit. This is being addressed through a new 5 year business plan which sets out plans to grow income, provide more land based activities (to create more of an all year round offer) and provide a road map towards a sustainable financial position by 2019/20.

NENE PARK TRUST

REPORT OF THE BOARD OF TRUSTEES (Contd.) YEAR ENDED 31 JANUARY 2017

New trading subsidiary

What did we set out to do?

- In view of the continued growth in retail sales, we said we would establish a separate trading subsidiary with the activities of the visitor centre shop being routed through the new company from 1 February. We set the new company a target of a financial break even in its first year of trading.

What did we do?

- The new trading subsidiary, Nene Park Services Limited, began trading on 1 February 2016. The company made a loss in its first year of trading. Following professional advice from retail consultants a detailed five year business plan was produced and approved by both the charity Trustees and the Directors of Nene Park Services Limited. The business plan sets out key actions designed to enable the company to become profitable and repay the investment made by the charity. These actions include a revised staffing rota and extension of shop opening hours, a new buying policy, revised stock mix, improved shop displays, and a shop re-fit to improve the retail space and generate additional sales. The trustees are satisfied that sufficient profits will be generated in the future to repay the initial investments. The payback period for the new investments made by the charity is expected to be 4 years and 4 months.

The Park

What did we set out to do?

- We intended to complete the improvement works at the Centre Point entrance to Ferry Meadows, and to complete the introduction of new traffic signs.
- We said we would open the Badger Play area at Overton Lake.
- We said we would develop a proportionate project management framework to assist with the effective delivery of projects in the Park.

What did we do?

- The project to complete the improvements at the Centre Point entrance to Ferry Meadows and the introduction of the remaining traffic signs was postponed until the new financial year.
- The Badger Play area opened in April and has proved hugely successful with visitors of all ages and abilities.
- A new project management toolkit was devised and introduced during the course of the year.

Woodlands Sports Centre, Castor

- The Woodlands Sports Centre in Castor was constructed in the late 1980s as the sport and social facilities for staff working at Pearl Assurance's Peterborough Headquarters complex. The site was de-commissioned in 2004 on the closure and relocation of Pearl's operations in the city. Over the years there have been a number of attempts to bring the site back into use but no firm proposals were ever submitted to the Trust for consideration. The Trust was therefore delighted to complete a deal in January 2017 which will bring the sports pitches into the Trust's wider estate, to be managed in line with our charitable objectives. We want to use the facilities to promote sport and public health in Peterborough and for the local community and the deal has secured the site for the community for the next 970 years. The Trust intends to reopen the pitches during the new financial year.

NENE PARK TRUST

REPORT OF THE BOARD OF TRUSTEES (Contd.) YEAR ENDED 31 JANUARY 2017

What is our focus for 2017/18?

The focus for 2017/18 is to embed the new organisational structure and to begin to deliver the priorities set out in the new 10 year Organisational Strategy, "Doing More with More", our 5 year Business Plan and our recently completed Park Master Plan – it will be a "transitional year". The new Strategy emphasises our focus on delivering our Charitable Objectives (essentially, improving the lives of our communities) and in particular improving health, education, social cohesion and the local economy. We will continue to manage the Park for both people and wildlife and to prioritise initiatives that help spread our increasing number of visitors across the whole Park, not just Ferry Meadows. In order to do 'more with more', we will proactively seek funding and will work with an increasing number and breadth of supportive partners and an increasing number of incredibly valuable volunteers. The priorities for the next 5 years are set out in the following areas:

Developing our Resources

Developing the Business (including a return to a sustainable financial position)

- The success of the Business Plan is dependent upon meeting the key priority of a return to a sustainable financial position. The Trust has therefore prioritised the delivery of those "enabling" projects and activities that will directly contribute to the Trust reaching a sustainable financial position by 2019/20. In particular, during 2017/18:
 - We will prioritise fundraising and investment that will result in the greatest return for funding our unrestricted revenue costs.
 - We will prioritise those activities and resources in the Nene Park Services business plan that will directly enable the company to achieve its financial targets.
 - We will prioritise those activities and resources that will directly contribute to the achievement of the financial targets of Nene Outdoors.
- We will focus on developing our work with schools and corporates to increase sales outside the peak summer holiday period and we will begin to develop a land-based offer to complement the water based activities at Nene Outdoors.
- We will bring the sports pitches at the newly-acquired Woodlands site in Castor back into use.

Developing the Team

- We will invest in personal development following the reorganisation, with particular focus on line managers and those taking on new responsibilities.
- We will undertake a review of Investors In People
- We will review and further develop the Trust's volunteer action plan growing volunteers across the organisation. We will recruit, train and support volunteers across all service areas with particular attention to Volunteer Rangers, events, the Visitor Centre and Nene Outdoors. We aim to reach a target of 780 volunteer hours in our Visitor Centre in 2017/18.

Developing the Park and the infrastructure

- We will work with key partners to develop spatial plans for the Lakeside, Thorpe Meadows and Orton Mere areas
- We will review and re-launch the Trust's website

**REPORT OF THE BOARD OF TRUSTEES (Contd.)
YEAR ENDED 31 JANUARY 2017**

- We will undertake a re-design of the Visitor Centre to establish a stronger staff presence and a more efficient and effective Visitor Centre operation.
- We will begin the process of reviewing our Access Audit and ensuring that accessibility is embedded in every initiative

Growing the Park

Growing funding

- We will ensure that our fundraising effort is making a significant contribution towards funding core cost and work programmes. We will approach suitable sources for funding towards priority projects and programmes to be initiated or delivered during 2017/18 and aim to raise a total of £190,000 of voluntary income during 2017/18.

Building partnerships

- We will work with tenants and partners on joint Park activities, events and initiatives, in particular Lakeside Kitchen & Bar, Sailability, Vivacity, Peterborough City Rowing Club, Peterborough City Council, Peterborough Regional College, PECT, Nene Valley Railway and many others.
- We will expand the outdoor education and activity offer to schools and other educational establishments

NENE PARK TRUST

REPORT OF THE BOARD OF TRUSTEES (Contd.) YEAR ENDED 31 JANUARY 2017

Our financial story

Financial Review

The Trustees have made the return to a sustainable financial break even the top priority over the coming three years. The operating deficit of £40,000 on unrestricted funds represents a considerable reduction on the previous year's deficit and continues the trend of improving results over the last few years.

Group income rose by over a third to £2,546,000, with fundraising income, parking income and the one-off impact of the premium on the new lease of the Woodlands Sports Centre in Castor all contributing to the significant increase over last year. The rise in fundraising and operating income in particular has resulted in a fall in reliance on investment income, down from 56% to 43% of total income.

The Trust's investment in fundraising during the year has seen voluntary income rise to a record £148,000. Income from parking charges tripled to £346,000 following the introduction of all day every day parking charges and a record number of visitors to Ferry Meadows. These successes have more than compensated for the disappointing year of trading in the Ferry Meadows visitor centre shop, where sales fell 15% in its first year as a separate trading subsidiary. At the beginning of the year, the Trust took over the running of the Lakeside Outdoor Activity Centre, Nene Outdoors, and whilst the watersports activities have been well received and proved popular during the summer months, the financial performance has been well below budget.

Total expenditure rose by 26% to £2,558,000 partly due to the increased activity in the park, the acquisition of Nene Outdoors and the investment in additional staff.

The net realised and unrealised gains of £4,247,000 reflects the rise in the Stock Market during the period, resulting in a net inflow of Funds of £4,235,000 for the Group.

Risk Management

The Trust's Risk Management Strategy incorporates a risk register which identifies the major risks to which the Trust is exposed. The risks are prioritised in terms of potential impact and likelihood of occurrence and steps to manage the risks are identified, including action points to take forward. The risk register is kept under regular review by the Trust's Senior Leadership Team and tabled annually for consideration by the Finance Committee and full Board of Trustees. For the major risks identified the trustees have taken steps to manage these risks.

The principal risks relate to the Trust's aim to achieve a financial break even and to generate more income, particularly unrestricted income from fundraising, and to grow the income of Nene Outdoors and Nene Park Services Ltd to ensure their financial ongoing sustainability. As well as an increasing focus on our own Health and Safety resources, a Health and Safety Consultant is retained to advise the Trust on the procedures and practices required to achieve compliance with the wide range of legislation to which the Trust is subject due to the diverse nature of its activities in managing Nene Park.

Reserves

At 31 January 2017 the Group held total reserves of £36,737,000 (2016: £32,502,000) of which £87,000 was restricted (2016: £31,000) and £11,326,000 reflects the permanent endowment (2016: £10,389,000).

The Trustees have designated certain funds to safeguard the assets which are used to generate the income which is essential to fund day to day operating expenditure. A total of £23,941,000 has been designated (2016: £21,034,000), of which £17,068,000 (2016: £14,571,000) relates to the investment fund. The Trust was originally established with the intention of building up a sufficient level of reserves to fund the ongoing maintenance of Nene Park for the 999 years of the Trust's lease. The Trust relies on its investment portfolio to generate the income required to ensure the long term financial sustainability of the charity.

NENE PARK TRUST

REPORT OF THE BOARD OF TRUSTEES (Contd.) YEAR ENDED 31 JANUARY 2017

The remaining designated funds support the Trust's policy of seeking to make adequate provision for future liabilities so that funds are available for the replacement and refurbishment of Park buildings and structures, and for future investment in fundraising and ICT infrastructure.

The Trustees longer term aim remains to build up the level of unrestricted funds to help generate the additional income needed to fund the increasing investment in the Park's infrastructure and visitor amenities.

The Trustees' policy on reserves is subject to an annual review by the Finance Committee and approval by the full Board of Trustees. The Trustees have carefully considered the requirement to maintain an appropriate level of free reserves, being those unrestricted funds not invested in fixed assets, designated for specific purposes or otherwise committed. The Trustees have identified the key risks and uncertainties facing the charity and have sought to provide a level of free reserves sufficient to mitigate those risks. In particular:

- The projected operating deficits to be incurred over the next 2 years.
- The risk that operating income targets are not achieved.
- The potential loss of income as a result of the failure of a major tenant's business.
- The failure to achieve fundraising targets
- Fluctuations in investment income
- The cash flow requirement necessary to fund the ongoing, planned operating deficits over the coming two years.
- An event having a major negative reputational effect on the charity

Based on the above assessment, the Trustees have estimated that the level of free reserves required to mitigate against the identifiable risks is approximately £1,383,000 at 31 January 2017, which is represented by the General Fund at the balance sheet date. The Trustees therefore anticipate that the current level of free reserves will be sufficient to cover the risks to which the charity is exposed and also the expected future deficits.

Investment management

As permitted by the charity's Memorandum of Association, the Trustees have given the investment managers discretion to manage the investment portfolios within an agreed risk profile. The investment managers submit quarterly progress reports which are scrutinised by the Finance Committee. Performance of the investments is also reviewed half-yearly with the Investment Managers with close and regular contact in the interim, allowing the Board to be fully informed of the Fund Managers' thinking and actions.

The Board of Trustees operates an ethical investment policy. The Trust is committed to investing its funds in a socially responsible way and believes that to accord with its values of promoting a healthy lifestyle and clean environment due regard must be made to environmental, social and governance issues.

In making investment decisions the Trust expects its appointed investment managers to observe responsible investment principles and to take into consideration the environmental, social, reputational and governance risk characteristics of existing and prospective investments and to encourage good behaviour through direct engagement with firms. If it comes to the Trust's attention that firms in which the Trust is directly invested are in breach of these principles, the Trust will work with its investment managers to undertake a review of those investments.

The Trustees do not wish directly to profit from, or provide capital to, activities that are materially inconsistent with the charity's aims. Specifically investment managers should exclude any direct portfolio exposure to the following areas:

- Companies in which a major part of their business activity or focus (defined as more than 10% of group revenues) derive from tobacco products.
- Companies whose activities directly result in explicit environmental damage to the local area. Examples of explicit environmental damage would include water, land or air pollution or damage to the specific environmental character of Nene Park. The local area is defined as Nene Park and its catchments.
- Companies specialising in fossil fuels associated with the highest carbon emissions (defined as more than 10% of revenue from the extraction of thermal coal and oil sands).

NENE PARK TRUST

REPORT OF THE BOARD OF TRUSTEES (Contd.) YEAR ENDED 31 JANUARY 2017

The Trustees recognise that this policy represents a first step and will continue to work with the Trust's investment managers to refine and develop the policy over time.

The investment aim of the General Investment Fund, a portfolio of equity and fixed interest investment, is to achieve in the longer term the capital growth needed to maintain the real value of reserves and to provide the basis for the income streams which will be needed in the future.

The aims, in order, for the Trust's investments are to:

- ensure the continuity of the Trust by providing it in the future with an income stream sufficient to protect it from falls in its other sources of income and inevitable increases in expenditure;
- ensure that the Trust will be able to meet the costs which will arise in the near and distant future from major repairs and renewals in the Park;
- maintain the real value of the Trust's investments;

During the year ended 31 January 2017, the General Investment Fund achieved a total return of 24.5%, which was better than the FTSE WMA Balanced Fund benchmark total return of 18.3%, and the FTSE All Share benchmark total return of 20.1%.

The Endowment Investment Fund is a permanent endowment which aims to maintain over the longer term a stable income stream in real terms and have the potential for capital growth. The Endowment Investment Fund aims to:

- achieve real growth in the annual income;
- obtain the capital growth necessary to maintain the real value of the endowed sum and to support the real growth in income.

Income is paid over to the Nene Park Trust as it arises with the Investment Management fees being deducted from the value of the permanent endowment. The Endowment Investment Fund achieved a total return of 13.3% during the year ended 31 January 2017, as compared to the benchmark total return of 18.3%.

Structure, Governance and Management

Objects and Nature of Activities

The objects of the Trust are to provide for the public benefit a park and recreation ground for the inhabitants of Peterborough and visitors with the object of improving the conditions of life for such persons. The trustees have had due regard to the Charity Commission's guidance in relation to public benefit.

Nene Park was originally conceived as an integral element of the Peterborough Development Corporation Masterplan for the expansion of the City of Peterborough, and was consequently created in the late 1970's to provide an accessible network of open space and waterways, and a gateway to the open countryside for the people of Peterborough. As the work of the Peterborough Development Corporation wound down in the mid 1980's, there was a need to ensure that the Park would be managed, on a long term basis, by a secure and financially stable organisation solely dedicated to this task. Consequently Nene Park Trust was established as an independent charity in 1988. Along with a 999 year lease on the Park, the Trust was endowed with commercial properties and other assets to enable the Trust to generate the income required to manage Nene Park.

The 1725 acre Nene Park contains a wide variety of landscapes, buildings, infrastructure and visitor facilities. The Trust directly manages and maintains a 500 acre country park at Ferry Meadows as well as smaller open spaces at Thorpe Meadows and Orton Mere and Woodston Reach. The remainder of the Park comprises the Trust's rural estate stretching along the River Nene as far as Sutton. Nene Park also contains a number of visitor facilities and commercial properties that are managed by tenants and licensees.

NENE PARK TRUST

REPORT OF THE BOARD OF TRUSTEES (Contd.)

YEAR ENDED 31 JANUARY 2017

The Trust fulfils its objects through the provision of high quality natural landscape, wildlife habitats and visitor amenities for the enjoyment, health and wellbeing of visitors to the Park. The Board of Trustees consider that all of the work undertaken by the Trust is for the benefit of the public. In 2016, it is estimated that over 1.8 million visits were made to Nene Park, of which just over 1.2 million were to Ferry Meadows Country Park.

Structure

Nene Park Trust is a company limited by guarantee registered in England under number 2288607, incorporated under the Companies Act 2006 and governed by a Memorandum and Articles of Association as prescribed by the Act. The Trust is a registered charity, number 800067.

Nene Park Trust is the Corporate Trustee of the unincorporated Charity "Endowment held in Connection with Nene Park", registered charity number 1085421, which is governed by a Charity Commission Scheme dated 26 January 2001. The unincorporated Charity was established to accept the transfer of the property of Nene Park Endowment Properties (3963975) to the Corporate Trustee to be managed as a separate charity. Its activity is the investment of that property, held as permanent endowment, to produce income to be used by the beneficiary, Nene Park Trust, in the operation of Nene Park.

The unincorporated charity (no 1085421) is treated as forming part of the incorporated charity (no 800067) for the purposes of Part 4 (registration) and Part 8 (accounting) of the Charities Act 2011 following the issue of a Uniting Direction for accountancy and legal purposes, which was issued on 12 November 2013. The Trustees prepare a single set of financial statements for the whole entity, within which the individual parts are reported separately.

From 1 February 2016 the charity's wholly owned trading subsidiary, Nene Park Services Limited, began trading. The principal activity of the company is the operation of a shop at the Ferry Meadows Visitor Centre. Until 1 February 2016, the transactions of the shop were routed through the charity Nene Park Trust. When the level of these non-primary purpose sales approached the small trading tax exemption limit, the new trading subsidiary was established to minimise the risk to the charity and with a view to generating profits which would be gift-aided back to Nene Park Trust. On 1 February 2016 the company issued 40,000 £1 ordinary shares to Nene Park Trust and paid the Trust to take over the shop stock. During the course of the year the Trust purchased a further 25,000 £1 ordinary shares in the company. Nene Park Services Limited is a limited company registered in England under number 09746744.

On 7 March 2016, the charity established a new trading subsidiary, Nene Outdoors Limited (Company number 10045686). The company did not trade and has remained dormant throughout the year.

Governance

The work of the Trust is overseen by a Board of Trustees. Members are nominated by a range of national and local institutions and individuals and appointed by the Board of Trustees. A list of the Members of the Board of Trustees and their nominating bodies at the date of this report and those who served during the year to 31 January 2017 is on page 26.

The role of the Board is to develop and agree the Trust's vision, values, master plan and strategy. The Board is responsible for implementing and monitoring the master plan and strategy through the business plan.

The Chairman is elected from within the Board. On joining the Board, new Board Members receive a comprehensive induction on the Trust and Nene Park. This is complemented by an ongoing programme of briefing events and site visits for Board Members, and periodic reviews of the various aspects of the Trust's operation of Nene Park as part of an ongoing cycle of reviews of the Trust's strategic priorities. Regular reports are made to the Board on the Trust's financial progress in relation to agreed budgets, its investments, property matters and operational matters on which it needs to be briefed.

The main Board meets quarterly, with a Finance Committee also meeting quarterly and delegated to ensure the effective financial management of the charity and to report back to each Board meeting.

NENE PARK TRUST

REPORT OF THE BOARD OF TRUSTEES (Contd.) YEAR ENDED 31 JANUARY 2017

Management

The Chief Executive is responsible to the Board for the management of the Trust and the conduct of the Trust's business in accordance with policies and budgets set by the Board of Trustees. He is responsible for the day to day operation of the Trust within this framework and is authorised to act on behalf of the Trust on all matters other than those which by law are required to be decided by the Board of Trustees. The Chief Executive is supported by a senior leadership team, which during the year consisted of a Head of Landscape, Head of Visitor Services, Head of Fundraising and Finance Director who also acts as Company Secretary. The Trust also engages a number of professional advisers to assist in its work. From 1 February 2017, following Board

approval of a new organisational structure to support the new 10 year strategy, the senior leadership team comprises the Chief Executive, Head of Operations, Head of Fundraising and Director of Business Services who also acts as Company Secretary.

Pay policy for senior staff

The Board considers that the Trustees and the Senior Leadership Team comprise the key management personnel of the charity in charge of directing and controlling, running and operating the Trust on a day to day basis. All Trustees give of their time freely and no Trustee received remuneration in the year.

Details of Trustees' expenses are disclosed in note 5 and related party transactions in note 17 of the accounts. As part of the review of the organisational structure undertaken during the year, all senior staff agreed new job descriptions and received revised terms and conditions of employment. The pay of the senior staff was reviewed as part of an organisational benchmarking exercise undertaken by an independent consultant, which considered the earnings for comparable roles in similar organisations, and was adjusted in accordance with the consultant's recommendations.

Statement of Trustees Responsibilities

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

Company law requires the Board of Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the Trust and of the incoming resources and application of resources, including the income and expenditure, of the Trust for the year. 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 UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on a going concern basis unless it is inappropriate to presume that the Trust will continue in operation.

NENE PARK TRUST

REPORT OF THE BOARD OF TRUSTEES (Contd.) YEAR ENDED 31 JANUARY 2017

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

The Board of Trustees is responsible for the maintenance and integrity of the corporate and financial information included on the Trust's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

In so far as the members of the Board of Trustees are aware:

- there is no relevant audit information of which the Trust's auditors are unaware; and
- the members of the Board of Trustees have taken all the 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.

In preparing the Report of the Board of Trustees, the Trustees' have taken advantage of the exemption available to small companies and have not prepared a strategic report.

Signed by order of the Board of Trustees



J C Marsden
Chairman

Approved by the Board on 27 April 2017

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF NENE PARK TRUST

We have audited the financial statements of Nene Park Trust for the year ended 31 January 2017 which comprise the Consolidated Statement of Financial Activities, the Consolidated and Charity Balance Sheets, the Consolidated Cash Flow Statement and the related notes. 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).

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.

Respective responsibilities of trustees and auditor

As explained more fully in the Trustees' Responsibilities Statement set out on pages 11 and 12, 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.

We have been appointed auditor under the Companies Act 2006. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

Scope of the audit of the financial statements

A description of the scope of an audit of financial statements is provided on the Financial Reporting Council's website at www.frc.org.uk/auditscopeukprivate.

Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the parent charitable company's affairs as at 31 January 2017 and of the group's and the parent charitable company's net movement in funds, including the group's income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Opinions on other matters prescribed by the Companies Act 2006

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

- The information given in the Trustees' Annual Report (which incorporates the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- The Trustees' Annual Report (which incorporates the directors' report) has been prepared in accordance with applicable legal requirements.

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report (which incorporates the directors' report).

NENE PARK TRUST

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF NENE PARK TRUST

Matters on which we are required to report by exception

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

- the charitable company and group have not kept adequate and sufficient accounting records, or returns adequate for our audit have not been received from branches not visited by us; or
- the consolidated charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemption in preparing the Trustees' Annual Report incorporating the Strategic Report.



*Samantha Coutinho (Senior statutory auditor)
for and on behalf of haysmacintyre, Statutory Auditor*

27 April 2017

*26 Red Lion Square
London
WC1R 4AG*

NENE PARK TRUST

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (Incorporating the Income and Expenditure Account) Year ended 31 January 2017

	Note	Unrestricted Funds £'000	Restricted Funds £'000	Permanent Endowment £'000	Group 2017 £'000	Group 2016 £'000
Income						
Investment income		1,113	-	-	1,113	1,053
Grants and donations		7	141	-	148	60
Charitable activities						
Income from tenants		717	-	-	717	520
Operating income		510	-	-	510	169
Trading income		58	-	-	58	69
Total Income		2,405	141	-	2,546	1,871
Expenditure						
Costs of raising funds						
Trading cost of sales		72	-	-	72	42
Investment management costs		36	-	28	64	64
Fundraising costs		22	45	-	67	29
Expenditure on charitable activities						
Park management		2,288	67	-	2,355	1,891
Total expenditure	2	2,418	112	28	2,558	2,026
Net (expenditure) / income before investment gains / (losses)		(13)	29	(28)	(12)	(155)
Net investment gains / (losses)		3,282	-	965	4,247	(1,719)
Net income / (expenditure)	5	3,269	29	937	4,235	(1,874)
Transfers		(27)	27	-	-	-
Net movement in funds	5	3,242	56	937	4,235	(1,874)
Funds brought forward 1 February 2016		22,082	31	10,389	32,502	34,376
Funds carried forward 31 January 2017		25,324	87	11,326	36,737	32,502

The statement of financial activities includes all gains and losses recognised in the year.
All amounts relate to continuing activities. The accompanying notes form part of these financial statements.
Full comparative figures for the year ended 31 January 2017 are shown in note 20

NENE PARK TRUST

CONSOLIDATED AND CHARITY BALANCE SHEETS

As at 31 January 2017

Note		Group £'000	2017 Charity £'000	Group £'000	2016 Charity £'000
	FIXED ASSETS				
7	Tangible assets	5,235	5,235	5,406	5,406
8	Investments	30,911	19,597	27,006	16,596
		<u>36,146</u>	<u>24,832</u>	<u>32,412</u>	<u>22,002</u>
	CURRENT ASSETS				
9	Stocks	18	-	32	32
10	Debtors	146	194	115	128
11	Cash at bank and in hand	1,185	1,161	640	640
		<u>1,349</u>	<u>1,355</u>	<u>787</u>	<u>800</u>
12	CREDITORS : Amounts falling due within one year	(371)	(375)	(308)	(300)
	NET CURRENT ASSETS	<u>978</u>	<u>980</u>	<u>479</u>	<u>500</u>
	TOTAL ASSETS LESS CURRENT LIABILITIES	<u>37,124</u>	<u>25,812</u>	<u>32,891</u>	<u>22,502</u>
13	CREDITORS : Amounts falling due after more than one year	(387)	(387)	(389)	(389)
	NET ASSETS	<u>36,737</u>	<u>25,425</u>	<u>32,502</u>	<u>22,113</u>
14	FUNDS				
	<i>Nene Park Trust</i>				
	Restricted Funds	87	87	31	31
	Unrestricted Funds				
	General Funds	1,383	1,397	1,048	1,048
	Designated Funds	23,941	23,941	21,034	21,034
	Endowment Held in Connection with Nene Park				
	Permanent Endowment	11,326	-	10,389	-
		<u>36,737</u>	<u>25,425</u>	<u>32,502</u>	<u>22,113</u>

Includes revaluation surplus of £6.89m (2016: £3.65m) for the Group and £5.63m (2016: £3.12m) for the Charity. The Trust has taken the exemption available under section 408 of the Companies Act 2006 from presenting the parent charity SOFA. The net income / (expenditure) of the parent charity was £3,310,000 (2016: (£1,293,000)).

The accounts were approved by the Board of Trustees and authorised for issue on 27 April 2017 and signed on their behalf by:

Mr J C Marsden
Director



Company registration no. 2288607. The accompanying notes form part of these financial statements

NENE PARK TRUST**CONSOLIDATED CASH FLOW STATEMENT**
Year ended 31 January 2017

	Note	2017 Group £'000	2016 Group £'000
Cash used in operating activities	18	(705)	(886)
Cash flows from investing activities			
Investment income		1,113	1,053
Purchase of investments		(7,567)	(5,124)
Sale of investments		7,888	5,799
Purchase of tangible fixed assets		(209)	(1,047)
Sale of tangible fixed assets		4	136
Cash provided by (used in) investing activities		1,229	817
Increase (decrease) in cash and cash equivalents in the year		524	(69)
Cash and cash equivalents at the beginning of the year		912	981
TOTAL CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR	A	1,436	912

NOTE A: Analysis of cash

	2017 Group £'000	2016 Group £'000
Cash at bank at 31 January	1,185	640
Cash at investment managers at 31 January	251	272
	1,436	912

NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 January 2017

1 ACCOUNTING POLICIES

1.1 Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2016) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006. Nene Park Trust meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

The principal accounting policies, judgements and key sources of estimation uncertainty adopted in the preparation of the financial statements are set out below.

1.2 Consolidation

The financial statements consolidate the results of the charitable company no 800067, the unincorporated charity no 1085421 and the trading subsidiary no 09746744. The individual parts are reported separately as either unrestricted funds, restricted funds or permanent endowment.

1.3 Income

All income is included in the Statement of Financial Activities when the Trust is entitled to the income and the amount can be quantified with reasonable accuracy.

1.4 Expenditure

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

- Costs of raising funds comprises the costs of sales of the trading subsidiary, investment management and fundraising costs
- Expenditure on charitable activities comprises the cost of park management. This includes costs of park staff, visitor services, routine maintenance and conservation.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred

Expenditure is allocated to the particular activity where the cost relates directly to that activity. However, the cost of the overall direction and administration of each activity is apportioned based on staff time attributable to each activity.

1.5 Allocation of support costs

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include back office costs, finance, personnel, payroll and governance costs which support the Trust's activities. These costs have been allocated between the cost of raising funds and expenditure on charitable activities. The bases on which support costs have been allocated are set out in note 3.

NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 January 2017

1 ACCOUNTING POLICIES (contd.)

1.6 Tangible fixed assets and depreciation

Tangible fixed assets costing £5,000 or more are capitalised at cost. Depreciation is calculated so as to write off the cost of tangible fixed assets over their estimated useful lives as follows :

Buildings : Leasehold	5-40 years on a straight line basis
Freehold	5-40 years on a straight line basis
Plant and Machinery	4% to 20% per annum on a straight line basis
Motor Vehicles	20% per annum on a straight line basis
Office Equipment	25% per annum on a straight line basis

Depreciation is not charged on Assets in the Course of Construction until practical completion.

1.7 Investments

Listed investments are stated at market value as at the balance sheet date. The Statement of Financial Activities includes the net gains and losses arising on revaluation and disposals throughout the year. Unlisted investments are stated at cost.

1.8 Financial instruments

Basic financial instruments are initially recognised at transaction value and subsequently measured at amortised cost with the exception of investments which are held at fair value. Financial assets held at amortised cost comprise cash at bank and in hand, together with trade and other debtors. A specific provision is made for debts for which recoverability is in doubt. Cash at bank and in hand is defined as all cash held in instant access bank accounts and used as working capital. Financial liabilities held at amortised cost comprise all creditors except social security and other taxes and provisions.

1.9 Creditors and provisions

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

1.10 Debtors

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

1.11 Cash at bank and in hand

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

1.12 Critical accounting judgments and key sources of estimation uncertainty

In the application of the accounting policies, trustees are required to make judgments, estimates and assumptions about the carrying value 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.

NENE PARK TRUST

NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 January 2017

1 ACCOUNTING POLICIES (contd.)

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affected current and future periods.

1.13 Stock

Stock consists of purchased good for resale. These are valued on a first in first out basis at the lower of cost and net realisable value.

1.14 Preparation of the accounts on a going concern basis

The trustees consider there are no material uncertainties about the Charity's ability to continue as a going concern. The review of our financial position, reserves levels and future plans gives Trustees confidence the Charity remains a going concern for the foreseeable future.

1.15 Funds

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Trust and which have not been designated for other purposes. General funds also include the investment income earned by the unincorporated Charity "Endowment held in Connection with Nene Park". In the unincorporated charity this is restricted for the benefit of the incorporated charity, however in the incorporated charity and group this income is unrestricted. All amounts received during the year have been applied for this purpose.

Designated funds are unrestricted funds earmarked by the Trustees for particular purposes. Details of each designated fund are given within Note 14 of the accounts.

Restricted Funds relate to grants received for specific purposes.

The **Permanent Endowment Fund** arises from the transfer to the unincorporated Charity of the proceeds of the disposal of the endowed properties by Peterborough City Council. These proceeds are held by the unincorporated Charity as permanent endowment in accordance with the Charity's governing scheme. The costs of managing the investments within the unincorporated Charity are charged against this fund.

1.16 Deferred income

Premiums on long leases have been received, portions of which are being credited to the Statement of Financial Activities over the periods of the leases, on a basis to reflect the diminution in their value.

NENE PARK TRUST

NOTES TO THE FINANCIAL STATEMENTS (Contd.) Year ended 31 January 2017

2 ANALYSIS OF GROUP EXPENDITURE

	Direct costs – Staff	Other direct costs	Depreciation	Support and governance costs	Total 2017	Total 2016
	£'000	£'000	£'000	£'000	£'000	£'000
Costs of raising funds						
Costs of sales	28	44	-	-	72	42
Investment management costs	-	64	-	-	64	64
Fundraising costs	37	11	-	19	67	29
Charitable expenditure						
Park management	814	697	358	486	2,355	1,891
	<u>879</u>	<u>816</u>	<u>358</u>	<u>505</u>	<u>2,558</u>	<u>2,026</u>

3 ANALYSIS OF SUPPORT AND GOVERNANCE COSTS

	Staff costs £'000	Other costs £'000	Depreciation £'000	Total 2017 £'000	Total 2016 £'000
Support costs					
Office and administration	29	53	8	90	73
Chief Executive and team	128	10	-	138	114
Finance and ICT	148	9	1	158	151
Other organisational costs	-	86	-	86	102
Total support costs	<u>305</u>	<u>158</u>	<u>9</u>	<u>472</u>	<u>440</u>
Governance costs	10	23	-	33	23
Total support & governance costs	<u>315</u>	<u>181</u>	<u>9</u>	<u>505</u>	<u>463</u>

4 STAFF NUMBERS AND COSTS

The average number of employees, analysed by function, (excluding Members of the Board of Trustees) was as follows:

	2017 No.	2016 No.
Landscape	18	18
Visitor Services	20	10
Office	8	6
	<u>46</u>	<u>34</u>

NENE PARK TRUST

NOTES TO THE FINANCIAL STATEMENTS (Contd.) Year ended 31 January 2017

4 STAFF NUMBERS AND COSTS (continued)

The aggregate payroll costs were as follows:

	2017 £'000	2016 £'000
Wages and salaries	999	833
Social Security costs	80	68
Pension costs	92	81
	1,171	982
Other staff costs	23	12
	1,194	994

The number of employees whose emoluments for the year exceeded £60,000 are within the following bands:

	2017 No.	2016 No.
£60,001 to £70,000	1	-
£70,001 to £80,000	-	1
£80,001 to £90,000	1	-

The key management personnel of the Group comprise the Trustees, who received no remuneration (2016: £nil) and the Senior Leadership Team, comprising the Chief Executive, Finance Director, Head of Landscape, Head of Visitor Services and Head of Fundraising. The total employee benefits of the key management personnel of the Trust were £300,838 (2016: £241,143).

There were £2,000 non-contractual payments to staff in the year (£nil in 2016)

5 NET INCOME / (EXPENDITURE)

	2017 £'000	2016 £'000
This is stated after charging the following:		
Auditors remuneration	10	8
Non audit services	3	5
Depreciation of tangible fixed assets	367	333
Loss / (Profit) on disposals of tangible fixed assets	9	(40)

Members of the Board of Trustees act in a trustee capacity and therefore may not receive remuneration. During the year expenses for travel and subsistence totalling £178 (2016: £322) was reimbursed to 1 (2016:2) Trustee.

6 TAXATION

The Trust is a registered charity (no. 800067) and is considered to meet the definition in Schedule 6 Finance Act 2010 of a charitable company for UK corporation tax purposes. Therefore the Trust is potentially exempt from taxation in respect of income or capital gains within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or section 256 Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively for charitable purposes.

NENE PARK TRUST

NOTES TO THE FINANCIAL STATEMENTS (Contd.) **Year ended 31 January 2017**

7 TANGIBLE FIXED ASSETS

Cost	Freehold Land & Buildings £'000	Leasehold Land & Buildings £'000	Plant & Machinery £'000	Motor Vehicles £'000	Office Equipment £'000	Assets in the course of construction £'000	Total £'000
At 1 February 2016	397	5,113	1,001	126	124	208	6,969
Transfers	-	-	191	-	-	(191)	-
Additions	-	58	117	18	-	16	209
Disposals	-	(17)	-	-	-	-	(17)
At 31 January 2017	397	5,154	1,309	144	124	33	7,161
Depreciation							
At 1 February 2016	193	666	496	100	108	-	1,563
Charged in year	10	178	153	18	8	-	367
On disposals	-	(4)	-	-	-	-	(4)
At 31 January 2017	203	840	649	118	116	-	1,926
Net book value							
At 31 January 2017	194	4,314	660	26	8	33	5,235
At 31 January 2016	204	4,447	505	26	16	208	5,406

- The Trust occupies property and buildings known as Nene Park, which is situated in the City of Peterborough, under the provision of a lease between the Trust and the Peterborough Development Corporation dated 23 September 1988. The lease is for a duration of 999 years from 31 March 1988 and includes covenants restricting the use and disposal of property. In view of these restrictive covenants, no value has been put on the lease in these accounts.
- Transfers during the year relate to assets in the course of construction at 1 February 2016 which have since been brought into use during the year.
- All the fixed assets are held for the use of the Group.

NENE PARK TRUST

NOTES TO THE FINANCIAL STATEMENTS (Contd.) Year ended 31 January 2017

8 INVESTMENTS	2017		2016	
	Group £'000	Charity £'000	Group £'000	Charity £'000
<i>Listed investments</i>				
Market value at 1 February	27,006	16,596	29,407	18,423
Additions	7,567	2,204	5,124	2,110
Disposals	(7,888)	(2,664)	(5,799)	(2,602)
Net unrealised investment gains / (losses)	4,109	3,313	(1,730)	(1,208)
Net realised investment gains / (losses)	138	(31)	11	42
Movements in cash held by investment manager	(21)	114	(7)	(169)
Market value at 31 January	30,911	19,532	27,006	16,596
<i>Unlisted investments:</i>				
65,000 £1 shares in trading subsidiary at cost	-	65	-	-
Investments at 31 January	30,911	19,597	27,006	16,596
Historical cost as at 31 January	24,022	13,898	23,360	13,475

Analysis of listed securities at 31 January 2017:

	Group £'000
Fixed Interest securities	2,743
UK Equities	18,612
Global securities	6,006
Property	1,501
Other assets	1,798
Cash held by investment manager	251
	30,911

NENE PARK TRUST

NOTES TO THE FINANCIAL STATEMENTS (Contd.) Year ended 31 January 2017

		2017		2016	
	Group	Charity	Group	Charity	
	£'000	£'000	£'000	£'000	
9	STOCKS				
	Goods for resale	18	-	32	32
		<u>18</u>	<u>-</u>	<u>32</u>	<u>32</u>
10	DEBTORS				
	Trade debtors	88	88	38	38
	Other debtors	25	25	69	69
	Prepayments	33	33	8	8
	Owed by Endowment Held in Connection with Nene Park	-	45	-	13
	Owed by trading subsidiary	-	3	-	-
		<u>146</u>	<u>194</u>	<u>115</u>	<u>128</u>
		<u>146</u>	<u>194</u>	<u>115</u>	<u>128</u>
11	CASH AT BANK AND IN HAND				
	Deposit Account	1,185	1,161	640	640
		<u>1,185</u>	<u>1,161</u>	<u>640</u>	<u>640</u>
12	CREDITORS: Amounts falling due within one year				
	Other creditors	210	202	194	186
	Other taxation and Social Security	22	22	19	19
	Accruals	26	23	25	25
	Deferred income	113	113	70	70
	Owed to trading subsidiary	-	15	-	-
		<u>371</u>	<u>375</u>	<u>308</u>	<u>300</u>
		<u>371</u>	<u>375</u>	<u>308</u>	<u>300</u>
13	CREDITORS: Amounts falling due after more than one year				
	Deferred Income				
	Premiums on long leases	387	387	389	389
		<u>387</u>	<u>387</u>	<u>389</u>	<u>389</u>
	Included within Creditors:				
	Deferred income at 1 February	459	459	511	511
	Released in year	(68)	(68)	(118)	(118)
	Deferred in year	109	109	66	66
		<u>500</u>	<u>500</u>	<u>459</u>	<u>459</u>
	Deferred income at 31 January	<u>500</u>	<u>500</u>	<u>459</u>	<u>459</u>

NENE PARK TRUST

NOTES TO THE FINANCIAL STATEMENTS (Contd.) **Year ended 31 January 2017**

14 FUNDS

a) Movement in Funds:

		Balance at 1 Feb 2016	Income	Expenditure	Investment Gains / (Losses)	Transfers	Balance at 31 Jan 2017
		£'000	£'000	£'000	£'000	£'000	£'000
Unincorporated charity							
Permanent Endowment		10,389	-	(28)	965	-	11,326
Charity							
Restricted Funds	(i)	31	141	(112)	-	27	87
Unrestricted Funds							
<i>Designated Funds</i>							
Tangible Fixed Assets Fund	(ii)	5,406	-	-	-	(171)	5,235
Investment Fund	(iii)	14,571	-	-	-	2,497	17,068
Woodlands Maintenance Fund	(iv)	-	-	-	-	129	129
Park Works Fund	(v)	803	-	-	-	303	1,106
Trust Infrastructure Fund	(vi)	254	-	-	-	149	403
		21,034	-	-	-	2,907	23,941
<i>General Funds</i>							
Nene Park Services Ltd		-	58	(72)	-	-	(14)
General Funds		1048	2,347	(2,346)	3,282	(2,934)	1,397
Total General Funds		1,048	2,405	(2,418)	3,282	(2,934)	1,383
Total Funds		32,502	2,546	(2,558)	4,247	-	36,737

NENE PARK TRUST

NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 January 2017

- (i) **Restricted funds** – the net transfer to restricted funds of £27,000 comprises £45,000 of fundraising costs incurred in generating the restricted income but which are not directly recoverable from the funder, less £18,000 of restricted income released to general funds at the year end once the original grant restriction had been satisfied.
- (ii) **Tangible Fixed Assets Fund** – represents the net book value of tangible fixed assets which could only be realised by disposing of the assets the charity requires to operate Nene Park.
- (iii) **Investment Fund** – represents the amount set aside towards the full market value of General Fund investments which are required to produce an essential income stream to fund the work of the charity. It is the Trustees' intention over time to build up this fund to cover the full market value of the General Fund investments
- (iv) **Woodlands Maintenance Fund** – represents the amounts set aside for the potential future demolition costs of the Woodlands Sports Centre building in Castor, in the event of a default by the Trust's new tenant of the building. The Fund includes the balance after costs of the Trust's share of the initial premium on the granting of the new lease of the premises.
- (v) **Park Works Fund** – provides the funding to underwrite the estimated costs of replacing or refurbishing specific Park buildings and structures over the next 3 years.
- (vi) **Trust Infrastructure Fund** – provides the funding to underwrite the estimated investment in fundraising over the next 3 years in order to diversify income streams, and also the likely investment in improving the Trust's ICT infrastructure.

b) Analysis of assets between Funds:

	Tangible Fixed Assets	Investments	Net current assets	Creditors due after more than 1 year	Intra fund balances	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Unincorporated charity						
Permanent Endowment	-	11,379	(8)	-	(45)	11,326
Charity						
Restricted Funds	-	-	10	-	77	87
Unrestricted Funds	5,235	19,597	937	(387)	(44)	25,338
Nene Park Services	-	(65)	39	-	12	(14)
Total Funds	5,235	30,911	978	(387)	-	36,737

NENE PARK TRUST

NOTES TO THE FINANCIAL STATEMENTS (Contd.) **Year ended 31 January 2017**

15 CAPITAL COMMITMENTS

Capital expenditure authorised and contracted for at the end of the year was £nil (2016: £53,129).

16 PENSION SCHEME

The Trust administers a Group Personal Pension for the benefit of qualifying employees. The funds of the scheme are separate from the Trust. The pension scheme cost charged to the accounts represents the employer's contributions payable to the fund. Contributions made during the year by the employer amounted to £92,239 (2016: £81,250). No contributions remained outstanding at the year end (2016: nil).

17 RELATED PARTY TRANSACTIONS

Expenses paid to trustees are disclosed in note 5. £2,048 (2016: £nil) was paid to Mrs V Bradbury, who was appointed by the Trust to undertake a review of the retail operation at the visitor centre. Mrs Bradbury is the wife of Chief Executive Mr M Bradbury.

There were no other related party transactions during the year (2016: nil)

18 RECONCILIATION OF NET MOVEMENT IN FUNDS TO NET CASH INFLOW FROM OPERATING ACTIVITIES

	2017 Group £'000	2016 Group £'000
Net movement in funds	4,235	(1,874)
Add back depreciation charge	367	333
Deduct investment income shown in investing activities	(1,113)	(1,053)
Add back losses / (deduct) gains on investments	(4,247)	1,719
Loss / (profit) on disposal of tangible fixed assets	9	(40)
Decrease (increase) in debtors	(31)	58
Increase (decrease) in creditors	61	(21)
Decrease / (increase) in stock	14	(8)
Net cash used in operating activities	(705)	(886)

19 CONTINGENT LIABILITY

The Trust received a premium on the granting of a new lease for the Woodlands Sports Centre in Castor. Under the terms of the Trust's head lease, a proportion of the premium (net of costs) is potentially due to the Homes and Communities Agency. The value of the clawback at 31 January 2017 is £25,001 (2016: £nil).

NENE PARK TRUST

NOTES TO THE FINANCIAL STATEMENTS (Contd.) Year ended 31 January 2017

20 TRADING SUBSIDIARY

On 1 February 2016 the charity's wholly owned trading subsidiary, Nene Park Services Limited (Company number 09746744), began trading. Its first accounting period ran from 1 February 2016 to 31 January 2017. The summary results for the year are as follows:

<i>Profit and loss account</i>	2017 £'000	2016 £'000
Shop sales	58	-
Less: Cost of sales	(34)	-
Gross profit	<u>24</u>	<u>-</u>
Other expenses	(38)	-
Loss for the year	<u>(14)</u>	<u>-</u>
 <i>Balance Sheet</i>		
	2017 £'000	2016 £'000
Current assets	57	-
Current liabilities	(6)	-
Net assets	<u>51</u>	<u>-</u>
Capital and reserves:		
Profit and loss account	(14)	-
Share Capital	65	-
Total Shareholders Funds	<u>51</u>	<u>-</u>

NENE PARK TRUST

NOTES TO THE FINANCIAL STATEMENTS (Contd.)

Year ended 31 January 2017

21. COMPARATIVE CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (2016)

	Unrestricted Funds £'000	Restricted Funds £'000	Permanent Endowment £'000	Group 2016 £'000
Income				
Investment income	1,053	-	-	1,053
Grants and donations	8	52	-	60
Charitable activities				
Income from tenants	520	-	-	520
Operating income	169	-	-	169
Visitor Centre income	69	-	-	69
Total income	1,819	52	-	1,871
Expenditure				
Costs of raising funds				
Visitor Centre cost of sales	42	-	-	42
Investment management costs	36	-	28	64
Fundraising costs	29	-	-	29
Expenditure on charitable activities				
Park management	1,855	36	-	1,891
Total expenditure	1,962	36	28	2,026
Net income / (expenditure)				
Investment gains / (losses)	(143)	16	(28)	(155)
Net investment gains	(1,166)	-	(553)	(1,719)
Net income / (expenditure)	(1,309)	16	(581)	(1,874)
Transfers	13	(13)	-	-
Net movement in funds	(1,296)	3	(581)	(1,874)
Funds brought forward 1 Feb 2015	23,378	28	10,970	34,376
Funds carried forward 31 Jan 2016	22,082	31	10,389	32,502

NENE PARK TRUST

ACKNOWLEDGEMENTS

We are grateful for the support received and would particularly like to acknowledge the following:

Statutory sector and other public bodies

Arts Council England
Department of Environment, Food & Rural Affairs
Environment Agency
Forestry Commission England
Heritage Lottery Fund

Landfill Communities Fund

FCC Community Action Fund
Mick George Community Fund

Business supporters

Bullimores Sand and Gravel
Greenwoods Solicitors

Charitable trusts, non-governmental organisations and individual donors

Chapman Charitable Trust
Ernest Kleinwort Charitable Trust
Fitzwilliam Charitable Trust
Peterborough Bird Club
The Banister Charitable Trust
The Jack Patston Charitable Trust

And all our individual supporters and volunteers

NENE PARK TRUST

CORPORATE INFORMATION

MEMBERS OF THE BOARD OF TRUSTEES AND THEIR NOMINATING BODIES

NAME	NOMINATING BODY
Mr J C Marsden (Chairman)	Board of Trustees
Dr C Prosser (Deputy Chairman)	Natural England
Dr J Allister	Bishop of Peterborough
Mr S Barkham (from 19 July 2016)	Peterborough City Council
Mr T M D Bingham	Board of Trustees
Mr G Casey	Peterborough City Council
Mr M Chillcott	Board of Trustees
Mr T Cooper (from 9 March 2017)	Lord Lieutenant of Cambridgeshire
Prof I D Hodge	Department of Land Economy of the University of Cambridge
Mr S P Leatham DL (to 9 March 2017)	Lord Lieutenant of Cambridgeshire
Mrs E Mugova (to 19 July 2016)	Royal Town Planning Institute
Mr A Simpson (from 29 September 2016)	Royal Town Planning Institute
Mrs J Stokes	Peterborough City Council
Mr M Williams	The Law Society
Vacant	Royal Institution of Chartered Surveyors

The following nominating bodies are members of the charitable company:

Peterborough City Council

Natural England

Department of Land Economy of the University of Cambridge

MEMBERS OF COMMITTEES

Finance Committee

Dr C Prosser	(Chairman)
Mr G Casey (from 29 November 2016)	
Mr S P Leatham DL (to 9 March 2017)	
Mr J C Marsden	

CHARITY REGISTRATION NUMBER 800067

COMPANY REGISTRATION NUMBER 2288607

NENE PARK TRUST

CORPORATE INFORMATION (Contd.)

CHIEF EXECUTIVE:	Mr M Bradbury
COMPANY SECRETARY:	Mr P H Rolfe
PRINCIPAL AND REGISTERED OFFICE:	Nene Park Trust Ham Farm House Ham Lane Peterborough PE2 5UU
BANKERS:	Lloyds Bank plc 65 High Street Stamford PE9 2AT
AUDITORS:	haysmacintyre 26 Red Lion Square London WC1R 4AG
INVESTMENT MANAGERS:	Charles Stanley & Co Ltd 25 Luke Street London EC2A 4AR Sarasin & Partners LLP Juxon House 100 St Paul's Churchyard London EC4M 8BU
SOLICITORS:	Greenwoods Solicitors LLP Monkstone House City Road Peterborough PE1 1JE
COMMERCIAL AGENTS:	Savills Stuart House City Road Peterborough PE1 1QF
LAND AGENT:	J A B Gresty MA MRICS Ryhall Heath Stamford PE9 4EF