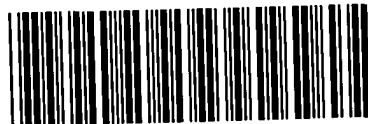


Royal Collection Enterprises Limited  
Directors' report and financial statements

31 March 2017

Company number 2778486

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COMPANIES HOUSE

## Royal Collection Enterprises Limited

### Directors' Report and Financial Statements

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# Royal Collection Enterprises Limited

## Corporate Information

Company number: 2778486

Registered office: York House  
St James's Palace  
London  
SW1A 1BQ

### Directors

Sir Alan Reid (Chairman)

Mr Rufus Bird

Miss Frances Dunkels

Mrs Kerry Francois

Mr Keith Harrison

Vice Admiral Tony Johnstone-Burt (Non Executive Director)

Mrs June Lawlor-Warner (Non Executive Director)

Mrs Nuala McGourty

Mr Jonathan Marsden

Ms Jemima Rellie

Mr Desmond Shawe-Taylor

### Advisors

Auditor KPMG LLP  
15 Canada Square,  
London E14 5GL

Banker Coutts & Co  
440 Strand,  
London WC2R 0QS

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

# Royal Collection Enterprises Limited

## Strategic Report

Royal Collection Enterprises Limited (the company) is the wholly owned subsidiary of The Royal Collection Trust, a company limited by guarantee and registered as a charity in England & Wales and Scotland.

## Review of the Year

The key performance measures for the company relate to visitor numbers, the level of retail sales and retail profitability.

### Visitor numbers

With complimentary tickets and 1-Year Pass holders included, total visitors for the year were 2,815,000. This was the highest annual figure achieved to date. Full details of visitors by location were, as follows:

	16/17 000s	15/16 000s
Windsor Castle	1,389	1,300
Frogmore House	7	8
Buckingham Palace	580	519
Clarence House	12	11
The Royal Mews	216	226
The Queen's Gallery	154	194
Holyroodhouse	386	324
Holyroodhouse Gallery	71	64
	<u>2,815</u>	<u>2,646</u>

In addition, Learning visitors totalled 59,000 compared with 61,000 in the previous year.

### Retail

Retail sales in total increased by 21% compared with prior year. The Queen's 90th Birthday range, changes in product mix and pricing, and the drop in the value of sterling in summer 2016 all contributed to this exceptional performance. All sales channels performed well, with perhaps the most notable increase being sales at Windsor Castle, where sales were up by 38% on 2015/16.

### Photographic Services

Income for the Picture Library, which amounted to £214,000 for the year, derives predominantly from the supply of photographic material for inclusion in television programmes and printed publications. Over 60,000 resources were added to Digital Asset Management System, this includes 16,541 professional photographs of Royal Collection objects and 3,800 scanned transparencies.

# Royal Collection Enterprises Limited

## Strategic Report (continued)

### Publishing

Royal Collection Trust published eight new titles in print format in 2016/17, including exhibition catalogues for *Portrait of the Artist and Splendours of the Subcontinent: A Prince's Tour of India 1875-6*, and three catalogue raisonnés of Dutch Paintings, European Armour and Chinese and Japanese Works of Art. *The Birthday Crown*, produced to mark The Queen's 90th Birthday, received a nomination for ACE Best Children's publication. Additionally three more titles in The Paper Museum of Cassiano dal Pozzo series were published.

### Financial Review

Management fees for the year were £29.7 million, an increase of over 8% on the previous year. With fees being based on costs incurred, this increase was primarily driven by the increase in staff costs and facilities-management charges, both of which were related to high visitor numbers. Together with the strong retail performance, these factors led to an increase in turnover of 12.4%.

As a consequence, profit on ordinary activities before taxation grew to £7.3 million, an increase of 18.9% on the prior year. There was a resulting increase in the amount of gift aid committed to The Royal Collection Trust under deed of covenant.

In view of the current trading outlook and the financial position of the company, the directors have concluded that the use of the going-concern basis in preparing these financial statements is appropriate. A net current liability of £111,000 (2015-16, net current liability - £248,000) as at the balance sheet date reflects the seasonal nature of trading activity and is within normal parameters. While the company continues to manage the risks outlined below, there are no material uncertainties related to events or conditions that may cast doubt on the ability of the company to continue as a going concern.

### Plans for Future Periods

The company's plans are informed by the strategic priorities of its holding company, The Royal Collection Trust. For the coming period, The Royal Collection Trust has identified the following six priorities:

- To develop and maintain a programme with broad appeal to encourage people from throughout the UK to engage with and be inspired by the Royal Collection and Palaces.
- To encourage greater enjoyment of the Royal Collection and Palaces by digital means.
- To maintain and further develop all sources of revenue.
- To deliver capital investment to improve visitor experience at our sites.
- To ensure that our resources are effectively deployed on the long-term care of the Collection and to promote our work in this area.

# Royal Collection Enterprises Limited

## Strategic Report (continued)

- To ensure that all employees take responsibility for representing the personality and values of Royal Collection Trust.

In line with these priorities, the company's aims are to increase visitor numbers, particularly from the UK, to ensure an enjoyable, rewarding experience for all who attend the Palaces and view the Royal Collection and to continue to grow retail revenues. To support this, a programme of exhibitions, including regional tours, and large-scale events will be developed in 2017/18.

## Risk Management

The principal risks facing the company are:

- A significant reduction in visitor numbers;
- Failure to engage with the public or develop new audiences; and
- Decline in commercial appeal of retail merchandise.

In addition, the company manages generic risks relating to fraud, failure of IT systems and the operational risks associated with managing large numbers of visitors. The company seeks to manage as far as possible the risks that it faces.

Visitor numbers may fluctuate for a variety of reasons, e.g. the state of the UK and world economy, tourism trends, foreign currency exchange rates, and the perceived threat of terrorism in the UK. The company seeks to mitigate the effect of such fluctuations through the development of alternative income streams relating to retail, catering, publishing and photographic services.

The programme of exhibitions at The Queen's Galleries and at the Summer Opening of Buckingham Palace is carefully developed and reviewed to ensure that it is sufficiently varied and appealing, and has the potential to attract new audiences. Investment in presentation and interpretation for visitors and the expansion of learning and events programmes contribute to high levels of visitor enjoyment, which in turn encourage repeat visits.

The continuous introduction of new ranges of retail merchandise has contributed to the development of income streams that are less dependent on major Royal events or on visitors to the Official Residences e.g. by increasing sales online and via wholesale accounts.

The risk-management process is addressed jointly with the holding company, The Royal Collection Trust. The Management Board of Royal Collection Trust in conjunction with senior management in the Royal Household is responsible for the management of the risk process. Departmental Heads and senior managers are responsible for identifying, assessing and managing risk in their areas of responsibility and all staff are encouraged to identify operational risks in the performance of their duties.

## Royal Collection Enterprises Limited

### Strategic Report (continued)

The Management Board assesses risks and opportunities as part of the review of annual budgets and in the preparation of longer-term operating plans and, where appropriate, mitigates risks as far as possible.

The Audit Committee is a sub-committee of the Board of Trustees of The Royal Collection Trust. It is responsible for assessing the scope and effectiveness of the systems established by management to identify, assess, manage and monitor financial and non-financial risks and is supported in this role by the internal audit function.

The Chairman of the Audit Committee reports to the Board of Trustees at each meeting of the Trustees on the Audit Committee's activities and responsibilities.

Specialist risk managers in the Royal Household include the Fire Safety Managers in Windsor and London, the Health and Safety Manager, the Head of Information Assurance and the Director of Security Liaison. These specialists provide advice on the management of the risks falling within their areas of responsibility.

The Audit Committee meets three times annually and reviews the risk register twice a year. This follows a detailed review and discussion by the Management Board. The internal audit function takes a risk-based approach to audits and operates to a plan of work agreed by the Audit Committee that is aligned to the risk register and the company's objectives. Evaluation of the company's exposure to risk includes consideration of governance, operational and information systems, the integrity of financial and operational information, the effectiveness and efficiency of operations, the safeguarding of assets and compliance with laws, regulations and contracts. The findings of reviews are reported to the Audit Committee;

The Audit Committee monitors management's progress with the implementation of agreed internal audit recommendations ensuring that management establish appropriate priorities;

- Assurance on specialist areas such as property maintenance, health and safety and security, is provided by suitably qualified senior managers in the Royal Household and where appropriate, external professionals;
- New activities and changes to existing processes are routinely reviewed to ensure that controls are in place; and
- Ongoing budgetary control is monitored by the production of regular and timely financial-management reports.

# Royal Collection Enterprises Limited

## Directors' Report

### Principal activities

The principal activities of the company are the management of public access to the official residences of The Queen and the official residence of The Prince of Wales, and the sale of merchandise in shops at each location. Taxable profits are gift aided in full under deed of covenant to the holding company, The Royal Collection Trust, a company limited by guarantee and registered as a charity. Royal Collection Enterprises Limited and The Royal Collection Trust are collectively referred to by the group name Royal Collection Trust. The company thus generates income for The Royal Collection Trust for the presentation, maintenance and conservation of the Royal Collection.

Income is raised from fees for the management of public access and shop sales at the official residences of The Queen and the official residence of The Prince of Wales, and at The Queen's Galleries at Buckingham Palace and the Palace of Holyroodhouse. In addition, income is raised through off-site retail activities (including online sales, the distribution of books and licensing of publications), catering at the Palace of Holyroodhouse and the Buckingham Palace Summer Opening, and fees for reproducing images of items in the Royal Collection.

The Royal Collection Trust has responsibility for admitting visitors to the official residences. Royal Collection Enterprises Limited acts as an agent of The Royal Collection Trust in managing the admission of visitors to these residences.

### Directors' Interests

None of the directors who held office at 31 March 2017 had any disclosable interest in the shares of the company. According to the register of directors' interests, no rights to subscribe for shares in or debentures of the company or any other group company were granted to any of the directors or their immediate families, or exercised by them, during the year.

### Liability insurance

During the year the company purchased liability insurance for its officers.

### Employment policies

The company is an equal-opportunities employer and every effort is made to give employment to disabled applicants. The company would endeavour to re-train or re-deploy any employee who developed a disability while in its employment. All staff receive an annual appraisal to assess performance and to identify career-development opportunities and training requirements. Regular meetings with staff are held to keep employees informed of the activities and objectives of the company and to discuss other matters of interest or concern.



## Royal Collection Enterprises Limited

### Disclosure of information to auditor

The directors who held office at the date of approval of this Directors' Report confirm that, so far as they are each aware, there is no relevant audit information of which the company's auditor is unaware; and each director has taken all the steps that they ought to have taken as a director to make themselves aware of any relevant audit information and to establish that the company's auditor is aware of that information.

### Auditors

Pursuant to Section 487 of the Companies Act 2006, the auditors will be deemed to be re-appointed and KPMG LLP will therefore continue in office.

By order of the Board



Sir Alan Reid  
Chairman  
York House  
St James's Palace  
London SW1A 1BQ

27 June 2017

## STATEMENT OF DIRECTORS' RESPONSIBILITIES IN RESPECT OF THE STRATEGIC REPORT, THE DIRECTORS' REPORT AND THE FINANCIAL STATEMENTS

The directors are responsible for preparing the Strategic Report, the Directors' Report and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law they have elected to prepare the financial statements in accordance with UK Accounting Standards and applicable law (UK Generally Accepted Accounting Practice), including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland.

Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of the profit or loss of the company for that period. In preparing these financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- 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 the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006. They have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the company and to prevent and detect fraud and other irregularities.

The directors are responsible for the maintenance and integrity of the corporate and financial information included on the company's website. Legislation in the UK governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

## **INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ROYAL COLLECTION ENTERPRISES LIMITED**

We have audited the financial statements of Royal Collection Enterprises Limited for the year ended 31 March 2017 set out on pages 12 to 26. The financial reporting framework that has been applied in their preparation is applicable law and UK Accounting Standards (UK Generally Accepted Accounting Practice), including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland.

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

### **Respective responsibilities of directors and auditor**

As explained more fully in the Directors' Responsibilities Statement set out on page 9, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view. 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](http://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 company's affairs as at 31 March 2017 and of its loss for the year then ended;
- have been properly prepared in accordance with UK Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

## INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ROYAL COLLECTION ENTERPRISES LIMITED

### Opinion on other matters prescribed by the Companies Act 2006

In our opinion the information given in the Strategic Report and the Directors' Report for the financial year is consistent with the financial statements.

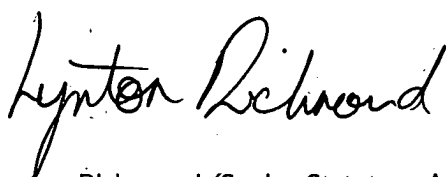
Based solely on the work required to be undertaken in the course of the audit of the financial statements and from reading the Strategic report and the Directors' report:

- we have not identified material misstatements in those reports; and
- in our opinion, those reports have been prepared in accordance with the Companies Act 2006.

### 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:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.



Lynton Richmond (Senior Statutory Auditor)  
for and on behalf of KPMG LLP, Statutory Auditor  
*Chartered Accountants*  
15 Canada Square  
London  
E14 5GL

27 June 2017

# Royal Collection Enterprises Limited

## Profit and Loss Account

for the year ended 31 March 2017

	Note	2017 £'000	2016 £'000
Turnover	1,2	49,681	44,207
Direct costs, including cost of sales	2	(40,206)	(36,111)
<b>Gross profit</b>	2	<b>9,475</b>	<b>8,096</b>
Administrative expenses		(2,079)	(1,929)
Donations payable	3	(580)	(537)
Other operating income	7	418	468
<b>Operating profit</b>		<b>7,234</b>	<b>6,098</b>
Interest receivable and other similar income	8	19	2
<b>Profit on ordinary activities before taxation</b>	4	<b>7,253</b>	<b>6,100</b>
Tax charge	18	(1,443)	(1,231)
<b>Profit for the financial year</b>		<b>5,810</b>	<b>4,869</b>
<b>Other comprehensive income</b>			
Profit for the financial year		5,810	4,869
Gift aid committed		(7,215)	(6,156)
Current tax credit	18	1,443	1,231
<b>Total comprehensive income for the financial year</b>	15,16	<b>38</b>	<b>(56)</b>

There are no recognised gains or losses other than those included above.

The profit on ordinary activities before and after taxation is measured under the historical cost convention.

The notes on pages 14 to 26 form part of these financial statements.

# Royal Collection Enterprises Limited

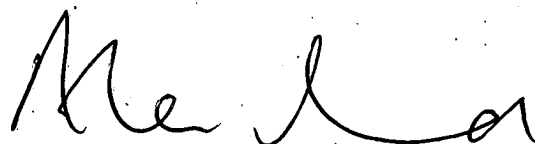
## Balance Sheet

at 31 March 2017

		2017		2016	
	Note	£'000	£'000	£'000	£'000
<b>Fixed assets</b>					
Intangible assets	9	140		227	
Tangible assets	10	568		580	
			708		807
<b>Current assets</b>					
Stock and work in progress	11	3,820		3,936	
Debtors	12	624		862	
Cash at bank and in hand		5,916		6,909	
		10,360		11,707	
Creditors: amounts falling due within one year	13	(10,471)		(11,955)	
<b>Net current liabilities</b>			(111)		(248)
<b>Total assets less current liabilities</b>			597		559
<b>Capital and reserves</b>					
Called up share capital	14		-		-
Profit and loss account	15		597		559
<b>Shareholder's funds</b>			597		559

The notes on pages 14 to 26 form part of these financial statements.

These financial statements were approved by the Board of Directors on 27 June 2017 and were signed on its behalf by:



Sir Alan Reid  
Chairman

# Royal Collection Enterprises Limited

## Notes

*(forming part of the financial statements)*

### I Accounting policies

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the company's financial statements.

#### *Basis of preparation*

These financial statements were prepared in accordance with Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland ("FRS 102").

The directors have reviewed cash flow forecasts for twelve months from the date of approval of the accounts, and consider that it is appropriate to prepare these accounts under the going concern basis.

The company is exempt from the requirement of FRS 102 to prepare a cash flow statement as it is a wholly owned subsidiary undertaking of The Royal Collection Trust (limited by guarantee) and its cash flows are included within the consolidated cash flow statement of that company.

Under FRS102, the company is exempt from the requirement to disclose the details of related party transactions with its parent undertaking.

#### *Turnover*

Turnover, which excludes Value Added Tax, includes management fees for managing the admission of visitors to the official residences of The Queen and the official residence of The Prince of Wales, income from the publication of books on the Royal Collection and the granting of rights for the use of images from the Royal Collection in books and other media, income from the café operations for visitors to the Official Residences and sales of merchandise. Management fees comprise both direct and indirect costs related to these activities and a contribution to central management and administrative costs.

Other operating income includes sponsorship and other income.

#### *Fixed assets and depreciation*

The buildings comprising Windsor Castle, Buckingham Palace (including The Queen's Gallery and the Royal Mews) and the Palace of Holyroodhouse (including The Queen's Gallery) are owned by The Queen as Sovereign and maintained by the Royal Household Property Section and Historic Environment Scotland and are therefore not capitalised in these financial statements. However, where improvements are made to these buildings by the company, in order to increase revenues, the expenditure is capitalised and depreciation is charged over the estimated useful lives of the assets.

# Royal Collection Enterprises Limited

Notes (continued)

## I Accounting policies (continued)

### *Fixed assets and depreciation (continued)*

No depreciation or amortisation is charged on assets in the course of construction until the assets have been successfully commissioned and are available for use. Finance costs incurred in connection with the construction of tangible assets are not capitalised and are charged to the profit and loss account as incurred.

Depreciation or amortisation is provided by the company to write off the cost less the estimated residual value of tangible fixed assets by equal instalments over their estimated useful economic lives which are determined on an individual asset basis as follows:

Property improvements	-	10 to 20 years
Plant and machinery	-	3 to 10 years
Furniture, fittings and equipment	-	2 to 10 years
Software development	-	3 to 10 years

Individual assets costing less than £2,000 are not capitalised.

### *Publishing*

The cost of producing each Royal Collection Trust book is carried forward in work in progress until publication. Where, however, it is envisaged that a book will make a loss, the loss is recognised immediately. Published books are included in stock at the lower of cost and net realisable value. Publishing royalties are recognised when earned.

### *Stock and work in progress*

Stock is stated at the lower of cost and net realisable value. Work in progress relates to the component cost of publishing stock, food and china products. In determining the cost of goods purchased for resale, the weighted average purchase price is used.

### *Foreign currencies*

Transactions in foreign currencies are recorded using the rate of exchange ruling at the date of transaction. Monetary assets and liabilities denominated in foreign currencies are translated using the contracted rate of exchange ruling at the balance sheet date and the gains and losses on translation are included in the profit and loss account.



# Royal Collection Enterprises Limited

## Notes (continued)

### I Accounting policies (continued)

#### *Pensions*

The company participates in a pension scheme, The Royal Households Group Pension Scheme, providing benefits based on final pensionable pay. The assets of the scheme are held separately from those of the company. Contributions to the scheme are charged to the profit and loss account so as to spread the cost of pensions over employees' working lives with the company.

The scheme which provides benefits based on final pensionable salary is part of a group scheme, the contributions to which are determined by a qualified actuary based on the triennial valuations. The scheme is accounted for in accordance with FRS102 with current service cost recognised in the company's profit or loss. It is the stated policy of the Trustees that assets and liabilities of the scheme are recognised in the financial statements of The Royal Collection Trust.

The company also operates a defined-contribution pension scheme. The assets of the scheme are held separately from those of the company in an independently administered fund.

The amount charged to the profit and loss account represents the contributions payable to the schemes in respect of the accounting period.

Further details of the pension schemes are provided in note 19.

#### *Taxation*

The company fully provides for both current and deferred tax to the extent that it has any liability to tax. However, it is bound by a deed of covenant to gift aid all of its taxable profit to The Royal Collection Trust and consequently has no liability to tax.

#### *Operating leases*

Operating lease rentals are charged to the profit and loss account on a straight-line basis over the period of the lease.

#### *Liabilities*

Liabilities are recognised when a constructive obligation arises.

# Royal Collection Enterprises Limited

## Notes (continued)

### 2 Turnover and gross profit

Turnover and gross profit from each of the company's main activities may be analysed as set out below.

	Management fees £'000	Retail and publishing £'000	Other £'000	2017 Total £'000	2016 Total £'000
Turnover	29,657	19,662	362	49,681	44,207
Direct costs, including cost of sales	(23,898)	(15,718)	(590)	(40,206)	(36,111)
Gross profit/(loss)	<u>5,759</u>	<u>3,944</u>	<u>(228)</u>	<u>9,475</u>	<u>8,096</u>

### 3 Donations payable

Donations made during the year were as follows:

	2017 £'000	2016 £'000
Privy Purse Charitable Trust	580	537
	<u>580</u>	<u>537</u>

### 4 Profit on ordinary activities before and after taxation

	2017 £'000	2016 £'000
Profit on ordinary activities before and after taxation is stated after charging:		
Auditor's remuneration		
Audit of these financial statements	8	9
Other services - taxation	4	5
Depreciation, amortisation and other amounts written off owned fixed assets	254	232
Operating lease charges	<u>118</u>	<u>124</u>

# Royal Collection Enterprises Limited

Notes (continued)

## 5 Directors' Emoluments

	2017	2016
	£'000	£'000
Emoluments including pension contributions.	<u>596</u>	<u>581</u>

The key management personnel of the company are the directors of the company.

Pay and remuneration for key management personnel is determined on the same basis as that applied in relation to all roles i.e. a system of job evaluation and market intelligence relating to comparable external roles

The Chairman received no emoluments during the year in connection with services to the company. The company met the cost of directors' liability insurance in relation to the Chairman of £234 (2015-16: £225). The emoluments, excluding pension contributions, of the highest paid director were £101,704 (2015-16: £100,206).

Contributions to provide defined pension benefits were made for three directors (2015-16: three). The accrued benefits due to the highest paid director at 31 March 2017 amounted to an annual pension of £28,655 or a reduced pension of £20,433 and a lump sum of £136,223 (2015-16: £26,801 or a reduced pension of £19,219 and a lump sum of £128,129).

Of the eleven directors of the company, 5 received reimbursed expenses totalling £2,849 (2015-16: 5 - £3,872).

# Royal Collection Enterprises Limited

Notes (continued)

## 6 Staff numbers and costs

The average monthly head count was 829 staff (2016: 783 staff) and the average number of full-time equivalent staff employed by the group or on permanent secondment from the Royal Household, analysed by category, were as follows:

	Number of employees	
	2017	2016
Windsor Castle	186	175
Buckingham Palace	214	199
Palace of Holyroodhouse	65	59
Central Retail & Warehousing	25	23
Public Relations & Marketing	14	13
Publishing	7	7
Learning	17	14
Photographic Services	9	8
Finance & Administration	15	14
Royal Household staff directly supporting Royal Collection Enterprises	57	46
	<u>609</u>	<u>558</u>

The aggregate payroll costs of these persons were as follows:

	2017	2016
	£'000	£'000
Wages and salaries	13,941	12,468
Social security costs	1,085	910
Other pension costs (see note 19)	1,809	1,625
	<u>16,835</u>	<u>15,003</u>

Redundancy benefits are recognised as an expense when incurred or provided for when redundancy has been agreed, but will occur following the balance sheet date.

In the year no provision has been made for redundancy packages (2015-16: 1).

	2017	2016
Less than £25,000	-	1
	<u>-</u>	<u>1</u>

# Royal Collection Enterprises Limited

Notes (continued)

## 7 Other operating income

	2017	2016
	£'000	£'000
Other income - sponsorship, grants & fees	418	468
	<u>418</u>	<u>468</u>

## 8 Interest receivable and other similar income

	2017	2016
	£'000	£'000
Bank interest	19	2
	<u>19</u>	<u>2</u>

## 9 Intangible fixed assets

	Software £'000
<b>Cost</b>	
At 1 April 2016	712
Disposals /write-offs	-
At 31 March 2017	<u>712</u>
<b>Amortisation</b>	
At 1 April 2016	485
Charge for the year	87
Disposals /write-offs	-
At 31 March 2017	<u>572</u>
<b>Net book value</b>	
At 31 March 2017	<u>140</u>
At 31 March 2016	<u>227</u>

# Royal Collection Enterprises Limited

Notes (continued)

## 10 Tangible fixed assets

	Property improvements	Plant and machinery	Furniture, fittings and equipment	Assets in course of construction	Total
	£'000	£'000	£'000	£'000	£'000
<b>Cost</b>					
At 1 April 2016	243	278	1,893	-	2,414
Additions	5	-	136	14	155
Disposals /write-offs	(7)	-	(130)	-	(137)
<b>At 31 March 2017</b>	<b>241</b>	<b>278</b>	<b>1,899</b>	<b>14</b>	<b>2,432</b>
<b>Depreciation</b>					
At 1 April 2016	84	174	1,576	-	1,834
Charge for the year	23	13	131	-	167
Disposals /write-offs	(7)	-	(130)	-	(137)
<b>At 31 March 2017</b>	<b>100</b>	<b>187</b>	<b>1,577</b>	<b>-</b>	<b>1,864</b>
<b>Net book value</b>					
<b>At 31 March 2017</b>	<b>141</b>	<b>91</b>	<b>322</b>	<b>14</b>	<b>568</b>
<b>At 31 March 2016</b>	<b>159</b>	<b>104</b>	<b>317</b>	<b>-</b>	<b>580</b>

## 11 Stock and work in progress

	2017	2016
	£'000	£'000
Finished goods	3,209	3,214
Work in progress	611	722
	<b>3,820</b>	<b>3,936</b>

# Royal Collection Enterprises Limited

Notes (continued)

## 12 Debtors

	2017	2016
	£'000	£'000
Trade debtors	424	430
Other debtors including taxation	-	220
Prepayments and accrued income	200	212
	<u>624</u>	<u>862</u>

## 13 Creditors: amounts falling due within one year

	2017	2016
	£'000	£'000
Trade creditors	1,085	943
Amounts due to parent undertaking	1,895	2,452
Other creditors	292	844
Accruals and deferred income	7,199	7,716
	<u>10,471</u>	<u>11,955</u>

## 14 Called up share capital

	2017	2016
	£	£
<i>Authorised</i>		
Ordinary shares of £1 each	<u>100</u>	<u>100</u>
<i>Allotted, called up and fully paid</i>		
Ordinary shares of £1 each	<u>2</u>	<u>2</u>

## 15 Reserves

	Profit and loss account £'000
At beginning of year	559
Profit for the year	5,810
Gift aid committed	(7,215)
Current tax credit	<u>1,443</u>
At end of year	<u>597</u>

# Royal Collection Enterprises Limited

Notes (continued)

## 16 Movement in shareholder's funds

	2017	2016
	£'000	£'000
Opening shareholder's funds	559	615
Profit for the year	5,810	4,869
Gift aid committed	(7,215)	(6,156)
Current tax credit	1,443	1,231
Closing shareholder's funds	<u>597</u>	<u>559</u>

## 17 Commitments

Capital commitments at 31 March 2017 for which no provision has been made were as follows:

	2017	2016
	£'000	£'000
Contracted	23	-
Authorised but not contracted	284	25
	<u>307</u>	<u>25</u>

### Operating lease commitments

Total of future minimum lease payments at the end of the reporting period, for each of the following periods:

	2017	2016
	£'000	£'000
- within one year	7	105
- in the second to fifth year	15	21
	<u>22</u>	<u>126</u>



# Royal Collection Enterprises Limited

Notes (continued)

## 18 Taxation

	2017	2016
	£'000	£'000
Profit on ordinary activities before taxation	7,253	6,100
Taxation on ordinary activities at standard corporation tax rate of (20%) (2015-16: 20%)	1,451	1,220
Capital allowances in excess of depreciation	(5)	-
Depreciation in excess of capital allowances	-	8
Disallowed expenditure	11	1
Adjustments in respect of prior year tax charge	(26)	2
Revenue costs treated as capital items	12	-
<b>Total tax charge for the year</b>	<b>1,443</b>	<b>1,231</b>

Following clarification by the Institute of Chartered Accountants in England and Wales that gift aid payments are legally distributions, those payments have been presented as such in the financial statements directly in equity in accordance with FRS102 section 6. FRS102 requires tax expense to be recognised in the same place in the financial statements as the items that resulted in the tax expense. Hence the tax benefit of the committed gift aid payments are recognised directly in equity for each year.

The company is bound by a deed of covenant to donate all of its taxable profit to its parent, The Royal Collection Trust. As a consequence the company is able to claim tax relief on the donation and so has no liability to tax.

## 19 Pension scheme

As explained in the accounting policies set out on page 16, the company participates in a pension scheme, The Royal Households Group Pension Scheme. Benefits are based on final pensionable pay, a member's length of service and are non-contributory for employees. It is the stated policy of the Trustees of the parent company, The Royal Collection Trust, that assets and liabilities of the scheme are to be recognised in the financial statements of The Royal Collection Trust.

Details of the most recent valuation of the scheme, together with the assumptions which have the most significant effect on the results of the valuation, are given in the financial statements of the parent company, The Royal Collection Trust.

The scheme is closed to new members. Employees joining the group after 1 April 2002 are entitled to be members of the Royal Household Defined Contribution (Stakeholder) Pension Scheme after six months' service.

The company also operates a defined-contribution pension scheme. This stakeholder scheme is administered by Legal and General and is non-contributory for employees. The employer's contribution rate is 15% of pensionable salary. Benefits are based on contribution levels linked to investment returns over the period to retirement. Employees can make additional contributions up to the HM Revenue & Customs' limits.

# Royal Collection Enterprises Limited

Notes (continued)

**20 Ultimate parent company and parent undertaking of larger group of which the company is a member**

The company is a subsidiary undertaking of The Royal Collection Trust, a company limited by guarantee registered in England and Wales.

The smallest and largest group in which the results of the company are consolidated is that headed by its ultimate parent company, The Royal Collection Trust, registered in England and Wales. The consolidated accounts of this company are available to the public and may be obtained from the Director, Royal Trust Collection, The Royal Collection Trust, York House, St James's Palace, London, SW1A 1BQ.

**21 Guarantee**

On 12 February 1997 the company provided a guarantee to Coutts & Co. in consideration for the granting of an overdraft facility in favour of its parent company, The Royal Collection Trust. At 31 March 2017 there was no overdraft in either the company or the parent company.

# Royal Collection Enterprises Limited

Notes (continued)

## 22 Related Party Transactions

Set out below are details of transactions during the year with related parties, which includes key management personnel of the company, and also with other entities which, whilst not related parties, it is deemed appropriate to disclose. The figure in italics represent the amounts due (to) or from related parties at the balance sheet date.

Related Party £000	Balance at Year End		Transactions in the year		Details of Transaction
	2017	2016	2017	2016	
Royal Household	(6,016)	(6,799)	10,291	9,754	Charges to Royal Collection Enterprises Limited (RCEL) for various services including personnel, payroll, pensions administration, internal audit, records management, property maintenance services, IT services, etc.
Royal Household	(2)	(1)	30	41	Recovery of costs incurred on behalf of the Royal Household.
Privy Purse Charitable Trust (PPCT)	(7)	(15)	580	537	Donation to the PPCT in lieu of its right to charge for admission to Queen Mary's Dolls' House, Windsor Castle.
Privy Purse	-	-	286	243	Recovery of costs incurred on behalf of the RCEL.
St George's Chapel	-	-	1,883	1,839	Payment in respect of admissions to St. George's Chapel, Windsor Castle collected by the company as agent and compensation for the loss of retail income.
A G Carrick (Highgrove)	29	22	134	150	Purchase of RCEL goods for resale, and commission on sales of admission tickets for the gardens at Highgrove House.
Office of HRH The Prince of Wales	-	-	12	-	Recovery of costs incurred on behalf of RCEL.
Office of HRH The Prince of Wales	-	-	11	3	Purchase of RCEL stock and charges for admission events.
Historic Royal Palaces (HRP)	1	10	65	174	Recovery of costs from HRP for maintenance, services and goods for resale purchased from RCEL.
Privy Purse (including Royal Farms and Windsor Farm Shop)	-	(22)	84	86	Purchase of RCEL goods for resale and recharge of costs incurred on behalf of Privy Purse. Royalty to Royal Farms for milk in Royal Collection Trust ice cream.
Balmoral Estate	-	1	23	19	Purchase of RCEL goods for resale.
Balmoral Estate	-	-	12	2	Purchase of Balmoral goods for resale.
Sandringham Estate	-	3	5	16	Purchase of RCEL goods for resale.

None of the directors or other related parties except as referred to above or as otherwise disclosed in the financial statements has undertaken any transactions with the company during the year.