



The National Brewery Heritage Trust Limited

(A COMPANY LIMITED BY GUARANTEE)

**DIRECTORS' REPORT AND FINANCIAL STATEMENTS
FOR THE PERIOD ENDED 31st AUGUST 2023**

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Charitable Company Articles adopted 16th April 2012

Charity Registration Number: 1147391

Charitable Company Number: 7754069, Incorporated 26th August 2011

INFORMATION FOR THE FINANCIAL YEAR PERIOD ENDED 31st August 2023

BANKERS: Barclays Bank plc, Business Banking,
Leicester, LE87 BBB

INDEPENDENT EXAMINER: David Dale FCA

REGISTERED ADDRESS OF NBHT AS AT 31st August 2023:
74 Craythorne Road, Stretton,
Burton upon Trent, Staffordshire, DE13 0AZ

Website Addresses:

www.nationalbreweryheritagetrust.co.uk
www.nbcarchives.co.uk

DIRECTORS/TRUSTEES:

Dr Harry White, Chairman *

Mr Terry Critchley, Hon Secretary *

Mr Bob Heaver, Hon Treasurer *

Mr Nik Antona

Mrs Janet Dean

Mr Christopher Else

Mr Tim Hampson

Mr R G Humphreys MBE *

Sir Alan Meale

Mr Brett Rathbone *

Mr Christopher Holden *

* Members of the NBHT Management Committee

The Directors present their report and the financial statements for the year ended 31st August 2023. The Directors, who are also Trustees of The National Brewery Heritage Trust (NBHT) for the purposes of charitable law and who served during the year and up to the date of this report are set out on page 2.

Structure, governance and management

NBHT is a charitable company limited by guarantee, incorporated on 25th August 2011, and registered as a charity on 23rd May 2012.

Objectives

The charity's objects are for the public benefit and are specifically restricted to the following:

To advance the education of the public in the history and heritage of brewing in particular but not exclusively through:

- 1. The protection and preservation and making available to the public of material and artefacts of historic significance by the establishment and maintenance of archive and collection for preservation of such material and artefacts, in particular but not exclusively the existing collection of archives and artefacts of brewing in Burton on Trent;*
- 2. Educational displays and events that will illustrate the impact of brewing on the social and economic development of the nation.*

Chairman's Report on Achievements and performance

The last 12 months have seen significant changes in the Trust's role and responsibilities as we have been faced with several short-term priorities and operational challenges. In addressing these challenges, we have recognised our own limitations and therefore started to develop strategies, structures, and a business plan to establish what needs to be in place for the collection to be properly managed and promoted in the longer term.

Given the Trust's limited resources, and the fact that so much has been achieved over the last 12 months, I feel I must begin by acknowledging the support the Trust has received during the year from the following:

- the small but dedicated team of ex-NBC volunteers who joined us at the beginning of the year,
- the support and goodwill of key members of staff from within both Molson Coors (MCBC) and East Staffs. Borough Council (ESBC),
- the commitment, determination, and vision of members of the Trust's executive and management committees.

To all these individuals I express my sincere thanks and appreciation.

In November 2022, the Trust assumed overall responsibility for the safeguarding of the brewing archives and artefacts stored on the Guild St. site. At the same time, we began a series of dialogues with both MCBC and ESBC, to seek a common vision of what the future might (and should) look like for the collection, whilst also seeking advice from relevant professional and national bodies in the museums, heritage and archive world.

Courtesy of MCBC, refurbished office facilities were rapidly made available to the Trust on the Guild St. site, providing us with an essential base from which to operate. Soon after, ESBC took out a 3-year lease on retail premises in the town centre (Station St.), with the intention of refurbishing these so they could

provide safe and secure storage for the archive element of the collection, until a more permanent solution could be put in place.

At the start of 2023 the Trust was faced with a number of immediate priorities.

The key first task was to recruit a Collections Officer, funded by MCBC, to advise the Trust on how best to ensure safe transfer of the archives to their new home, as well as best practice for managing both the archives and artefacts going forward. In April the Trust welcomed Laura Waters who joined us as an experienced museums and archives professional. Following an initial assessment of what we were trying to achieve and the challenges we were facing, Laura has subsequently become a key member of the team responsible for managing the transition from Guild St. to Station St. and helping us define what we need to have in place for the future.

Another immediate priority was to provide guidance and assistance to MCBC regarding the treatment of the collection as the Guild St. site was being prepared for redevelopment. We did this by in part by:

- reaching out to the various volunteer groups and individuals who had previously attended the NBC site, to seek their support and assistance in packing the archives in readiness for their relocation to the premises leased by ESBC in Station St. Again, my thanks and appreciation to those volunteers who have helped us in this task over the course of the year.
- working with MCBC staff to establish a safe and secure working environment for the volunteers on the Guild St. site,
- constructing a photographic register and inventory of the entire contents of what was previously known as the Brewing Gallery, together with the adjacent buildings, prior to their removal to safe storage elsewhere on site.

Archive Preparation March to July 2023

The work to prepare the archives for their move is effectively complete there are some final bits and pieces to wrap up.



The archives (well some of them) now fill the gallery....

Thanks to all the volunteers for a fantastic job in preparing the archives for the move...



... with a special thanks to Jane, Rowena and Chris...



Preservation Equipment Ltd. have no more boxes nor supplies of acid free card...

The next challenge.....

Contents of the gallery last week	
Total No. Pallets	80
Total No. Boxes	2,274

4+ pallets still to move

the contents of Trent House

What is the best way to store more than 3,000 boxes, the contents of 100mtrs of bookshelves, and a dozen filing cabinets in Station Street?

The slide above summarises the size of the task undertaken in the earlier part of the year with respect to the cataloguing, packing, and moving of the archives. At the same time plans were drawn up for the organisation and storage of the archives in their new home in Station St. ESBC asked the Trust to take on a sub-lease for these premises, which we agreed to do, although at the time of writing, we have still to sign the final version. Nevertheless, the "library" element of the NBC Collection has been transferred to Station St. and racking out the remaining rooms to accommodate the archives has commenced.

Running parallel with all the above, the Trust has tried to maintain a focus on those other activities which support our core goals:

- producing a single electronic catalogue/system of record for all the archives and artefacts constituting what was previously known as the National Brewery Collection, irrespective of their ownership and changes in location. Although work in this area has been ongoing since 2018, focussing on the archives, the closure of the site and relocation of many of the items, has emphasised the need to extend this work to embrace the artefacts;
- integrating the Trust's website with that of the archives to create a new website: www.breweryheritage.com. Work on this with our software supplier Orangeleaf has continued during the year, but the launch has been delayed, primarily due to a lack of resource;
- using the consolidated and rebranded www.breweryheritage.com website as the basis for developing a linked network of brewing industry archives – a project funded via the Brewers' Co. from the BREF. During the summer the Trust hosted a meeting with representatives from three brewing companies who are keen to participate in this project as and when time permits.

A recurring factor in many of the activities reported above has been a lack of resource – in terms of both numbers and capabilities. This factor, coupled with an increase in “operational activities/demands”, especially as we transition to Station St. has highlighted the need for the Trust to change both its structure and ways of working.

In meetings with MCBC we have stated that ownership of the collection by the Trust is not a viable option in the short-term, and that we first need to develop a strategy and business plan to enable us to transition over the next year, and thereby set a foundation for the next 3 years to ensure and enable the active management and promotion of the collection.

The fact that the Trust is a registered charity, operating in the public interest, with a clearly defined set of objectives stands us in good stead, and any business plan needs to remain true to these principles. But we need to review how we operate, how we are governed and how we are financed, and make changes accordingly. This work is now underway.

Both corporate and personal membership of the Trust has remained relatively stable during the year, and I would like to thank all our members for their continued support during these challenging times. We have published 3 Newsletters during the year to try to keep members updated with developments and I must record the Trust's thanks to our Media Officer, Matt Simons, who sadly left us in September to pursue his career in teaching. We thank Matt for his input over the last 2 years and wish him every success for the future.

I would like to take this opportunity to again thank my fellow trustees and members of the Management Committee, together with our support workers and volunteers, for all their efforts during what has been an eventful, challenging but hopefully, at the end of it all, a worthwhile year.

Finally, I would like to record the Trust's delight at the recent announcement by ESBC of their approval for outline plans to develop the ex-Bass High St. site as a National Brewery Heritage Centre, and our determination to work with the Council and developers to ensure a safe and secure home and display area for the collection.

Risk Management

The trustees have considered their risk to be low, owning minimal assets.

Reserves Policy

Cost commitments are not made unless there are sufficient funds available to meet the expenditure. The Trust has no significant ongoing costs commitments other than the annual portal hosting, support and cloud storage costs for the online archive project. These can be terminated at short notice with no financial penalty, although the online archive would then not be supported technically and would not be online. The Trustees have agreed to maintain reserve of £6,000 representing approximately 1.5 times the Trust's annual commitment.

Data Protection

The Trustees have satisfied themselves that the Trust meets the requirements of the Data Protection Regulations 2018. The Trust retains the information given by its members for the sole purpose of communicating with them about Trust matters. All details are in confidence to the Trust and will not in any circumstances be passed to third parties.

Statement of Trustees Responsibilities

The trustees (who are also directors of NBHT) are responsible for preparing the Trustees Report and the financial statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice.

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure of the charitable company for the year.

The Financial Statements for the year Ended 31st August 2023

In preparing those financial statements, the trustees have:

- selected suitable financial policies and applied them consistently
- observed the methods and principles in the Charities' SORP
- made judgments and estimates that are reasonable and prudent:
- stated whether applicable accounting standards and statement of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepared the financial statements on the going concern basis.

The trustees have overall responsibility for ensuring that the charity has appropriate systems of control, financial and otherwise. They are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and which enable them to ensure that financial statements comply with the Companies Act 2006. They are also responsible for the safeguarding of the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and breaches of the law and regulations.

Voluntary income has been received by way of subscriptions, donations and gifts and is included in full in the statements of financial activities when receivable. The value of services by volunteers has not been included.

The National Brewery Heritage Trust – A Company Limited by Guarantee
Report of the Trustees (incorporating the Directors' report) for the Year Ended 31st August 2023

STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDING 31st August 2023

		Unrestricted funds	Restricted funds	2023 Total funds		Unrestricted funds	Restricted funds	2022 Total funds
	Notes	£	£	£		£	£	£
INCOME								
Members Subscriptions:								
Corporate		2,400		2,400		2,400		2,400
Individual		1,525		1,525		1,375		1,375
Donations/grants	2	4,294	51,217	55,511		2,521	75	2,596
Total Membership and Donation Income		8,219	51,217	59,436		6,296	75	6,371
Other Income	3	1,188		1,188		1,041		1,041
TOTAL INCOME excluding bank interest		9,407	51,217	60,625		7,337	75	7,412
Bank interest		153		153		3		3
TOTAL INCOME		9,560	51,217	60,778		7,340	75	7,415
EXPENDITURE								
Purchase, restoration and documentation of archives and artefacts		329	90	418		450	409	859
Online/Linked Archive project	4	3,970	6,269	10,239			8,492	8,492
Costs relating to museum closure	5		19,186	19,186				
Cost of Sales of Goods sold	6	926		926		628		628
Website Costs		213		213		253		253
Marketing costs	7	1,010		1,010		135		135
Administration & General Expenses	8	1,134		1,134		493		493
TOTAL EXPENDITURE		7,582	25,545	33,127		1,959	8,901	10,860
NET INCOME/(EXPENDITURE)		1,978	25,672	27,650		5,381	-8,826	-3,445
Total Funds as at 1 September 2022		30,529	8,211	38,740		25,148	17,038	42,185
Total Funds as at 31 August 2023		32,506	33,884	66,390		30,529	8,211	38,740
BALANCE SHEET AS AT 31 August 2023								
FIXED ASSETS	9	1,536		1,536		1,536		1,536
CURRENT ASSETS								
Cash at Bank	10	31,643	30,980	62,623		29,227	8,605	37,833
Debtors	11		3,412	3,412				
Stock						253		253
CURRENT LIABILITIES								
Creditors	12	673	508	1,181		487	394	881
NET ASSETS		32,506	33,884	66,390		30,529	8,211	38,740

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2023

1 ACCOUNTING POLICIES

Basis of preparing the financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRSSE) Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard for Smaller Entities (the FRSSE) (effective 1 January 2015). The financial statements have been prepared under historic cost convention.

Income

All income is recognized in the Statement of Financial Activities once the charity has entitlement to the funds, and it is probable that the income will be received and the amount can be measured reliably.

Debtors

Other debtors are recognized at the settlement amount due. Prepayments are valued at the amount prepaid.

Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under appropriate headings as the charity falls below the charity audit threshold. Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

The National Brewery Heritage Trust – A Company Limited by Guarantee
Report of the Trustees (incorporating the Directors' report) for the Year Ended 31st August 2023

Creditors

Creditors 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 are recognized at their settlement amount.

Taxation

The charity is exempt from corporation tax on its charitable activities.

Tangible Fixed Assets

Heritage fixed assets are capitalised at the lower of cost and net realizable value. Assets with value below £1000 are not capitalized.

Fund Accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objectives of the charity.

Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

		2023	2022
2	GRANTS & DONATIONS RECEIVED		
	For Online Archive Project		
	BREF – for linked archive project	3,150	-
	Other donations (<£100-)	-	25
		<hr/> 3,150	<hr/> 25
	MCBC re Museum Closure	48,067	-
	For other projects	-	50
		<hr/> 51,217	<hr/> 75
	Sub Total Project Specific funding received	4,294	2,521
	Other donations	<hr/> 55,511	<hr/> 2,596
3	OTHER INCOME		
	Sale of beer label coasters	849	579
	Sale of pub photos / other sales	339	461
		<hr/> 1,188	<hr/> 1,041
4	ONLINE/LINKED ARCHIVE PROJECT		
	Annual hosting / Storage cost	2,160	2,160
	Development costs	2,034	-
	Consultancy costs	6,045	6,332
		<hr/> 10,239	<hr/> 8,492
5	MUSEUM CLOSURE		
	Collections Manager	6,605	-
	Volunteer expenses	2,678	-
	Consultancy costs	3,208	-
	Office equipment	1,534	-
	Artefact costs	1,527	-
	Legal, insurance fees	1,990	-
	Other costs	1,644	-
		<hr/> 19,186	<hr/> -
6	COST OF GOODS SOLD		
	Coasters (produced to order when sales made) incl P&P	673	453
	Write off of Christmas Card stock	253	-
	Pub photos	-	175
		<hr/> 926	<hr/> 628

The National Brewery Heritage Trust – A Company Limited by Guarantee
Report of the Trustees (incorporating the Directors' report) for the Year Ended 31st August 2023

7	MARKETING COSTS		
	Pull up roller banners	722	-
	Other	288	135
		<u>1,010</u>	<u>135</u>
8	ADMINISTRATION & GENERAL EXPENSES		
	Trustee Expenses	917	174
	Stationery & postage	62	155
	Paypal fees	28	27
	Companies House fees	13	0
	Other	114	136
		<u>1,134</u>	<u>493</u>
9	FIXED ASSETS		
	Worthington portraits valued at cost	1,536	1,536
10	RESTRICTED FUNDS		
	Balance Remaining		
	Carlsberg Vehicles	1,365	1,276
	Online archive project	-	3,411
	Online archive linked project	3,442	3,150
	Museum move	28,881	-
	Other projects	196	375
		<u>33,884</u>	<u>8,211</u>
	Less amount in debtors	3,412	-
	Plus amount in creditors	508	394
	Cash balance remaining	<u>30,980</u>	<u>8,605</u>
11	DEBTORS		
	MCBC	3,412	-
12	CREDITORS		
	Consultancy fees	508	394
	Coaster cost of sales	673	453
	Other	-	34
		<u>1,181</u>	<u>881</u>
13	TRUSTEE'S REMUNERATION		
	There were no trustees' remuneration or other benefits for the year ended 31 August 2023 nor for the prior year		
14	RELATED PARTY DISCLOSURES		
	There were no related party transactions for the year ended 31 August 2023 nor for the prior year.		
15	CONTROL RELATIONSHIP		
	The Charity was under the control of the Board of Trustees throughout the current and previous year.		
16	COMPANY LIMITED BY GUARANTEE		
	The company is limited by guarantee and does not have a share capital. In the event of the company being wound up, every member of the Charity undertakes to contribute such amount as may be required, not exceeding £10.		



F. H. White, Chairman
