

The Powell-Cotton Trust

Registered Charity No. 1167318 in England and Wales
Registered Company No. 09934968

**Trustees' report and financial statements for the year ended
31 March 2023**

THE POWELL-COTTON TRUST
for the year ended 31 March 2023

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The Powell-Cotton Trust
Trustee's Annual Report
For year ended 31 March 2023

Reference and administrative details of the Charity, its Trustees and advisers for the year ended 31 March 2023

Trustees

A Harrison
G Marvin
G Redwood
C Valentine, Chair

Company number

09934968

Charity registered number

1167318

Registered office

The Powell-Cotton Museum
Quex Park
Birchington
Kent
CT70BH

Independent auditor

Moore Kingston Smith LLP
Chartered Accountants and Business Advisers
6th Floor
9 Appold Street London
EC2A 2AP
[www. mks.co.uk](http://www.mks.co.uk)

Bankers

Lloyds TSB Bank plc
Cecil Square
Margate
Kent
CT91JG

Stockbrokers

Investec Wealth & Investment
30 Gresham Street
London
EC2V7QN

OBJECTS AND ACTIVITIES

1) Policies and objects

The objects of the Museum are to advance education for the benefit of the public by:

- a) the provision and maintenance of a museum in or near Birchington for exhibiting specimens of natural history and ethnography (particularly such specimens collected by Percy Horace Gordon Powell-Cotton, Esq.) and, if the Trustees think fit, specimens of other sciences and of the fine and useful arts
- b) the extension and enhancement, conservation, storage and maintenance of the collection of specimens belonging to the Museum; and
- c) the promotion of education in subjects relevant to the specimens belonging to the Museum and the use of such specimens in research.

2) Activities for achieving objects

a) Provision and maintenance of a museum in or near Birchington

- i) Developing a roofing solution to the main buildings of the museum.
Patch roof repairs have been part of an annual cycle undertaken by our maintenance team to resolve water ingress. The general build quality of the buildings, the curtilage, and M&E infrastructure have required year on year investment to address the deteriorating conditions of the entire site. In 2023 the Trustees provided significant funds for the commission of specialist contractors and professionals to support the Charity in its submission of an application for a replacement roof from the Museum Estate and Development Fund administered by Arts Council England. The application is to replace and insulate the roofs of the museum building. The Expression of Interest was submitted 21 April 2023 and the full Application on 18th August 2023. A decision to award funding will be announced in March 2024.
- ii) Refurbishment of Garden Fern House
Work on the fernery took place over the winter with help from Kent County Council Adult Services service users, who helped sand and oil wood and paint metalwork, as well as painting the interiors.
- iii) Garden back area, bothy's and polytunnel
Major work took place to landscape the area at the back of the historic walled garden. New compost bays were constructed, hardcore was put down and the area was levelled. A new polytunnel was erected to house the plants which normally live in the long run of glasshouses. The roofs to the run of bothy's have undergone a transformation with replacements of slates and rotten timber to make the stores watertight.
- iv) Internal fit out Winter Garden
This year the interior of the refurbished Winter Garden was fitted out to make it habitable for events and meetings. The floor was laid, and a wood burning stove and small kitchen area have been fitted. With tiles created by the Kent County Council adults with learning disabilities now form part of a kitchen backsplash in the Winter Garden.
- v) Orchid House refurbishment
Working with volunteers, the Gardens team have removed the glass from the orchid house (adjoining the Winter Garden) and have cleaned the woodwork before re-instating the 160 panes of glass, which have all been washed by volunteers.

b) Conservation, storage and maintenance of the collections

i) The Collections Storage Project

The whole collection was adversely affected due to COVID and the long-term closure of the site. With a building that is not environmentally stable and is impacted by external weather conditions the lack of airflow and staff presence to check the collection regularly led to several outbreaks of mould and damp, especially in the gallery storage areas. The new Conservator developed and began implementation of a programme of object cleaning to break the mould cycle but determined the size and scope of the problem and the fact that it is escalating meant that little progress was being made.

The Collections Store Project began in January 2023 when the Board of Trustees released £100,000 in extra funds to address this collection care crisis. The project focuses on the two areas of the collection judged to be at greatest risk, horned skeletons from Store A where there is a carpet beetle infestation; and the ethnographic artefacts stored in cupboards in the galleries 5, 7, and 8 that are suffering from mould. The skulls are being labelled and bagged, then removed from Store A into an industrial freezer hired for the purpose. They are frozen for 72 hours and then taken to the new store where they are put into their permanent locations. The second phase will focus on the ethnographic material that has mould. These will be frozen and then cleaned before being taken to the new store. Some preparatory work has been done for this phase including the construction of a cleaning area, refitting a shed as a documentation station, and purchasing of suitable PPE.

ACHIEVEMENTS AND PERFORMANCE

1) Review of activities

a) Implementation of our Decolonisation Strategy

i) Namibian Narratives

Funded by Arts Council England.

In April 2022 some of the project team — Dr. Napandulwe Shiweda (University of Namibia, Windhoek), Dr. Nicola Stylianou (University of Sussex), Erasmus Stephanus (filmmaker and photographer based in Ongwediva, Namibia) spent a week travelling in the Oshana region of northern Namibia, on the border with Angola. They met with each of the specialist makers, discussed the Museum's historic collection and asked each of the women how they would like to see their community and work represented in the Powell-Cotton Museum. Each of the women was interviewed on film, and these films form part of a new permanent display that showcases contemporary culture and experiences from the African continent for the first time in decades.

ii) Headley Fellowship and Collections Trust Award

Funded by the ArtFund's Headley Fellowship, freelancer Kathleen Lawther worked with the museum to research and catalogue a collection of photographs taken in Somalia in 1934 to 1935 with the aim of making the collection more accessible. The project provided suggestions and case studies for how museums might approach people-centered cataloguing. This project won the 2022 'Collections Trust Award' recognising the achievements of those who manage the collections at the heart of all museums.

The resulting exhibition 'Living Lineages: Bajuni lives in the Powell-Cotton Museum photographic archive' is co-curated by Abira Hussein, Faiz Shee and Kathleen Lawther. It shows images of Bajuni people that lived off the coast of Somalia and northern Kenya

and explores how a team of researchers traced the origins of Bajuni people from the 1930s, offering new ways of interpreting Britain's colonial archives. It will be on display at the museum throughout 2023.

iii) Staff Training

The Charity has developed a training programme for all staff that looks at unconscious bias, racism within museum practice and the collecting process, and how museums can be active spaces and voices in telling everyone's stories, better. All staff – regardless of whether they work with visitors or not – will receive the same training. We hope our staff will feel more confident in talking to visitors about sensitive and complicated issues, and we hope visitors will experience a more open and honest museum experience.

b) Affiliated/collaborative research projects

i) From Feed the Birds to Do Not Feed the Animals

This UK-wide collaboration takes a deep-time, cross-cultural perspective on the roots of animal feeding, to establish the benefits and risk to humans, animals, and the environment. This project is funded by the Wellcome Trust and brings together the universities of Exeter, Roehampton, and Reading alongside National Museums Scotland.

Funded by Exeter University and Roehampton University, this project uses museum collections and live zoological collections to examine the history of animal feeding in captive and wild populations. The Powell-Cotton Museum is a small partner organisation through its big cat collection, which is of interest because of its historical data, as a counterpoint to live captive animal populations. Curator of Natural History, Rachel Jennings is a member of the research network for the project. Outputs include a 3D scan of the dioramas on site here at the Museum by staff from Exeter University. The project will benefit the Charity in the next year with a 12 month post-doc support to do some collections cataloguing.

ii) Horn Heritage Project <https://www.hornheritage.org/>

Horn Heritage Foundation is a non-profit, apolitical organisation dedicated at preserving the cultural heritage of the Horn of Africa, with focus on the Somali speaking-region. The Powell-Cotton Museum contributed a series of photographs and objects from within the collection to the digital site with metadata. Abira Hussein helped curatorially to choose objects for the project.

iii) The Human Fossil Record Database

The Charity is in the initial stages of creating a long-term partnership with Dr. Matt Skinner (Director of the Skeletal Biology Research Centre, University of Kent and lead academic on the human fossil record project) to provide free digital access to CT and 3D surface scans of the Museum's entire primate collection over the next 10-15 years. As one of the foremost primate collections worldwide, providing free digital access to such a large and comprehensive dataset has the potential to massively push the research questions around the human fossil record. The project is in the planning stages, but the collaborators will be looking for long-term, large-scale funding for this ambitious project to fully digitise over 2000 osteological specimens.

c) Develop our informal learning offer

i) Backpack buddies

For young explorers backpack buddies are available to borrow which are full of tools to

help them discover more on their visit. Themed on Early Years Framework curriculum they support development and learning through play in a safe space.

ii) **Storytelling Area**

A storytelling area was added to our interactive Gallery 6 through funding for SEMD. The area provides a dwell space for families and a new way to interact with our collections. A small library is dedicated to themes associated with the natural history collection, and the cultural history of descendent communities whose material culture is displayed in our galleries.

NOTE: The Trustees have supported investment in areas specifically intended to improve the organisation's performance in line with the charity's aims and objectives. In setting objectives and planning for activities, the Trustees have given due consideration to general guidance published by the Charity Commission relating to public benefit. The Trustees are of the opinion that sufficient funds are available to meet future obligations.

FINANCIAL REVIEW

1) Key financial performance indicators

The Powell-Cotton Museum, Quex House and Gardens is transitioning through a complex period of change and growth as a result of the museum becoming entitled to a substantial legacy in the form of a fifty percent share in the Powell-Cotton Settled Estate. This will enable substantial growth and expansion of the charity. A new strategic departmental plan has been devised by the Trustees in collaboration with staff, volunteers and stakeholders. As a result of the new income stream from the legacy, combined with operational changes, the long-standing operating deficit of the Charity will end.

The settlement of the estate is yet to be resolved. In December 2022 the administrators of the estate, together with the beneficiaries attended a Court hearing which provided a determination on how the estate should be vested. However, an appeal was lodged by the other beneficiary and leave for appeal was granted, an appeal hearing will happen in due course.

We continue to deliver on our stated objectives using a combination of our reserves, limited income from the Quex Estate and some limited funds that the administrators have released.

2) Statement of financial activities

The Trustees have taken the strategic decision to support the transformational change process through investment from charity reserves. This has included the following key decisions:

- a) Investment from charity reserves in preparing for the vesting of the former Powell-Cotton Settled Estate, including taking independent professional legal and accountancy advice, appointment of Strutt & Parkers land agents to provide due diligence report, management advice and to improve management practice. These works have been commissioned by the Trustees to ensure that they are ready for vesting, to improve the quality of the management of the former Powell-Cotton Settled Estate to understand and fulfil their fiduciary duties and to mitigate any identified risks associated with their inheritance of the undivided half share of the former Settled Estate.
- b) Investment into Museum House and Gardens by way of a structured cyclical maintenance programme following years of underinvestment.

3) Key financial information

The results for the year are contained in the Statement of Financial Activities on page 15. The net surplus for the year was £2,334,955 comprising total income of £3,580,538, total expenditure of £1,088,018 and loss on investments of £157,565.

The surplus for the year on Unrestricted Funds was £2,368,440. Charitable expenditure was £1,023,963 as detailed in note 8 to the accounts.

The net deficit for the year on Restricted Funds was £33,485 comprising total income of £27,740 and total resources expended of £64,055. Note 17 to the accounts contains an analysis of the incoming, expenditure and transfers relating to Restricted Funds in respect of specific projects.

Balance sheet Total funds increased from £2,320,616 to £4,655,570 reflecting the net surplus.

Cash at Bank, on Deposit and in Hand at 31 March 2023 increased from £80,816 to £210,282 and the market value of investments was £788,948 compared to £1,754,877 in the prior year.

4) Investment powers and policies

The Charity's Memorandum of Association authorises the trustees to deposit or invest funds, to employ a professional fund-manager and to arrange for the investments or other property of the Charity to be held in the name of a nominee in the same manner and subject to the same conditions as the trustees of a trust are permitted to do by the Trustee Act 2000. PCT manages its investments within its own ethical guidelines, with the objective of achieving a high constant income stream. See note 6 to the Accounts for details of the income received. Investments are reviewed at least annually in conjunction with an external advisor.

5) Reserves policy and performance

It is the policy of the Charity to maintain unrestricted liquid funds at a level that approximates three to six months' unrestricted expenditure. At 31 March 2023, Unrestricted Funds amounted to £4,894,018 including £210,282 cash and investments £2,300,791. The level of reserves was substantially enhanced due to some of the liquid assets of the estate, which are not subject to the appeal, being distributed by the administrators.

Three months ongoing operating cost is approximately £350k and is well within the reserves held by the charity. Under ordinary circumstances the trustees would look to release a significant proportion of the reserves to deliver the charitable objectives, however given the current situation regarding the outcome of the settlement of the estate inheritance, the trustees are holding and using the reserves to maintain the charity until the estate has been vested and it is in a position to become self-sustaining.

6) Going concern

After making appropriate enquiries, the Trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the Accounting Policies. The Trustees are of the opinion that sufficient funds are available to meet future obligations.

STRUCTURE, GOVERNANCE AND MANAGEMENT

1) Constitution

The charitable company is governed by its Memorandum and Articles of Association which were adopted on 4th March 2020.

The Board of Trustees of the Museum shall consist of the following

- four nominated Trustees
- up to six co-opted Trustees

Nominated Trustees are appointed as follows:

- one by the Zoological Society of London
- one by the British Museum
- one by the Natural History Museum
- one by the University of Kent

Co-opted Trustees must be persons able by reason of their qualifications, knowledge or experience to assist in promoting the objects of the charity.

On 18 January 2018 the charitable company received the benefit of the assets, liabilities and undertaking of Powell Cotton Museum, an unincorporated charity of the same name. On the same date the charitable company became the sole trustee of the unincorporated charity which is now a linked charity under Charity Commission regulations. The unincorporated charity continues to hold certain property and museum assets as permanent endowment, held for the benefit of the charitable company. The property and museum assets are not recognised in the financial statements as the endowments were conveyed many decades ago. There is no information as to their value when donated, and the amounts involved are now likely to be immaterial.

2) Method of appointment or election of Trustees

Trustees are recruited from a wide range of backgrounds to ensure an appropriate mix of skills and experience. They are appointed in accordance with the current Scheme.

3) Policies adopted for the induction and training of Trustees

Upon their appointment, each new trustee would receive a copy of the latest accounts, the Charity Commission Schemes and any relevant policies.

4) Pay policy for staff

Our principles are to pay our staff a fair salary that is competitive within the charity and museums sector, proportionate to the complexity of each role, and responsible in line with our charitable objectives. From these principles, we have defined our pay policy:

- a) Pay all staff within the appropriate band recommended by the Museum Association Salary guidelines of 2022, but do not compete on pay with the public or private sectors.
- b) Meet all national pay standards, and provide all paid staff with a real living wage
- c) Communicate the spread of pay through the organisation to our staff and to the public
- d) Pay our staff an appropriate salary to attract and retain people with the leadership, experience, knowledge and skills required to lead the transformation we are undergoing.

5) Organisational structure and decision making

The powers of the Trustees include the raising of funds, the publishing of audited accounts,

the care of the collections, the acquisition or disposal of objects, the appointment of staff, the purchase of appropriate insurance cover and the exchange of information with other institutions and statutory bodies.

Trustees must hold at least three board meetings require at least fourteen days' notice.

Extraordinary meetings may be called by the Chairman or by any two Trustees and require at least ten days' notice.

6) Risk management

The Trustees have assessed the major risks to which the charity is exposed, in particular those related to the operations and finances of the charity, and are satisfied that systems are in place, or are being addressed, to mitigate our exposure to major risks.

The primary risks facing The Powell-Cotton Trust are:

- the successful conclusion of negotiations to secure the inheritance due to the Trust
- conservation of the collection from water ingress and the resulting damp and mould

The risk register is regularly reviewed to mitigate exposure to such risk.

7) Plans for future periods

In the future period we will continue to work to vest the estate and therefore realise the charity's inheritance after the death of Michael Garrett. This will however be dependent on the appeal process and when that will be heard which will require continued legal advice, and associated cost, to prepare for and attend the hearing which is anticipated to be early 2024.

With progress being made with the settlement of the estate, the trustees, with the senior management team, will undertake a review of the Charity, its work and future direction as part of a long-term planning process. This will generate a new 5-year strategic plan for the charity based on three core strategic objectives:

1. Financial sustainability, to ensure the long-term financial future for the charity, delivering a breakeven position by the end of year 5
2. Collection sustainability, a long-term programme in both infrastructure and buildings as well as the conservation of the collection to ensure it is persevered and available for generations to come
3. Impact and Inclusion, ensuring that all that we do is accessible and inclusive for the widest possible audience visiting and using the services that we provide, both here on-site as well as online

It is the intention of the trustees to approve this new strategic plan by December 2023 in readiness for the next financial year.

Some of the key activities for the coming year will include:

- Applying for MEND funding to allow the roof over the museum to be replaced
- Continuation of the Collections Store Project to protect and conserve the most at risk objects within the collection
- The development of the 'Sunshine' garden project working with local groups and

organisations through Kent to ensure equity in access to the Garden

- Gallery 2 reinterpretation as part of our ongoing commitment to Decolonisation of the Museum listening to the unheard voices that have been silenced
- Trustee recruitment for both nominated and co-opted trustees to meet identified skills shortages and strengthen the diversity of the board.

On 18 January 2018 the charitable company received the benefit of the assets, liabilities and undertaking of Powell Cotton Museum, an unincorporated charity of the same name. On the same date the charitable company became the sole trustee of the unincorporated charity which is now a linked charity under Charity Commission regulations. The unincorporated charity continues to hold certain property and museum assets as permanent endowment, held for the benefit of the charitable company. The property and museum assets are not recognised in the financial statements as the endowments were conveyed many decades ago. There is no information as to their value when donated, and the amounts involved are now likely to be immaterial.

Statement of Trustees Responsibilities

The Trustees are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'.

Charity 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 charity and of the income and expenditure of the charitable company for that period. In preparing the 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 the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Charities Act 2011. They are also responsible for safeguarding the assets of the charity and hence taking reasonable steps for the prevention and detection of fraud and other irregularities. The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

This report was approved by the Trustees on 27/11/23

Signed By

Clare Valentine, Chair



INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE POWELL-COTTON TRUST

Opinion

We have audited the financial statements of The Powell-Cotton Trust ('the charitable company') for the year ended 31 March 2023 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 'The Financial Reporting Standard Applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2023 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

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

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

We have nothing to report in this regard.

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 for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' annual report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report.

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 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 and from preparing a strategic report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 9, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's Responsibilities for the audit of the financial statements

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

As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the charitable company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

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

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the charitable company.

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the charitable company and considered that the most significant are the Companies Act 2006, the Charities Act 2011, the Charity SORP, and UK financial reporting standards as issued by the Financial Reporting Council.
- We obtained an understanding of how the charitable company complies with these requirements by discussions with management and those charged with governance.
- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.
- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.
- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of

management and those charged with governance and obtaining additional corroborative evidence as required.

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

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the 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 any party other than the charitable company and charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

A handwritten signature in black ink that reads "Moore Kingston Smith LLP".

James Cross (Senior Statutory Auditor)
for and on behalf of Moore Kingston Smith LLP, Statutory Auditor

Date: 27 November 2023

6th Floor
9 Appold Street
London
EC2A 2AP

THE POWELL-COTTON TRUST
STATEMENT OF FINANCIAL ACTIVITIES
for the year ended 31 March 2023

		Unrestricted Funds £	Restricted Funds £	Total 2023 £	Total 2022 £
	Note				
Income from:					
Donations and legacies	2	3,464,918	27,740	3,492,658	213,173
Charitable activities	3	19,541	-	19,541	7,200
Other trading activities	4, 5	3,045	-	3,045	(1,895)
Investments	6	65,294	-	65,294	61,860
Total income		<u>3,552,798</u>	<u>27,740</u>	<u>3,580,538</u>	<u>280,337</u>
Expenditure on:					
Raising funds	7	6,946	-	6,946	5,922
Charitable activities	8	1,017,017	64,055	1,081,072	1,012,246
Total expenditure		<u>1,023,963</u>	<u>64,055</u>	<u>1,088,018</u>	<u>1,018,169</u>
Net income/(expenditure) before investment gains/(losses)		2,528,835	(36,315)	2,492,520	(737,832)
Net (losses)/gains on investments	12	(157,565)	-	(157,565)	66,148
Transfer between funds	17	(2,830)	2,830	-	-
Net income/(expenditure) and movement in funds		<u>2,368,440</u>	<u>(33,485)</u>	<u>2,334,955</u>	<u>(671,683)</u>
Reconciliation of funds:					
Total funds brought forward	17	2,275,579	45,037	2,320,616	2,992,299
Total funds carried forward	17	<u>4,644,018</u>	<u>11,552</u>	<u>4,655,571</u>	<u>2,320,616</u>

THE POWELL-COTTON TRUST
BALANCE SHEET
as at 31 March 2023

	Note	2023 £	2023 £	2022 £	2022 £
Fixed Assets					
Tangible assets	11		686,664		694,027
Investments	12		<u>2,300,791</u>		<u>885,978</u>
			2,987,455		1,580,005
Current Assets					
Stock	13	4,436		5,711	
Debtors	14	1,754,877		788,948	
Investments	15	34		34	
Cash at bank and in hand		<u>210,282</u>		<u>80,816</u>	
		1,969,629		875,510	
Creditors: Amounts falling due within one year	16	<u>(51,514)</u>		<u>(134,898)</u>	
Net Current Assets			<u>1,918,115</u>		<u>740,611</u>
Total assets less current liabilities			4,905,570		2,320,616
Creditors: Amounts falling due after more than one year	17		<u>(250,000)</u>		<u>-</u>
Net Assets	19		<u><u>4,655,570</u></u>		<u><u>2,320,616</u></u>
Funds					
Restricted funds	18		11,552		45,037
Unrestricted funds	18		4,644,018		2,275,579
Total charity funds	18		<u><u>4,655,570</u></u>		<u><u>2,320,616</u></u>

The notes on pages 17 to 28 form part of these accounts

Approved by the trustees on 27/11/23 and authorised for issue by:

C Valentine

C Valentine
Chair of the Board

Company Number: 09934968

THE POWELL-COTTON TRUST
STATEMENT OF CASH FLOWS
for the year ended 31 March 2023

	Note	2023 £	2022 £
Cash generated from operating activities			
Net cash generated/(used) in operating activities		1,649,081	(718,801)
Cash flows from investing activities			
Dividends, interest and rent from investments		65,294	61,860
Investment management fees		(4,953)	(4,953)
Purchase of property, plant and equipment		(7,577)	(11,901)
Proceeds from the sale of investments		938,633	578,395
Purchase of investments		(2,511,012)	(172,756)
Net cash provided by investing activities		(1,519,615)	450,645
<i>Change in cash and cash equivalents in the reporting period</i>		<u>129,466</u>	<u>(268,156)</u>
Cash and cash equivalents at the beginning of the reporting period		80,816	348,972
Cash and cash equivalents at the end of the reporting period		<u><u>210,282</u></u>	<u><u>80,816</u></u>
Reconciliation of net movement in funds to net cash flow from operating activities			
		2023	2022
		£	£
Net income/(expenditure) for the year (as per the Statement of Financial Activities)		2,334,955	(671,683)
Adjustment for:			
Depreciation charges		14,940	14,940
Investment management fees		4,953	4,953
Disposal of fixed assets		-	-
Gains/(losses) on investments		157,565	(66,148)
Dividends, interest and rent from investments		(65,294)	(61,860)
(Increase)/decrease in stock		1,275	3,588
(Increase)/decrease in debtors		(965,929)	(10,865)
Increase/(decrease) in creditors		166,616	68,274
Net cash provided by/(used in) operating activities		<u>1,649,081</u>	<u>(718,801)</u>
Analysis of cash and cash equivalents		2023	2022
		£	£
Cash in hand and at bank		165,448	75,856
Cash held by investment manager		<u>44,834</u>	<u>4,960</u>

**THE POWELL-COTTON TRUST
NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 March 2023**

1 Accounting Policies

Basis of preparation

The accounts have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant notes of these accounts. The financial statements have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (The FRS 102 Charities SORP) and the Charities Act 2011.

The Powell-Cotton Trust constitutes a public benefit company as defined by FRS 102.

On 18 January 2018 the charitable company received the benefit of the assets, liabilities and undertaking of Powell Cotton Museum, an unincorporated charity of the same name. On the same date the charitable company became the sole trustee of the unincorporated charity which is now a linked charity under Charity Commission regulations. The unincorporated charity continues to hold certain property and museum assets as permanent endowment, held for the benefit of the charitable company. The property and museum assets are not recognised in the financial statements as the endowments were conveyed many decades ago. There is no information as to their value when donated, and the amounts involved are now likely to be immaterial.

The financial statements are prepared in sterling, which is the functional currency of the company. Monetary amounts in these financial statements are rounded to the nearest pound.

Going Concern

The trustees have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the charitable company to continue as a going concern. The trustees have made this assessment for a period of at least one year from the date of approval of the financial statements. In particular the trustees have considered the charitable company's forecasts and projections and have taken account of pressures on income, the impact the cost of living crisis. As explained more fully in the Trustees Annual Report, the museum has embarked on a re-imagining project to re-focus and clarify its objectives and activities. This involved a planned closure of the museum to the public and work is commencing on the interpretation of the collection. This process was accelerated by the outbreak of the pandemic and although this has inevitably resulted in a loss of income in the short term, the trustees are now receiving regular income from the Estate of Michael Garratt as referred to in note 2 to the financial statements. In addition the trustees are able to draw down on the investment portfolio if necessary. After making enquiries the trustees have concluded that there is a reasonable expectation that the charitable company has adequate resources to continue in operational existence for the foreseeable future, and there are no material uncertainties affecting this assumption. The charitable company therefore continues to adopt the going concern basis in preparing its financial statements.

Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Investments

Fixed asset investments are a form of financial instrument and are initially recognised at their transaction cost and subsequently measured at fair value at the Balance Sheet date, unless fair value cannot be measured reliably in which case it is measured at cost less impairment. Investment gains and losses, whether realised or unrealised, are combined and shown in the heading 'Gains/(losses) on investments' in the Statement of Financial Activities.

THE POWELL-COTTON TRUST
NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 March 2023

1 Accounting Policies (continued)

Income

All income is recognised once the charity has entitlement to the income, it is probable that the income will be received, and the amount of income receivable can be measured reliably.

For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the Trust that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Income tax recoverable in relation to investment income is recognised at the time the investment income is receivable.

Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, 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 classified by activity. The costs of each activity are made up of the total direct costs and shared costs, including support costs, of each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the assets' use.

Tangible fixed assets and depreciation

Tangible fixed assets in excess of £1,000 are capitalised at cost. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following basis:

No depreciation is provided on building additions as these are maintained to a high standard and therefore have a very long estimated useful life. Consequently any annual or accumulated depreciation would not be material to the financial statements.

THE POWELL-COTTON TRUST
NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 March 2023

1 Accounting Policies (continued)

Tangible fixed assets and depreciation (continued)

A review for impairment of a fixed asset is carried out if events or changes in circumstances indicate that the carrying value of any fixed asset may not be recoverable. Shortfalls between the carrying value of fixed assets and their recoverable amounts are recognised as impairments. Impairment losses are recognised in the Statement of Financial Activities.

Part of Quex House	Nil
Plant and machinery	25% straight line
Fixtures and fittings	25% straight line
Computer equipment	33% straight line
Fire alarm system	4% straight line
Extension to Museum	Nil
Tea Rooms	10% straight line

Stocks

Stocks are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks. Cost includes all direct costs and an appropriate proportion of fixed and variable overheads.

Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

Debtors

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

Cash at bank and in hand

Cash at bank and 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.

Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance Sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Liabilities are recognised at the amount that the charity anticipates it will pay to settle the debt or the amount it has received as advance payments for the goods or services it must provide. Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised within interest payable and similar charges.

THE POWELL-COTTON TRUST
NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 March 2023

1 Accounting Policies (continued)

Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

Heritage Assets

Heritage assets comprise the Museum's collections of natural history exhibits and associated artefacts, ceramics, furniture, artworks and other items largely collected by Percy Powell-Cotton and his family. Further details concerning the nature and extent of the collection are provided on the Museum's website. No value is attributed to the collections as reliable historical cost information is not available and due to the uniqueness of much of the collection, particularly the dioramas, conventional valuation techniques are either not appropriate or cannot be obtained at a cost commensurate with the benefit that might be derived by users of the accounts. Therefore the trustees have adopted a non-recognition approach as permitted by FRS 102. Expenditure on preservation and restoration of the collection is written off in the Statement of Financial Activities as it is incurred.

The Museum's collections were substantially assembled by Percy Powell-Cotton and his family in the late 1800's to early 1900's. Percy Powell-Cotton was a pioneer in the use of the diorama to display mounted animals against backdrops of their natural habitats. The Powell-Cotton Museum's natural history dioramas are outstanding examples, unique to the UK, stunning for their size, quality and imagery. The world-class natural history and ethnographical collections continue to support the study, understanding and simple enjoyment of the zoological, cultural and ecological diversity of Africa and the Indian sub-continent.

Other galleries in the museum contain Asian weaponry, a range of ceramics, jade and ivory from Europe, China and Japan, assembled by six generations of the Powell-Cotton family. Further details of the nature and extent of the collections are available on the Museum's website <http://www.quexpark.co.uk/museum/collections.html>.

The definition of numbers in a collection is fairly arbitrary as single items accessioned may comprise a wide range of artefacts, components or supporting papers. However, this list reflects how they are accessioned in museum records.

Category	Estimated number of items as at 31/03/23
Archives, Photographs, Films	82,045
Ethnography	18,550
Natural History	17,441
Archaeological	8,000
Furniture, paintings and ceramics	1,679
Weapons	1,230
Social History	460
Total	129,405

THE POWELL-COTTON TRUST
NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 March 2023

1 Accounting Policies (continued)

Acquisitions and disposals policy

The collections are very much the work of one family and it is rare for the Trustees to make acquisitions or disposals of objects from the collection unless the Trustees are satisfied that this does not detract from the integrity of the collection. There is a strong presumption against the disposal of any accessioned items in the Museum's collection except for sound curatorial and/or collections management reasons. There have been no material acquisitions or disposals since April 2010.

Collections management

The trustees' primary objective is to safeguard and develop the collections so that they can be made as accessible as possible now and in the future. This objective is delivered through programmes of displays, events, publications websites, fieldwork, research, documentation and collections care. Objects from the collection are either displayed in the museum and on our website, or made available via loans to third parties, or else they are held in our collections stores for research and future use.

Storage and Care

The collection is displayed and stored according to recognised international standards for the prevention of material deterioration.

Library and archive storage facilities and exhibitions are based upon and informed by the requirements of BS 5454 and The National Archives Standard for Record Repositories.

Documentation

Objects in the collection are documented in accordance with Arts Council England requirements and SPECTRUM.

The Museum will:

- have secure title to all objects in the collection;
- hold basic data on every object so that it can be uniquely identified and the collection audited regularly;
- ensure records relating to objects in the collection are enhanced and made available to audiences

THE POWELL-COTTON TRUST
NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 March 2023

1 Accounting Policies (continued)

Non inclusion of Heritage Assets in the Balance Sheet

In the opinion of the Trustees, reliable information on cost or value is not available for the Museum's collections acquired prior to April 2010. This is owing to the lack of reliable information on purchase cost; the lack of comparable market values; the diverse nature of the objects; and the volume of items held.

In the Trustees' opinion, conventional valuation approaches lack sufficiently reliability and any valuation is likely to incur significant cost and a time commitment that is likely to be onerous. Even if valuations could be obtained the cost would not be commensurate with any benefits to the Museum management, curatorial staff, the public, or users of the financial statements

For this reason the Collections which were almost entirely gifted to the Museum at nil cost many years ago, and are incomparable in nature, are not recognised as assets in the Museum's Balance Sheet.

THE POWELL-COTTON TRUST
NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 March 2023

2 Donations and legacies

	Unrestricted £	Restricted £	2023 £	2022 £
Year to 31 March 2023				
Donations	863		863	635
Grants	2,998	27,740	30,738	26,651
Legacies	3,461,057	-	3,461,057	185,887
Total donations and legacies	3,464,918	27,740	3,492,658	213,173

For the year ended 2022 there were £21,959 restricted grants.

Contingent Asset

At 31 March 2023 the Trustees were aware of their entitlement to a half share in the assets of the Quex Park Settled Estate following the death of the former life tenant in April 2016. The value of the Trust's share is estimated to be in the region of £25 million; however the distribution of the Estate is a complex process and the Trustees are not currently in a position to ascertain the likely amount receivable or the timing of the receipt. The Trust's share of the income from the Estate is being distributed by the Administrators and is included within Legacy income above.

3 Charitable activities

	Unrestricted £	Restricted £	2023 £	2022 £
Year to 31 March 2023				
Admissions income	19,541	-	19,541	7,242
Membership income	-	-	-	(42)
	19,541	-	19,541	7,200

4 Fundraising Income

	Unrestricted £	Restricted £	2023 £	2022 £
Year to 31 March 2023				
Function income	1,532	-	1,532	1,241
	1,532	-	1,532	1,241

5 Activities for generating funds - shop sales

	Unrestricted £	Restricted £	2023 £	2022 £
Year to 31 March 2023				
Shop sales	6,217	-	6,217	1,064
Shop purchases	(4,704)	-	(4,704)	(4,201)
Gross profit from shop sales	1,513	-	1,513	(3,137)

In 2022, of the total income from activities for generating funds, £3,137 was to unrestricted funds and £nil was to restricted funds.

6 Investment income

	Unrestricted £	Restricted £	2023 £	2022 £
Year to 31 March 2023				
Gross dividends and interest	19,940	-	19,940	33,311
Rental income	45,354	-	45,354	28,549
	65,294	-	65,294	61,860

THE POWELL-COTTON TRUST
NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 March 2023

7 Costs of raising funds

Year to 31 March 2023	Unrestricted £	Restricted £	2023 £	2022 £
Advertising and promotion	2,769	-	2,769	969
Investment management fees	4,177	-	4,177	4,953
	<u>6,946</u>	<u>-</u>	<u>6,946</u>	<u>5,922</u>

In 2022, of the total costs of generating voluntary income, £5,922 was to unrestricted funds and £nil was to restricted funds.

8 Charitable activities

	Unrestricted funds £	Restricted funds £	Total funds 2023 £	Total funds 2022 £
Direct costs				
Rent	3,850	-	3,850	-
Rates and water	6,365	-	6,365	3,972
Insurances	28,804	-	28,804	24,299
Upkeep of garden and grounds	1,930	-	1,930	2,543
Electricity and oil	46,828	-	46,828	37,210
Repairs and renewals	44,329	2,670	46,999	54,936
Sundry expenses	38,329	892	39,221	42,517
Security	9,453	-	9,453	8,450
Travelling and subsistence	5,269	5,286	10,555	12,388
Postage, stationery and telephone	8,252	586	8,838	8,999
IT Support	21,610	-	21,610	21,590
Consultancy fees	78,786	53,396	132,182	58,774
Contractors' fees	17,016	-	17,016	31,197
Wages and salaries	439,325	1,225	440,550	437,761
National insurance	37,247	-	37,247	37,631
Employer's pension	10,342	-	10,342	10,933
Health and safety	4,382	-	4,382	6,554
Cleaning	19,695	-	19,695	16,354
Depreciation	14,940	-	14,940	14,940
	<u>836,752</u>	<u>64,055</u>	<u>900,807</u>	<u>831,048</u>
Support costs				
Bookkeeping and accountancy	16,174	-	16,174	15,092
Bank charges	21,312	-	21,312	617
Computer costs	8,172	-	8,172	6,278
	<u>45,658</u>	<u>-</u>	<u>45,658</u>	<u>21,987</u>
Governance costs				
Auditors remuneration	12,865	-	12,865	7,950
Professional fees	121,742	-	121,742	107,468
	<u>134,607</u>	<u>-</u>	<u>134,607</u>	<u>115,418</u>
Total	<u>1,017,017</u>	<u>64,055</u>	<u>1,081,072</u>	<u>968,453</u>

In 2022: £1,008,419 was from unrestricted funds and £3,827 was from restricted funds.

During the year, no Trustees received any remuneration (2022 - £nil)

During the year, no Trustees received any benefits in kind (2022 - £nil)

THE POWELL-COTTON TRUST
NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 March 2023

9 Net income/(expenditure)

This is stated after charging/(crediting) the following:

	2023 £	2022 £
Auditor's remuneration -		
Audit fees	8,930	10,035
Accountancy, taxation and other services	3,260	3,260
Depreciation	14,940	14,940
	<u>14,940</u>	<u>14,940</u>

During the year, no Trustees received any remuneration or benefits in kind (2022-£nil).
During the year, 1 trustee received reimbursement of expenses of £438 (2022-£nil).

10 Staff costs

Staff costs were as follows:

	2023 £	2022 £
Wages and salaries	440,550	437,761
Social security costs	37,247	37,631
Pension costs	10,342	10,933
	<u>488,139</u>	<u>486,324</u>

The average number of employees during the year was:

	2023 No.	2022 No.
	<u>28</u>	<u>26</u>

The number of employees whose remuneration as defined for taxation purposes above £60,000 was 1 (2022: 1).

There were no (2022: 1) employee granted redundancy payments in the year totalling £nil (2022: £22,110).

The total employment benefits including employer national insurance and pension contributions for the key management personnel were £198,899 (2022: £227,094).

11 Tangible fixed assets

	Part of Quex House £	Alarm System £	Furniture, fittings and equipment £	Computer equipment £	Extension to Museum & Tea Rooms £	Total £
Cost						
At 1 April 2022	14,067	52,760	73,188	53,876	622,360	816,251
Additions	-		1,212	6,365	-	7,577
Disposals	-		-	-	-	-
At 31 March 2023	<u>14,067</u>	<u>52,760</u>	<u>74,400</u>	<u>60,241</u>	<u>622,360</u>	<u>823,828</u>
Depreciation						
At 1 April 2022	-	5,101	63,727	38,562	14,834	122,224
Charge for the year	-	2,112	468	11,952	408	14,940
On disposals	-	-	-	-	-	-
At 31 March 2023	<u>-</u>	<u>7,213</u>	<u>64,195</u>	<u>50,514</u>	<u>15,242</u>	<u>137,164</u>
Net Book Value						
At 31 March 2023	<u>14,067</u>	<u>45,547</u>	<u>10,205</u>	<u>9,727</u>	<u>607,118</u>	<u>686,664</u>
At 1 April 2022	<u>14,067</u>	<u>47,659</u>	<u>9,461</u>	<u>15,314</u>	<u>607,526</u>	<u>694,027</u>

THE POWELL-COTTON TRUST
NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 March 2023

12 Fixed Asset Investments

	Listed investments	Unquoted Investment	Total
	£	£	£
Market value	822,580	63,398	885,978
At 1 April 2022			
Additions	2,511,011	-	2,511,011
Disposals	(938,633)	-	(938,633)
Revaluations	(157,565)	-	(157,565)
At 31 March 2023	<u>2,237,393</u>	<u>63,398</u>	<u>2,300,791</u>
Historical cost	<u>1,038,117</u>	<u>-</u>	<u>1,038,117</u>

Valuation

The unquoted investment above is stated at cost. Listed investments are stated at market value.

No individual investments were material to the portfolio.

13 Stocks

	31 March 2023	31 March 2022
	£	£
Finished goods and goods for resale	4,436	5,711
	<u>4,436</u>	<u>5,711</u>

14 Debtors

	2023	2022
	£	£
Trade debtors	8,434	450
Other debtors	1,746,443	788,498
	<u>1,754,877</u>	<u>788,948</u>

15 Current asset investments

	2023	2022
	£	£
COIF Charities Deposit Fund	<u>34</u>	<u>34</u>

16 Creditors: amounts falling due within one year

	2023	2022
	£	£
Trade creditors	18,422	64,761
Taxation and social security	8,707	12,030
Other creditors	3,844	28,964
Accruals and deferred income	20,541	29,143
	<u>51,514</u>	<u>134,898</u>

17 Creditors: amounts falling due after one year

	2023	2022
	£	£
Loan	250,000	-
	<u>250,000</u>	<u>-</u>

The loan is secured by fixed charges over the assets. The rates payable on the loan are set at 4% of the used facility and 2% on the unused facility until expiry in February 2026. The loan is a public interest concessionary loan as defined under FRS102, interest is accrued on the loan as it arises.

THE POWELL-COTTON TRUST
NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 March 2023

18 Statement of funds

Year ended 31 March 2023	Brought Forward	Income	Expenditure	Gains/ (losses)/ transfers	Carried forward
	£	£	£	£	£
Unrestricted funds	2,275,578	3,552,798	(1,023,963)	(160,395)	4,644,018
Restricted funds					
Devolving Restitution Fund c/f	1,706	-	674	-	1,032
AIM Tackling Inequalities Grant				-	448
	675	-	227		
Sensory HUB	3,403	-	85	-	3,318
Namibian Narratives	11,455	-	9,636	-	1,819
Making African Connections	12,482	-	10,293	-	2,189
People & Plants	1,211	-	1,300	-	(89)
Artwork	650	240	646	-	244
Decolonisation & practice	13,455	-	11,580	-	1,875
Headley Fellowship	-	27,500	27,259	-	241
Creative Collections	-	-	2,355	2,830	475
Total restricted funds	45,037	27,740	(64,055)	2,830	11,552
Total funds	<u>2,320,615</u>	<u>3,580,538</u>	<u>(1,088,018)</u>	<u>(157,565)</u>	<u>4,655,570</u>

Details concerning the restricted funds are mentioned in the trustees report.

Year ended 31 March 2022	Brought Forward	Income	Expenditure	Gains/ (losses)/ transfers	Carried forward
	£	£	£	£	£
Unrestricted funds	2,965,394	258,378	(1,014,342)	66,148	2,275,578
Restricted funds					
Devolving Restitution Fund c/f	2,500	-	(794)	-	1,706
AIM Tackling Inequalities Grant	2,815	-	(2,140)	-	675
Sensory HUB	3,403	-	-	-	3,403
Namibian Narratives	11,455	-	-	-	11,455
Making African Connections	6,732	5,750	-	-	12,482
People & Plants	-	1,794	(583)	-	1,211
Artwork	-	960	(310)	-	650
Decolonisation & practice	-	13,455	-	-	13,455
Total restricted funds	26,905	21,959	(3,827)	-	45,037
Total funds	<u>2,992,299</u>	<u>280,337</u>	<u>(1,018,169)</u>	<u>66,148</u>	<u>2,320,615</u>

THE POWELL-COTTON TRUST
NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 March 2023

19 Analysis of net assets between funds

	Unrestricted funds	Restricted funds	Total funds	Total funds
	2023	2023	2023	2022
	£	£	£	£
Tangible fixed assets	686,664	-	686,664	694,027
Fixed asset investments	2,300,791	-	2,300,791	885,978
Current assets	1,958,077	11,552	1,969,629	875,510
Creditors due within one year	(51,514)	-	(51,514)	(134,898)
Total Funds	4,894,018	11,552	4,905,570	2,320,616

20 Related party transactions

The charity owns 47.08% of the issued share capital in The Quex Park Estates Company Limited. The charity exercises no significant control over the operations of this company and the accounts have not therefore been consolidated. The Quex Park Estates Company Limited is incorporated in the United Kingdom and its principal activity is farming and estate management.

21 Operating leases

At the reporting date the charity had outstanding commitments for future minimum lease payments under non-cancellable operating leases which fall due as follows:

	2023	2022
	£	£
Within one year	12,041	2,709
Between two and five years	45,600	681
	<u>57,641</u>	<u>3,390</u>