THE SHAKESPEARE BIRTHPLACE TRUST

England & Wales · Charity number 209302

Details

Other names	THE SHAKESPEARE BIRTH PLACE TRUST, THE SHAKESPEARE TRUST
Status	Registered
Legal form	Other
Registered	1963-02-07
Register	View on the Charity Commission register

Contact

Address	Shakespeare Birthplace Trust Administrative Offices 38 Henley Street Stratford-Upon-Avon CV37 6QW
Phone	01789201810
Email	info@shakespeare.org.uk
Website	www.shakespeare.org.uk

Activities

Objects: (1) TO PROMOTE IN EVERY PART OF THE WORLD THE APPRECIATION AND STUDY OF THE PLAYS AND OTHER WORKS OF WILLIAM SHAKESPEARE AND THE GENERAL ADVANCEMENT OF SHAKESPEARIAN KNOWLEDGE; (2) TO MAINTAIN AND PRESERVE THE SHAKESPEARE BIRTHPLACE PROPERTIES FOR THE BENEFIT OF THE NATION; (3) TO PROVIDE AND MAINTAIN FOR THE BENEFIT OF THE NATION A MUSEUM AND A LIBRARY OF BOOKS, MANUSCRIPTS RECORDS OF HISTORIC INTEREST, PICTURES, PHOTOGRAPHS AND OBJECTS OF ANTIQUITY WITH PARTICULAR BUT NO EXCLUSIVE REFERENCE TO WILLIAM SHAKESPEARE, HIS LIFE, WORKS AND TIMES.

Activities: To promote in every part of the world the appreciation and study of the plays and works of William Shakespeare.To maintain and preserve the Shakespeare birthplace properties for the benefit of the nation.To provide and maintain a museum and a library of books, manuscripts, records of historical interest and objects of antiquity with reference to Shakespeare, his life works and times.

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Classification

- **How:** Makes Grants To Individuals, Provides Buildings/facilities/open Space, Provides Services, Sponsors Or Undertakes Research, Other Charitable Activities
- **What:** General Charitable Purposes, Education/training, Arts/culture/heritage/science, Environment/conservation/heritage
- **Who:** Other Defined Groups, The General Public/mankind

Geography

- **Area of benefit:** NATIONAL AND FOREIGN.
- Warwickshire

Finances

Period end	Income	Expenditure	Assets	Employees
2024-12-31	£8,440,000	£10,356,000	£28,096,000	164
2023-12-31	£10,133,000	£9,072,000	£30,232,000	150
2022-12-31	£5,770,000	£7,342,000	£29,329,000	131
2021-12-31	£3,181,000	£6,076,000	£28,824,000	129
2020-12-31	£8,162,000	£8,065,000	£26,665,000	257

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Trustees

Name	Role	Appointed
Viscountess Penelope Ann Cobham CBE	Chair	2017-09-01
Ayub Khan MBE		2021-07-01
Debbie Richards		2026-03-24
Dr Michael Dobson		2021-07-01
Indi Deol		2026-03-24
KATHRYN GEE MBE		2017-09-01
Michael Alec Huggins		2019-07-30
Ottilie Thornhill		2026-03-24
PROFESSOR LENA COWEN ORLIN		2017-09-01
RALPH MITCHELL BERNARD CBE		2017-09-01
REBECCA YSABEL DOBBS		2017-09-01

Linked charities

- MRS HARRIET BEISLY (209302-1)
- SIR SIDNEY LEE (209302-2)

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THE SHAKESPEARE BIRTHPLACE TRUST

England & Wales - Charity number 209302

Accounts

Registered charity number 209302

Shakespeare Birthplace Trust

Trustees' report and consolidated financial statements

For the year ended 31 December 2024

ADMINSTRATIVE REFERENCES

Trustees

Chair	Anup Mysoor (Resigned 2 February 2024) and Penelope, Viscountess Cobham CBE (From 1 May 2024)
Vice Chairs	Nick Abell – *Chair of Heritage Assets & Property Committee* Professor Lena Cowen Orlin
	Ralph Bernard CBE – *Chair of Nominations & Remuneration Committee* Penelope, Viscountess Cobham CBE Rebecca Dobbs Professor Michael Dobson Kathy Gee MBE Mike Huggins – *Chair of Finance and Audit & Risk Committees* Ayub Khan MBE AJ Leon
Honorary President	Professor Sir Stanley Wells CBE
Secretary to Trustees	Julia Howells (Resigned 6 May 2024)

Key Management Personnel

Chief Executive	Rachael North
Chief Operating Officer	Richard Paterson

Principal Advisors

Auditors	Crowe UK LLP Rounds Green Road Oldbury West Midlands B69 2DG	Bankers	HSBC Bank plc 13 Chapel Street Stratford-upon-Avon CV37 6EP
Investment Manager	Quilter Cheviot Two Snowhill, Queensway Birmingham B4 6GA	Solicitors	Feldon Dunsmore Solicitors Leafield Estate Stratford Road Warwick CV34 6RA
			VWV Second Floor Baskerville House 3 Brindley Pl, Birmingham B1 2JB

Address of principal office

The Shakespeare Centre, Henley Street, Stratford-upon-Avon, Warwickshire CV37 6QW.

TRUSTEE'S REPORT

The Trustees present their annual report and audited financial statements for the year ended 31 December 2024. The financial statements comply with current statutory requirements, the Shakespeare Birthplace Act 1961, The Charities (Shakespeare Birthplace Trust) Order 2017 and the Statement of Recommended Practice for Charities (FRS102).

Welcome and Year in Review from the Chair and Chief Executive

2024 was a groundbreaking year for the Shakespeare Birthplace Trust, filled with both celebration and introspection, as well as challenges and aspirations. It marked a decade of Shakespeare Week, our beloved annual national celebration that has become a fundamental part of our learning programme. Over these ten amazing years, Shakespeare Week has brought the life and works of William Shakespeare to millions of children, igniting curiosity, boosting confidence, and inspiring ambition. So far, the programme has reached an incredible 12 million primary school-aged children, along with their teachers and families, building a strong foundation for a lasting love of Shakespeare and the arts.

In addition to this fantastic milestone, we've continued to expand our impact both nationally and internationally. Our digital platforms play a crucial role in our mission, allowing us to share Shakespeare's legacy with audiences far beyond Stratford-upon-Avon. In 2024, our main website achieved 6.69 million page views, while Shakespedia drew in an impressive 4.36 million visits. On site, excitement grew as well, welcoming 443,643 visitors to three of the Shakespeare family homes - a 5% increase from 2023, thanks in part to our decision to keep Anne Hathaway's Cottage open year-round.

We were also touched by an incredible act of generosity when playwright Ken Ludwig made the largest private donation in our 177-year history to support the conservation of Hall's Croft. This remarkable commitment highlights the widespread appeal of Shakespeare's story and the trust placed in us to preserve it for future generations.

Behind all these achievements are the amazing people who make our work possible. Our volunteers dedicated an astonishing 8,593 hours in 2024 - a true testament to their passion and commitment. We are deeply thankful to them, our staff, and our numerous supporters and partners, whose dedication is the backbone of all we accomplish.

Like many cultural organisations, we continue to face significant challenges. The long-term effects of the COVID-19 pandemic, rising costs, and the responsibility of caring for a historic estate of global importance mean that admissions income alone can no longer sustain all that we aspire to deliver. In response, our trustees have approved an ambitious three-year financial recovery plan designed to stabilise the Trust and build resilience for the future.

As part of this process, we made the difficult decision to reduce staffing levels in 2025. We extend our deepest thanks to those colleagues who have left the organisation for the dedication, talent, and commitment they brought to our work.

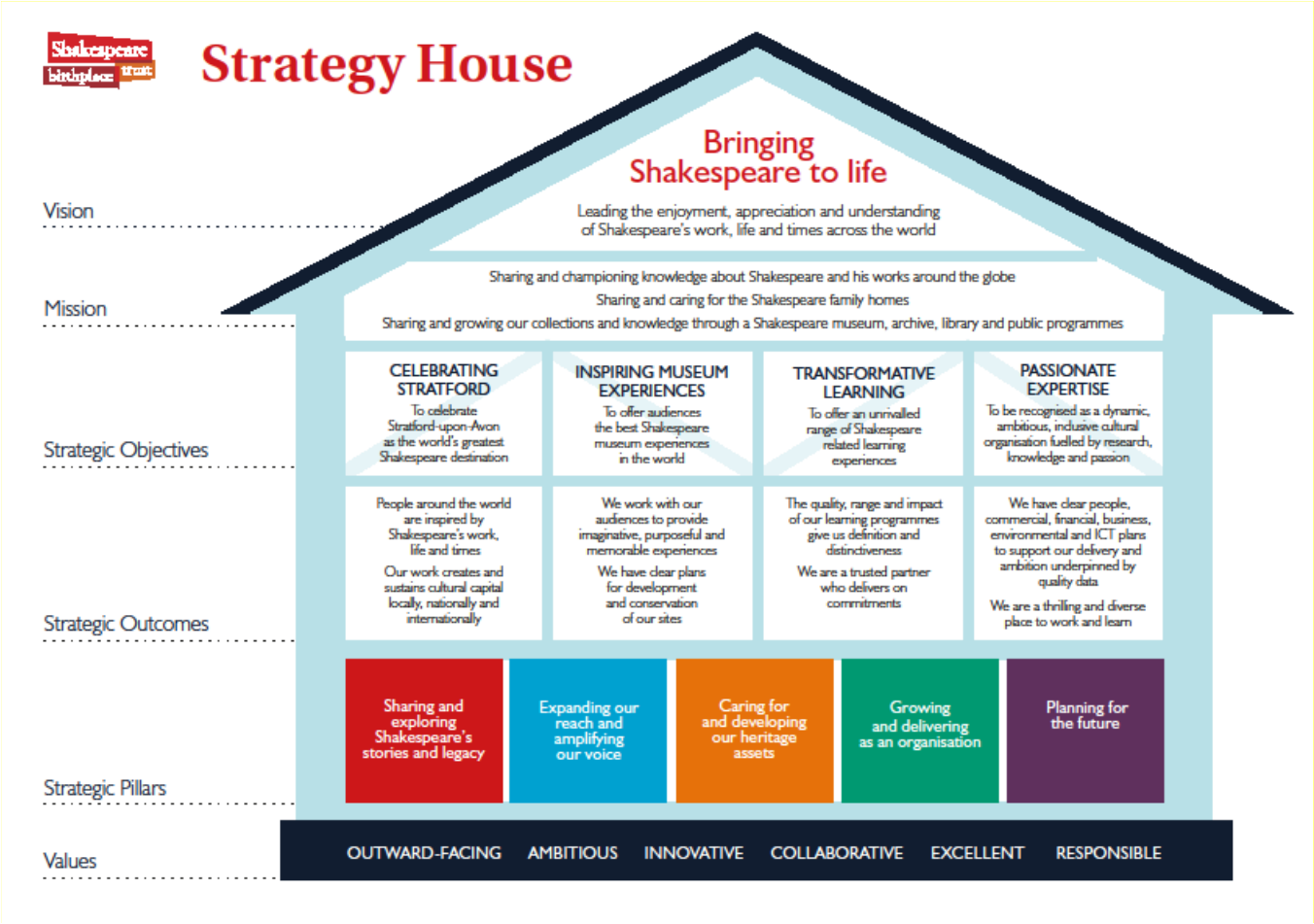
At the same time, our recovery plan looks firmly ahead. At its heart is a renewed vision: to reimagine the Trust as a globally connected museum of Shakespeare – rooted in Stratford-upon-Avon yet reaching across the world to inspire and engage people through his works, his life, and his enduring relevance.

As we look ahead, we see both opportunity and responsibility. The challenges are real, but so is our determination to rise to them. With the strength of our people, the loyalty of our audiences, and the support of our partners, we are excited about shaping a bold new chapter for the Trust - one that both safeguards Shakespeare's legacy and opens it up in innovative and imaginative ways for generations to come.

As we reflect on 2024, we do so with both pride and gratitude. Pride in all that has been achieved during a pivotal year, and gratitude for the visitors, volunteers and donors whose belief in our mission makes it possible. Together, we can ensure that Shakespeare's words continue to resonate, inspire, and unite people across the world.

Penelope, Viscountess Cobham CBE, Chairman and Rachael North, CEO.

Our Strategy House



A landmark pledge to Hall's Croft

In summer 2024, acclaimed playwright Ken Ludwig pledged £1m towards the urgent conservation of Hall's Croft, once home to Shakespeare's daughter Susanna. The pledge has been made to Shakespeare's Birthplace America, Inc., the U.S. 501(c)(3) that promotes the study and enjoyment of Shakespeare around the world and supports the work of the Shakespeare Birthplace Trust. This is the largest private donation in the Trust's 177-year history, accelerating our ongoing, multi-year programme to safeguard one of Stratford's finest Grade I Jacobean buildings (1613) for future generations.

The gift builds on detailed preparatory work already underway, including a condition audit and photogrammetry by University of Staffordshire archaeologists to create a full 3D model of the property—an invaluable tool for planning and research. We'll share progress updates on our website and social channels as the project advances.

"Shakespeare is the great foundation for all of us who work in the theatre… Restoring Hall's Croft is a way of giving back for the lifetime of joy and inspiration I've derived from the British theatre." — Ken Ludwig

"A fabulous act of generosity… securing the future of a key element of genuine Shakespearian history and Shakespeare's family story for the UK and visitors from across the globe." — Penelope, Viscountess Cobham

Media impact at a glance:

- *The Guardian*
- *BBC regional and national*
- *LBC*
- *Museum + Heritage Advisor, ArtsProfessional, BroadwayWorld*
- *International coverage in the EU and US*
- *Coverage in the fundraising trade press*

This exceptional act of philanthropy underscores the global resonance of Shakespeare's story—and the Trust's role in caring for the places that keep it alive.

Impact at a Glance

Creative People

2m

children in Shakespeare Week
— creative confidence at scale

A Creative & Cultural Country

6.7m

website page views
— national knowledge leadership

Cultural Communities

443,643

visits
— place vitality & heritage engagement

A Creative & Cultural Country

57,268

learning resource downloads
— anytime access

Creative People

10,000

Children's Folios to schools & libraries
— equity of access

A Creative & Cultural Country

4.4m

Shakespedia visits
— national knowledge leadership

Creative People

29,110

interactions across programmes
— hands-on engagement pathways

Cultural Communities

8,593

volunteer hours
— community contribution & skills

Creative People

22,000

teachers in Learning programmes
— creative confidence at scale

1. Creative People

Across the Shakespeare family homes, programming invited families to participate, create and discover. We embarked on *The Women Who Made Shakespeare*, an ambitious, multi-year project exploring the sometimes hidden, often less-explored, erased, and forgotten stories of the women who both influenced Shakespeare during his lifetime and who have contributed to his legacy. The year's public programme centred on activities and a creative trail across the Shakespeare family homes designed to place Mary, Anne, Joan, Judith, Susanna and Elizabeth in the spotlight. Shakespeare's Birthplace garden hosted live performances, with context-setting explainers for audiences before and after shows, helping visitors connect story and place.

In 2024 the Trust's learning programmes focused on creative confidence and access. Shakespeare Week celebrated its tenth year, reaching around 2 million primary-age children and drawing in 22,000 registered teachers—with 72 hub schools (twelve in Levelling Up areas) leading local activity. Teachers described it as "one of the highlights of my year… it has enthused children about Shakespeare more than I've ever seen in 18 years of teaching". Free downloadable resources supported planning, and some 4,000 people attended the anniversary events. Our new publication, Shakespeare's First Folio: a Children's Edition (abridged First Folio) put illustrated texts in the hands of 6,000 schools and 3,000 libraries, for free, ensuring equity of access.

At Shakespeare's New Place, the exhibition "Hidden Voices: The Women Who Made Shakespeare" explored William Shakespeare's immediate family, we explored culture and gender roles in Tudor and Jacobean society – not just the homemakers and child carers, but the businesswomen, healers and rebels of their time.

Our Museums & Schools programme, funded by Arts Council England, continued to remove cost barriers for high-pupil-premium schools. A highlight of the programme is the guiding session, where pupils are trained to help guide groups of visitors at either Shakespeare's Birthplace or Anne Hathaway's Cottage. Children take ownership and develop their leadership skills as they interact with members of the public. Sixteen schools guided at the family homes in 2024 brought the total since 2016 to over 4,400 children.

Mary Arden's Farm continued as the home of primary learning for the Trust. The farm is a unique learning venue, creating unforgettable experiences for both pupils and teachers. One teacher noted that the visit "brought the best out in the children… super interactive… a fantastic experience". Across all programmes there were 29,110 interactions, and more than 57,000 learning resources were downloaded (excluding Shakespeare Week), allowing teachers and learners across the country to engage with Shakespeare without travelling.

2. A Creative & Cultural Country

Sharing collections and care

The Hidden Voices exhibition foregrounded women's histories through original documents (rotated for conservation), making the collection accessible and alive to contemporary audiences. Conservation work continued across the estate, including a planned two-week conservation period at Shakespeare's Birthplace to undertake works that would otherwise disrupt visitors, with behind-the-scenes content shared publicly.

Research, partnership and future access

The Susanna Hall project (with the University of Brighton, led by Dr Ailsa Grant Ferguson) delivered new planting at Hall's Croft, an online spatial archive, an online exhibition, a soundscape and community engagement; online elements went live in early 2025 on our website. The Trust also announced plans to move collections and archives (over 1 million items, including UNESCO Memory of the World documents) to a more accessible facility; planning work continued through 2024.

Exploring Challenging Histories

We advanced a project examining the colonial legacy of Empire within our international collections, supported by the Esmée Fairbairn Collections Fund (Museums Association). In 2024 we began dialogue with South Asian communities and ran workshops across the Trust to shape the interpretation people want to see. This work will inform new outputs, due in 2025, so that our collections speak more honestly and inclusively about the past.

Celebrating International Writers through Shakespeare

Rabindranath Tagore

On Saturday 5 May 2024, SBT Council member Obhi Chatterjee and international colleagues from Prantik led readings, poetry and music on the theme of freedom in the Birthplace garden. The Indian Consul General (Birmingham) paid homage at Tagore's bust with a floral garland. New for 2024, we welcomed DESIblitz to Henley Street with classical Indian musicians performing Tagore's works from a vibrant Truck Art Bus, drawing diverse audiences into Shakespeare's town.

Dr Sir Muhammad Iqbal

On 7 November, the Trust hosted the SUFI Trust's annual commemoration of the birth of Dr Sir Muhammad Iqbal, organised by SBT Council member Makhdoom Chishti. Guests included representatives from the High Consulate of Pakistan and local schoolchildren, who performed a special piece for the occasion — a powerful moment of cultural exchange in the Birthplace garden.

Digital reach and sector leadership

Our digital platforms underpin national and international access to Shakespeare. In 2024 the Trust's website received 6.69 million page views and Shakespedia attracted 4.36 million visits, cementing its role as a leading free online knowledge hub. The 22 000-strong teacher network can access searchable lesson plans and films; there were 57 268 downloads of learning resources in the year. These figures demonstrate

sector leadership and respond to the Arts Council's emphasis on widening participation through high-quality digital content.

Behind the scenes, work continued on collections and research. The Children's Folio was produced in partnership with Walker Books; digital resources now accompany exhibitions and research projects, and a new digital learning hub is planned for the website to integrate Shakespedia, online talks and research notes. Such tools support practitioners nationwide and promote Shakespeare studies internationally.

3. Cultural Communities

More open, more often — and growing audiences

Anne Hathaway's Cottage reopened earlier than planned (Feb 2024) and, with the new Garden Café, moved to year-round opening; both the Cottage and the Birthplace now welcome visitors 12 months a year. Total visits to the Shakespeare family homes reached 443,643 in 2024 (BP 285,384; AHC 94,257; NP 64,002), a 5% increase on 2023. International audiences continued to return (largest share from USA), with BP 49% / AHC 33% / NP 16% international (survey-based).

Community, sustainability and resilience

The Trust launched Great Big Green Month, showcasing biodiversity at Anne Hathaway's Cottage (including a Bat Walk with Warwickshire Bat Group and a Moth Breakfast with Warwickshire's recorder David Brown). Shakespeare's New Place hosted the launch of Stratford's Great Big Green Week, welcoming 1,300+ attendees. The Golden Garden re-planting at New Place featured as a case study in 'Culture, Climate and Environmental Responsibility: Annual Report 2023-24' (Arts Council England and Julie's Bicycle). Each home now includes biodiversity areas with onsite signage. We have pledged to reach net zero by 2030, moved the estate to green energy tariffs, and is transitioning its fleet to EVs

Place-based engagement and adaptation

To deepen connection, the Trust's Shakespeare's Story ticket encouraged repeat visits by giving access to all three houses; partnership tickets with the Shakespeare Schoolroom and Guildhall broadened the offer. Planning continued to convert 22 Henley Street into a Learning & Community Hub, with financial support from Stratford District Council, which will host tens of thousands of school visits and provide flexible space for community groups.

The Trust also broadened volunteer engagement, with more than 8,593 volunteer hours contributed and a pilot taster scheme attracting new recruits. By opening Anne Hathaway's Cottage year-round and expanding into digital ticketing, the Trust demonstrated dynamism and an adaptable business model that aligns with ACE expectations.

Diversifying our organisation & developing our people

We're embedding EDIB (Equality, Diversity, Inclusivity & Belonging) across programming, recruitment and communications so the Trust better reflects the audiences we serve. Our EDIB Steering Group meets regularly to track progress and share practice, with Trustees Rebecca Dobbs and Ayub Khan acting as

board-level diversity champions. Staff, volunteers and Trustees are supported to build confidence and belonging so change lasts.

Proud Shakespeare

Working with the Proud Shakespeare Delivery Group, we explored LGBTQIA+ responses to The Women Who Made Shakespeare and to Shakespeare's wider legacy. During Warwickshire Pride Month, we unveiled *It Ever Was*, a sound installation in the Birthplace garden. The work remains available in the garden and online. At Warwickshire Pride (17 August), the group invited people to respond to the sonnets via a "washing-line" activity — "Let me compare thee to…" — collecting reflections on love, beauty and belonging. Posts and videos across our channels extended reach and engagement.

Structure, Governance & Management

Constitution and governing documents

The Shakespeare Birthplace Trust is governed by the Shakespeare Birthplace Trust Act 1961 as amended, and The Charities (Shakespeare Birthplace Trust) Order 2017. SBT is a registered charity (no. 209302).

Its charitable objects are:

- To promote in every part of the world the appreciation and study of the plays and other works of William Shakespeare and the general advancement of Shakespearian knowledge;
- To maintain and preserve the Shakespeare Birthplace properties for the benefit of the nation;
- To provide and maintain, for the benefit of the nation, a museum and a library of books, manuscripts, records of historic interest, pictures, photographs and objects of antiquity, with particular, but not exclusive, reference to William Shakespeare, his life, works and times.

Governance structure

The Board of Trustees has independent control of administration and strategy. The Board met regularly during the year, with hybrid access for committees where appropriate. Following the Chair's January resignation, the Vice-Chairs acted jointly on an interim basis until the Board elected a new Chair in May 2024 following consultation with Arts Council England.

Trustee appointment, terms and induction

Trustees are appointed on merit via the Nominations & Remuneration Committee, which is responsible for recruiting new trustees through open and transparent processes designed to attract candidates with the skills, experience and perspectives needed by the Board. Terms are three years, normally renewable up to nine (ten in exceptional cases), with retirement by rotation. Induction covers strategy, finance, risk, safeguarding, collections and delegated authority, supported by site visits and a Governance Handbook.

Code of conduct and conflicts

Trustees comply with a Code of Conduct and declare interests and loyalties on appointment and annually. Conflicts are a standing agenda item; affected Trustees withdraw from related decisions.

Committees of the Board

Committees operate under Terms of Reference and report to the Board:

Audit & Risk Committee – oversees external audit, financial reporting integrity, internal control, risk, safeguarding and legal compliance; met during the year to review the audit, risk register and control actions.

Finance Committee – scrutinises management accounts, budgets, forecasts and investment/performance of SBT and its trading subsidiary; increased meeting frequency to support time-critical decisions.

Heritage Assets & Property Committee – strategic oversight of collections, historic estate and public engagement relating to heritage and property.

Nominations & Remuneration Committee – oversees Board and senior appointments, pay frameworks and workforce matters, including EDIB.

Shakespeare Birthplace Trust Council

The Council is an honorary, consultative body established in 2018 to support our objectives and provide specialist advice. It meets annually with the Board and Leadership Team and contributes to advocacy, events and long-term planning.

SBT Trading Ltd

SBT Trading Ltd, a wholly-owned subsidiary, delivers commercial activity. Its Board (majority independent plus a Shakespeare Birthplace Trust Trustee) oversees operations, budget, risk and statutory reporting and met regularly during the year. Performance and inter-company arrangements are disclosed in the financial statements.

Leadership Team and delegation

Day-to-day management is delegated to the Chief Executive and Leadership Team under a Scheme of Delegation. Changes in key posts during the year are reported in the Trustees' Report. Senior staff attend Board and committee meetings by invitation to provide assurance and advice.

Public benefit

Trustees have had regard to the Charity Commission's guidance on public benefit and on fee-charging. During the year we provided year-round public access to the Shakespeare family homes, maintained free online resources for learning and research, enabled access to collections for readers and enquirers, and supported volunteering opportunities—ensuring benefit is available to those unable to visit in person.

Fundraising

We are deeply grateful to all our visitors, supporters, and funders whose generosity helps us keep Shakespeare's legacy alive. In 2024, we received £568,100 in donations, grants, and legacies, supporting

our core work and key projects. We received a further £1.05 million in pledges, of which £250,000 was paid in-year.

Fundraising is carried out in-house; we are registered with the Fundraising Regulator and follow the Code of Fundraising Practice. No external professional fundraisers were engaged. Policies cover donor due diligence, data protection and complaints; no material complaints were received during the year.

Equality, Diversity, Inclusion & Belonging (EDIB)

The Board and Leadership Team are committed to embedding EDIB across governance, workforce, programming and communications. Progress is overseen by the Nominations & Remuneration Committee and reported annually.

Staff and remuneration

Pay and recognition reflect responsibilities, performance and sector benchmarks. The Nominations & Remuneration Committee reviews the pay framework and key-management remuneration annually.

Environmental responsibility

We continue to reduce operational emissions, purchase renewable energy where available, and improve biodiversity across its estate. Progress is monitored using sector-standard tools and reported against the Trust's net-zero trajectory.

Principal Risks and Uncertainties

The Trustees are responsible for an effective system of internal control and risk management, designed to provide reasonable (not absolute) assurance against material misstatement or loss. Core controls include:

- Annual budget approved by Trustees.
- Regular performance reporting (financial and non-financial).
- Delegated authorities and segregation of duties.

The Board sets the Trust's risk appetite and oversees identification, assessment, mitigation and monitoring of key risks, with clear lines for assurance.

Key risks and mitigations

Risk	*Mitigation*
Financial sustainability – slower-than-expected recovery affecting core income	Mitigations include: Rolling financial forecasts and scenario planning; strict cost control and investment prioritisation; enhanced financial monitoring and reporting; diversification of income streams; regular trustee oversight of financial performance; proactive cost–benefit review of key activities.

Risk	*Mitigation*
Our people – recruitment, retention, diversity, and capability risks	Mitigations include: Inclusive and flexible recruitment practices; targeted learning and development programmes; wellbeing and retention initiatives; strategic workforce planning; succession planning for key roles; regular staff engagement and feedback; continued implementation of the EDIB Action Plan; investment in leadership development and talent pipelines.
Income diversification – pace/scale of diversification insufficient	Mitigations include: Implementation of a diversification strategy; enhanced visitor experience to drive spend-per-head; stronger alignment between programming and revenue generation; cross-departmental innovation group; regular review of ROI on new ventures.
Relevance & engagement – offer not keeping pace with audience expectations	Mitigations include: Ongoing audience research and market insight; co-creation and community collaboration; investment in both on-site and digital experiences; agile programming to respond to emerging interests; enhanced storytelling and interpretation across sites.

By actively identifying, monitoring and mitigating these risks, the Trust aims to protect its mission, sustain operations and maximise public benefit over the long term.

Financial Review

Year in Review

The Trust's financial results for 2024 are set out in the accompanying Accounts. The Statement of Financial Activities (SOFA) reflects both unrestricted and restricted funds, including the performance of our trading subsidiary, SBT Trading Limited.

Trading Performance

- Income: Unrestricted operational income rose by 2% to £8.1m (2023: £7.9m). Admissions remained the main driver, growing 5% to £4.5m. Within this, group travel performed strongly, also up 5% to £1.55m.
- Investments: Investment income fell 11% to £1.19m, primarily due to lower returns on cash balances following changes in base rates.
- Expenditure: Operating costs increased 13% to £9.2m, reflecting inflationary pressures and higher maintenance requirements.
- Trading Subsidiary: SBT Trading Limited achieved a net profit of £0.2m.
- Cash: Our overall cash position remains robust at £8.0m.

After adjustments, the Trust recorded an unrestricted operating deficit of £0.9m (2023: £0.4m). This continues to be supported by the unsecured £3.0m loan received in 2021 under the Repayable Cultural Recovery Fund (Department for Digital, Culture, Media and Sport / Arts Council England). Trustees have approved a transformation plan to return to a balanced position by 2025/26.

Overall Position

The Statement of Financial Activities (SOFA) reports an overall net deficit of £2.1m for the year, compared with a £0.9m surplus in 2023. This headline result is influenced by a number of accounting adjustments – such as timing differences on restricted income, legacy property items, and year-end revaluations of property and pension liabilities – which do not reflect the day-to-day trading position of the Trust.

After stripping out these one-off and non-cash movements, the underlying operating loss for the year was £1.9m (2023: £1.1m). This measure gives a clearer picture of how our ongoing operations are performing and highlights the continuing financial pressures we face from rising costs, subdued investment income, and the slower than anticipated return of some international visitor markets.

Looking over the last two years, the Trust has absorbed combined underlying operating losses of £3.0m, of which £0.7m has been borne by the unrestricted general fund. These deficits were anticipated in the recovery planning that followed the pandemic, and they have been managed through careful use of liquid reserves, including proceeds from earlier property disposals. The Trustees also designated specific recovery and strategic funds to ensure that essential commitments – such as conservation of heritage assets and investment in new visitor facilities – could continue.

At the same time, the Trust has honoured its obligations under the defined benefit pension scheme. The deficit stood at £1.0m at year-end (2023: £1.3m) and is being addressed through a structured recovery plan agreed with the scheme's trustees. Regular contributions of £0.4m per annum are being made, and the deficit is scheduled to be eliminated by 2027. Meeting these obligations while also managing operating losses has been challenging but demonstrates the Trustees' commitment to long-term financial sustainability.

In 2025, the Trust has embarked on a programme of financial recovery, organisational restructure, and a comprehensive strategic review. The recovery plan is focused on restoring sustainable operating surpluses by controlling costs, streamlining internal processes, and prioritising resources towards areas with the strongest potential for growth in income and impact. The restructure is designed to create a more efficient and resilient organisation, ensuring that teams are aligned to strategic priorities and that decision-making is both agile and accountable. Alongside this, the strategic review is reassessing the Trust's long-term objectives in light of a changing economic environment and shifting visitor expectations, with the aim of strengthening financial resilience, diversifying income streams, and ensuring that heritage conservation and public engagement remain at the core of the Trust's mission.

Property and Assets

Strategic Properties: We continue to hold properties adjacent to the Shakespeare Birthplace Homes to preserve their historic setting and generate rental income (£0.8m in 2024).

- Transfers: 21 Henley Street was transferred from investment to functional assets (£0.24m) to enable the "Becoming Shakespeare" exhibition, which opened in May 2025.
- Valuations: A review of investment properties led to a £0.4m downward adjustment at The Hill (Mansion and Lodge), reflecting market conditions.
- Assets: Tangible fixed assets increased by £0.34m, while net current assets were £8.0m (2023: £10.0m), excluding the £3.0m Recovery Loan.

At year-end, total funds stood at £28.0m (2023: £30.2m), comprising £25.3m in unrestricted funds, £1.3m in restricted funds and £1.4m in endowment funds

Reserves Policy

Trustees review reserves annually using a risk-based approach. The current target for unrestricted general reserves is £2.8m (2023: £3.1m), based on:

- Liquidity: ensuring adequate cover for cash flow fluctuations; and
- Risk: maintaining capacity to service legal obligations, notably pension deficit contributions and loan repayments.

Unrestricted undesignated funds were £4.3m, although £3.0m of this relates to unrealised revaluation reserves. Designated reserves remain in place to support recovery, conservation, and investment in future projects, including the Covid Recovery Fund, Strategic Projects Fund, and Innovations Fund.

Investments

The Trust's £21.7m investment portfolio is managed through:

- Property holdings in Stratford-upon-Avon, overseen by Sheldon Bosley Knight; and
- Fiscal investments actively managed by Quilter Cheviot.

Fiscal investments increased by 6% to £3.76m, outperforming benchmarks such as CPI +3.5% and ARC Charity Steady Growth. Performance was supported by buoyant equity markets, particularly in the US technology sector, though moderated by a more conservative allocation to alternatives. The portfolio is managed with a focus on financial returns and does not apply explicit social, ethical, or environmental investment criteria.

Going Concern

The Trustees have considered the continuing effects of macroeconomic pressures - such as inflation, foreign exchange volatility, rising energy and salary costs - and evolving patterns of international and domestic tourism demand. As part of its response, the Trust is engaged in a strategic review which is yielding measures to reduce costs materially, improve operational efficiency, and safeguard income streams.

At 31 December 2024, the Trust held £7.9 million in cash and cash equivalents; its trading subsidiary continues to generate a positive contribution to the Group's results. Losses from operations remain significant, but forecasts through to 31 March 2026, which incorporate pension obligations, loan repayments, and planned strategic capital expenditures, have been stress-tested under adverse scenarios.

On the basis of these forecasts, the Trustees are satisfied that the Trust has adequate financial and operational resources to continue in operational existence for the foreseeable future (being at least 12 months from the date of signature of these financial statements). Accordingly, the financial statements have been prepared on a going concern basis.

Plans for future periods

Looking ahead, the Trust will focus on stabilising its finances and strengthening resilience to deliver its charitable purpose.

A central strand of this is the rigorous implementation of cost optimisation and income diversification measures identified through our ongoing strategic review. This includes efficiencies in:

- Operating Costs: Reducing spend on energy use, maintenance, and streamlining staffing models.

- Earned Income: Renewing our focus on growing revenue and diversifying our income streams.

Alongside this necessary financial discipline, a key investment focus is the World Shakespeare Campus masterplan in Stratford-upon-Avon. This major capital project, centred at the Gateway site, is currently in early feasibility and requires detailed planning and the pursuit of external funding to create a world-class cultural destination. By 2026, the Trustees expect to complete a fully costed and stakeholder-informed masterplan and commence capital fundraising.

At an organisational level, stress-testing and scenario planning will continue to underpin financial resilience. We will also invest in staff development and leadership to ensure the necessary organisational capability is in place to deliver our ambitious plans. These forward steps are designed to achieve measurable reductions in operating costs alongside phased improvements to the visitor experience, safeguarding the Trust's mission for future generations.



Approved by the Board of Trustees on 2 October 2025
Penelope, Viscountess Cobham CBE
Chairman of the Trustees

Statement of trustees' responsibilities in respect of the Trustees' Report and the Financial Statements

Under the governing document of the charity and charity law, the Trustees are responsible for preparing the Trustees' report and the financial statements in accordance with applicable law and regulations.

Charity law requires the Trustees to prepare financial statements for each financial year.

The group and charity's financial statements are required by law to give a trustee and fair view of the state of affairs of the group and the charity and of the group's excess of income over expenditure for that period.

In preparing these financial statements, generally accepted accounting practice entails that the Trustees:

- Select suitable accounting policies and then apply them consistently;
- Make judgements and estimates that are reasonable and prudent;
- Observe the methods and principles in the Charities Statement of Recommended Practice (SORP) in the preparation of charity accounts in accordance with applicable Accounting Standards in the UK;
- State whether the financial statements comply with the trust deed and applicable 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 group and the charity will continue in business.

The Trustees are required to act in accordance with the governing document of the charity, within the framework of trust law. They are responsible for keeping proper accounting records, sufficient to disclosed at any time, with reasonable accuracy, the financial position of the charity at that time, and to enable the Trustees to ensure that, where any statements of accounts are prepared by them under Section 132(1) of the Charities Act 2011, those statements of accounts comply with the requirements of re3gulations under that provision. They have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the charity and to prevent and detect fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the financial and other information included on the charity'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 Trustees of the Shakespeare Birthplace Trust

Opinion

We have audited the financial statements of the Shakespeare Birthplace Trust for the year ended 31 December 2024 which comprise the consolidated statement of financial activities, the group and charity balance sheets, the consolidated 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 Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the parent charity's affairs as at 31 December 2024 and of the group's income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act.

Basis for opinion

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

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustee's 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 charity's or the group'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 trustees are responsible for the other information contained within the annual report. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form

Independent Auditor's Report to the Trustees of the Shakespeare Birthplace Trust

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 audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to 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.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the trustees' report; or
- sufficient and proper accounting records have not been kept by the parent charity; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 17, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group and the parent charity'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 charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 151 of the Charities Act 2011, and report in accordance with the Acts and relevant regulations made or having effect thereunder.

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

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

Independent Auditor's Report to the Trustees of the Shakespeare Birthplace Trust

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

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charity and group operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Charities Act 2011 together with the Charities SORP (FRS102) 2019. We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charity's and the group's ability to operate or to avoid a material penalty. Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

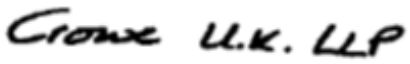
We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the override of controls by management. Our audit procedures to respond to these risks included enquiries of management, and the trustees about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission, and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

Independent Auditor's Report to the Trustees of the Shakespeare Birthplace Trust

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees 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 charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.



Crowe U.K. LLP
Statutory Auditor
Black Country House, Rounds Green Road
Oldbury, West Midlands B69 2DG

31 October 2025

Crowe U.K. LLP is eligible for appointment as auditor of the charity by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006.

Consolidated Statement of Financial Activities
For the year ended 31 December 2024

	Note	Unrestricted General funds £000	Unrestricted Designated funds £000	Restricted funds £000	Endowment funds £000	Total 2024 £000	Total 2023 £000
Income from							
Donations	*3*	19	-	254	-	**273**	1,430
Charitable activities:							
Admissions to historic houses		4,511	-	-	-	**4,511**	4,293
Cultural engagement & participation		403	-	-	-	**403**	360
Grants receivable	*4*	224	-	74	-	**298**	1,062
Other trading activities	*5*	1,760	-	-	-	**1,760**	1,650
Investments	*6*	1,189	-	-	-	**1,189**	1,316
Other income	*7*	6	-	-	-	**6**	22
Total income		**8,112**	**-**	**328**	**-**	**8,440**	10,133
Expenditure on							
Raising funds		2,322	-	-	-	**2,322**	2,210
Charitable activities		6,808	634	529	-	**7,971**	6,799
Other expenditure		63	-	-	-	**63**	63
Total expenditure	*8*	**9,193**	**634**	**529**	**-**	**10,356**	9,072
Net gains/(losses) on investments	*13*	202	-	-	-	**202**	105
Net gain on investment property		10	-	-	-	**10**	-
Net (expenditure)/income		**(869)**	**(634)**	**(201)**	**-**	**(1,704)**	1,166
Transfer between funds	*18*	616	(616)	-	-	**-**	-
Other recognised gains and losses							
Actuarial (losses)/gains on defined benefit pension scheme		-	(51)	-	-	**(51)**	(143)
(Losses)/gains on revaluation of fixed assets	*13*	(335)	(65)	-	-	**(400)**	(120)
(Losses)/gains on disposal of fixed assets		19	-	-	-	**19**	-
Net movement in funds		**(569)**	**(1,366)**	**(201)**	**-**	**(2,136)**	903
Reconciliation of funds							
Total funds brought forward	*18*	4,730	22,542	1,560	1,400	30,232	29,329
Total funds carried forward	*18*	**4,161**	**21,176**	**1,359**	**1,400**	**28,096**	30,232

For the analysis of transfers between and composition of funds see note 19. Unrestricted funds comprise both designated and undesignated funds. Restricted funds comprise both income and capital funds.

The income and expenditure and the resulting net movement in funds arise from continuing operations and includes all gains and losses recognised in the year.

Consolidated Balance Sheet
As at 31 December 2024

		2024		2023	
		Group	Charity	Group	Charity
	Note	£000	£000	£000	£000
Fixed assets					
Tangible assets	*11*	**2,312**	**2,312**	1,969	1,969
Heritage assets	*12*	**351**	**351**	702	702
Investments	*13*	**21,664**	**22,353**	22,127	22,775
		24,327	**25,016**	24,798	25,446
Current assets					
Stocks	*14*	**270**	**-**	235	-
Debtors	*15*	**885**	**1,292**	2,217	2,477
Cash at bank and in hand		**7,913**	**7,073**	8,456	7,762
		9,068	**8,365**	10,908	10,239
Liabilities					
Creditors: amounts falling due within one year	*16*	**(1,129)**	**(1,099)**	(896)	(875)
Net current assets		**7,939**	**7,266**	10,012	9,364
Total assets less current liabilities		**32,266**	**32,282**	34,810	34,810
Creditors: Amounts falling due after more than one year	*17*	**(3,146)**	**(3,146)**	(3,321)	(3,321)
Net assets excluding pension liability		**29,120**	**29,136**	31,489	31,489
Defined benefit pension scheme liability	*21*	**(1,024)**	**(1,024)**	(1,257)	(1,257)
Net assets including pension liability		**28,096**	**28,112**	30,232	30,232
Funds					
Endowment funds	*18*	**1,400**	**1,400**	1,400	1,400
Restricted funds	*18*	**1,359**	**1,359**	1,560	1,560
Unrestricted funds:					
Designated funds	*18*	**21,176**	**21,176**	22,542	22,542
Undesignated funds	*18*	**4,161**	**4,177**	4,730	4,730
Total funds		**28,096**	**28,112**	30,232	30,232

The Statement of Financial Activities, Income and Expenditure Account, Cash Flow Statement and the Notes form part of these financial statements. These financial statements were approved and authorised for issue by the Board of Trustees on 2 October 2025 and were signed on its behalf by:





Penelope, Viscountess Cobham CBE **Mike Huggins**

Chair of the Trustees *Chair of Finance and Audit & Risk Committees*

Consolidated Statement of Cash Flows

For the year ended 31 December 2024

	Note	2024 £000	2024 £000	2023 £000	2023 £000
Net income for the operating period (as per the Statement of Financial Activities)			**(1,704)**		1,166
Adjustments for:					
Depreciation charge	*11&12*		**435**		460
Impairment reversal of fixed assets			**-**		(25)
Change in fair value of investments			**(202)**		(105)
Gain on disposal of fixed assets			**19**		-
Income from investments			**(1,189)**		(1,316)
Receipt of endowment property			**-**		(1,400)
Non cash interest payable			**60**		60
Loss on disposal of investment property			**3**		3
Increase in stock			**(35)**		(44)
Loss/(gain) on disposal of fiscal investments			**1**		(18)
Decrease/(increase) in debtors			**490**		(701)
Increase/(decrease) in creditors			**(1)**		25
Other pension movements	*22*		**(284)**		(266)
Net cash used in operating activities			**(2,407)**		(2,161)
Dividends, interest and rents from investments		**1,090**		1,297	
Purchase of property, plant and equipment		**(188)**		(61)	
Proceeds from sale of investments		**24**		153	
Proceeds from sale of property, plant and equipment		**938**		938	
Purchase of investments		**-**		(128)	
Net cash provided by investing activities			**1,864**		2,199
Cash flows from financing activities					
Loan advanced by DCMS		-		-	
Interest paid on loan		-		-	
			-		-
Change in cash and cash equivalents in the reporting period			**(543)**		38

Cash and cash equivalents at the beginning of the reporting period	**8,456**	8,418
Cash and cash equivalents at the end of the reporting period	**7,913**	**8,456**

Reconciliation of net cash flow movement in net funds

For the year ended 31 December 2024

	2024 £000	**2023 £000**
(Decrease)/increase in cash in the year	**(543)**	38
Opening net funds	**8,456**	8,418
Closing net funds	**7,913**	8,456

Notes (forming part of the financial statements)

Principal Accounting policies

Basis of accounting

The financial statements have been prepared in accordance with the Charities Act 2011, applicable accounting standards (FRS102) and Charities SORP (FRS102) and under the historical cost accounting rules except that, operational fixed asset freehold land and buildings, fixed asset investments and investment properties are included at fair valuation.

The Shakespeare Birthplace Trust ("SBT/the Trust") was first incorporated by an Art of Parliament in 1891 and its Trustees now carry out their responsibilities under the terms of the Shakespeare Birthplace Act 1961 and The Charities (Shakespeare Birthplace Trust) Order 2017. The provisions of these Acts are also taken into consideration as appropriate when preparing the financial statements.

The SBT meets the definition of a public benefit entity under FRS 102.

Charity status

Shakespeare Birthplace Trust is a registered charity no. 209302. The Trustees of the charity are named on page 3. The charity's principal office is The Shakespeare Centre, Henley Street, Stratford-upon-Avon, Warwickshire, CV37 6QW.

Going concern

The Trustees assess whether the use of the going concern principle is appropriate i.e. whether there are any principal uncertainties, related events or conditions that may cast significant doubt on the ability of SBT to continue as a going concern. The recovery from the Covid-19 pandemic continued to make progress during 2024 and this positive momentum is expected to continue over the next 2-3 years as the Trust works through its post Covid-19 financial recovery plan.

The Trustees make their going concern assessment in respect of the period of at least one year from the date of the authorisation for issue of the financial statements, including stress testing forecasts to December 2025. They have concluded that SBT has adequate resources to continue in operational existence for the foreseeable future (next 12 months) and that there are no material uncertainties about SBT's ability to continue as a going concern. Therefore they continue to adopt the going concern basis of accounting in preparing the financial statements.

Basis of consolidation

The consolidated financial statements of the SBT include the financial statements of the charity and its subsidiary trading company, SBT Trading Limited. SBT has taken advantage of the exemption available not to present a Statement of Financial Activities for the charity. The turnover and expenditure of the subsidiary are included in the Consolidated Statement of Financial Activities. The assets and liabilities of the subsidiary is included on a line by line basis in the Consolidated Balance Sheet in accordance with FRS102 section 9 – Consolidated and Separate Financial Statements. Uniform accounting policies are adopted throughout the group and any profits or losses arising on intra-group transactions are eliminated in the Consolidated Statement of Financial Activities. The results of the trading subsidiary are disclosed in note 5. In the charity's financial statements, the investment in its subsidiary trading company is stated at cost.

The principal accounting policies and estimation techniques are as follows:

Income

Income is shown within five categories in the Consolidated Statement of Financial Activities:

- Income from donations;
- Income from charitable activities;
- Income from trading activities;

Notes (forming part of the financial statements)

- Income from investments and
- Other income.

Income from donations includes legacies, appeals and gifts. Income from charitable activities includes house admissions income and income related to the provision of cultural engagement and participation services. Income from trading activities includes activities undertaken by SBT Trading Limited, namely retail and some catering sales. Income from investments includes dividends from stock market investments and rental income from investment properties. Other income includes the net gains arising on the disposal of operational fixed assets.

All income is included in the Consolidated Statement of Financial Activities when the group is legally entitled to them as income or capital respectively, ultimate receipt is probable and the amount to be recognised can be quantified with reasonable accuracy.

Donations and appeals

Such voluntary income is recognised when the cash is received. Any Gift Aid thereon is accounted for on a receivable basis and is added to unrestricted or restricted funds as appropriate. Where the use of income has been restricted in accordance with the donor's wishes, donations and appeals income is credited to an appropriate fund until it can be spent for the purpose for which it was given.

Legacies

Legacies are accounted for on a receivable basis. Pecuniary legacies are recognised following formal notification from the estate. Residuary legacies are recognised only when the group's interest can be ensured, which is normally on the grant of probate. Where there are uncertainties surrounding the measurement of the group's entitlement to an estate or whether the group will indeed accept the legacy no income is recognised until the uncertainty is resolved.

Admissions to the historic houses

Income from admissions to the historic houses is recognised in the period to which it relates.

Cultural engagement & participation income

Income from the provision of cultural engagement and participation services is recognised on a receivable basis in the period to which it relates.

Grant income

Grants are recognised on a receivable basis when the group has probable and measurable entitlement to the income (i.e. the conditions for its award have been satisfied).

Trading income

Turnover from the gift and book shops and catering outlets operated by the subsidiary trading company represents the value of goods sold net of VAT.

Investment income

Rent and stock market investment income are recognised as income when receivable.

Gains on disposal of fixed assets for group's own use

Gains on disposal of fixed assets for the group's own use (i.e. non-investment assets) are accounted for as other income. Losses on disposal of such assets are accounted for as other expenditure.

Notes (forming part of the financial statements)

Expenditure

Liabilities are recognised as soon as there is a legal or constructive obligation committing the group to pay out resources. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. The Consolidated Statement of Financial Activities defines costs into two specific categories:

- Raising funds;
- Charitable activities

Raising funds includes staff members and consultants who are engaged directly in fundraising, the costs of specific publicity campaigns for the raising of donations, the staff members who are engaged in the generation of commercial income, the management of the investment property estate and stock market investments together with the costs incurred in relating to the trading subsidiary.

Costs of charitable activities relate to the work carried out on the core purposes of the charity including the cost of maintenance and management of the historic houses and the provision of cultural engagement and participation activities

Support costs are allocated to expenditure on raising funds and charitable activities on a basis consistent with the use of resources. Costs relating to management of the group and support departments have been allocated to other functions based on the time they consume in pursuing the objectives of the SBT.

Governance costs included within support costs are those incurred in connection with the administration of the group compliance with constitutional and statutory requirements and the costs of executive management and strategic planning for the future developments and governance of the group. These costs include costs related to statutory audit and legal fees.

Operating leases

Rentals payable under operating leases are charged to the Consolidated Statement of Financial Activities on a straight line basis over the term of the lease.

Redundancy and termination benefits

Redundancy and termination benefits are recognised as soon as there is a legal or constructive obligation committing the group to pay out resource.

Pension costs

Defined benefit pension scheme

The defined benefit pension scheme, which is closed to new entrants (from May 2004) and future accrual (from February 2009) provides benefits based on final pensionable salary. The costs of providing pension benefits under the defined benefit pension scheme have been recognised in accordance with FRS102 Section 34 – Retirement Benefit plans: Financial Statements.

Under FRS102, the assets and liabilities are essentially treated as assets and liabilities of the sponsoring employer – SBT. The operating costs of providing retirement benefits to employees are recognised in the period in which they are earned by employees and finance costs and other changes in the value of pension scheme assets and liabilities are recognised in the period in which they relate

Defined contribution pension scheme

The pension costs for SBT's defined contribution scheme is recognised in the period in which it is incurred.

Notes (forming part of the financial statements)

Taxation

The SBT is exempt from taxation on its income and gains where they are applied for charitable purposes.

In the subsidiary's financial statements, the policy is to pass all taxable profits to the SBT by way of Gift Aid.

Irrecoverable VAT is charged against the category of resources expended for which it was incurred.

Intangible fixed assets and amortisation

Computer software and website are stated at historic purchase cost less accumulated amortisation and accumulated impairment losses. Amortisation is charged so as to allocate the cost of intangible assets less their residual values over their estimated useful lives, using the straight line method over 3-7 years.

Tangible fixed assets and depreciation

Non property tangible fixed assets are stated at historic purchase cost less accumulated depreciation and accumulated impairment losses.

Depreciation is provided on a straight-line basis using rates calculated to write down the cost of each asset to its estimated residual value over its anticipated useful economic life, as follows:

Fixtures, fittings and equipment	-	3-10 years, or the end of the property lease if relating to tenant improvements
Attractions and exhibitions	-	4-25 years
Motor vehicles	-	4 years

Assets in the course of construction are not depreciated until completion whereupon they are transferred to the appropriate fixed asset category and depreciated as above.

Freehold land and buildings included in tangible fixed assets are stated at fair value valuation less provisions for permanent diminution in value and are used for administrative and trading purposes. The fair valuation is based on an independently external valuation on an existing use basis every 5 years. The valuation is considered by the Trustees annually and the aggregate surplus or deficit is recognised in the appropriate fund. The freehold land and buildings were last professionally valued as at 31 December 2022, the results of which are included in these financial statements.

Depreciation is not provided on these freehold land and buildings as any provision (annual or cumulative) would not be material, due to the very long expected remaining useful life in each case, and because their expected residual values are not materially less than their carrying value. SBT has a policy of regular structural inspection, repair and maintenance and properties are therefore unlikely to deteriorate or suffer obsolesce.

Impairment of fixed assets

An assessment is made at each reporting date of whether there are indications that a fixed asset may be impaired or that an impairment loss previously recognised has fully or partially reversed. If such conditions exist the Trust estimates the recoverable amount of the asset. Shortfalls between the carrying value of the fixed asset and the recoverable amount, being the higher of fair value and value in use, are recognised as impairment losses in the Statement of Financial Activities.

Notes (forming part of the financial statements)

Heritage assets

The Trust holds heritage assets relating to buildings, the works and times of Shakespeare and Stratford and the wider county, which includes collections of paintings, books and manuscripts, furniture and other household and business items. In addition, the SBT houses exhibits donated by other museums or organisations.

Inalienable properties (which includes the five Shakespeare family homes) have not been capitalised since, in the opinion of the Trustees, the relevant cost information is not available. With respect to items held in the collections, the Trustees do not consider that reliable cost or valuation information can be obtained for the vast majority of items. This is because of the diverse nature of the assets held, the number of assets held and the lack of comparable market values. The SBT does not therefore recognise these heritage assets on its balance sheet.

Expenditure which in the Trustees' view is required to repair, preserve or clearly prevent further deterioration of individual collection items is recognised in the Consolidated Statement of Financial Activities when incurred.

Exhibition and structural improvement costs in relation to the reimagining of New Place, which are considered capital by nature, have been included as heritage assets and are being depreciated in line with anticipated useful economic life of 10 years.

Investment Properties

Investment properties in accordance with FRS102 are carried at their fair value and this is considered by the Trustees annually and the aggregate surplus or deficit is recognised in the appropriate fund. Investment properties were last professionally valued as at 31 December 2022, the results of which are included in these financial statements.

The next professional valuation of properties is due as at 31 December 2027. No depreciation is provided on investment properties

Financial Investments

Financial investments are stated at fair value. Realised gains or losses are recognised in the Consolidated Statement of Financial Activities when financial investments are sold. Unrealised gains and losses are accounted for on revaluation of financial investments at the year end.

The investment held in the subsidiary undertaking is held at fair value, based on cost less an impairment provision to reflect the net assets of the subsidiary undertaking as considered appropriate by the Trustees.

Stocks

Stocks, being goods for resale, are stated at the lower of weighted average cost and net realisable value after making due provision for slow moving and obsolete items.

Financial instruments

The group has elected to apply the provisions of Section 11 "Basic Financial Instruments" and Section 12 "Other Financial Instruments" of FRS102 fully to all its financial instruments.

Trade debtors which are receivable within one year and which do not constitute a financing transaction are initially measured at the transaction price. Trade debtors are subsequently measured at amortised costs being the transaction price less any amounts settled and any impairment losses.

Trading balances with the subsidiary undertaking are treated as trade debtors and initially measured at the transaction price with the carrying amount adjusted to reflect the amounts settled and adjusted if necessary for any impairment. They are assessed for objective evidence of impairment at the end of each reporting period.

Trade creditors payable within one year that do not constitute a financing transaction are initially measured at the transaction price and subsequently measured at amortised cost, being the transaction price less amounts settled.

Notes (forming part of the financial statements)

Funds

These are divided into two distinct categories: unrestricted and restricted.

Unrestricted funds

The use of these funds has not been restricted to a particular purpose by donors or their representatives. They are subdivided into the General Fund and designated funds.

General Fund

The General Fund is the working fund of the group and is available for use at the discretion of the Trustees in furtherance of the charity's objectives. In addition to expenditure to fulfil the objects of the SBT, such funds may be held in order to finance capital investment and working capital.

Designated funds

Designated funds are those which have been allocated by the Trustees for particular purposes. Further information on the nature and basis of the various designated funds used by SBT is given in note 19 to the financial statements.

Restricted Funds

Restricted income funds

Donations or legacies received which are earmarked by the donor for specific purposes within the overall aims of the organisation. From these funds, the donation and income deriving there from will be used in accordance with the specific purposes.

Restricted capital funds

Funds given to the SBT for the purpose of the acquisition of fixed assets for use by the SBT.

Endowment funds

Funds given to the SBT to be held as capital according to charity law.

Critical accounting estimates and areas of judgement

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported for assets and liabilities at the balance sheet date and the amounts reported for revenues and expenses during the year.

Accounting estimates

The SBT makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below:

Valuation of investment properties and freehold land and buildings

Investment properties and freehold land and buildings are carried at fair value, with changes in fair value being recognised in the Consolidated Statement of Financial Activities. SBT engaged independent valuation specialists to determine fair value as at 31 December 2022. Some of the key assumptions used to determine the fair value of these assets are based on the valuer's knowledge and experience of the market and values of similar properties, which

Notes (forming part of the financial statements)

could be deemed subjective. Trustees have subsequently assessed and agreed the valuation as at 31 December 2024.

Defined benefit pension scheme

SBT has an obligation to pay pension benefits to certain employees. The costs of these benefits and the present value of the obligation depend on a number of factors, including: life expectancy, salary increases, asset valuations and the discount rate on corporate bonds. Management estimates these factors in determining the net pension obligation in the balance sheet with support from an independent external actuary. The key assumptions are based on the actuary's knowledge and experience. Any changes in these assumptions as given in note 21 could have a significant impact on the amounts recognised in the financial statements.

Stock provisioning

The largest component of stock is retail stock. It is necessary to consider the recoverability of the cost of this stock and the associated provisioning required. When calculating stock provision, management considers the nature and condition of the stock, as well as applying assumptions around anticipated saleability.

Areas of judgement

Non depreciation of freehold properties held in tangible fixed assets

Depreciation is not provided on these freehold land and buildings as any provision (annual or cumulative) would not be material, due to the very long expected remaining useful life in each case, and because their expected residual values are not materially less than their carrying value.

All estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Notes (forming part of the financial statements)

2 Financial performance of the charity

The consolidated statement of financial activities includes the results of the charity's wholly owned subsidiary, SBT Trading Limited, which predominately operates retail outlets. The summary financial performance of the charity alone is:

	2024	2023
	£000	£000
Income	**6,680**	8,486
Gift Aid from subsidiary	**165**	-
Loan interest, royalties and management charges from subsidiary	**151**	135
	6,996	8,621
Expenditure on raising funds	**(892)**	(890)
Expenditure on charitable activities	**(7,941)**	(6,607)
Other expenditure	**(63)**	(63)
Net gains/(losses) on investment assets	**202**	105
Gain on disposal & revaluation of investment properties	**(390)**	(120)
Net gain/(loss) on disposal of fixed assets	**19**	-
Actuarial (losses) / gains	**(51)**	(143)
Gains/(Losses) on revaluation of fixed assets	**-**	-
Net incoming resources	**(2,120)**	903

3 Voluntary income

	Unrestricted		**Restricted**		**Endowment**		**Total**	
	2024	2023	**2024**	2023	**2024**	2023	**2024**	2023
	£000	£000	**£000**	£000	**£000**	£000	**£000**	£000
Donations	**11**	10	**254**	11	**-**	-	**265**	21
Legacies	**8**	9	**-**	-	**-**	1,400	**8**	1,409
	19	19	**254**	11	**-**	1,400	**273**	1,430

Notes (forming part of the financial statements)

4 Grants receivable

	Unrestricted		**Restricted**	
	2024	2023	**2024**	2023
	£000	£000	**£000**	£000
Arts Council England – National Portfolio Organisation	**224**	**224**	**-**	-
Arts Council England – Museums and Schools	**-**	**-**	**47**	47
Community Infrastructure Levy Funds (CIL)	**-**	**-**	**-**	650
Children's Folio	**-**	**-**	**8**	81
Collections Funds	**-**	**-**	**-**	1
Esmée Fairbairn	**-**	**-**	**-**	32
Shared Prosperity	**-**	**-**	**-**	22
Rural Payments Agency	**-**	**-**	**19**	5
Heritage Days	**-**	**1**	**-**	-
Archives West Midlands – No Barriers Project	**-**	**-**	**-**	(1)
	224	225	**74**	837

5 Trading activities of subsidiary

The charity has a wholly owned trading subsidiary, SBT Trading Limited (registered in England and Wales, number 03281799), which is incorporated in the UK. It prepares its financial statements in accordance with the Companies Act 2006. SBT Trading Limited carries out the trading activities of the SBT by operating a number of shops which sell books and souvenirs related to Shakespeare, his works and Stratford-upon-Avon. SBT Trading Limited also operates a catering outlet at Anne Hathaway's Cottage. It pays its taxable profits to the Shakespeare Birthplace Trust by way of Gift Aid.

	2024	2023
	£000	£000
Turnover		
Trading income	**1,769**	1,650
Grants receivable	**-**	-
	1,769	1,650
Cost of sales	**(871)**	(868)
Gross profit	**898**	782
Administrative expenses (including recharges from the charity)	**(710)**	(588)
Operating profit	**188**	194
Other interest receivable and similar income	**-**	-
Profit for the financial year	**188**	194
Distribution to Shakespeare Birthplace Trust	**(165)**	-
Retained in subsidiary for the year	**23**	194

Notes (forming part of the financial statements)

At the end of the year, the company had aggregate assets of £1,120,837 (2023: £941,494), and liabilities of £448,951 (2023: £292,842), which includes net amounts due to the Shakespeare Birthplace Trust of £418,516 (2023: £271,317) and net shareholders' funds of £648,653 (2023: £648,653). The charity has recognised a provision of £0 (2023: £40,000) equal to the difference between SBT Trading Limited's net assets and the cost of investment in subsidiary undertakings (see note 14).

Income from SBT Trading Limited to the charity of £151,174 (2023: £134,872) comprising of loan interest, royalties and management recharges together with intercompany sales to the charity of £8,096 (2023: £1,421) were eliminated upon consolidation.

6 Investment income

	2024	2023
Unrestricted funds:- **General**	**£000**	£000
Dividends and interest	**368**	387
Rental income	**821**	929
	1,189	1,316

7 Other income

	2024	2023
Unrestricted funds:- **General**	**£000**	£000
Sundry income	**6**	4
Gain on disposal of fiscal investments	**-**	18
	6	22

8 Analysis of Total Expenditure

(a) **Expenditure on raising funds**	**Staff Costs £000**	**Depreciation and impairment £000**	**Management and Support Costs £000**	**Other £000**	**2024 Total £000**	2023 Total £000
Unrestricted funds:- **General**						
Expenditure on raising funds	634	-	205	1,483	**2,322**	2,210
Total expenditure on raising funds	**634**	**-**	**205**	**1,483**	**2,322**	2,210

Notes (forming part of the financial statements)

(b) **Expenditure on charitable activities**	**Staff Costs £000**	**Depreciation and impairment £000**	**Management and Support Costs £000**	**Other £000**	**2024 Total £000**	2023 Total £000
Restricted funds:						
Expenditure on charitable activities	49	351	-	129	**529**	476
Unrestricted funds:- **Designated**						
Expenditure on charitable activities	82	69	-	483	**634**	456
Unrestricted funds:- **General**						
Expenditure on charitable activities	4,047	-	1,230	1,531	**6,808**	5,867
Total expenditure on charitable activities	**4,178**	**420**	**1,230**	**2,143**	**7,971**	6,799

(c) **Other Expenditure**	**Staff Costs £000**	**Depreciation and impairment £000**	**Management and Support Costs £000**	**Other £000**	**2024 Total £000**	2023 Total £000
Unrestricted funds:- **General**						
Loss on disposal of fiscal investments	-	-	-	-	**-**	-
Interest payable on loan	-	-	-	63	**63**	63
Total other expenditure	**-**	**-**	**-**	**63**	**63**	63
Total Expenditure	**4,812**	**420**	**1,435**	**3,689**	**10,356**	9,072

Notes (forming part of the financial statements)

Prior year comparatives:

(a) **Expenditure on raising funds**	**Staff Costs £000**	**Depreciation and impairment £000**	**Management and Support Costs £000**	**Other £000**	**2023 Total £000**	2022 Total £000
Unrestricted funds:- **General**						
Expenditure on raising funds	503	-	178	1,529	2,210	1,755
Total expenditure on raising funds	**503**	**-**	**178**	**1,529**	**2,210**	1,755

(b) **Expenditure on charitable activities**	**Staff Costs £000**	**Depreciation and impairment £000**	**Management and Support Costs £000**	**Other £000**	**2023 Total £000**	2022 Total £000
Restricted funds:						
Expenditure on charitable activities	46	352	-	78	476	404
Unrestricted funds:- **Designated**						
Expenditure on charitable activities	61	83	-	312	456	420
Unrestricted funds:- **General**						
Expenditure on charitable activities	3,334	-	1,035	1,498	5,867	4,676
Total expenditure on charitable activities	**3,441**	**435**	**1,035**	**1,888**	**6,799**	5,500

Notes (forming part of the financial statements)

(c) **Other Expenditure**

	Staff Costs £000	**Depreciation and impairment £000**	**Management and Support Costs £000**	**Other £000**	**2023 Total £000**	2022 Total £000
Unrestricted funds:-						
General						
Loss on disposal of fiscal investments	-	-	-	-	-	25
Interest payable on loan	-	-	-	63	63	62
Total other expenditure	**-**	**-**	**-**	**63**	**63**	87
Total Expenditure	**3,944**	**435**	**1,213**	**3,480**	**9,072**	7,342

Total resources expended include:	**2024 £000**	2023 £000
Depreciation	**435**	460
Impairment of fixed assets	**-**	-
Auditor's remuneration:		
Audit of these financial statements	**17**	12
Audit of financial statements of subsidiary pursuant to legislation	**9**	7
Other services relating to taxation	**3**	1
Operating lease charges:		
Other than land and buildings	**171**	107

Notes (forming part of the financial statements)

Management and support costs included in the table above are analysed below. Support costs are allocated on a basis consistent with the use of resources.

	Expenditure on raising funds	**Expenditure on Charitable activities**	**2024 Total**
	£000	**£000**	**£000**
General management & governance	16	146	**162**
Finance & administration infrastructure	110	526	**636**
Human resources	35	164	**199**
Information technology	39	186	**225**
Digital, marketing & public relations	4	207	**211**
Total	**204**	**1,229**	**1,433**

Prior year comparatives:	Expenditure on raising funds	Expenditure on Charitable activities	**2023 Total**
	£000	£000	**£000**
General management & governance	3	28	**31**
Finance & administration infrastructure	106	505	**611**
Human resources	33	156	**189**
Information technology	32	150	**182**
Digital, marketing & public relations	4	196	**200**
Total	178	1,035	**1,213**

Notes (forming part of the financial statements)

9 Staff numbers and costs

The average number of employees during the year was:

	Number of employees	
	2024	2023
Historic houses	**58**	46
Trading activities	**20**	19
Cultural engagement & participation	**31**	32
Management and support	**55**	53
	164	150
Number of part time employees included above	**87**	78
Full time equivalent of part time employees	**42**	38

The aggregate emoluments of these employees were as follows:

	2024	2023
	£000	£000
Wages and salaries	**4,224**	3,361
Social security costs	**351**	276
Pension costs	**287**	246
FRS102 s28 charge for past service costs	**52**	61
	4,914	3,944

Notes (forming part of the financial statements)

The number of employees whose emoluments (excluding pension contributions) amounted to more than £60,000 were as follows:

	2024 Number	2023 Number
£60,000 - £69,999	**1**	2
£70,000 - £79,999	**-**	1
£80,000- £89,999	**-**	1
£90,000 - £99,999	**3**	1
£100,000 - £109,999	**1**	-
£140,000 - £149,999		1
£310,000 - £320,000	**1**	-
	6	6

Emoluments for this purpose include gross salary and benefits in kind. The total amount of employer defined contributions paid on behalf of these employees were £48,058 (2023: £40,089).

Two ex-gratia payments, totalling £151,323 (2023: £0k) were paid in the year. The payments were approved by the trustees in accordance with the charity's governing document and considered to be in the best interests of the charity and consistent with its values.

"Key management (employee) personnel are deemed to be those having authority and responsibility delegated to them by the Trustees, for planning, directing and controlling the activities of the Trust. During 2024 they were:

- Chief Executive – Tim Cooke (until 23 November 2024)
- Interim Chief Executive – Rachael North (from 1 October 2024)
- Director of Strategy & Change – Tim Aucott
- Director of Knowledge – Professor Charlotte Scott (until 26 April 2024)
- Director of Museum & Public Programmes – Rachael North (nee Boyd) (until 30 September 2024)
- Director of Development – Luke Purser (from 5 February 2024)
- Interim Director of Finance & Resources – Helen Griffiths (until 30 March 2025)
- Interim Director of Performance & Operations- Mark Watts (from 1 November 2024)

The total emoluments paid to key management personnel in 2024, including pension contributions was £741,096 (2023: £566,715).

After the period end and therefore excluded from the above disclosures the following key management personnel joined the Trust:

- Director of Finance & Governance – Richard Paterson (from 17 March 2025)

Notes (forming part of the financial statements)

10 Trustees

During the year, no Trustee received remuneration as Trustee (2023: £0). Trustees received travelling and out of pocket expenses, totalling £3,259 for 3 trustees (2023: £2,027 for 4 trustees).

The Shakespeare Birthplace Trust maintained insurance for the Trustees/Directors throughout the financial year ended 31 December 2024 and such indemnity insurance was in place at the date of approval of these financial statements. For the financial year under review the total group cost of the indemnity insurance for the Trustees/Directors was £3,859 (2023: £3,226) and the cover £2,000,000 (2023: £2,000,000).

11 Tangible fixed assets

Consolidated and charity

	Freehold land and buildings	Fixtures, fittings and equipment	Attractions and exhibitions	Motor vehicles	Assets under course of construction	Total
	£000	£000	£000	£000	£000	£000
Cost or valuation						
At 1 January 2024	1,770	3,820	1133	44	-	6,767
Additions	-	80	-	2	105	188
Transfers	240	-	-	-	-	240
Disposals	-	-	-	-	-	-
Revaluation	-	-	-	-	-	-
At 31 December 2024	**2,010**	**3,900**	**1,133**	**46**	**105**	**7,195**
Depreciation						
At 1 January 2024	-	3,659	1,111	28	-	4,798
Charge for the year	-	70	7	7	-	84
At 31 December 2024	**-**	**3,729**	**1,118**	**35**	**-**	**4,883**
Net book value						
At 31 December 2024	**2,010**	**171**	**15**	**11**	**105**	**2,312**
At 31 December 2023	1,769	162	22	16	-	1,969

Freehold land and properties were formally valued by Sheldon Bosley Knight (Chartered Surveyors) on an existing use basis as at 31 December 2022. As at 31 December 2024, the Trustees have carried out a

Notes (forming part of the financial statements)

further review of the carrying value of all freehold and leasehold buildings with no change in the valuation proposed. The historic cost of freehold land and buildings is £722,752 (2023:£722,752).

Transfers - 21, Henley Street has been approved for use as an operational property during the current period and has therefore been transferred into Freehold land and buildings from Freehold Investment Properties (designated) at a carrying value of £240,000 (see note 13).

Assets under the course of construction relate to the new Learning & Community Hub (22, Henley Street) which has commenced during 2024 with capitalised costs totalling £105,000.

12 Heritage assets

Consolidated and charity

	New Place £000
Cost or valuation	
At 1 January 2024	3,513
At 31 December 2024	**3,513**
Depreciation	
At 1 January 2024	2,811
Charge for the year	351
At 31 December 2024	**3,162**
Net book value	
At 31 December 2024	**351**
At 31 December 2023	702

Heritage assets are defined as tangible property, with historical, artistic, scientific, technological, geophysical or environmental qualities, that is held and maintained principally for its contribution to knowledge and culture. SBT considers its inalienable properties and collections held for preservation to fall within this definition. As further explained in our accounting policies (note 1) to the financial statements inalienable assets have been excluded from the financial statements.

The Heritage assets comprise the Trust's land and buildings and the museum, library and archive collections it holds.

Notes (forming part of the financial statements)

The assets include:

- Shakespeare's Birthplace
- Shakespeare's New Place and Nash's House
- Hall's Croft
- Anne Hathaway's Cottage
- Mary Arden's House and Palmer's Farm
- Hornby Cottage
- Over 1 million archive documents relating to the history of Stratford-upon-Avon, the Royal Shakespeare Company, and the history of the Shakespeare Birthplace Trust itself. These include 31 of the 102 known Shakespeare documents - material from Shakespeare's lifetime that has handwritten mention of his name.
- Over 50,000 books relating to Shakespeare, his works, life, times and legacy, Stratford-upon-Avon and Shakespearian performance. This includes copies of the first folio of Shakespeare's plays, source material for the plays and books showing the breadth of printed knowledge available in the early modern period.
- Over 7,000 museum items mainly relating to the lived experience of Tudor and Stuart people but also including a range of souvenir and artistic material relating to Shakespeare's legacy. The SBT also holds archaeological collections dating back to the Roman and Anglo-Saxon periods which reflect the earlier history of Stratford-upon-Avon.

Whilst it seems unlikely the SBT will add any further historic building assets, the main focus of the Trust's work has been on preserving its existing historic buildings. The Trust has long-term maintenance plans for each of its buildings and annual work programmes of maintenance and repair.

The SBT continues to add material to its museum, library and archive collections in line with its stated acquisition policy. SBT collects for four principal reasons:

- To facilitate research into and understanding of Shakespeare's life, work and times;
- To enhance the displays within the Shakespeare family homes;
- To create permanent and temporary exhibitions;
- To complement existing collections.

Details of notable acquisitions to the collection alongside our normal range of collecting activity is included within the Trustees' report.

All of the SBT's assets are catalogued in order that they can be properly managed and all collections are stored in designated storage areas and kept physically secure. The Trust's buildings in normal circumstances are open to the public and the collections are accessible through on-site display and to researchers through the SBT's publicly accessible Reading Room.

Notes (forming part of the financial statements)

Disposals of heritage assets only take place in line with the SBT's stated policies and procedures, which includes the principle that sound curatorial reasons for disposal must be established and only with the final approval of the Board.

13 Investments

Consolidated

	2024	2023
	£000	£000
Analysis of investments		
Endowment funds:		
Freehold investment properties	**1,400**	1,400
Designated funds:		
Freehold investment properties	**14,056**	14,360
Undesignated funds:		
Freehold investment properties	**2,450**	2,785
Listed and other investments	**3,758**	3,582
	21,664	22,127

All investments are held in the UK. The historic cost of listed and other investments as at 31 December 2024 was £3,721,176 (2023: £3,485,525). Properties were valued by Sheldon Bosley Knight, Chartered Surveyors, as at 31 December 2022 on an open market existing use basis.

As at 31 December 2024, the Trustees have carried out a further review of the carrying value of all freehold and leasehold buildings with one change to the valuation identified, as a result of an ongoing sale process for the Hill (Mansion and Lodge), in order to reduce the carrying value in line with latest market conditions.

The SBT's policy is to seek formal professional valuations of its investment properties every 5 years with Trustee review in the intervening period.

Notes (forming part of the financial statements)

	Freehold investment properties Endowment £000	**Freehold investment properties Designated £000**	**Freehold investment properties Undesignated £000**	**Listed and other investments Undesignated £000**	**Total £000**
Movements in investments					
As at 1 January 2024	1,400	14,360	2,785	3,582	22,127
Additions	-	-	-	-	-
Transfers [(1)]	-	(240)	-	-	(240)
Disposals proceeds	-	-	-	(24)	(24)
Realised (loss)/gain on disposal	-	-	-	(1)	(1)
Change in market value	-	(65)	(335)	202	(198)
As at 31 December 2024	**1,400**	**14,055**	**2,450**	**3,759**	**21,664**
As at 31 December 2023	1,400	14,360	2,785	3,582	22,127

(1) Transfers - 22, Henley Street has been approved for use as an operational property during the current period and has therefore been transferred from Freehold Investment Properties (designated) at a carrying value of £240,000 into Freehold land and buildings (note 11).

Details of investments comprising more than 5% of the market value of the total investment portfolio are as follows:

	2024		2023	
	£000	**%**	£000	%
Investment property – "The Hill" (mansion only)	**1,602**	**7.4%**	1,969	8.9%
Investment property – 31 High Steet	**1,400**	**6.5%**	1,400	6.3%
Investment property – 4 Shottery Lodge	**1,140**	**5.3%**	1,140	5.2%

Notes (forming part of the financial statements)

Charity	**2024**	2023
Analysis of investments	**£000**	£000
Endowment funds:		
Freehold properties	**1,400**	1,400
Designated funds:		
Freehold investment properties	**14,056**	14,360
Undesignated funds:		
Freehold investment properties	**2,450**	2,784
Listed investments	**3,758**	3,582
Investment in trading subsidiary	**689**	649
	22,353	22,775

The Trusts owns the entire £688,596 (2023: £688,596) ordinary share capital of SBT Trading Limited (see notes 5 and 15).

Notes (forming part of the financial statements)

	Freehold investment properties	Freehold investment properties	Freehold investment properties	Listed investments	Investment in trading subsidiary	Total
	Endowment	Designated	Undesignated	Undesignated	Undesignated	
	£000	£000	£000	£000	£000	£000
Movements in investments						
As at 1 January 2024 (gross)	1,400	14,360	2,785	3,582	689	22,816
Provision against investment in subsidiary	-	-	-	-	(40)	(40)
As at 1 January 2024 (net)	1,400	14,360	2,785	3,582	648	22,776
Additions	-	-	-	-	-	-
Transfers	-	(240)	-	-	-	(240)
Movement in provision against investment in subsidiary (see note 5)	-	-	-	-	40	40
Disposals proceeds	-	-	-	(24)	-	(24)
Realised (loss)/gain on disposal	-	-		(1)	-	(1)
Change in market value	-	(65)	(335)	202	-	(198)
As at 31 December 2024	**1,400**	**14,056**	**2,450**	**3,758**	**650**	**22,353**
As at 31 December 2023	1,400	14,360	2,785	3,582	648	22,775

Notes (forming part of the financial statements)

Details of investments comprising more than 5% of the market value of the total investment portfolio are as follows:

	2024		2023	
	£000	**%**	£000	%
Investment property – "The Hill" (mansion only)	**1,602**	7.2%	1,969	8.6%
Investment property – 31 High Steet	**1,400**	6.3%	1,400	6.1%
Investment property – 4 Shottery Lodge	**1,140**	5.1%	1,140	5.0%

14 Stocks

	Consolidated		**Charity**	
	2024	2023	**2023**	2022
	£000	£000	**£000**	£000
Finished goods and goods for resale	**270**	235	-	-

15 Debtors

	Consolidated		**Charity**	
	2024	2023	**2024**	2023
	£000	£000	**£000**	£000
Receivable within one year:				
Trade debtors	**48**	40	**47**	37
Amounts due from subsidiary undertakings	**-**	-	**209**	41
Other debtors	**98**	1,052	**98**	1,052
Prepayments	**361**	178	**357**	174
Accrued income	**378**	947	**372**	943
	885	2,217	**1,083**	2,247
Receivable outside one year:				
Amounts due from subsidiary undertakings	**-**	-	**209**	230
Other debtor	**-**	-	**-**	-
	-	-	**209**	230
Total	**885**	2,217	**1,292**	2,477

Notes (forming part of the financial statements)

As at 1 December 2021, the charity restructured its existing formal loan arrangement with its trading subsidiary. Part of the loan was converted into share capital in the trading subsidiary (£688,595) with the balance of £250,000 remaining as a loan. The loan is secured on the assets of the trading subsidiary and is repayable over 10 instalments with a 3 year capital repayment holiday. The repayment profile is supported by the trading subsidiary's business plan, performance against which is monitored by the charity's Finance Committee. Interest is charged on the capital balance at 5% pa. Capital repayments have commenced on 31 December 2024 hence £20,870 (2023: £19,876) falling due within one year as at the year end.

16 Creditors: amounts falling due within one year

	Consolidated		**Charity**	
	2024	2023	**2024**	2023
	£000	£000	**£000**	£000
Trade creditors	**339**	220	**332**	214
Taxes and social security	**107**	128	**107**	128
Other creditors	**32**	38	**32**	38
Accruals	**338**	437	**315**	422
Deferred income	**84**	73	**84**	73
Department for Culture, Media & Sport /Arts Council England Repayable Cultural Recovery Fund loan	**229**	-	**229**	-
	1,129	896	**1,099**	875

17 Creditors: amounts falling due after more than one year

	Consolidated		**Charity**	
	2024	2023	**2024**	2023
	£000	£000	**£000**	£000
Deferred income	**147**	153	**147**	153
Department for Culture, Media & Sport /Arts Council England Repayable Cultural Recovery Fund loan	**2,999**	3,168	**2,999**	3,168
	3,146	3,321	**3,146**	3,321

Deferred income relates to a lease premium of £170,000 received in 2018, which is being realised over the life of the lease, 99 years and a rent free period received on an office lease, which is being realised over the period to the lease break, 5 years.

Notes (forming part of the financial statements)

The maturity of the Department for Culture, Media & Sport /Arts Council England Repayable Cultural Recovery Fund loan is analysed as follows:

	Consolidated		**Charity**	
	2024	2023	**2024**	2023
	£000	£000	**£000**	£000
Between one to two years	**458**	229	**229**	229
Between two to five years	**916**	916	**916**	916
In five years and more	**1,854**	2,023	**1,853**	2,023
Total	**3,228**	3,168	**3,228**	3,168

The unsecured loan is repayable over 20 years with a 4 year capital repayment holiday and associated interest roll up until capital repayments commenced on 19 March 2025. The rate of interest charged on the capital balance is 2% calculated on a daily basis. The loan agreement includes a number of monitoring and compliance covenants over the period of the loan. As at 31 December 2024 and until the date of signature of the financial statements these covenant commitments had been complied with.

Notes (forming part of the financial statements)

18 Movement in Funds

Consolidated and Charity	At 1 Jan 2024 £000	Income £000	Expenditure £000	Gains & Losses £000	Transfers £000	At 31 Dec 2024 £000
Endowment Funds:						
Property Fund	**1,400**	-	-	-	-	**1,400**
Total endowment funds	**1,400**	**-**	**-**	**-**	**-**	**1,400**
Restricted income funds:						
Countryside Stewardship Scheme fund	**-**	19	(16)	-	-	**3**
Louis Marder Scholarship fund	**11**	-	(3)	-	-	**8**
Gardening Fund	**-**	1	(1)	-	-	**-**
AQA – Espresso Shakespeare fund	**4**	-	-	-	-	**4**
Young Interpreters Project fund	**1**	-	-	-	-	**1**
Collections fund	**1**	-	-	-	-	**1**
Pall Mall Monument	**1**	-	-	-	-	**1**
Arts Council England – Museums and Schools	**5**	47	(49)	-	-	**3**
Levi Fox Archive fund	**25**	-	-	-	-	**25**
SBA – Education fund	**3**	-	-	-	-	**3**
Hall's Croft fund	**58**	243	(26)	-	-	**275**
American Friends of SBT – Digital projects	**14**	5	(1)	-	-	**18**
American Friends of SBT Research Project fund	**7**	-	-	-	-	**7**
Shakespeare's Children's Folio	**45**	8	(53)	-	-	**-**
Esmée Fairbairn International Collections	**32**	-	(29)	-	-	**3**
Community Infrastructure Levy Funds (CIL)	**650**	-	-	-	-	**650**
American Friends – Learning	**-**	5	-	-	-	**5**
	857	328	(178)	-	-	**1,007**
Restricted capital funds:						
New Place fund	**703**	-	(351)	-	-	**352**
	703	-	(351)	-	-	**352**
Total restricted funds	**1,560**	**328**	**(529)**	**-**	**-**	**1,359**

Notes (forming part of the financial statements)

Unrestricted funds

Consolidated	At 1 Jan 2024	Income	Expenditure	Gains & Losses	Transfers	At 31 Dec 2024
	£000	£000	£000	£000	£000	£000
Designated funds:						
Major property, conservation, development and redevelopment projects fund	**2,409**	-	(165)	-	-	**2,244**
Pension reserve	**(1,257)**	-	(141)	(51)	425	**(1,024)**
Functional fixed asset fund*	**1,484**	-	(69)	-	315	**1,730**
Covid Recovery fund	**2,289**	-	-	-	(1,042)	**1,247**
Strategic Projects fund	**2,754**	-	(247)	-	-	**2,507**
Innovations fund	**151**	-	(10)	-	-	**141**
Strategic investment fixed asset fund*	**14,711**	-	-	(65)	(315)	**14,331**
Children's Shakespeare - First Folio	**1**		(1)	-	-	**-**
Total designated funds	**22,542**	**-**	**(634)**	**(116)**	**(616)**	**21,176**
Undesignated funds:						
General fund *	**4,730**	8,112	(9,193)	(104)	616	**4,161**
Total unrestricted funds	**27,272**	**8,112**	**(9,827)**	**(220)**	**-**	**25,337**
Total funds	**30,232**	**8,440**	**(10,356)**	**(220)**	**-**	**28,096**

The funds denoted with * include the following revaluation reserves:

- £11,474,000 (2023: £11,464,000) within the Strategic investment fixed asset fund (designated);
- £(78,000) deficit (2023: £(3,000) deficit) within the Functional fixed asset fund (designated); and
- £2,388,000 (2023: £2,989,000) within the General fund.

The Charity unrestricted funds are stated above as the charity has recognised a provision of £0 (2023: provision of £(39,893)) equal to the difference between SBT Trading Limited's net assets and the cost of investment in subsidiary undertakings. The Trading company funds amount to £148,357 surplus (2023: £(39,893) deficit).

Notes (forming part of the financial statements)

Prior Year Comparatives:

Consolidated and Charity	**At 1 Jan 2023**	**Income**	**Expenditure**	**Gains & Losses**	**Transfers**	**At 31 Dec 2023**
	£000	**£000**	**£000**	**£000**	**£000**	**£000**
Endowment Funds:						
Property Fund	**-**	1,400	-	-	-	1,400
Total endowment funds	**-**	**1,400**	**-**	**-**	**-**	**1,400**
Restricted income funds:						
Countryside Stewardship Scheme fund	**-**	4	(4)	-	-	-
Louis Marder Scholarship fund	**11**	-	-	-	-	11
AQA – Espresso Shakespeare fund	**4**	-	-	-	-	**4**
Young Interpreters Project fund	**1**	-	-	-	-	1
Collections fund	**1**	1	-	-	(1)	1
Arts Council England – Museums and Schools	**17**	47	(59)	-	-	5
Levi Fox Archive fund	**25**	-	-	-	-	**25**
SBA – Education fund	**3**	-	-	-	-	**3**
Hall's Croft fund	**58**	-	-	-	-	58
American Friends of SBT – Digital projects	**6**	10	(2)	-	-	14
Archives West Midlands – No Barriers project fund	**1**	-	(1)	-	-	-
Coventry Library – One Million Reads fund	**1**	-	-	-	(1)	-
American Friends of SBT Research Project fund	**7**	-	-	-	-	**7**
Shakespeare's Children's Folio	-	82	(37)	-	-	45
Esmée Fairbairn International Collections	-	32	-	-	-	32
Community Infrastructure Levy Funds (CIL)	-	650	-	-	-	**650**
Shared Prosperity	-	22	(22)	-	-	-
	136	**848**	**(125)**	**-**	**(2)**	**857**
Restricted capital funds:						
New Place fund	**1,054**	-	(351)	-	-	703
	1,054	**-**	**(351)**	**-**	**-**	**703**
Total restricted funds	**1,190**	**848**	**(476)**	**-**	**(2)**	**1,560**

Notes (forming part of the financial statements)

Unrestricted funds

Consolidated	At 1 Jan 2023 £000	Income £000	Expenditure £000	Gains & Losses £000	Transfers £000	At 31 Dec 2023 £000
Designated funds:						
Major property, conservation, development and redevelopment projects fund	**2,449**	-	(40)	-	-	**2,409**
Pension reserve	**(1,380)**	-	(95)	(143)	361	**(1,257)**
Functional fixed asset fund*	**1,555**	-	(71)	-	-	**1,484**
Covid Recovery fund	**2,683**	-	-	-	(394)	**2,289**
Strategic Projects fund	**2,899**	-	(145)	-	-	**2,754**
Innovations fund	**184**	-	(33)	-	-	**151**
Strategic investment fixed asset fund*	**14,730**	-	-	(19)	-	**14,711**
Children's Shakespeare-First Folio	**45**	9	(73)	-	20	**1**
Total designated funds	**23,165**	**9**	**(457)**	**(162)**	**(13)**	**22,542**
Undesignated funds:						
General fund *	**4,974**	7,876	(8,139)	4	15	**4,730**
Total unrestricted funds	**28,139**	7,885	(8,596)	(158)	2	**27,078**
Total funds	**29,329**	**10,133**	**(9,072)**	**(158)**	**-**	**30,232**

The funds denoted with * include the following revaluation reserves:

- £11,464,000 within the Strategic investment fixed asset fund (designated);
- £(3,000) deficit within the Functional fixed asset fund (designated); and
- £2,989,000 within the General fund.

The Charity unrestricted funds are stated above as the charity has recognised a provision of £(39,893) equal to the difference between SBT Trading Limited's net assets and the cost of investment in subsidiary undertakings. The Trading company funds amount to £(39,893) deficit.

Notes (forming part of the financial statements)

Details of the major funds are as follows:

Endowment funds

Property Fund:
Funding received during the current period arising from a legacy of a property, 31 High Street.

Restricted funds

Countryside Stewardship Fund*:*
Funding to support managing land less intensively to improve biodiversity.
Louis Marder Scholarship Fund:
This fund is for the provision of an annual scholarship working in our library, archive and collections.
AQA – Espresso Shakespeare*:*
Funds received for supporting the development of online resources for the classroom.
Young Interpreters Project:
Funding received to operate a young people centred interpretation project.
Collections digitisation funds:
Funding received towards a project to look at the digitisation of the Trust's collections
Arts Council England – Museums & Schools:
Funding from the Department of Education to deliver the specific museums and schools project which increases children's engagement with museums.
Levi Fox Archive:
Money gifted to the Trust by the family of Levi Fox (Director of SBT, 1945 – 1989) to pay for ongoing work on his archive. It includes cataloguing, digitisation and public access activities.
SBA – Education:
Funding raised specifically towards the SBT educational activities.
Children's Folio:
Funding received for Children's Shakespeare- First Folio adaptation to celebrate the 400th Anniversary of the First Folio.
Halls Croft:
Funds received specifically towards restoration works at the Halls Croft site.
American Friends of SBT – Digital projects:
Funds received specifically from the American Friends of SBT for a digital project in collections.
American Friends of SBT – Learning
Funds received specifically from the American Friends of SBT to support US students studying Shakespeare in Stratford-upon-Avon with the Trust
Community Infrastructure Levy Funds (CIL):
Funding received towards the creation of a Learning and Community Hub

Notes (forming part of the financial statements)

Esmée Fairbairn:
Funding received towards the Trust's International Collections and First Folio 400th Anniversary project
Shared Prosperity:
Funding received towards the feasibility costs relating to the redevelopment of the streetscape at the Upper end of Henley Street plus the feasibility costs relating to the development of a learning and community hub
Creative Producers International:
Funding received from Watershed for professional development and project investment programme.
Archives West Midlands:
Funding received for the 'No Barriers' project in the SBT collections and Archives.

Coventry Library – One Million Reads:
Funding received for the 'One Million Reads' educational project.

Unrestricted funds

Major property, conservation development and redevelopment projects fund:
This designated fund was set up by the Trustees for the purpose of conserving the Shakespeare Houses and maintaining all of its properties. The Trustees have reviewed the amount set aside and believe it represents the amount of anticipated expenditure over the next five years.
Functional fixed asset fund:
This represents the net book value of functional fixed assets used by the charity in its day to day operations.
Strategic investment fixed asset fund:
This designated fund represents the net book value of fixed asset investment properties which, in addition to their investment return and capital appreciation potential, are held because they are strategically important by virtue to their proximity to the heritage properties.
Covid Recovery fund:
This designated fund represents the planned operating deficits to be incurred by the Trust in the post Covid-19 pandemic period. This is funded by the DCMS/ACE unsecured loan arrangement entered into during 2021.
Children's Shakespeare - First Folio fund:
This designated fund was created out of an unrestricted legacy left by Mary Hawthorne, a former English Lecturer to provide match funding for the Children's Shakespeare- First Folio adaptation to celebrate the 400th Anniversary of the First Folio.
Strategic Projects fund:
This designated fund was established to provide match funding for key strategic development opportunities.
Innovations fund:
This designated fund was established to provide "seed funding" to innovative commercial income projects in their pilot stages.

Notes (forming part of the financial statements)

Pension reserve:
This represents SBT's possible funding obligations in respect of the defined benefit pension scheme.
General fund:
The general fund is SBT's unrestricted, undesignated fund available for any of the Board's purposes without restriction.

Transfers between funds

Details of inter fund transfers in the year are as follows:

	Unrestricted		Restricted
	Undesignated	Designated	
	£000	£000	£000
General fund to Pensions reserve (1)	(425)	425	-
Covid Recovery fund to General fund (2)	1,042	(1,042)	-
Total transfers between funds	**617**	**(617)**	**-**

(1) This represents the transfer of pension deficit contributions made from the general fund to the pension reserve.
(2) This represents the transfer of funds to support the post pandemic core operating deficit within the unrestricted fund.

Prior year comparatives

Details of inter fund transfers in the year ended 31 December 2023 are as follows:

	Unrestricted		Restricted
	Undesignated	Designated	
	£000	£000	£000
Collections Fund to General Fund (1)	1	-	(1)
Coventry – Million Reads Fund to general Fund (2)	1	-	(1)
General fund to Pensions reserve (3)	(361)	361	-
General fund to Children's folio fund (4)	(20)	20	-
Covid Recovery fund to General fund (5)	394	(394)	-
Total transfers between funds	**15**	**(13)**	**(2)**

Notes (forming part of the financial statements)

(1) This represents the transfer of donation towards the purchase of a collection item which was received post 2022 but paid for from general funds in 2022.
(2) This represents the transfer of charity salary costs in relation to the delivery of this project.
(3) This represents the transfer of pension deficit contributions made from the general fund to the pension reserve.
(4) This represents the transfer of a unrestricted legacy received to the children's folio project fund to celebrate the 400th anniversary of the First Folio.
(5) This represents the transfer of funds to support the post pandemic core operating deficit within the unrestricted fund.

19 Analysis of consolidated net assets between funds

	Unrestricted General funds	Unrestricted Designated funds	Restricted funds	Endowment funds	Total funds
	£000	£000	£000	£000	£000
Fund balances at 31 December 2024 are represented by:					
Tangible fixed assets	-	2,309	3	**-**	**2,312**
Heritage assets	-	-	351	**-**	**351**
Investments	6,208	14,056	-	1,400	**21,664**
Current assets	2,228	5,835	1,005	**-**	**9,068**
Current liabilities	(1,129)	-	-	**-**	**(1,129)**
Liabilities due after more than one year	(3,146)	-	-	**-**	**(3,146)**
Pension liability	-	(1,024)	-	**-**	**(1,024)**
Total net assets	**4,161**	**21,176**	**1,359**	**1,400**	**28,096**

Notes (forming part of the financial statements)

	Unrestricted General funds £000	Unrestricted Designated funds £000	Restricted funds £000	Endowment funds £000	Total funds £000
Fund balances at 31 December 2023 are represented by:					
Tangible fixed assets	-	1,965	4	-	**1,969**
Heritage assets	-	-	702	-	**702**
Investments	6,367	14,360	-	1,400	**22,127**
Current assets	2,580	7,474	854	-	**10,908**
Current liabilities	(896)	-	-	-	**(896)**
Liabilities due after more than one year	(3,321)	-	-	-	**(3,321)**
Pension liability	-	(1,257)	-	-	**(1,257)**
Total net assets	4,730	22,542	1,560	1,400	**30,232**

20 Commitments

As at 31 December 2024 SBT was committed to making the following payments under non-cancellable operating leases:

	2024	2023
	£000	£000
Land and buildings:		
Within one year	**172**	88
Between two and five years	**419**	220
More than five years	**700**	
	1,291	308
Other:		
Within one year	**110**	56
Between two and five years	**56**	89
	166	145
Total	**1,457**	453

The Trustees lease Harvard House at a peppercorn rent.

As at 31 December 2024, the SBT had capital commitments of £nil which were contracted for but not provided for in the financial statements (2023: £nil).

Notes (forming part of the financial statements)

The Trust has the following commitments in relation to income from freehold investment properties:

	2024	**2023**
	£000	**£000**
Land and buildings:		
Within one year	**298**	297
Between two and five years	**386**	371
More than five years	**4,791**	4,842
	5,475	5,510

21 Pensions

Defined contribution pension scheme

The SBT operates a defined contribution, money purchase arrangement pension scheme. The pension charge for the period represents contributions payable to the scheme and amounted to £246,000 (2023: £246,000).

Defined benefit pension scheme

The SBT also operates a defined benefit pension scheme, Shakespeare's Birthplace Trust Retirement Benefits Scheme, for full-time employees who meet certain eligibility criteria. The scheme was closed to new members in May 2004 and subsequently closed to future accrual in February 2009. The assets of the scheme are held in separate Trustee administered funds.

A valuation of the scheme is carried out once every three years by qualified independent actuaries. The most recent scheme actuarial valuation completed was undertaken as at 31 March 2022 and a new schedule of employer contributions was approved in June 2023. The valuation revealed a funding shortfall of £2,141,000. This shortfall has been agreed to be eliminated by additional employer contributions of £355,350 per annum, payable until June 2027 and this replaces the previous recovery plan. Contributions will increase by 3% each year, with the first increase being for contributions after 31 January 2023.

The valuation was updated by the actuary on an FRS102 basis as at 31 December 2024 for the purposes of these financial statements.

	2024	2023
	£000	£000
Present value of funded defined benefit obligations	**(6,329)**	(6,786)
Fair value of plan assets	**5,305**	5,529
Deficit in pension scheme – Pension liability	**(1,024)**	(1,257)

Notes (forming part of the financial statements)

Movements in present value of defined benefit obligation

	2024	2023
	£000	£000
At 1 January	**6,786**	6,741
Interest cost	**317**	329
Actuarial (gains)/losses	**(414)**	44
Benefits paid	**(360)**	(328)
At 31 December	**6,329**	6,786

Movements in fair value of plan assets

	2024	2023
	£000	£000
At 1 January	**5,529**	5,361
Expected return on plan assets	**265**	268
Actuarial losses	**(465)**	(99)
Contributions by employer	**425**	414
Benefits paid	**(360)**	(328)
Administration costs paid from plan assets	**(89)**	(87)
At 31 December	**5,305**	5,529

(Expense)/income recognised in the consolidated statement of financial activities

	2024	2023
	£000	£000
Interest on defined benefit pension plan obligation	**(317)**	(329)
Expected return on defined benefit pension plan assets	**265**	268
Administration expenses	**(89)**	(87)
Total net expense	**(141)**	(148)

The amount recognised in other recognised gains and losses in the consolidated statement of financial activities in respect of actuarial gains and losses is a loss of £51,000 (2023: a loss of £143,000).

Notes (forming part of the financial statements)

The fair value of the plan assets and the return on those assets were as follows:

	2024	2023
	£000	£000
Equity instruments	**1,106**	1,597
Diversified growth assets	**2,173**	1,436
Real Estate	**4**	30
Debt instruments	**779**	801
Cash	**59**	51
Liability driven investments	**1,184**	1,614
	5,305	5,529
Actual return on plan assets	**(200)**	169

The expected return on scheme assets is based on market expectation at the beginning of the financial period for returns over the life of the related obligation. The overall expected rate of return is calculated by weighting the individual rates in accordance with the anticipated balance in the plan's investment portfolio.

Principal actuarial assumptions (expressed as weighted averages) at the year-end were as follows:

	2024	2023
	%	%
Discount rate	**5.5**	4.8
Expected return on plan assets:		
Rate of increase in pensions payments	**2.0-3.1**	2.0-3.0
Rate of increase in deferred pensions	**2.5**	2.4
Inflation assumption (CPI)	**2.5**	2.4
Mortality tables – implied life expectancy:	**Years**	Years
Male retiring in 2024	**25.3**	25.3
Female retiring in 2024	**28.1**	28.1
Male retiring in 2044	**26.8**	26.9
Female retiring in 2044	**29.7**	29.6

Notes (forming part of the financial statements)

History of plans

The history of plans for the current and prior periods is as follows:

Balance sheet	**2024 £000**	**2023 £000**	**2022 £000**	**2021 £000**	**2020 £000**
Present value of scheme liabilities	**(6,329)**	(6,786)	(6,741)	(9,811)	(10,188)
Fair value of scheme assets	**5,305**	5,529	5,361	7,786	7,260
Deficit	**(1,024)**	(1,257)	(1,380)	(2,025)	(2,928)

Experience adjustments	**2024 £000/%**	**2023 £000/%**	**2022 £000/%**	**2021 £000/%**	**2020 £000/%**
Experience adjustments on scheme liabilities	**(22)**	(58)	(424)	136	(186)
As a percentage of scheme liabilities	**(0.35)%**	(0.85)%	(6.3)%	1.39%	(1.83)%
Experience adjustments on scheme assets	**(465)**	(99)	(2,383)	434	413
As a percentage of scheme assets	**(8.8)%**	(1.8)%	(44.5)%	5.57%	5.69%

22 Related party transactions

During the year the following transactions, which were all at market value took place with related parties:

- The SBT paid Sheldon Bosley Knight £52,867 (2023: £46,874) in respect of property management advice and services. A creditor balance of £nil was outstanding at 31 December 2024 (2023: £nil). One of the Trustees, Nick Abell, was the Chairman of Sheldon Bosley Knight until 1 April 2024.
- The SBT paid Stratford upon Avon Sports Club Limited £17,280 (2023: £17,280) in respect of staff car parking. A creditor balance of £nil was outstanding at 31 December 2024 (2023: £nil). One of the Trustees, Nick Abell is a Director of Stratford upon Avon Sports Club Limited.
- The SBT paid Mayavision International £2,400 (2023: £7,573) in respect of fees in connection with the management and review of applications for the Shakespeare Shorts competition. There is no creditor balance at 31 December 2024 (2023: £nil). One of the Trustees, Rebecca Dobbs, is Managing Director of Mayavision International Ltd.
- The SBT as a National Portfolio Organisation received a grant of £224,048 (2023: £224,048) from Arts Council England during the year. One of the Trustees, Ayub Khan is a Midlands Regional Board Member of the Arts Council England.

Notes (forming part of the financial statements)

23 Prior year comparative consolidated statement of financial activities

Consolidated Statement of Financial Activities
For the year ended 31 December 2023

	Note	Unrestricted General funds £000	Unrestricted Designated funds £000	Restricted funds £000	Endowment funds £000	Total 2023 £000	Total 2022 £000
Income from							
Donations	*3*	10	9	11	1,400	1,430	47
Charitable activities:							
Admissions to historic houses		4,293	-	-	-	4,293	2,944
Cultural engagement & participation		360	-	-	-	360	339
Grants receivable	*4*	225	-	837	-	1,062	288
Other trading activities	*5*	1,650	-	-	-	1,650	1,199
Investments	*6*	1,316	-	-	-	1,316	951
Other income	*7*	22	-	-	-	22	2
Total income		**7,876**	**9**	**848**	**1,400**	**10,133**	5,770
Expenditure on							
Raising funds		2,210	-	-	-	2,210	1,755
Charitable activities		5,866	457	476	-	6,799	5,500
Other expenditure		63	-	-	-	63	87
Total expenditure	*8*	**8,139**	**457**	**476**	**-**	**9,072**	7,342
Net gains/(losses) on investments	*14*	105	-	-	-	105	(306)
Net gain on investment property	*14*	-	-	-	-	-	1,931
Net (expenditure)/income		**(158)**	**(448)**	**372**	**1,400**	**1,166**	53
Transfer between funds	*19*	15	(13)	(2)	-	-	-
Other recognised gains and losses							
Actuarial (losses)/gains on defined benefit pension scheme	*22*	-	(143)	-	-	(143)	396
(Losses)/gains on revaluation of fixed assets	*14*	(101)	(19)	-	-	(120)	56
Net movement in funds		**(244)**	**(623)**	**370**	**1,400**	**903**	505
Reconciliation of funds							
Total funds brought forward	*19*	4,974	23,165	1,190	-	29,329	28,824
Total funds carried forward	*19*	**4,730**	**22,542**	**1,560**	**1,400**	**30,232**	29,329

THE SHAKESPEARE BIRTHPLACE TRUST

England & Wales - Charity number 209302

Accounts

Annual Report 2023



Shakespeare birthplace trust

Supported using public funding by
ARTS COUNCIL ENGLAND

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The Trustees present their annual report and audited financial statements for the year ended 31 December 2023. The financial statements comply with current statutory requirements, the Shakespeare Birthplace Act 1961, The Charities (Shakespeare Birthplace Trust) Order 2017 and the Statement of Recommended Practice for Charities (FRS102).

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Administrative References

TRUSTEES

Chair

Anup Mysoor (Resigned 2 February 2024)
and **Penelope, Viscountess Cobham CBE**
(From 1 May 2024)

Vice Chairs

Nick Abell (appointed on 28 February 2023)
Chair of Heritage Assets & Property Committee

Professor Lena Cowen Orlin (appointed on 28 February 2023)

Ralph Bernard CBE
Chair of Nominations & Remuneration Committee

Penelope, Viscountess Cobham CBE

Professor Michael Dobson

Kathy Gee MBE

Mike Huggins
Chair of Finance and Audit & Risk Committees

Ayub Khan MBE

AJ Leon

HONORARY PRESIDENT

Professor Sir Stanley Wells CBE

SECRETARY TO TRUSTEES

Julia Howells (Resigned 6 May 2024)

KEY MANAGEMENT PERSONNEL

Tim Cooke
Chief Executive

Tim Aucott
Director of Strategic Projects
(to 11 August 2023)

Director of Strategy & Change
(from 12 August 2023)

Melanie Crooks
Director of Finance & Resources
(to 31 December 2023)

Helen Griffiths
Interim Director of Finance & Resources
(from 2 January 2024)

Rachael North (nee Boyd)
Director of Visitor Experience & Business Development
(to 11 August 2023)

Director of Museum & Public Programmes
(from 12 August 2023)

Professor Charlotte Scott
Director of Knowledge & Engagement
(to 11 August 2023)

Director of Knowledge (from 12 August 2023, resigned 26 April 2024)

Luke Purser
Director of Development
(from 5 February 2024)

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Auditors

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Quilter Cheviot (from 23 March 2023)
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The Shakespeare Centre, Henley Street,
Stratford-upon-Avon, Warwickshire CV37 6QW

Registered Charity Number 209 302
www.shakespeare.org.uk

Welcome

This past year has been a landmark in the annals of Shakespeare's own story in the world. Along with other Shakespearians across the globe, we celebrated the 400th anniversary of the First Folio, the printed collection of 36 plays, including 18 previously unpublished works, which are the bedrock of Shakespeare's dramatic legacy.

Our extensive programme included a new exhibition **To The Great Variety of Readers** at Shakespeare's New Place which featured an original edition of the First Folio, known as the Ashburnham Folio which is part of the Trust's Designated collection. We delivered an extensive calendar of events across the year including school workshops, lectures, creative collaborations and research conversations. In a unique initiative, we also embarked on creating a new version of the First Folio specifically abridged for children and young people to perform, which launched in 2024.

We also devised and launched a new multi-year programme entitled **The Women Who Made Shakespeare**, tying in with the 400th anniversary of Anne Shakespeare's death. This ambitious initiative has drawn great interest and participation as we embark on a journey of discovery and re-appraisal of the less-known, sometimes hidden, and unfortunately, erased and forgotten stories of the women who both influenced Shakespeare during his lifetime and the female-identifying people who have contributed to his legacy.

Our unique and highly regarded learning programmes continued to expand with an estimated 2 million primary age children taking part in our annual Shakespeare Week in March. This programme now has the participation of 22,000 teachers and offers pupils an early imaginative and enjoyable encounter with Shakespeare's plays and their relevance to their own experience and hopes.

We offered a strong and engaging digital presence with our main website attracting over 8 million page views in 2023. Traffic to Shakespedia achieved more than 6 million page views, with both the Shakespeare biography and play summary pages proving popular.

As part of our planned growth following the impact of the pandemic, we once more extended visitor access to and engagement with the Shakespeare family homes and were glad to see increased footfall year-on-year at Shakespeare's Birthplace, Anne Hathaway's Cottage and Shakespeare's New Place.

Over the course of the year, we continued to carry out essential and successful conservation work at all of our Shakespeare sites. We also took forward planning for a new Collections Resource Centre to improve access to and care of our museum objects and both our own and the Royal Shakespeare Company's archive and attracted funding and achieved planning consent to transform a disused building in Henley Street into a vibrant new Learning & Community Hub.

Importantly, we continue to deliver in partnership with Arts Council England as a National Portfolio Organisation. We have achieved real progress in embedding the core principles of Inclusivity & Relevance, Ambition & Quality, Dynamism, and Environmental Responsibility into our annual Business Plan and approach to public programming.

> "To The Great Variety of Readers..."
>
> Mr William Shakespeare's Comedies, Histories & Tragedies

Welcome

The Trust has continued to operate within a stable business model while making progress in dealing with the continuing consequences of the pandemic and the series of lockdowns on its financial model. We planned for an agreed deficit budget in 2023 and were encouraged that our performance and key financial projections were ahead of target.

We love the energy our visitors from around the world bring to us both in person and online. That enthusiasm and passion is matched by the dedication of our own remarkable team, both employees and volunteers, who make all the difference.

We are deeply grateful to them and all our partners. Their passion and expertise enable us to place the relevance of Shakespeare and his work at the heart of so many people's exploration of their own lived experience and their place in the world.

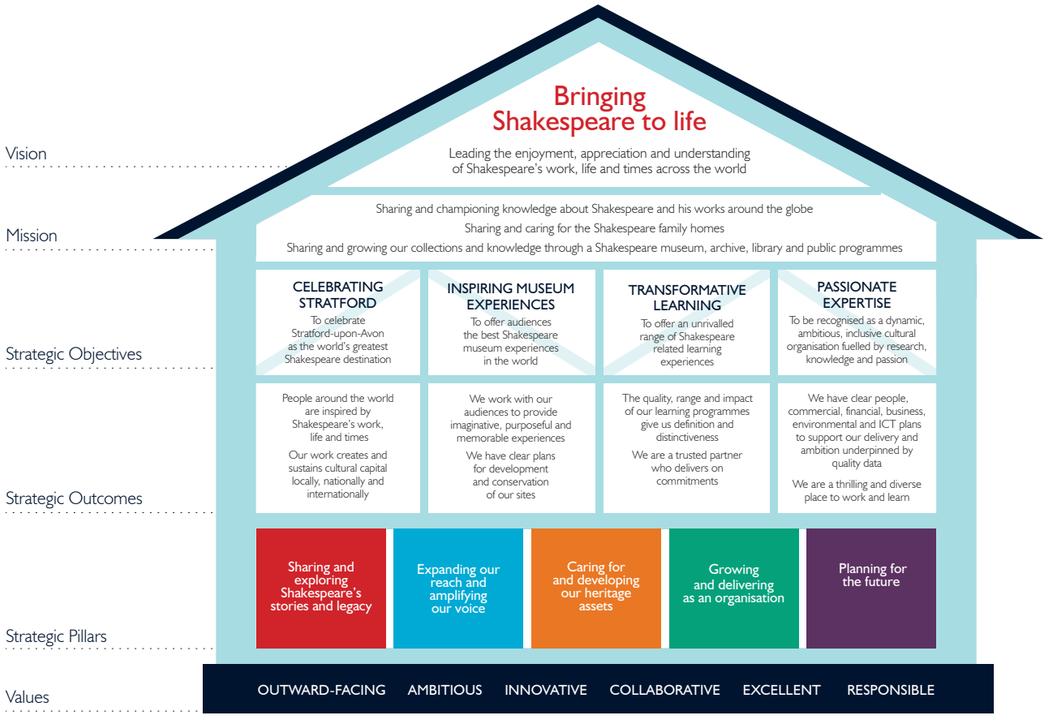
Penelope, Viscountess Cobham CBE, Chair and **Tim Cooke**, CEO.







Our Strategy House





A Year in Review





Developing the Next Generation of Great Variety of Readers

400 years ago, a new publication arrived at London booksellers. This book brought 36 of a Warwickshire playwright's works together for the first time. Little did anyone know that this act would help shape our culture so profoundly.

It is this book, known today as the First Folio, that the Shakespeare Birthplace Trust put at the heart of its programming throughout the year. We set out not just to celebrate the anniversary of the publication of the book, but also its impact as a creation that was forged through friendship and a desire for others to have the opportunity to discover Shakespeare's work for themselves.

As the leading museum dedicated to Shakespeare's works, life and times, there is no better celebration to take part in.

Sharing Profound Insight on the Human Condition

From the special exhibition at Shakespeare's New Place, to our monthly Research Conversations, the dedicated learning offer and hands-on family activities across the properties, audiences have had the chance to engage with Shakespeare and his works in new and innovative ways.

This focus, aligned with ensuring that our activities purposefully deliver Arts Council England's Let's Create strategy, gave our dedicated teams across the Trust the opportunity to share Shakespeare's profound insight into the human condition, offering the possibility for our audiences to make sense of their own lives through his work. Importantly, they were also empowered to work with creative voices to co-produce new experiences for diverse communities.

A Year in Review

Ensuring Future Generations Can Explore the Shakespeare Story

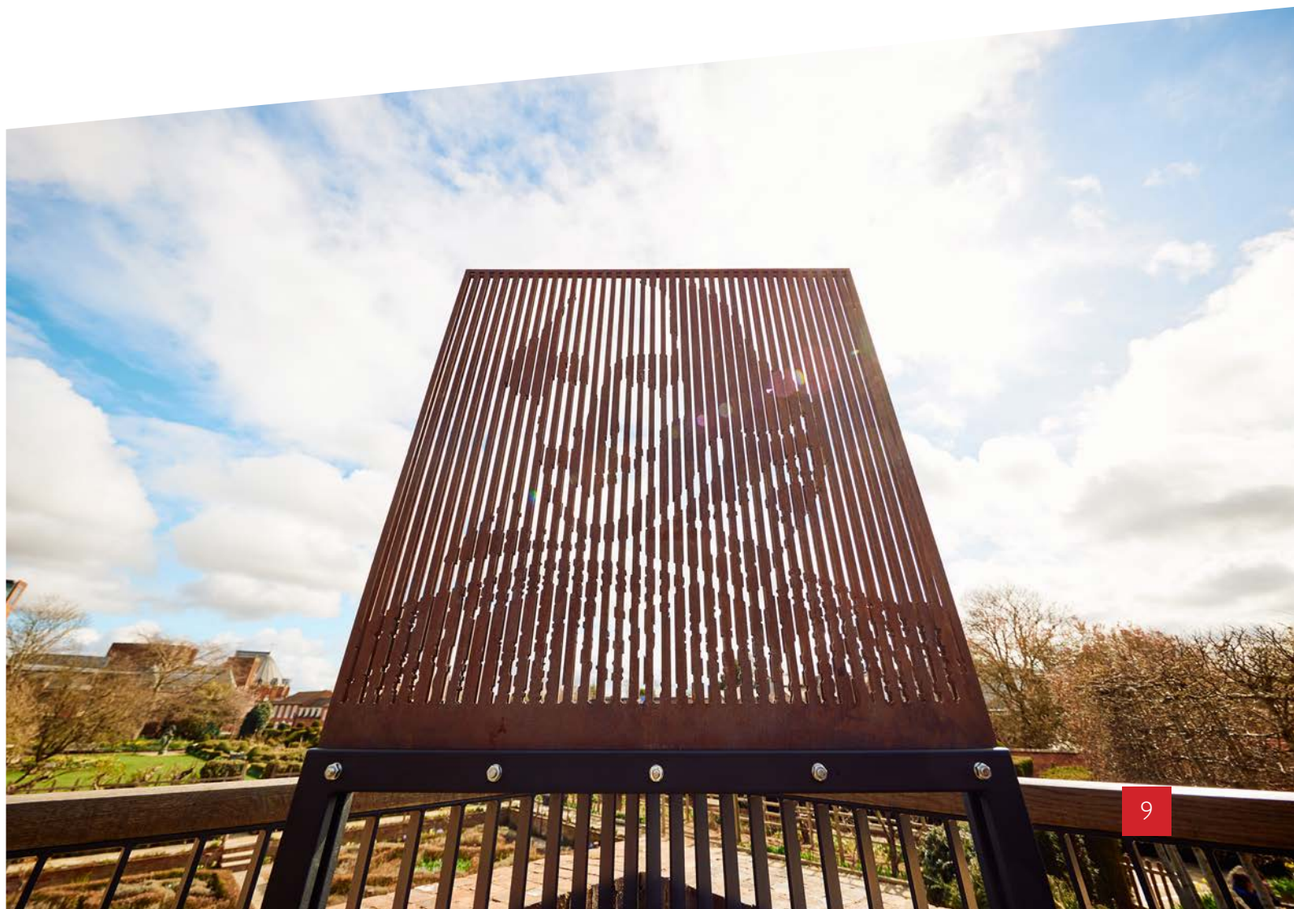
Conservation took centre stage throughout 2023. At the start of the year the Trust invited visitors behind the scenes to witness the works undertaken by our committed team of conservation experts at Shakespeare's Birthplace during a special two-week conservation period.

Works continued across all the Shakespeare family homes throughout the year, with both Hall's Croft and Mary Arden's Farm still requiring ongoing interventions as part of their long-term conservation programme.

Both properties welcomed visitors, predominately learning groups. Primary school children at Mary Arden's Farm and secondary, tertiary & lifelong learning at Hall's Croft. They were not included as part of the core Shakespeare Story ticket offer to visitors. This was to ensure that both properties were accessible, but the number of visitors did not further add pressure to the buildings whilst this important work is planned and implemented.

Continuing to Share Shakespeare's Legacy

As you will discover on the following pages, the Folio anniversary became a solid foundation to deliver some exciting and profound work as we continue to shape the Trust's role in curating and sharing Shakespeare's physical and creative legacy across the world.



The First Folio celebrations played an important part in the learning offer across the Shakespeare Birthplace Trust.

Ensuring a First Positive Experience of Shakespeare

From primary school children to university residential courses and lifelong learners, all audiences were inspired by exploring Shakespeare's legacy and the importance of the First Folio.

2023 also saw the return of more international learning groups, with students from Germany, Denmark, France, Switzerland, the Netherlands, Canada, Malta, USA and South Africa coming to Stratford-upon-Avon throughout the year.



Learning in Numbers

33,570

individual participation interactions across programmes

42,000

downloads of digital resources across all Key Stages and higher education areas of study (excluding Shakespeare Week)

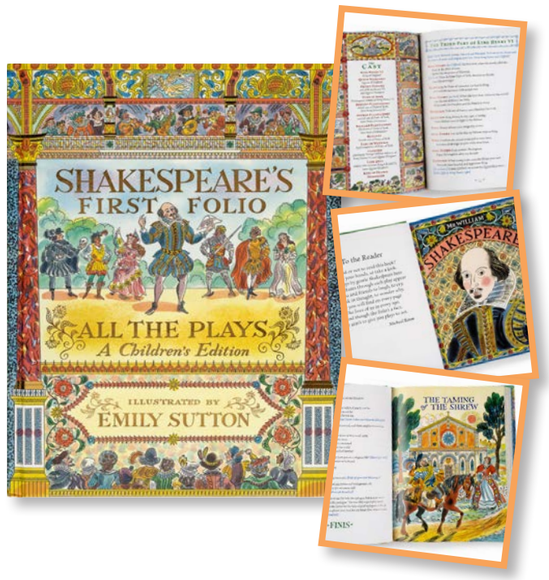
72 Hub schools in **9** regions

A Children's Folio

To mark the 400th anniversary of the publication of the First Folio, the Shakespeare Birthplace Trust, in partnership with Walker Books, announced the publication of a special children's version: Shakespeare's First Folio, All the Plays: A Children's Edition.

Abridged by Dr Anjna Chouhan using Shakespeare's original language and including all 36 plays in the original First Folio, the Children's Edition will help even more children have a first positive experience with Shakespeare.

On publication, in spring 2024, 6,000 schools across the country received a free copy accompanied by digital resources to help teachers get the most out of the Children's Folio. A further 3,000 UK libraries received a copy, thanks to a partnership with Libraries Connected.



Learning

Museums and Schools

The Museums and Schools programme remains a highly successful strand of the Learning Team's programme.

Offering free activities at our museums to schools with a high pupil premium number, those located in deprived areas where the children may have reduced or no access to cultural experiences, the programme helps children explore the museum environment in a new and interesting way.

A highlight continues to be the guiding sessions, where pupils are trained to help guide groups of visitors at either Shakespeare's Birthplace or Anne Hathaway's Cottage. In total 16 schools took part in the guiding programme.

Children are seen taking ownership and developing their leadership skills as they interact with members of the public. Participating schools report high levels of engagement and feedback reflects an enjoyable experience for visitors as well. Since 2016 the Trust has welcomed 40 schools a year, totally 3,870 individual children taking part in this initiative.

> "The partnership we have with SBT is one of the things we are most proud of at our school. The cultural capital this provides for our children is simply outstanding."
> Teacher, Guiding programme school

Timeless Learning Opportunities at Mary Arden's Farm

Mary Arden's Farm continued in its role as the venue for primary learning. The farm is a unique learning space which both teachers and pupils enjoy, generating unforgettable experiences with the testimonials to prove it.

"Great learning to complement our classwork in a real-life setting… super interactive… outstanding… location and space ideal… fantastic experience… brought the best out in the children"

The farm also played host to a series of special events throughout the year, acting as a unique backdrop to explorations of Shakespeare.

Early in the spring, the Independent Schools Association Shakespeare Monologue Prize winners event took place where winners from schools across the country performed their monologues in an exciting event across the site.

Later in the year three local schools were welcomed onto the farm for a fascinating **Next Generation Shakespeareans** seminar, discussing further education and career pathways.



SHAKESPEARE WEEK
Join the national celebration

Shakespeare Week returned in 2023 to deliver a vibrant programme of in-person events and online activity.

The celebrations included daily online broadcasts featuring Michael Rosen, Ben Cajee and Martin Brown from Horrible Histories as well as a special online exhibition and live performance and showcase events in Nottingham and Oxford and a full programme of events in Stratford upon Avon.

All activity was free to access, either online or in-person.

> "Taking part in this has been one of the highlights of my year. I can't overstate how enthused it has got the children about Shakespeare - more than I've ever seen in 18 years of working in schools. Thank you!"
>
> Teacher, Oxford school



Shakespeare Week in Numbers

An estimated **2 million** children in UK schools took part in Shakespeare Week 2023

855 new teachers registered in total now over **22,000** teachers have registered representing **11,000** UK schools

Over **11,000** children became Will's Word Warriors during Shakespeare Week

1,000 children sent us their creative home-made Shakespeare books

300 children performed at showcase events across England

95 librarians received creative bookmaking training

544 Warwickshire schoolchildren took part in the Joint Open Day and attended free workshops with SBT and our partners across Stratford-upon-Avon

72

4,944 children in our **72** Shakespeare Hub schools received creative workshops with arts professionals

2,790 people engaged with us in the Shakespeare homes across the Shakespeare Week weekend

Shakespeare Week

Shakespeare Hubs and Impact

3 new Shakespeare Hubs were created in Barnsley, Rotherham and the West Midlands, bringing the total number of schools to 72 with 12 in 'Levelling Up' areas.

Each Hub School received an exclusive storytelling video on one of five plays, as well as books and resources, a day's creative arts workshop ranging from drama, dance, puppetry, creative bookmaking, and music for at least two classes per school and more. There was also regular online CPD opportunities.



Learning and Community Hub

In December 2023 The Shakespeare Birthplace Trust announced its vision to transform an empty retail unit at 22 Henley Street, close to Shakespeare's Birthplace, into a multi-purpose learning and community venue.

This project has been made possible thanks to an award of significant funding from Stratford District Council, as part of their Community Infrastructure Levy (CIL) Fund.

Transforming Learning Opportunities

Formerly the site of the Edinburgh Woollen Mill store, 22 Henley Street has the potential to host tens of thousands of school and learning visits annually, but also facilitate significant use by local community groups.

Draft plans include multi-use rooms inside the building, and the potential for an accessible street facing gallery and exhibition space for local artists.

The Trust is also planning to work with new and existing community groups to explore other ways to use these flexible spaces to further enhance the cultural offer in the town.

The proposed project at 22 Henley Street will begin in 2024 and is part of the Trust's wider museum transformation strategy.



Exploring Shakespeare's Story Across the Year

The First Folio celebrations were the anchor of the programming across the Shakespeare family homes, with each property exploring different aspects of the legacy of this important book.

Shakespeare's New Place became the focal point with a new exhibition, To The Great Variety of Readers, that helped visitors explore the origins of the First Folio, its importance to the Shakespeare story and its connections to Stratford-upon-Avon. Audiences had the opportunity to see the Ashburnham Folio on display, alongside a tiny 17th-century notebook written by, possibly, the first Shakespeare geek.

Both Shakespeare's Birthplace and Anne Hathaway's Cottage played host to a series of events, activities, and interpretation interventions to celebrate the continued influence of the First Folio. Including live performances in the Birthplace Garden (see pop out) and special, after hours talks.

Visitors were also invited to explore more of the properties through a new, multi-site family trail. Participants were tasked to discover the 18 'Lost Plays', that could have been lost to time without the First Folio, across each of the three Shakespeare family homes.

To support this year-round, engaging programming, 2023 saw the introduction of a new Shakespeare's Story ticket, allowing visitors to visit Shakespeare's Birthplace, Anne Hathaway's Cottage, and Shakespeare's New Place as many times as they wished across a 12-month period, all for one price.

This was a change from the previous model of a standard ticket and donation price for Gift Aid. The new pricing model allows visitors to easily Gift Aid their ticket and access the properties over a 12-month period.







All the World's A Stage…

There is only one way to truly celebrate the continued impact of the First Folio and that is to perform the works within it, sharing Shakespeare with the world.

Working with Events from History, an established theatrical troupe, scenes from each of the 'Lost Plays' were performed in the garden of Shakespeare's Birthplace during the summer and autumn school holidays.

Audiences were able to delve deeper into the plays thanks to the team's accessible explainer sections before and after their performances, putting the plays into a wider context.

Visitor Offer



Family Fun at Mary Arden's Farm

As part of a programme of access, Mary Arden's Farm played host to special event days in 2023.

Focused on two series of events, families had the choice on the type of experience they wanted to take part in, all in the beautiful surroundings of the farm in Wilmcote.

FUN AT THE FARM

Starting in spring and taking place in all the school holiday periods until November, the Fun at the Farm events were hands-on explorations of a selection of plays found in the First Folio.

From 'As You Like it' in spring to 'Macbeth' at Halloween, audiences were treated to an immersive and educator-led session that really brought fun to the farm.

WEEKENDS AT Mary Arden's Farm

Developed as a successor to the relaxed Family Activity Days from 2021 and 2022, Weekends at Mary Arden's Farm invited families to visit every Saturday and Sunday from mid-July to the first week of September.

Not as structured as Fun at the Farm, families had the opportunity to explore the farm, take part in some crafting or just enjoy the sunshine and while away the hours in the tranquil surroundings.



Visitor Offer

Welcoming More People Back



Shakespeare's Birthplace
151,557 (↑ 64%)



Anne Hathaway's Cottage
62,656 (↑ 48%)



Shakespeare's New Place
52,792 (↑ 57%)

Sharing More of Shakespeare's Childhood Story

2023 saw the start of a partnership with the Shakespeare Schoolroom and Guildhall to offer visitors to Stratford-upon-Avon the opportunity to explore Shakespeare's formative years for one price. The joint ticket was available to purchase from either property.

Initially only available in the quieter early months of the year the offer proved so popular that it is now available all year, giving visitors another option to explore more of Shakespeare's Stratford.



Please note: percentage increase of individual visitors vs 2022, excludes group visits
Total visitors to the Shakespeare family homes, including groups and travel trade **420,631**

International Reach & Impact

The return of international audiences to Shakespeare's family homes continued in 2023, with the highest proportion coming from the United States. We are still seeing smaller audiences from Asia, however this was expected, with the VisitBritain estimates not forcasting a significant return to the UK until 2025.



Shakespeare's Birthplace
49%



Anne Hathaway's Cottage
33%



Shakespeare's New Place
16%

Percentage of International Visitors in 2023

Please note: this data is taken from our audience survey.

Collections & Conservation

Collections Care and Placemaking

The world-class collection of the Shakespeare Birthplace Trust was made more accessible in 2023 thanks to the final lifting of COVID restrictions and the continued re-interpretation work undertaken to engage with new audiences.

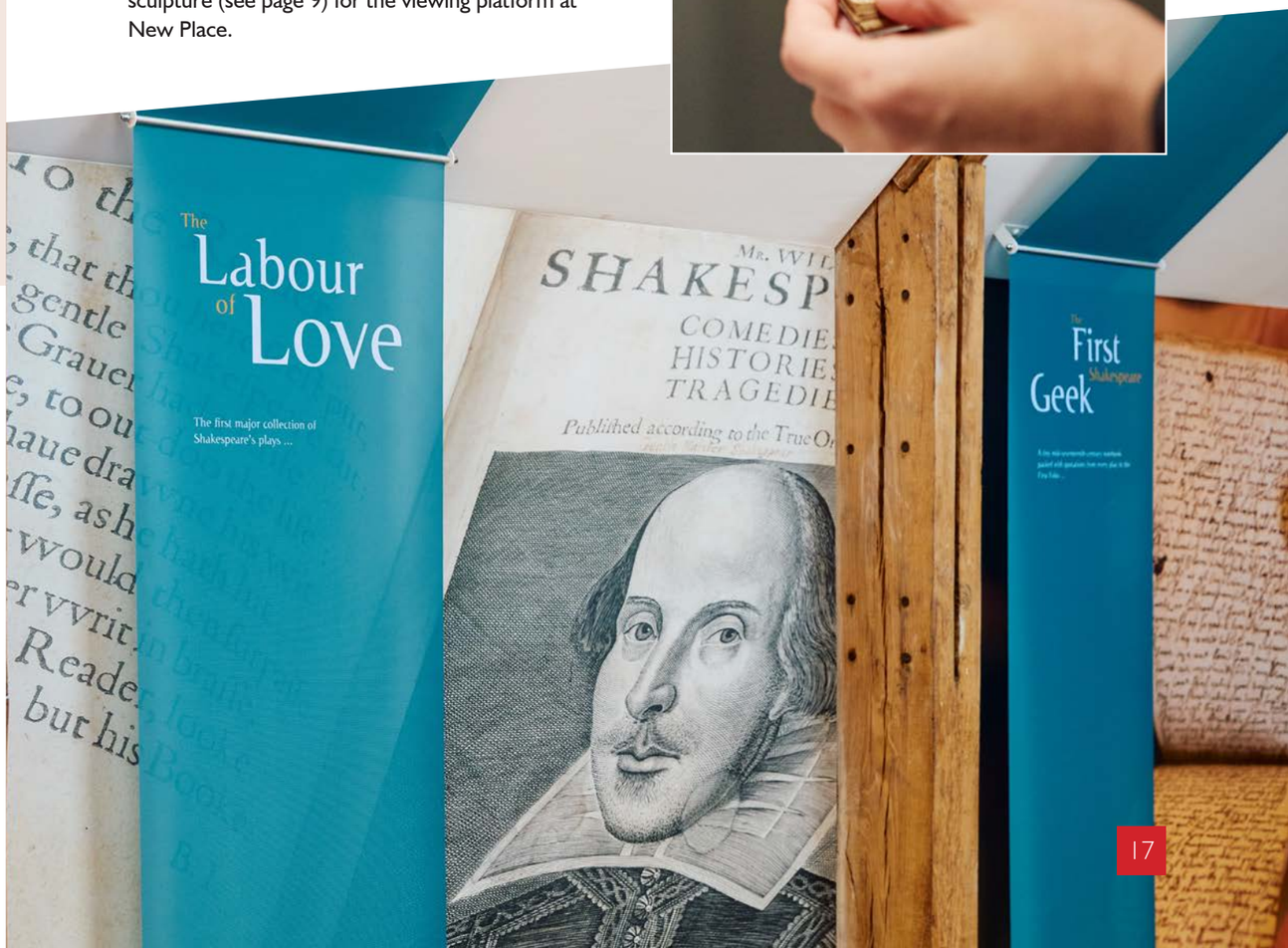
To The Great Variety of Readers – Folio at 400 Exhibition

A highlight of the exhibition, alongside displaying one of the Trust's copies of the First Folio, was the loan of a tiny notebook, which records the favourite passages from Shakespeare of an early reader.

Supported by research by Dr Tiffany Stern of the Shakespeare Institute, the exhibition proved very popular with visitors.

Artist Frances Yeung created a new Shakespeare sculpture (see page 9) for the viewing platform at New Place.





Susanna Hall Project

A collaborative project with the University of Brighton, led by Dr Ailsa Grant Ferguson concluded in 2023 with new research leading to a range of outputs, including the creation of new planting in the garden at Hall's Croft, a new online spatial archive and online exhibition, a soundscape, an academic symposium and opportunities for community engagement.

EDIB Self-Assessment Tool Launch

Launched formally by Archives West Midlands in September 2023, the Equality, Diversity, Inclusion and Belonging (EDIB) model for archives self-assessment tool assists professionals to identify any gaps in the wider accessibility of their collection.

The model comes directly out of work undertaken by the Shakespeare Birthplace Trust in support of the No Barriers Project, with the Trust piloting the use of the tool during 2023.

Since its official launch, the model has gained acceptance across the archives sector, with workshops on the model being consistently oversubscribed.

Celebrating Shakespeare at Windsor Castle

The King and Queen hosted a special event at Windsor Castle on 18 July to highlight and celebrate the publication of the First Folio and Shakespeare's contribution to literary culture and society.

With representatives from organisations across the UK, including museums, national and regional theatres, charities, academic institutions, as well as writers and performers the night was a melting pot of ideas about how Shakespeare's works can be socially and culturally transformative.

A group from the Shakespeare Birthplace Trust were honoured to be in attendance at such a special event during this important anniversary year.

Global Street Art and Stratford District Council Partnership

Working in partnership with Stratford District Council and Global Street Art six striking window displays at 21 and 22 Henley Street were installed that explored Shakespeare's Sonnets through the lens of street art.

These installations have proven popular with visitors as well as adding colour and illumination to the streetscape.



Collections & Conservation

Sharing our Collection

2023 has been a successful year for loans out of the collection.

In March we loaned a number of Anglo-Saxon items to Ad Gefrin, a new museum and distillery which opened in Wooler, Northumberland. It was great to see some high-status items from Alveston and Bidford on display in such a wonderful setting.

Later in the year we loaned a range of material to the new Faith Museum in Bishop Auckland, alongside a range of national lenders.

Both loans are great opportunities to share our collections with a wider audience and generated media interest.

New Acquisition - Greg Doran Donates Folio Society Edition

In December the Trust was delighted and grateful to receive a copy of the new Folio Society edition of The Complete Plays of William Shakespeare from SBT Council member Greg Doran.

This is one of a limited-edition of 1,000 copies produced for the 400th anniversary of the First Folio, for which Greg provided the introduction. It will make a splendid addition to our collection of fine printing and special editions of Shakespeare.

New Accessions - Responses to First Folio 400 - Proud Folio & People's Folio

Both Folio initiatives were envisaged as grassroots responses to the 400th anniversary celebrations of the publication of the First Folio and reflected contemporary engagements with and beyond conventional reverence of the subject of Shakespeare and the iconic status of the publication.

- The People's Folio came from the To The Great Variety of Readers exhibition at Shakespeare's New Place, where visitors were invited to make their own mark in the facsimile copy of the First Folio. Highlighting their favourite quotes or passages or sharing their own insight into Shakespeare's work.
- The Proud Folio was a response from colleagues in the Trust from the LGBTQIA+ community to the 400th anniversary celebrations.

These items are strong examples of the Trust's commitment to contemporary collecting to strengthen the wider representation of audiences, including marginalised or neglected communities and have both been accessioned as part of the Trust's engagement activities, recording authentic responses to the more formal commemorations in 2023.

Both The People's Folio and the Proud Folio have conservation challenges and will form the basis of a project in 2024 to explore the conservation consequences of contemporary collecting, the findings of which will be shared with the wider collections sector.





Collections & Conservation

End of Waiting Times in The Reading Room and Return of Walk Up Appointments

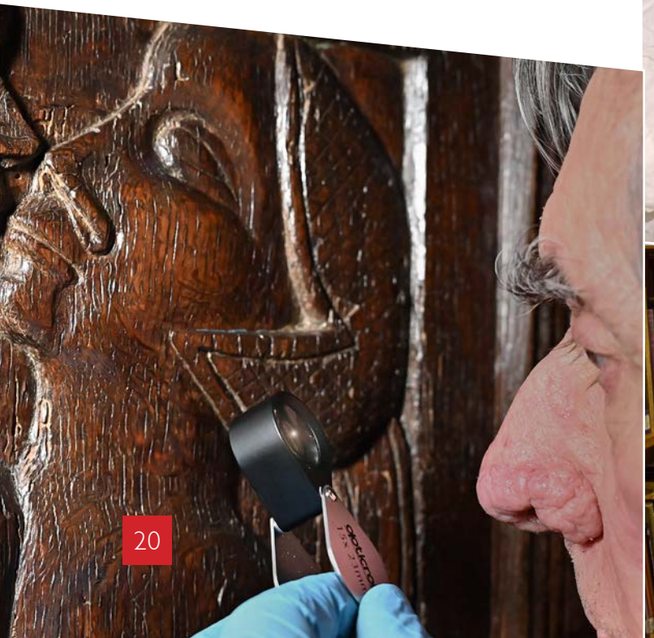
2023 saw the lifting of restrictions on the number of people that could be in the Reading Room as well as the removal of the requirement to pre-book a visit.

This was in line with Trust's wider post-COVID recovery programme and has given researchers more flexibility in accessing the Trust's world-class collections.

Conservation Across the Shakespeare Family Homes

Work continued across the SBT estate to conserve the Shakespeare family homes so they can continue to be explored for generations to come.

In January the Trust took the decision to close Shakespeare's Birthplace for a two-week conservation period, allowing the Estates team to undertake a series of works that would usually be disruptive to visitors. The introduction of a special conservation tour was well received by visitors, who enjoyed going behind the scenes and discovering the works that go into preserving these important buildings.



Collections and Archive Move Planned

The Trust was actively preparing a project to move the world-leading collections and archives that are currently stored in the Shakespeare Centre to a new, more accessible facility in Stratford-upon-Avon.

With over 1 million individual items, including documents inscribed in the UNESCO Memory of the World, the collections are now at a size where the space and condition of the building they are held in is becoming more challenging.

New Venue, More Accessibility

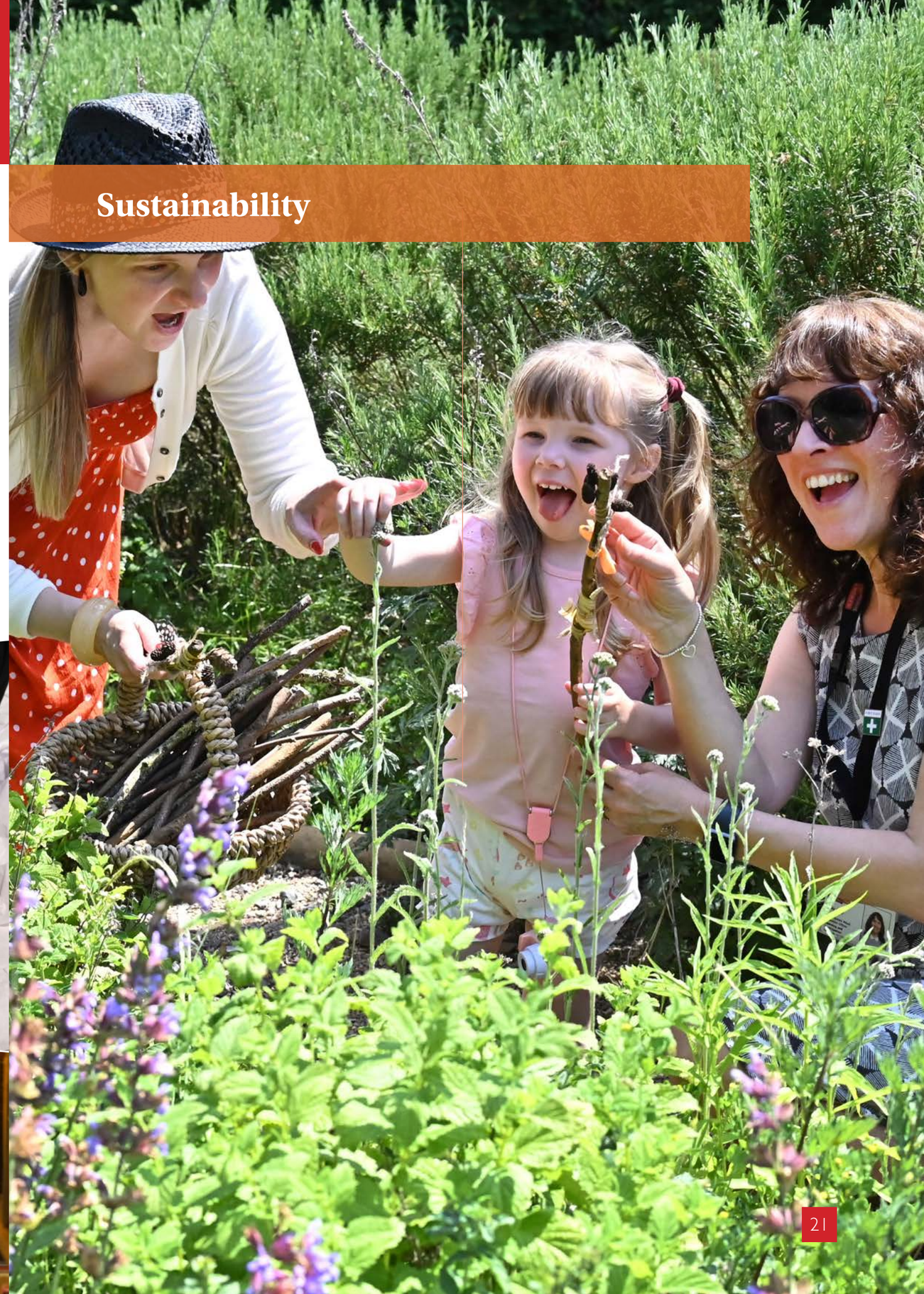
Feasibility work to find a suitable venue that would enable the Trust to offer improved access to the collection was undertaken by the project team.

A new venue at Avenue Farm was announced publicly in 2024.





Sustainability



Sustainable Shakespeare – Putting Environmental Resilience at the Heart of the Organisation

Work continued to embed and deliver the five key commitments of the Trust-wide 'Sustainable Shakespeare' initiative. Focusing on ensuring that everything delivered by the Shakespeare Birthplace Trust minimises the environmental impact, and helps us to become an exemplar of environmentally sustainable operation within the heritage sector.

Five Key Pledges

- Collaborating and Communicating
- Encouraging Biodiversity
- Becoming Sustainable
- Measuring our Impact
- Building Resilience

Collaborating and Communicating

From hosting a special family fun day at Hall's Croft to mark Stratford's Great Big Green Week to ensuring both internal and external audiences are aware of the work going into ensuring sustainability across the Shakespeare's family homes and the wider SBT estate, there has been a real focus on engagement in 2023.

Encouraging Biodiversity

A wilding area was created in the grounds of Anne Hathaway's Cottage, to encourage more biodiversity at the property and act as a template for similar spaces across the estate.

Led by the Gardens team, an area of orchard was given over to re-wild, where no additional landscaping would take place but instead allow for the natural processes of nature to take over. This was further supported over the winter with the relocation of two pigs from Mary Arden's Farm to help turn over and fertilize the soil more naturally.

The initial results have been positive, with 36 species of moths found in the grounds, including the rare silver clouds moth by the official Moth Recorder of Warwickshire, David Brown.

David commented:

"The diverse selections of species recorded throughout the seasons are a key indication of a healthy natural environment."

A pair of buzzards have been spotted living and nesting in the plantation as well as foxes and several types of deer, adding to the ecological diversity of the property.



Sustainability

Becoming Sustainable

The Trust has pledged to reach net zero emissions by 2030. With all our estate now on green energy tariffs and continuing to move our fleet to electric vehicles, we took a number of important steps towards this goal in 2023.

Supporting this drive to net zero, members of the team have taken part in the first in a series of the Carbon Literacy Training. As part of the course, every attendee has to make two commitments for reducing their carbon footprint at work – one individual and one group commitment. The more employees and volunteers that are trained, the more these small pledges will add up to a big carbon reduction.

Measuring our Impact

Thanks to a longstanding relationship with Julie's Bicycle we have been able to measure the wider carbon footprint of the Trust and are developing a deeper understanding of the impact of visitors' travel methods through a partnership with travel management platform, you.smart.thing.

Building Resilience

More extreme weather conditions have meant that the Trust has had to rethink approaches to how services are delivered to audiences. A new extreme weather resilience plan is being developed to inform responses to a number of different scenarios, from extreme heat to wet weather contingencies.

One of the preemptive steps that has been taken is to adapt some of the gardens to the changing climate, specifically longer, drier summers.

The Golden Garden at Shakespeare's New Place has been planted with climate tolerant plants – which cope with the variability of English weather but also with the high temperatures we are now facing.





Diversifying our Organisation and Developing our People

The Trust continues to be committed to reviewing the diversity and fostering a sense of belonging among its staff, volunteers and Trustees, which in turn, helps to better reflect the needs of our audience.

The EDIB (Equality, Diversity, Inclusivity and Belonging) Steering Group meets regularly to discuss activity across the Trust, including programming, recruitment and communications to ensure that the principles of EDIB are embedded across the organisation. The EDIB approach is led at board level by trustee Rebecca Dobbs as diversity champion.

Partnerships

A key component of EDIB activity is focused on developing and delivering partnerships, working with organisations and the community.

This approach allows for a deep understanding of the needs and requirements of each community and through co-creation develop work that speaks to and engages with audiences.



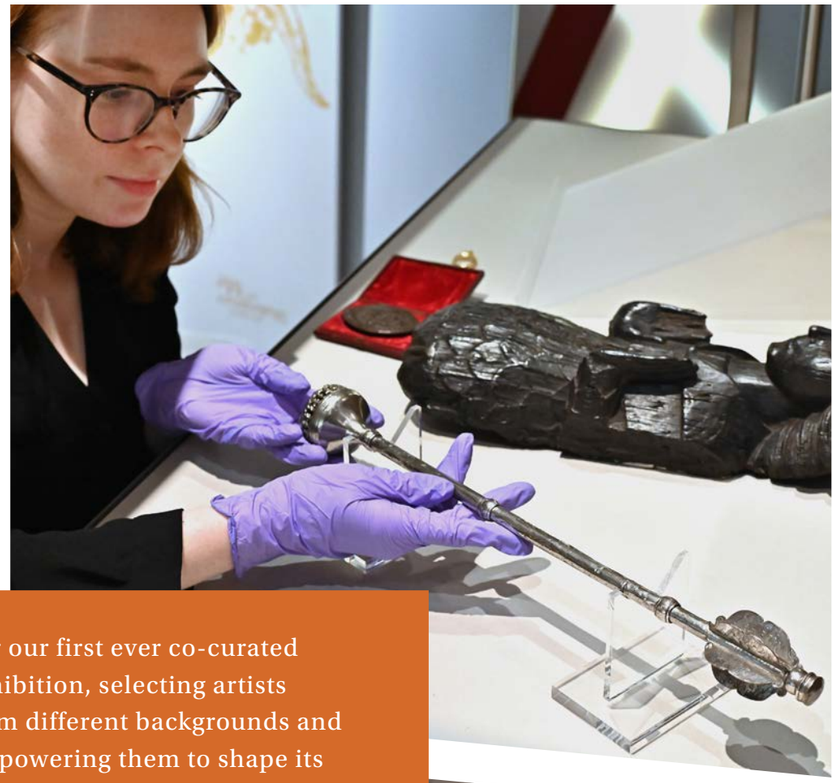


Sustainability

GAP Arts Artists in Residence

As part of our ongoing partnership with GAP Arts, Birmingham, a new exhibition was installed in two cases in the galleries of Famous Beyond Words in the Shakespeare Centre.

Focusing on exploring power and injustice through the collection of the Trust, participants who took part were from diverse communities from Balsall Heath and gained valuable insight into the process of museum curation.



> “For our first ever co-curated exhibition, selecting artists from different backgrounds and empowering them to shape its direction and theme using items from our collection was key for us.”
>
> SBT spokesperson on the launch of the exhibition.



Celebrating International Writers Through Shakespeare

Rabindranath Tagore

SBT Council member Obhi Chatterjee and his international colleagues from Prantik led a programme of readings, poetry and music around the theme of freedom in the garden of Shakespeare's Birthplace on Saturday 6 May 2023.

The Indian Consul General (Birmingham) visited to pay homage to Tagore and lay a flower garland at his bust in the Birthplace garden.

Jan Kochanowski

Building on our longstanding relationship with the Polish Cultural Institute the Trust took part in their Shakespeare and Poland Festival on 24 & 25 June 2023.

Anne Hathaway's Cottage played host to ShakesPEERS Picnic: Celebrating Jan Kochanowski, Shakespeare, and the Natural World' a family-focused event with performances and hands-on activities linked to the natural world.

Dr Sir Muhammad Iqbal

On the 9 November 2023, the Trust played host to the SUFI Trust's annual commemoration of the birth of Pakistan's national poet, Dr Sir Muhammad Iqbal.

Organised by SBT Council member Makhdoom Chishti, we welcomed special guests, including the High Consulate of Pakistan and a number of local school children who performed a special piece for the event.


To the great Variety of Readers.

Rom the moſt able, to him that can
you are number'd. We had rather yo
Eſpecially, when the fate of all Book
on your capacities: and not of yo
but of your purſes. Well! It is now
wil ſtand for your priuiledges wo
and cenſure. Do ſo, but buy it fir
commend a Booke, the Stationer ſaies. Then, how
braines be, or your wifedomes, make your licence
not. Iudge your ſixe-pen'orth, your ſhillings wo
lings worth at a time, or higher, ſo you riſe to the
come. But, what euer you do, Buy. Cenſure w
ke the Iacke go. And though you be a Ma
Black-Friers, or the Cock-pit, to a
ue had their triall alreadie
quitted rather

Partnership Activities

Proud Shakespeare

As part of the Trust's wider celebrations of the publication of the First Folio our Equality, Diversity, Inclusion and Belonging Steering Group supported the delivery of a special project that looked at the continuing impact of Shakespeare's work on the LGBTQIA+ community.

Entitled 'Proud Folio' the project aimed to explore the impact of legacy of Shakespeare through the lived experience of staff and volunteers who identify as LGBTQIA+ or as allies to the community.

A series of interactive workshops were delivered by artists, practitioners and academics who helped participants explore the collection through the lens of the Proud Folio project and helped develop the final submissions into the Proud Folio.

Finally, the Proud Folio was taken to Warwickshire Pride in August where members of the public could add their own reflections to the book.

The Proud Folio will now be deposited into the SBT archive so that future generations can explore this unique perspective of Shakespeare's continued legacy in this celebratory year.





Partnership Activities

Exploring Challenging Histories

Funding for a new, wide-reaching project that explores the colonial legacy of Shakespeare's work through the Trust's international collections, in partnership with communities underrepresented in heritage, was secured in 2023.

The Esmée Fairbairn Collections Fund, through the Museums Association, gives the Trust the opportunity to address the interpretation of Shakespeare's international legacy in new and informative ways. We will work with South Asian communities in Birmingham to deliver this work.

Preparatory work began in 2023, with the project delivery scheduled for 2024-5.

Engaging our Teams

The successful delivery of the Trust's strategy is always in the hands of the people who work and volunteer at the organisation. So it is vital that staff and volunteers feel valued, included and respected in their roles and that their contribution matters and that they are in a place they can grow and achieve their own goals, as well as those of the organisation.

As such, The Shakespeare Birthplace Trust continues to invest in its people, to support skills and capabilities growth of our staff and volunteers through regular training opportunities, informal interest groups and the development of specialised 'task and finish' working groups allowing teams to better collaborate and access a variety of specialist skills and knowledge from across the organisation.

The Trust also continues to update and streamline its HR processes, with 2023 seeing the introduction of both Planday and People First. These two new HR solutions allow staff and volunteers to more easily manage aspects of their role online.

Continually Improving Volunteer Engagement

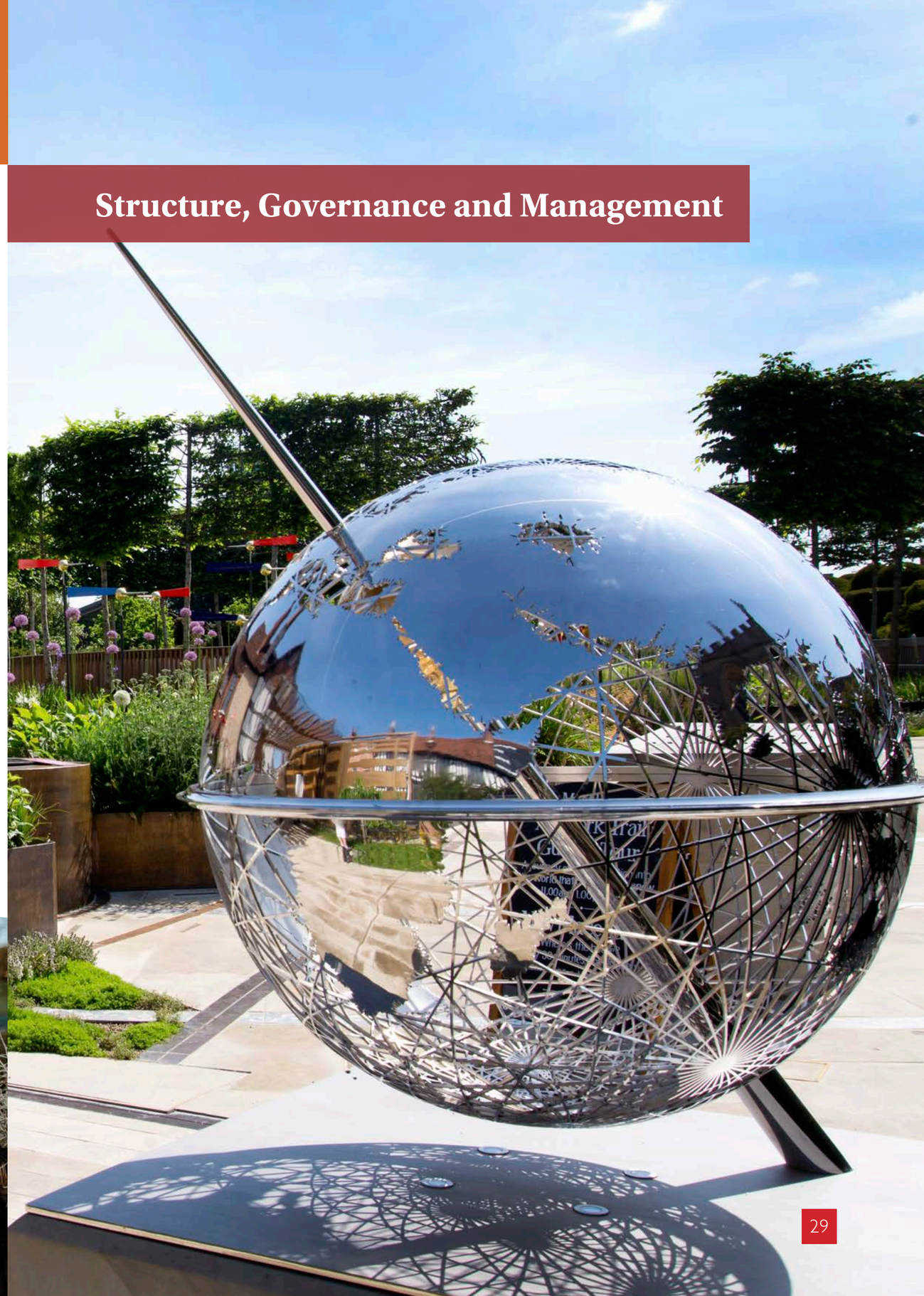
To ensure that our volunteers feel part of our team we ensure that they have access to internal communications across the week, as well as a dedicated Volunteer Champions group.

Now in its second year the group facilitates communication and further integrates volunteers into shaping their own experience and improving the offers for others.

In total, volunteers contributed **8,343 hours of time to support the Trust in 2023** and the board of trustees, the leadership team and the wider staff teams are immensely grateful for their dedication and support.



Structure, Governance and Management



Constitution and Governing Documents

The Shakespeare Birthplace Trust (SBT/The Trust) came into existence as a result of the purchase, for preservation as a national memorial, of Shakespeare's Birthplace in 1847 and of Shakespeare's New Place estate in 1862.

The Trustees were first incorporated by Act of Parliament in 1891 and now carry out their responsibilities under the terms of the Shakespeare Birthplace Trust Act 1961 and The Charities (Shakespeare Birthplace Trust) Order 2017. The Trust is a Registered Charity, number 209302.

Strategic Purpose and Objectives

The charitable objectives of the Trust are:

- To promote in every part of the world the appreciation and study of the plays and other works of William Shakespeare and the general advancement of Shakespearian knowledge;
- To maintain and preserve the Shakespeare Birthplace properties for the benefit of the nation;
- To provide and maintain, for the benefit of the nation, a museum and a library of books, manuscripts, records of historic interest, pictures, photographs and objects of antiquity, with particular, but not exclusive, reference to William Shakespeare, his life, works and times.

> "Caring for Shakespeare's family homes and sharing the love of his work and life from his home town."



Structure, Governance and Management

Board of Trustees

The Board of Trustees has independent control over, and legal responsibility for the charity's management and administration. The Board's decision-making process is informed by charity law and is set out in the Charities (Shakespeare Birthplace Trust) Order 2017.

During 2023 the Board met six times: quarterly for Board meetings and twice at away days to discuss and shape future strategy. All Board meetings took place in-person, with the option for Trustees to join online if required. For efficiency committee meetings were conducted in a hybrid format.

The Board can comprise between 8-12 members. We currently have 10 Trustees. Those who served during the year and up to the date of this report are listed on page 3.

Following the appointment of a new Chair and resignation of the former Vice Chair close to the end of 2022, Trustees Nick Abell and Lena Orlin were appointed as joint Vice Chairs on 28 February 2023.

Trustees Rebecca Dobbs, Kathy Gee and Lena Orlin's terms of office were due to end on 31 October 2023. The Board appointed all for another three year term.

At the end of January 2024 Anup Mysoor stood down as Chair of the Board to concentrate his time on other commitments. We are grateful to Anup for all his commitment as he played an important role through the crucial post-pandemic period, whilst devoting significant time to the development of a future strategy.

It was agreed that the two Vice-Chairs, Nick Abell and Professor Lena Orlin, would lead the Board on an interim basis. Following further Board discussion and consultation with Arts Council England it was agreed that the Board would appoint a Chair from among the current Trustees and in May 2024, Penelope, Viscountess Cobham CBE was unanimously elected to serve as Chair.

Lady Cobham has been an active Trustee throughout her engagement with the Trust and has substantial experience of serving on Boards across the cultural and tourism sectors.

As set out in the annual business plan, 2023 saw an initial focus on governance effectiveness. In November 2023 the Board agreed new terms of reference for Trustees (collective and individual), the Chair and Vice Chairs. This work prefaces a comprehensive focus on governance in 2024.

At the end of 2023 the Board undertook its own annual Effectiveness Review, based on responses to a questionnaire. Following consideration of the Effectiveness Review the Board resolved to initiate a review of governance led by trustees Nick Abell, Kathy Gee and Lady Cobham. The purpose of this review is to create and implement a dynamic governance structure that will best enable the Trust to effectively deliver its new vision.

To ensure effective delivery of its long-term vision, in 2024 the Board will undertake a phased Governance Work Programme supported by professional advice. The key elements of the work will be review of: the skills required to deliver strategic ambition; succession plans; all governance structures and terms of reference; a Board Effective Review framework for the future; Charity Commission expectations and guidance; governance documents; and Trustee policies. The Board has appointed a working group to take the programme forward.

Appointment Terms

Trustees are appointed on their own merits by the Board, following recommendation by the Nominations & Remuneration Committee. In accordance with the Trust's governing documents, appointments are for three years with a maximum service of nine years (ten years in exceptional circumstances). Trustees retire in rotation. Appointments will be considered by the Trustees prior to the end of each respective term. When filling vacancies the Board will review its existing skills with a view to ensuring it can draw on a range of relevant knowledge and experience to undertake its responsibilities.

Board Diversity

We believe a diverse Board of Trustees, with a blend of backgrounds, insight, knowledge and experience is important to the effectiveness of our governance. The Board is committed to the Trust's Equality, Diversity, Inclusion and Belonging (EDIB) policy and recruits with the aim of attracting individuals who will help lead in a way that embraces inspiration, diversity and fresh thinking.

Trustee Induction

All Trustees complete an induction programme designed to inform them about the Trust's structure, strategy, finances and delegation framework, which shape the Trust's decision making processes and ensure that they are fully aware of the responsibilities of being a Trustee. The induction takes the form of a combination of meetings, visits and the provision of appropriate reading material, including our Governance Handbook.

Code of Conduct

All Trustees are required to adhere to our Trustees' Code of Conduct that provides clear guidelines on expected standards of behaviour, responsibilities and best practice in fulfilling their obligations.

Prior to appointment Trustees complete declarations of eligibility and statements of interest/loyalty which are subject to regular review. In accordance with the Trust's policy, declarations of interests/loyalty feature on each meeting agenda and Trustees are expected to withdraw from any decisions where a conflict of interest arises.

Committees of the Board of Trustees

The Board is supported in its work by four standing committees. The Chair of each committee is a Trustee who reports to the Board on the committee's activities at each Board meeting. The committees are part of the overarching governance arrangements of the Trust. They operate in accordance with an agreed Terms of Reference, which are periodically reviewed to maintain alignment with Charity Commission expectations and guidance.

Audit & Risk Committee

Membership consists of three Trustees with the responsibility to:

- oversee the outcomes of external audits and other review work, including financial reporting processes;
- review the Trust's processes of internal control, and risk management;
- consider the Trust's compliance with relevant statutory and finance regulations;
- review the Trust's safeguarding and legal compliance; and
- advise the Board of any relevant matters

The committee met twice during the year. The Trust's Chair is an Ex-offico member of the committee and attended both of these meetings.

During 2023, in advance of Crowe UK LLP's term concluding, the Audit & Risk Committee went out to market for external audit services. Following a comprehensive tender process which included in-person presentations from a number of charity specialist auditors, the Board approved the Committee's recommendation that Crowe UK LLP be re-appointed as external auditor to the SBT group for three years (up to and including the 31 December 2025 accounts) with the opportunity to extend to 5 years. Crowe UK LLP have appointed a new named individual to sign off the group's audit.

Finance Committee

The committee supports the Board by reviewing on a regular basis the financial performance, budgetary control, management and strategy of the Trust and its trading subsidiary. Membership consists of three Trustees. Due to essential, time-dependent strategic decision making, the committee increased its programme of meetings for the year from four to six. The Trust's Chair is an Ex-offico member of the committee and attended the majority of its 2023 meetings.

Structure, Governance and Management

Heritage Assets & Property Committee

The committee supports the Board by providing a strategic oversight of the Trust's heritage assets and properties through the perspectives of physical and knowledge assets and the means of public engagement with them. Membership consists of three Trustees. The committee met twice during 2023.

Nominations & Remuneration Committee

The committee reviews all people (employee, volunteer and Trustee) matters which include determining staff remuneration, senior staff and Trustee recruitment and Equality, Diversity, Inclusion and Belonging. Membership consists of three Trustees. With its focus on reviewing governance role terms of reference and designing the 2023 Board Effectiveness Review and First Year Review of the Chair the Committee met five times in 2023. The Trust's Chair is an Ex-offico member of the committee and attended all of its meetings.

SBT Council

The Trust's consultative, honorary Council established in 2018 formalises relationships with individuals able to support the furtherance of its charitable objectives and contribute to its long-term vision. The Council's membership represents a range of key stakeholders and a diverse cross-section of society. The Council is utilised as an incubator for future Trustee/SBTT Ltd Director appointments, with the stated intention that the Council is a place where members could be involved and become familiar with the Trust's work. The Council meets once a year with the Board of Trustees and Leadership Team and is chaired by the Honorary President.

The Council is kept appraised of developments via updates from the Board and CEO. In 2023 Council members supported numerous aspects of our work including taking part in discussion around key strategic topics at its annual meeting. Members also provided support with advice and guidance on specific topics and content for events and communications.

SBT Trading Ltd

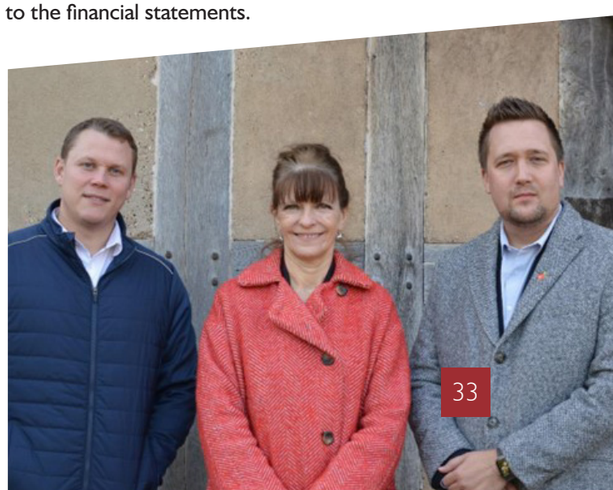
SBT Trading Limited is a company wholly owned by the Trust. It is the Trust's general trading arm and is responsible for running its commercial activities.

The Board of SBT Trading Limited is responsible for the company's activities. The Board members include Trustee representation with the majority of members being independent of the Trust. The Board performs the same role as any company board, overseeing the running of the company, reviewing major risks facing the company, agreeing and monitoring its budget and approving its annual report and financial statements.

In 2023 the SBTT Board undertook a succession planning exercise to ensure it had the correct skills and experience to deliver its agreed strategy. The Trust is responsible for the appointment of SBTT Directors and a full external recruitment campaign, led by the Nominations & Remuneration Committee was undertaken. This resulted in November 2023 in the appointment of three new independent Directors: Paul Crofts, Neil Dwyer and Louise Emerson (pictured below). SBTT Director Paul Stewart stood down in September as he was relocating overseas. We are grateful to Paul for his contribution to the company over his tenure.

The Board currently has seven Directors. One is an SBT Trustee, the remainder are independent Directors. The SBTT Board of Directors met four times during 2023.

The performance of SBT Trading Limited during the year ended 31 December 2023 is set out in Note 5 to the financial statements.



Leadership Team

The Leadership Team comprises the Chief Executive and senior staff who support him in fulfilling his responsibilities. Some senior staff have job titles incorporating the title "Director" but they are not directors in a legal sense nor are they charity trustees.

The Board of Trustees delegates various functions to the Leadership Team and other staff through the leadership of the Chief Executive. These functions are summarised in a Scheme of Delegation. The Leadership Team formulates strategy for Board consideration and approval, ensures it is carried out and oversees the day to day operation of the Trust.

Continued shaping of the Leadership structure to align with strategic ambition resulted in August 2023 in Tim Aucott's role being updated from Director of Strategic Projects to Director of Strategy and Change, Rachael North's role being updated from Director of Visitor Experience and Business Development to Director of Museum and Public Programmes and Charlotte Scott's role being updated from Director of Knowledge and Engagement to Director of Knowledge.

Director of Finance and Resources Melanie Crooks made the decision to stand down from the Trust on 31 December 2023. We are hugely grateful to Melanie for her exceptional contribution over a 3½ year tenure which included: the significant role played in designing and overseeing the Trust's response to the pandemic and development of a recovery plan; further professionalisation of our financial reporting; the implementation of new finance and HR systems and designing and effecting our EDIB strategy. Helen Griffiths has been appointed and began her role as Interim Director of Finance & Resources on 2 January 2024.

As we move into the next, exciting phase of masterplanning, museum transformation and capital investment the role of Director of Development was reappraised and a broad-ranging recruitment exercise was undertaken. We were pleased to appoint Luke Purser to this key post commencing 5 February 2024.

Achievement of Public Benefit

As a charity, The Trustees recognise their legal duty to report on the Trust's public benefit in their Annual Report, as part of a requirement – given particular emphasis by the Charities Act 2011 – to clearly demonstrate that the objects of the charity are for the public benefit. In setting the Trust's objectives and planning its activities, the Trustees have given due consideration to the Charity Commission's guidance on public benefit and also its supplementary public benefit guidance on fee charging and advancing education. They consider the information which is contained in this report, about the Trust's objectives, activities and achievements, demonstrates the benefit to the public that arise from these objects. The Trust identifies the most significant benefits to the public that arise from its objects as:

- Providing opportunities for the enjoyable and stimulating learning for the 267,005 members of the general public, excluding groups and travel trade, who visited our houses (59% increase from 2022) to find out about the life and works of William Shakespeare.
- Publishing and widely disseminating to the public digital information about the life and works of William Shakespeare. Our website had over 8.7 million page views in 2023 which was a decrease on 9.03 million pageviews in 2022 due to implementing new Cookie Banner tracking changes to comply with GDPR regulations.
- Traffic to Shakespedia decreased slightly to 6.07m from 6.3m with both the Shakespeare biography and play summary pages continuing to prove popular.
- Providing formal learning programmes for 33,570 students (a 13% increase on 2022) both in person and virtually and 42,000 downloads of our suite of over 300 teaching resources.
- Caring for and developing the Shakespeare family homes and over 1 million items in our Collections and making them physically and intellectually accessible to the greatest feasible extent to the general public.

Structure, Governance and Management

- Making accessible to researchers and students our important collections and archive, and in doing so adding to the collective knowledge, understanding and appreciation of William Shakespeare. There were 876 visits to our Reading Room with 1721 library and archive items consulted and a limited online service for our collections which received 1078 enquiries.
- Providing diverse opportunities for volunteering, internships and apprenticeships across the Trust. In 2023 our volunteers donated 8,343 hours.
- Providing loans of objects to other accredited museums and related organisations continues to be an important part of our public benefit.
- In providing these public benefits, the Trust supports the five widely accepted generic learning outcomes which show the positive impact of the public's interaction with museums on their knowledge and understanding; skills; attitudes and values; enjoyment, inspiration and creativity; and action, behaviour and progression.
- We continued the adjusted pricing model for the 'Fun at the Farm' events at Mary Arden's Farm. Parents pay 50% less than their children who take part in the activities on the day of the event, making the event more cost effective for families.



Fundraising

As ever, we're hugely grateful for the support of all our visitors, Friends, donors, legators, grant givers, sponsors, partners and licensees. This support enables SBT to carry out vital conservation work to care for and present the properties and collections in our care. Without our supporters we would not be able to engage millions of children around the UK during Shakespeare Week, or to welcome so many learners to our properties.

We received £2.5 million in donations, grants, and legacies in 2023. We would like to say a big thank you to all our supporters including Arts Council England, the estate of the late Mr John Graham, Shakespeare's Birthplace America, the American Friends of Shakespeare's Birthplace, Esmée Fairbairn Foundation, The Benefact Group, Ms Pamela Huizenga Alexander, Walker Books, and numerous anonymous donors.

We are also extremely grateful to Stratford District Council who have pledged £0.65m from the Community Infrastructure Levy Fund for the development of a new Learning and Community Hub. Work on the project will start in summer 2024.

The Shakespeare Birthplace Trust carries out all fundraising activities directly through our fundraising and marketing teams. We do not engage third party professional fundraisers or commercial participators. We do not send direct mail or email to members of the general public for the purposes of fundraising. We do invite visitors to the Shakespeare family homes to support our work through donations, either during their visit or by follow-up email. Our fundraising activities are closely monitored by the Trustees.

The Charity is registered with the Fundraising Regulator and abides by the Code of Fundraising Practice, which outlines the standards expected of all charitable fundraising organisations across the UK. We are not aware of any complaints made in respect of our fundraising activities during the year and we received no requests through the Fundraising Preference Service to opt out of our communications.

Equality, Diversity, Inclusion and Belonging

The Trust is passionate about being a truly inclusive organisation with the people who work and volunteer with us and our audiences being as diverse as the communities we serve. This is fundamental to our belief that Shakespeare is for everyone and that the range of experience diversity brings is a huge asset to the Trust. We are determined to do our utmost to ensure an inclusive, welcoming environment for all and ran our annual EDIB survey again in 2023 including a facilitated results session for both employees and volunteers.

Staff Pay and Recognition

We recognise the importance of being transparent and accountable for all aspects of our work, including how we recognise and reward our staff. We recognise our staff for their performance, living our organisational values and contribution to the delivery of the Trust's strategy. We compare our pay scales against those in the museums and wider not for profit sector. General pay increments are reviewed and agreed by the Nominations & Remuneration Committee of the Board of Trustees.

Key Management Remuneration Policy

Key management personnel pay is considered by the Nominations & Remuneration Committee of the Board of Trustees. Each year the committee reviews the remuneration of key management personnel, considering performance and benchmarking data to ensure that levels of remuneration remain appropriate.

Gender Pay Gap

Following the COVID-19 pandemic the Trust no longer falls under the requirements of The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 to publish a report showing the organisations gender pay information. However the Trust has continued to voluntarily report its data as its commitment to transparency via its website. The Trust is committed to continue to develop our workforce strategy which includes maintaining a culture of representation and inclusion to ensure equality of opportunity for all.

Environmental Commitment

The Trust is committed to working in as sustainable a way as possible to minimise its environmental impact, including a pledge to be net zero in its own greenhouse gas emissions by 2030. This work is viewed through a lens of celebrating and exploring Shakespeare's connection to the natural world as a way of embedding environmental issues at the heart of any activity.

Since 2016, the Trust has been using Creative Green tools by Julie's Bicycle to record, monitor and compare gas, electricity, water, fleet fuel and travel and audience travel year on year and against benchmark organisations.

Over this period, there has been continued focus on managing our utilities consumption and the organisation's overall carbon footprint.

Between 2016 and 2022 energy usage has reduced by around 40%, from 513 tonnes Co^2 per annum to 311 tonnes CO^2. Our current energy contracts are with renewable suppliers and none of the rubbish from our visitor sites goes to landfill.

Structure, Governance and Management

Principal risks and uncertainties

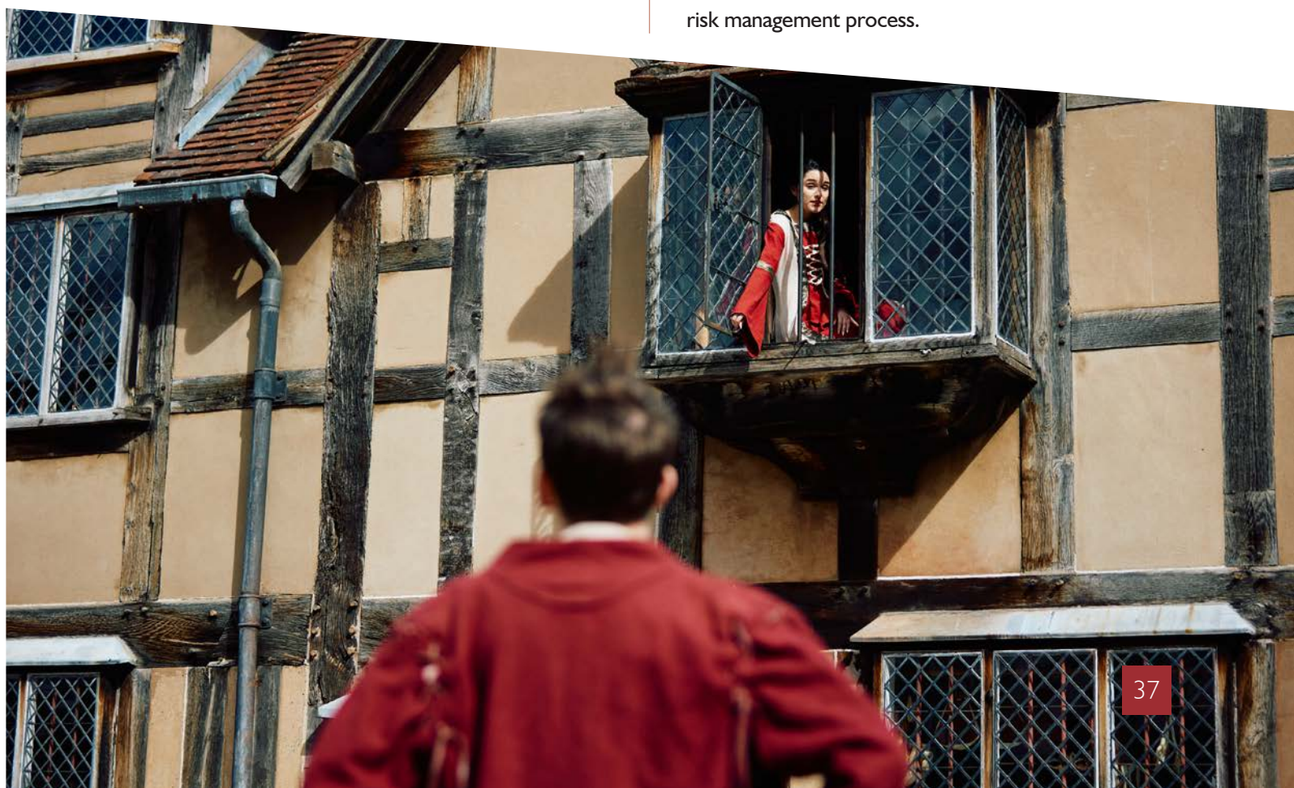
The Trustees have overall responsibility for ensuring that the Trust has an appropriate system of controls, financial and otherwise. The systems of internal control are designed to provide reasonable but not absolute assurance against material misstatement or loss. They include:

- An annual budget approved by the Trustees.
- Regular consideration of both financial results and other performance indicators.
- Delegation of authority and segregation of duties.

As part of the responsibility, the Trustees are also required to ensure that effective and adequate risk management is in place to manage the major risks to which the Trust is exposed. They have a clear mechanism for obtaining assurance on the management of risks. The Trustees agree the approach to risk including overseeing the process to identify and assess key risks and understanding how those risks are managed and mitigated.

To support the identification and evaluation of the Trust's key risks, a risk assessment model has been developed which incorporates strategic and operational day to day activities. Risks are considered and presented as either Strategic or Operational risks within an active risk register. Strategic risks are significant risks that influence the achievement of the Trust's charitable objectives. These may include major internal risks such as financial sustainability or compliance risks or they may be external events with high impact which the Trust cannot control and for which the Trust needs to develop response mechanisms. Operational risks are day to day risks and more likely to be internal within the Trust's control and with a higher level of probability of the risk event happening. The Trust's focus of attention on these risks relates to how it can control, manage or transfer risk to a third party.

Individual risks are then assessed using a scoring mechanism, with respect to the inherent likelihood of occurrence, severity of impact on the Trust, the steps in place to mitigate the risk and the resulting impact on residual risk. Residual risks are ranked using a 'traffic light' scheme (red/amber/green). The Audit & Risk Committee oversees the detailed risk management process.

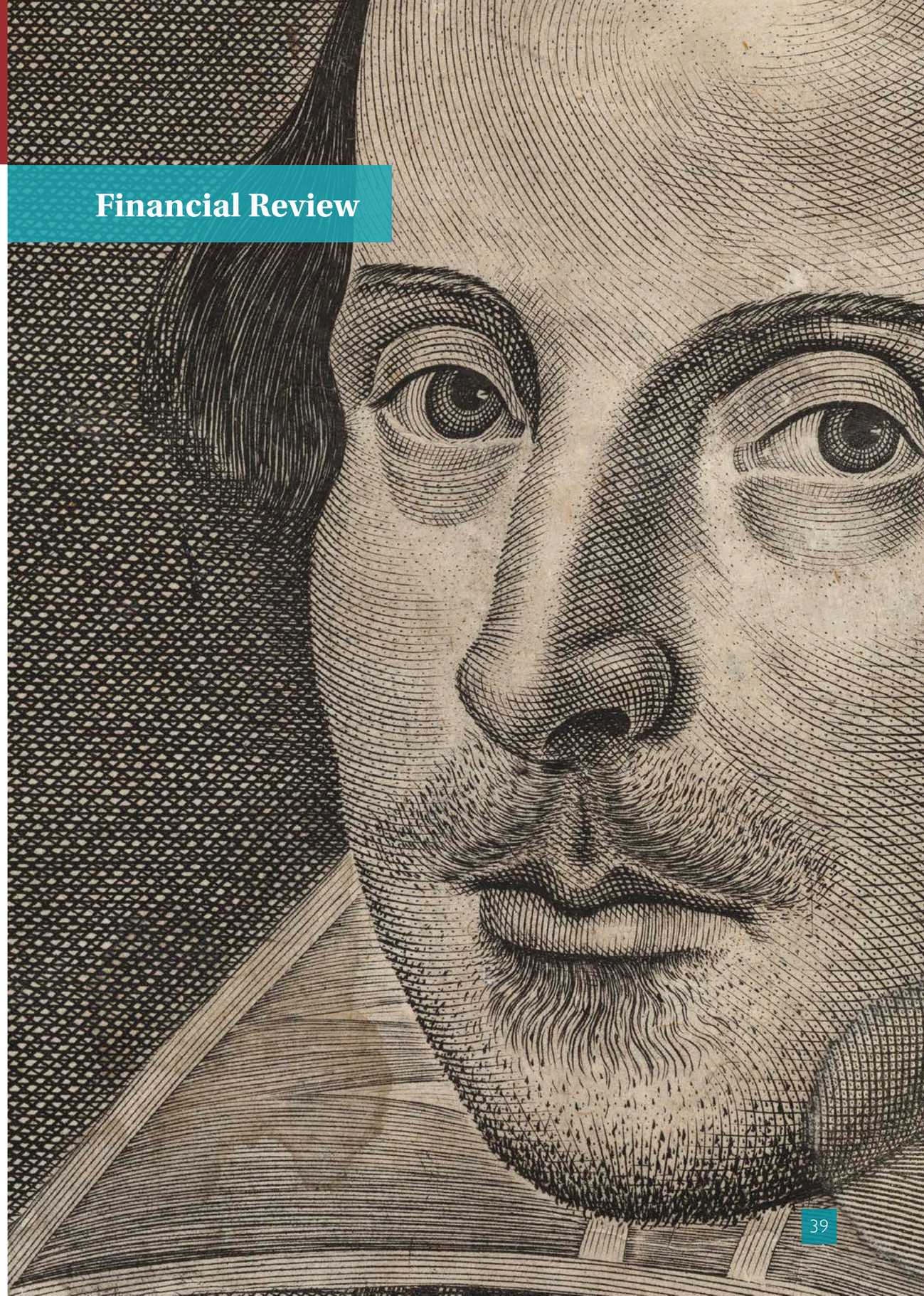


Structure, Governance and Management

The risks which are currently assessed as scoring highest and the outline mitigating strategies to address them are shown in the table below:

RISK	MITIGATION STRATEGY
The continued economic uncertainty post pandemic, including high inflation rates and impact of the ongoing war in Ukraine on world tourism results in a significant financial loss for the SBT that it is unable to sustain	• Cash flow (and outturn) forecasts based on latest information to identify pinch points • Use of grant and loan funding from Arts Council England and pursuit of other funding opportunities • Re-evaluation of operating model and prioritisation of resources • Re-evaluation of investment assets held • Re-evaluation of operational accommodation needs and strategy
Dependency on tourism, particularly international visitors for the funding of the current operating model to deliver charitable objectives	• Diversification of income streams • Re-evaluation of operating model including staffing structure and prioritisation of resource • Use of digital delivery and income generation opportunities
Organisational structure and nature of operational assets hamper medium to long-term strategic and financial planning	• Implementation of revised organisational structure, roles and responsibilities • Re-evaluation of operational accommodation needs and strategy • Development & introduction of master strategic and financial planning process
Major conservation works on heritage assets significantly impacting on level of reserves	• Conditional surveys and quinquennial reports with 10 year conservation plan • Phased works planned to conserve and maintain buildings • Review of strategic assets and investments and other funding opportunities
Cyber Security attack on core Trust systems impacting on the ability to operate or potential loss	• Improvements in IT infrastructure to improve resilience • Continued staff awareness training on cyber security issues

Financial Review



The Financial Year in Review

The financial statements of the Trust for the year under review and the financial position at the Balance Sheet date are set out in the Accounts. In particular, the Statement of Financial Activities (SOFA), which includes both unrestricted and restricted funds, shows the performance of the Trust and its trading subsidiary SBT Trading Limited, during the year.

Trading position

During 2023, we continued on our post pandemic financial recovery journey, making steady progress against our agreed recovery plan.

The main trading financial highlights of the year included:

- Total unrestricted income from operations achieved £7.9m in the current period, 38% growth on previous year income of £5.7m.
- Sales of admissions tickets under our seasonal house model continued to thrive, growing by 46% year on year to £4.3m of income;
- Of this ticket income, our organised group travel performed strongly doubling year on year to achieve £1.5m in 2023;
- Investment income grew by 38% to £1.3m, of which £0.9m (2022 £0.7m) is generated from investment properties and £0.4m (2022 £0.2m) from listed investments and cash balances, the latter due to an improved return on our cash balances with changes in the base rate;
- Overall unrestricted operating expenditure has continued to be well controlled, despite the increase in visitors and activity, increasing by 25% year on year to £8.1m. We continue to see the benefits of the business model restructuring we undertook at the height of the pandemic.
- Commercial trading in our shops has thrived and our trading subsidiary has generated £0.2m net profit in the current period. Our average spend per head continues to be significantly up on that achieved pre pandemic, despite the cost of living crisis.
- Our overall cash position at £8.5m continues to be strong, driven by our investment income performance as noted above.

Despite this positivity, the underlying position (see table on page 41) is that we incurred an underlying unrestricted operating deficit from our trading operations of £(0.4)m for the year (2022: £(1.1)m operating deficit).

The operating deficit has continued to be underpinned by the unsecured £3 million loan taken out in 2021 from The Secretary of State for the Department for Digital, Culture, Media and Sport, and Arts Council England under the Repayable Cultural Recovery Fund programme.

As we have noted previously, we continue to expect to be operating under a financially constrained operating model for the period to 2025. However we are encouraged by our current forecasts which show an improvement into 2024 and 2025.

Overall position

On an overall funds basis, the Statement of Financial Activities shows an overall net surplus of £0.9m (2022: £0.5m) but this position is flattered by the receipt of endowment and restricted income funds in the current year and the unrealised gains on the 5-yearly professional valuation of our properties in the previous year.

The underlying position after adjusting for these, is as follows:

	2023	2022
	£'000	£'000
Net surplus movement in Funds (as reported in Statement of Financial Activities on page 51)	903	505
Remove impact of:		
Endowment legacy property	(1,400)	-
Restricted income received in advance of project spend commencing	(650)	-
Accrued rental income on endowment property	(209)	-
Unrealised actuarial loss /(gain) on pension liability	143	(396)
Unrealised loss/(gains) on property valuation	120	(1,987)
Underlying operating position	**(1,093)**	**(1,878)**
Split by fund*:		
Unrestricted general fund	(367)	(1,123)
Unrestricted designated fund	(448)	(420)
Restricted fund	(278)	(335)

* Stated excluding transfers between funds

Over the last two financial years, we have sustained a combined underlying operating loss of £3.0m across all funds. Within this, the unrestricted general fund has sustained combined underlying operating losses of £1.5m.

Our liquid assets which include our financial investment portfolio and proceeds from land disposals during the pandemic were already designated to service ongoing financial obligations, including £2.4m (2022: £2.4m) of statutory conservation commitments, £4.8m (2022: £4.8m) of required preservation works and our defined benefit pension scheme deficit of £1.3m (2022 £1.3m) for which we have an agreed recovery plan.

Significant Property Transactions

During the year, our investment property policy has been to:

- Continue to preserve our fixed asset investment properties. These properties are strategically important as they are adjacent to the Shakespeare Birthplace Properties and are held to further maintain the setting and environment of the homes;
- Continue to explore the option to realise development potential in certain other properties, thereby using our resources more effectively for the furtherance of our charitable objectives.

In the current year, we have transferred one of our investment properties, 22 Henley Street, into operating fixed assets, at a carrying value of £0.35m. This is to facilitate the conversion of this property into our new Learning & Community Hub, announced in December 2023.

We have also received a generous legacy in the form of a permanent endowment fund of 31, High Street. This has been included in our commercial investment property based on an initial carrying value of £1.4m.

In the prior year, we disposed of an adjacent piece of land to a property previously disposed of in 2020. The impact of this disposal is separately disclosed on the face of the Statement of Financial Activities.

Balance Sheet position

The Trust's balance sheet is dominated by its long-term investments in strategic properties, which are discussed separately below.

Our tangible and intangible assets are visitor facilities, operational plant and equipment at our properties and central infrastructure such as IT systems. During the year, tangible fixed assets increased by £0.3m primarily due to the transfer of 22, Henley Street, as noted above, at a value of £0.35m.

Investments rose by a net £1.0m, primarily due to the receipt of the legacy endowment property noted above of £1.4m, offset by the transfer of 22 Henley Street of £(0.35)m to tangible fixed assets. Our investment properties were subject to an internal valuation exercise as at 31 December 2023, supported by our property advisors. This resulted in a £0.1m reduction to carrying values to reflect the latest market conditions on The Hill (Mansion and Lodge). All other values were deemed appropriate based on the previous year, which saw the 5-yearly professional valuation of our properties. Our fiscal investments experienced an increase of £0.1m in market value year on year. During the current period we changed our investment advisors from Charles Stanley to Quilter Cheviot.

Net current assets of £10.0m (2022: £10.2m) represents our working capital, of which £8.5m (2022 £8.4m) is held as cash at bank and in hand. This includes the Repayable Cultural Recovery Loan of £3.0m being utilised to fund recovery period planned operating deficits and a £0.9m debtor (2022: £1.9m) on the land option disposal agreement entered into in 2021. Without these two items, our net current assets would have been £6.1m (£5.3m).

The deficit on our defined benefit pension scheme fell by £0.1m to £1.3m (2022: £1.4m). In a closed scheme such as ours, the principal factors affecting the net liability are the discount rate applied to the valuation of future pension payments, investment returns and deficit reduction contributions made by the Trust. The discount rate which is based on corporate bond rates fell slightly to 4.8% (2022 5.0%) and therefore did not have a significant impact on the overall value of our pension payment obligations. Deficit contribution payments of £0.4m (2022: £0.4m) were made during the year. A new recovery plan was agreed during the current period, based upon the triennial valuation funding shortfall as at 31 March 2022 of £2.1m and the Trust as employer will eliminate this shortfall in the period to June 2027 with contributions of £0.4m per annum.

Total funds as at 31 December 2023 amounted to £30.2m (2022: £29.3m). Total Unrestricted funds amounted to £27.3m (2022: £28.1m) which comprises £4.7m (2022: £5.0m) of undesignated funds and £22.5m (2022: £23.2m) of designated funds – details of which are included in the reserves policy note below.

Restricted funds as at 31 December 2023 amounted to £1.5m (2022: £1.2m) predominately comprising of the New Place heritage asset funded by restricted capital grants in prior years of £0.7m (2022: £1.1m) with £0.8m (2022: £0.1m) in restricted income funds. During the current period the Trust recognised the award of £0.65m of restricted income from the Community Infrastructure Levy Fund in support of the Learning and Community Hub. Neither of these restricted funds are available for the general purposes of the Trust.

Endowment funds of £1.4m have been recognised in the current period (2022: nil) due to a generous legacy of a property.

Financial Review

Reserves Policy

The Trustees apply a risk-based approach to review the target basis for residual free reserves following the impact of the pandemic and after designations which arose during 2021.

They considered that its target needs to take into consideration the following factors:

- Liquidity and
- Risk.

Liquidity means ensuring that there are appropriate reserves to manage fluctuations in bank balances on a day-to-day trading basis. This has been assessed by reference to the average "cash gap" over the last 3 years. The cash gap is the range between the lowest and highest month end cash at bank balances. As at 31 December 2023, this has been calculated at £1.4m (2022: £1.7m).

Risk at this point in the Trust's post-pandemic financial recovery means taking account of two known legally obligated cash commitments that the Trust must ensure it has the ability to honour – Repayable Cultural Recovery Fund loan repayments and defined benefit pension scheme deficit contributions. As at 31 December 2023, this risk has been assessed at £1.4m (2022: £1.4m).

Taking the two factors together, the reserves target for unrestricted general funds is £2.8m (2022: £3.1m). The unrestricted, undesignated funds amount to £4.7m (2022: £5.0m), however £3.0m (2022: £3.1m) of these funds relate to unrealised revaluation reserves.

The Trust also maintains designated reserves to ensure that it is able to continue to fulfil its charitable purpose by providing for the ongoing conservation needs of its heritage assets alongside supporting future expenditure and strategic capital investments (by providing match funding). These are unlikely to be covered by annual generated income in this post pandemic recovery period.

It is important to recognise that the Trust planned for a period of operating deficits to fund as it emerged from the pandemic. The Repayable Cultural Recovery Fund Loan of £3m was entered into to support this recovery. In 2021 the Trustees designated £3.5m of its resulting cash balance to a Covid Recovery Fund of which £0.4m (2022: £0.8m) has been utilised to date, a slower rate than originally envisaged which is testament to the strong financial management taken post pandemic.

Funded by the disposal of two investment properties in 2021, the Trust designated funding for key strategic development opportunities (£3.0m into the Strategic Projects fund) and seed funding for innovative commercial income projects (£0.25m into the Innovations Fund). These funds were utilised during this reporting period by a combined expenditure of £0.2m (2022: £0.2m).

While the Trust had net assets of £30.2m (2022: £29.3m) this included fixed assets and investment properties with a value of £20.5m (2022: £19.3m). Approximately £14.4m (2022: £14.7m) of these are properties of strategic importance to the Trust as they are adjacent to the Shakespeare Birthplace Properties (being the Shakespeare family homes and nearby property designated under the Shakespeare Birthplace Act 1961). They have been acquired since 1961 to further maintain the setting and environment of the homes, and which serve to enhance the experience we curate for our visitors. Held for the long term to protect and conserve the historic setting of the Shakespeare family homes these also generate a significant level of rental income which totalled £0.9m (2022: £0.7m) during the year which supports wider Trust activities. These properties are held within a designated Strategic fixed asset investments fund to match the net book value of the fixed asset investment properties.

The Trust's fixed assets used in day-to-day operations amount to £2.0m (2022: £1.6m) and are held in a designated functional fixed asset fund to match the net book value of the functional fixed assets that are used in the day-to-day operation of the Trust.

To fulfil its charitable objectives and statutory obligations the Trust's conservation needs and plans are a multi-year programme of activity and commitment which is recognised in a designated conservation fund.

Investment Policy and Performance

The Trust monitors its investments through the Finance Committee, which reviews performance of and recommends the appointment and removal of external investment managers to the Board. The total value of investments as at 31 December 2023 was £22.1m (2022: £21.1m).

The portfolio was managed in the year in the following manner:

- Direct property investments by Sheldon Bosley Knight;
- Fiscal investments actively managed by external investment managers. During the current period, following governance best practice, the Trust appointed Quilter Cheviot Investment Management, replacing Charles Stanley & Co from March 2023.

Investment Property Portfolio

Our investment property portfolio comprises of residential, car parking and commercial properties in and around Stratford-upon-Avon. Rental income from car parking and commercial properties have continued to recover following the pandemic. Rental payment plans successfully agreed with our ongoing tenants have been adhered to. Rental performance continues to be robustly monitored monthly with our property agent Sheldon Bosley Knight.

The Trust's policy is to seek formal professional valuations of its investment properties every five years, with the last formal valuation as at 31 December 2022, with Trustee review (supported by Sheldon Bosley Knight) in the intervening period.

As at 31 December 2023, the Trustee review identified one change to the carrying values, as a result of an ongoing sale process for the Hill (Mansion and Lodge) and an impairment of £0.1m has been recognised in the Statement of Financial Activities.

The Trust has approved the addition of an endowment investment property during the current period. The legacy was approved during the period however at the year end the legal process was still ongoing. An initial valuation of £1.4m has been recognised and once the legal process completes a formal valuation by Sheldon Bosley Knight will be performed with the subsequent valuation movement recognised in 2024.

Fiscal Investment Portfolio

At the same time as reviewing its external investment management, the Trust also completed a review of its treasury and investment objectives and policies during the first quarter of 2023.

The financial objective of the Trust is to at least maintain the real value of the assets whilst generating a stable and sustainable return. The Trust aims to reinvest returns on investment into the achievement of the charitable aims of the Trust and in that support the needs of major strategic capital programmes, whether fully self-funded or matched funded by other sources.

The overarching fiscal investment strategy embedded in our Investment Policy seeks to produce the best financial return within an acceptable level of risk, deemed to be a medium risk tolerance. This includes:

- Generating returns at least in line with agreed investment benchmarks (see page 45);
- Reducing risk through diversification of asset classes whilst accepting that volatility is the corollary of seeking higher returns;
- Employing active investment managers where it is reasonable to expect the performance benefit to outweigh the additional costs therefrom; and
- Agreeing with the investment managers the overall investment objectives being mindful of the Trusts real estate portfolio and strategic capital plans.

Overall, our investment portfolio valuation ended the year 2.8% higher (2022: 9.5% lower) than the previous year with a total value of £3.6m (2022: £3.5m). See note 14 to the financial statements for further detail.

Financial Review

The performance of Quilter Cheviot has been reviewed against agreed investment benchmarks, being the MSCI PIMFA, the ARC Charity Steady Growth and CPI +3.5%. The 2023 performance has been measured for the period from 27 March 2023 to 31 December 2023, see table below.

	Return	Comparison to our Investment Policy
Portfolio	7.7%	
MSCI PIMFA Private Investor balanced	5.4%	Objective met
ARC Charity Steady Growth	7.2%	Objective met
CPI +3.5%	5.2%	Objective met

This difference in performance can primarily be explained by the differing asset allocations between our portfolio and the benchmark portfolio as follows:

Asset Class	Our Portfolio [1]	Benchmark Portfolio [2]
Fixed income	17.4%	22.5%
UK Equity	23.3%	20.0%
International Equity	48.2%	40.0%
Alternatives	8.3%	12.5%
Real Estate	- %	2.5%
Cash	2.8%	2.5%
Total		**100%**

Source: [1] Quilter Cheviot Investment Report December 2023, [2] MSCI PIMFA Private Investor Income Index implemented 01.09.2023 and unchanged as at 31 December 2023.

Market trends in 2023 continued to be dominated by inflation expectations in relation to when the high levels of inflation experienced during 2022 would start to subside. Other notable trends included the impact of ongoing conflicts and the resulting impact on global oil prices and the impact later in 2023 of the re-routing of global shipping to avoid the Straits of Hormuz. The recovery of China post pandemic was below many expectations due to noted difficulties in their property sector and weaker consumer confidence. However, the United States continued to perform strongly, assisted by falling US inflation. US markets were also dominated by the focus on Artificial Intelligence which led to concentrated growth in seven key stocks (Amazon, Meta, Nvidia, Apple, Microsoft, Alphabet and Tesla).

Going Concern

The Trust continues to demonstrate a positive financial trajectory following the pandemic, with unrestricted operating losses reducing over the post pandemic recovery period as predicted. The size of the operating losses has also been well managed and therefore been lower than those originally anticipated when the Covid Recovery fund was designated.

In addition, liquidity continues to be strong, with closing cash at bank of £8.5m as at 31 December 2023 and the trading subsidiary has also generated an underlying profit in both the current and prior year.

The Trust notes that it continues to face global uncertainties, with a key sensitivity being the return of international travel to the UK but notes that the impact of higher inflation rates is now starting to abate. These together with other key sensitivities were revisited by the Trustees in December 2023, as part of the three-year planning process.

Updated forecasts were approved for the three years from 2024 to 2026 which continued to build upon the changed circumstances and the mitigation actions and decisions that were taken to manage the operating model through the post pandemic recovery period.

Key forecast assumptions have been stress-tested and cash flow forecasts take into account significant commitments including strategic capital projects, the agreed schedule of contributions for the defined benefit pension scheme and the repayment of the unsecured £3m Cultural Recovery Fund loan from March 2025.

Based on the above, the Trustees are satisfied that the Trust has adequate resources to continue to operate as a going concern for the foreseeable future and have prepared the financial statements on that basis.

Disclosure of Information to Auditors

The Trustees who held office at the date of approval of this Trustees' report confirm that, so far as they are each aware, there is no relevant audit information of which the Trust's auditors are unaware; and each Trustee has taken all the steps that they ought to have taken as a Trustee to make themselves aware of any relevant audit information and to establish that the SBT's auditors are aware of that information.

Approved by the Board of Trustees on 3 June 2024 and signed on its behalf by:



Penelope, Viscountess Cobham CBE
Chair of the Trustees

STATEMENT OF TRUSTEES' RESPONSIBILITIES IN RESPECT OF THE TRUSTEES' REPORT AND THE FINANCIAL STATEMENTS

Under the governing document of the charity and charity law, the Trustees are responsible for preparing the Trustees' report and the financial statements in accordance with applicable law and regulations.

Charity law requires the Trustees to prepare financial statements for each financial year.

The group and charity's financial statements are required by law to give a true and fair view of the state of affairs of the group and the charity and of the group's excess of income over expenditure for that period.

In preparing these financial statements, generally accepted accounting practice entails that the Trustees:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- observe the methods and principles in the Charities Statement of Recommended Practice (SORP) in the preparation of Charity accounts in accordance with applicable Accounting Standards in the UK;
- state whether the financial statements comply with the trust deed and applicable 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 group and the charity will continue in business.

The Trustees are required to act in accordance with the governing document of the charity, within the framework of trust law. They are responsible for keeping proper accounting records, sufficient to disclose at any time, with reasonable accuracy, the financial position of the charity at that time, and to enable the Trustees to ensure that, where any statements of accounts are prepared by them under Section 132 (1) of the Charities Act 2011, those statements of accounts comply with the requirements of regulations under that provision. They have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the charity and to prevent and detect fraud and other irregularities.

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

INDEPENDENT AUDITORS REPORT TO THE TRUSTEES OF THE SHAKESPEARE BIRTHPLACE TRUST

Opinion

We have audited the financial statements of the Shakespeare Birthplace Trust for the year ended 31 December 2023 which comprise the consolidated statement of financial activities, the group and charity balance sheets, the consolidated cash flow statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 – the Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and of the parent charity's affairs as at 31 December 2023 and of the group's 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 Charities Act 2011.

Basis for opinion

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

Conclusions relating to going concern

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

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to 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.

Independent Auditor Report

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the trustees' report; or
- sufficient and proper accounting records have not been kept by the parent charity; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 47, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group and the parent charity'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 charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 151 of the Charities Act 2011 and report in accordance with the Acts and relevant regulations made or having effect thereunder.

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

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

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

Independent Auditor Report

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charity and group operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Charities Act 2011 together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charity's and the group's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charity and the group for fraud. The laws and regulations we considered in this context for the UK operations were General Data Protection Regulation (GDPR), Anti-fraud, bribery and corruption legislation, Health and safety legislation, and Employment legislation.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of admissions income and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management and the Audit & Risk Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission, and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

Use of our Report

This report is made solely to the charity's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees 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 charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Crowe U.K. LLP

Crowe U.K. LLP
Statutory Auditor, Black Country House,
Rounds Green Road, Oldbury, West Midlands B69 2DG
Date: 22 October 2024

Crowe U.K. LLP is eligible for appointment as auditor of the charity by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006.

Financial Statements

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

For the year ended 31 December 2023	Note	Unrestricted General funds £000	Unrestricted Designated funds £000	Restricted funds £000	Endowment funds £000	Total 2023 £000	Total 2022 £000
Income from							
Donations	3	10	9	11	1,400	**1,430**	47
Charitable activities:							
• Admissions to historic houses		4,293	-	-	-	**4,293**	2,944
• Cultural engagement & participation		360	-	-	-	**360**	339
• Grants receivable	4	225	-	837	-	**1,062**	288
Other trading activities	5	1,650	-	-	-	**1,650**	1,199
Investments	6	1,316	-	-	-	**1,316**	951
Other income	7	22	-	-	-	**22**	2
Total income		**7,876**	**9**	**848**	**1,400**	**10,133**	5,770
Expenditure on							
Raising funds		2,210	-	-	-	**2,210**	1,755
Charitable activities		5,866	457	476	-	**6,799**	5,500
Other expenditure		63	-	-	-	**63**	87
Total expenditure	8	**8,139**	**457**	**476**	-	**9,072**	7,342
Net gains/(losses) on investments	14	105	-	-	-	**105**	(306)
Net gain on investment property	14	-	-	-	-	-	1,931
Net (expenditure)/ income		**(158)**	**(448)**	**372**	**1,400**	**1,166**	53
Transfer between funds	19	15	(13)	(2)	-	-	-
Other recognised gains and losses							
Actuarial (losses)/gains on defined benefit pension scheme	22	-	(143)	-	-	**(143)**	396
(Losses)/gains on revaluation of fixed assets	14	(101)	(19)	-	-	**(120)**	56
Net movement in funds		**(244)**	**(623)**	**370**	**1,400**	**903**	505
Reconciliation of funds							
Total funds brought forward	19	4,974	23,165	1,190	-	**29,329**	28,824
Total funds carried forward	19	**4,730**	**22,542**	**1,560**	**1,400**	**30,232**	29,329

For the analysis of transfers between and composition of funds see note 19. Unrestricted funds comprise both designated and undesignated funds. Restricted funds comprise both income and capital funds.

The income and expenditure and the resulting net movement in funds arise from continuing operations and includes all gains and losses recognised in the year.

CONSOLIDATED BALANCE SHEET

As at 31 December 2023	Note	2023 Group £000	2023 Charity £000	2022 Group £000	2022 Charity £000
Fixed assets					
Intangible assets	11	-	-	-	-
Tangible assets	12	**1,969**	**1,969**	1,642	1,642
Heritage assets	13	**702**	**702**	1,054	1,054
Investments	14	**22,127**	**22,775**	21,100	21,554
		24,798	**25,446**	23,796	24,250
Current Assets					
Stocks	15	**235**	-	191	-
Debtors	16	**2,217**	**2,477**	2,439	2,674
Cash at bank and in hand		**8,456**	**7,762**	8,418	7,876
		10,908	**10,239**	11,048	10,550
Liabilities					
Creditors: amounts falling due within one year	17	**(896)**	**(875)**	(868)	(824)
Net current assets		**10,012**	**9,364**	10,180	9,726
Total assets less current liabilities		**34,810**	**34,810**	33,976	33,976
Creditors: amounts falling due after more than one year	18	**(3,321)**	**(3,321)**	(3,267)	(3,267)
Net assets excluding pension liability		**31,489**	**31,489**	30,709	30,709
Defined benefit pension scheme liability	22	**(1,257)**	**(1,257)**	(1,380)	(1,380)
Net assets including pension liability		**30,232**	**30,232**	29,329	29,329
Funds					
Endowment funds	19	**1,400**	**1,400**	-	-
Restricted funds	19	**1,560**	**1,560**	1,190	1,190
Unrestricted funds					
• Designated funds	19	**22,542**	**22,542**	23,165	23,165
• Undesignated funds	19	**4,730**	**4,730**	4,974	4,974
Total funds		**30,232**	**30,232**	29,329	29,329

The Statement of Financial Activities, Income and Expenditure Account, Cash Flow Statement and the Notes form part of these financial statements. These financial statements were approved and authorised for issue by the Board of Trustees on 3 June 2024 and were signed on its behalf by:

Penelope, Viscountess Cobham CBE
Chair of the Trustees

Mike Huggins
Chair of Finance and Audit & Risk Committees

Financial Statements

CONSOLIDATED STATEMENT OF CASH FLOWS

For the year ended 31 December 2023	Note	2023 £000	2023 £000	2022 £000	2022 £000
Net income for the operating period					
(as per the Statement of Financial Activities)			**1,166**		53
Adjustments for:					
Depreciation charge			**460**		489
Impairment reversal of fixed assets			**(25)**		-
Change in fair value of investments			**(105)**		306
Change in fair value of investment property			**-**		(1,933)
Income from investments			**(1,316)**		(951)
Receipt of endowment property			**(1,400)**		-
Non cash interest payable			**60**		60
Loss on disposal of investment property			**3**		2
(Increase)/Decrease in stock			**(44)**		123
(Gain)/Loss on disposal of fiscal investments			**(18)**		25
Increase in debtors			**(701)**		(329)
Increase in creditors			**25**		280
Other pension movements	22		**(266)**		(249)
Net cash used in operating activities			**(2,161)**		**(2,124)**
Dividends, interest and rents from investments		**1,297**		947	
Purchase of property, plant and equipment		**(61)**		(169)	
Proceeds from sale of investments		**1,091**		1,257	
Purchase of investments		**(128)**		(161)	
Net cash provided by investing activities			**2,199**		1,874
Cash flows from financing activities					
Loan advanced by DCMS		-		-	
Interest paid on loan		-		-	
Net cash provided by financing activities			-		-
Change in cash and cash equivalents in the reporting period			**38**		(250)
Cash and cash equivalents at the beginning of the reporting period			8,418		8,668
Cash and cash equivalents at the end of the reporting period			**8,456**		8,418

RECONCILIATION OF NET CASH FLOW MOVEMENT IN NET FUNDS

For the year ended 31 December 2023	2023 £000	2022 £000
Increase/(decrease) in cash in the year	**38**	(250)
Opening net funds	**8,418**	8,668
Closing net funds	**8,456**	8,418

NOTES (FORMING PART OF THE FINANCIAL STATEMENTS)

1. Principal Accounting policies

Basis of accounting

The financial statements have been prepared in accordance with the Charities Act 2011, applicable accounting standards (FRS102) and Charities SORP (FRS102) and under the historical cost accounting rules except that, operational fixed asset freehold land and buildings, fixed asset investments and investment properties are included at fair valuation.

The Shakespeare Birthplace Trust ("SBT/the Trust") was first incorporated by an Art of Parliament in 1891 and its Trustees now carry out their responsibilities under the terms of the Shakespeare Birthplace Act 1961 and The Charities (Shakespeare Birthplace Trust) Order 2017. The provisions of these Acts are also taken into consideration as appropriate when preparing the financial statements.

The SBT meets the definition of a public benefit entity under FRS 102.

Charity status

Shakespeare Birthplace Trust is a registered charity no. 209302. The Trustees of the charity are named on page 3. The charity's principal office is The Shakespeare Centre, Henley Street, Stratford-upon-Avon, Warwickshire, CV37 6QW.

Going concern

The Trustees assess whether the use of the going concern principle is appropriate i.e. whether there are any principal uncertainties, related events or conditions that may cast significant doubt on the ability of SBT to continue as a going concern. The recovery from the Covid-19 pandemic continued to make progress during 2023 and this positive momentum is expected to continue over the next 1-2 years as the Trust works through its post Covid-19 financial recovery plan. The Trustees' report on page 46 sets out the ongoing but improving trajectory of this unexpected and unprecedented change to the activities of the charity and its trading subsidiary, and in particular the unrestricted income of the group. The report briefly sets out the mitigating actions that have been taken and will continue to be taken to ensure that SBT can continue as a going concern. The Trustees make this assessment in respect of the period of at least one year from the date of the authorisation for issue of the financial statements, including stress testing forecasts to December 2025. They have concluded that SBT has adequate resources to continue in operational existence for the foreseeable future (next 12 months) and that there are no material uncertainties about SBT's ability to continue as a going concern. Therefore they continue to adopt the going concern basis of accounting in preparing the financial statements.

Basis of consolidation

The consolidated financial statements of the SBT include the financial statements of the charity and its subsidiary trading company, SBT Trading Limited. SBT has taken advantage of the exemption available not to present a Statement of Financial Activities for the charity. The turnover and expenditure of the subsidiary are included in the Consolidated Statement of Financial Activities. The assets and liabilities of the subsidiary is included on a line by line basis in the Consolidated Balance Sheet in accordance with FRS102 section 9 – Consolidated and Separate Financial Statements. Uniform accounting policies are adopted throughout the group and any profits or losses arising on intra-group transactions are eliminated in the Consolidated Statement of Financial Activities. The results of the trading subsidiary are disclosed in note 5. In the charity's financial statements, the investment in its subsidiary trading company is stated at cost.

The principal accounting policies and estimation techniques are as follows:

Income

Income is shown within five categories in the Consolidated Statement of Financial Activities:

- Income from donations;
- Income from charitable activities;
- Income from trading activities;
- Income from investments and
- Other income.

Income from donations includes legacies, appeals and gifts. Income from charitable activities includes house admissions income and income related to the provision of cultural engagement and participation services. Income from trading activities includes activities undertaken by SBT Trading Limited, namely retail and some catering sales. Income from investments includes dividends from stock market investments and rental income from investment properties. Other income includes the net gains arising on the disposal of operational fixed assets.

All income is included in the Consolidated Statement of Financial Activities when the group is legally entitled to them as income or capital respectively, ultimate receipt is probable and the amount to be recognised can be quantified with reasonable accuracy.

Donations and appeals

Such voluntary income is recognised when the cash is received. Any Gift Aid thereon is accounted for on a receivable basis and is added to unrestricted or restricted funds as appropriate. Where the use of income has been restricted in accordance with the donor's wishes, donations and appeals income is credited to an appropriate fund until it can be spent for the purpose for which it was given.

Legacies

Legacies are accounted for on a receivable basis. Pecuniary legacies are recognised following formal notification from the estate. Residuary legacies are recognised only when the group's interest can be ensured, which is normally on the grant of probate. Where there are uncertainties surrounding the measurement of the group's entitlement to an estate or whether the group will indeed accept the legacy no income is recognised until the uncertainty is resolved.

Admissions to the historic houses

Income from admissions to the historic houses is recognised in the period to which it relates.

Cultural engagement & participation income

Income from the provision of cultural engagement and participation services is recognised on a receivable basis in the period to which it relates.

Grant income

Grants are recognised on a receivable basis when the group has probable and measurable entitlement to the income (i.e. the conditions for its award have been satisfied).

Trading income

Turnover from the gift and book shops and catering outlets operated by the subsidiary trading company represents the value of goods sold net of VAT.

Investment income

Rent and stock market investment income are recognised as income when receivable.

Gains on disposal of fixed assets for group's own use

Gains on disposal of fixed assets for the group's own use (i.e. non-investment assets) are accounted for as other income. Losses on disposal of such assets are accounted for as other expenditure.

Expenditure

Liabilities are recognised as soon as there is a legal or constructive obligation committing the group pay out resources. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. The Consolidated Statement of Financial Activities defines costs into two specific categories:

- Raising funds;
- Charitable activities

Raising funds includes staff members and consultants who are engaged directly in fundraising, the costs of specific publicity campaigns for the raising of donations, the staff members who are engaged in the generation of commercial income, the management of the investment property estate and stock market investments together with the costs incurred in relating to the trading subsidiary.

Costs of charitable activities relate to the work carried out on the core purposes of the charity including the cost of maintenance and management of the historic houses and the provision of cultural engagement and participation activities.

Financial Statements

Support costs are allocated to expenditure on raising funds and charitable activities on a basis consistent with the use of resources. Costs relating to management of the group and support departments have been allocated to other functions based on the time they consume in pursuing the objectives of the SBT.

Governance costs included within support costs are those incurred in connection with the administration of the group compliance with constitutional and statutory requirements and the costs of executive management and strategic planning for the future developments and governance of the group. These costs include costs related to statutory audit and legal fees.

Operating leases

Rentals payable under operating leases are charged to the Consolidated Statement of Financial Activities on a straight line basis over the term of the lease.

Redundancy and termination benefits

Redundancy and termination benefits are recognised as soon as there is a legal or constructive obligation committing the group to pay out resource.

Pension costs

Defined benefit pension scheme

The defined benefit pension scheme, which is closed to new entrants (from May 2004) and future accrual (from February 2009) provides benefits based on final pensionable salary. The costs of providing pension benefits under the defined benefit pension scheme have been recognised in accordance with FRS102 Section 34 – Retirement Benefit plans: Financial Statements.

Under FRS102, the assets and liabilities are essentially treated as assets and liabilities of the sponsoring employer – SBT. The operating costs of providing retirement benefits to employees are recognised in the period in which they are earned by employees and finance costs and other changes in the value of pension scheme assets and liabilities are recognised in the period in which they relate.

Defined contribution pension scheme

The pension costs for SBT's defined contribution scheme is recognised in the period in which it is incurred.

Taxation

The SBT is exempt from taxation on its income and gains where they are applied for charitable purposes.

In the subsidiary's financial statements, the policy is to pass all taxable profits to the SBT by way of Gift Aid.

Irrecoverable VAT is charged against the category of resources expended for which it was incurred.

Intangible fixed assets and amortisation

Computer software and website are stated at historic purchase cost less accumulated amortisation and accumulated impairment losses. Amortisation is charged so as to allocate the cost of intangible assets less their residual values over their estimated useful lives, using the straight line method over 3-7 years.

Tangible fixed assets and depreciation

Non property tangible fixed assets are stated at historic purchase cost less accumulated depreciation and accumulated impairment losses.

Depreciation is provided on a straight-line basis using rates calculated to write down the cost of each asset to its estimated residual value over its anticipated useful economic life, as follows:

Fixtures, fittings and equipment:
3-10 years, or the end of the property lease if relating to tenant improvements

Attractions and exhibitions:
4-25 years

Motor vehicles:
4 years

Assets in the course of construction are not depreciated until completion whereupon they are transferred to the appropriate fixed asset category and depreciated as above.

Freehold land and buildings included in tangible fixed assets are stated at fair value valuation less provisions for permanent diminution in value and are used for administrative and trading purposes. The fair valuation is based on an independently external valuation on an existing use basis every 5 years. The valuation is considered by the Trustees annually and the aggregate surplus or deficit is recognised in the appropriate fund. The freehold land and buildings were last professionally valued as at 31 December 2022, the results of which are included in these financial statements.

Depreciation is not provided on these freehold land and buildings as any provision (annual or cumulative) would not be material, due to the very long expected remaining useful life in each case, and because their expected residual values are not materially less than their carrying value. SBT has a policy of regular structural inspection, repair and maintenance and properties are therefore unlikely to deteriorate or suffer obsolesce.

Impairment of fixed assets

An assessment is made at each reporting date of whether there are indications that a fixed asset may be impaired or that an impairment loss previously recognised has fully or partially reversed. If such conditions exist the Trust estimates the recoverable amount of the asset. Shortfalls between the carrying value of the fixed asset and the recoverable amount, being the higher of fair value and value in use, are recognised as impairment losses in the Statement of Financial Activities.

Heritage assets

The Trust holds heritage assets relating to buildings, the works and times of Shakespeare and Stratford and the wider county, which includes collections of paintings, books and manuscripts, furniture and other household and business items. In addition, the SBT houses exhibits donated by other museums or organisations.

Inalienable properties (which includes the five Shakespeare family homes) have not been capitalised since, in the opinion of the Trustees, the relevant cost information is not available. With respect to items held in the collections, the Trustees do not consider that reliable cost or valuation information can be obtained for the vast majority of items. This is because of the diverse nature of the assets held, the number of assets held and the lack of comparable market values. The SBT does not therefore recognise these heritage assets on its balance sheet.

Expenditure which in the Trustees' view is required to repair, preserve or clearly prevent further deterioration of individual collection items is recognised in the Consolidated Statement of Financial Activities when incurred.

Exhibition and structural improvement costs in relation to the reimagining of New Place, which are considered capital by nature, have been included as heritage assets and are being depreciated in line with anticipated useful economic life of 10 years.

Investment Properties

Investment properties in accordance with FRS102 are carried at their fair value and this is considered by the Trustees annually and the aggregate surplus or deficit is recognised in the appropriate fund. Investment properties were last professionally valued as at 31 December 2022, the results of which are included in these financial statements.

The next professional valuation of properties is due as at 31 December 2027. No depreciation is provided on investment properties.

Financial Statements

Financial Investments

Financial investments are stated at fair value. Realised gains or losses are recognised in the Consolidated Statement of Financial Activities when financial investments are sold. Unrealised gains and losses are accounted for on revaluation of financial investments at the year end.

The investment held in the subsidiary undertaking is held at fair value, based on cost less an impairment provision to reflect the net assets of the subsidiary undertaking as considered appropriate by the Trustees.

Stocks

Stocks, being goods for resale, are stated at the lower of weighted average cost and net realisable value after making due provision for slow moving and obsolete items.

Financial instruments

The group has elected to apply the provisions of Section 11 "Basic Financial Instruments" and Section 12 "Other Financial Instruments" of FRS102 fully to all its financial instruments.

Trade debtors which are receivable within one year and which do not constitute a financing transaction are initially measured at the transaction price. Trade debtors are subsequently measured at amortised costs being the transaction price less any amounts settled and any impairment losses.

Trading balances with the subsidiary undertaking are treated as trade debtors and initially measured at the transaction price with the carrying amount adjusted to reflect the amounts settled and adjusted if necessary for any impairment. They are assessed for objective evidence of impairment at the end of each reporting period.

Trade creditors payable within one year that do not constitute a financing transaction are initially measured at the transaction price and subsequently measured at amortised cost, being the transaction price less amounts settled.

Funds

These are divided into two distinct categories: unrestricted and restricted.

Unrestricted funds

The use of these funds has not been restricted to a particular purpose by donors or their representatives. They are subdivided into the General Fund and designated funds.

General Fund

The General Fund is the working fund of the group and is available for use at the discretion of the Trustees in furtherance of the charity's objectives. In addition to expenditure to fulfil the objects of the SBT, such funds may be held in order to finance capital investment and working capital.

Designated funds

Designated funds are those which have been allocated by the Trustees for particular purposes. Further information on the nature and basis of the various designated funds used by SBT is given in note 19 to the financial statements.

Restricted Funds

Restricted income funds

Donations or legacies received which are earmarked by the donor for specific purposes within the overall aims of the organisation. From these funds, the donation and income deriving there from will be used in accordance with the specific purposes.

Restricted capital funds

Funds given to the SBT for the purpose of the acquisition of fixed assets for use by the SBT.

Endowment funds

Funds given to the SBT to be held as capital according to charity law.

Critical accounting estimates and areas of judgement

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported for assets and liabilities at the balance sheet date and the amounts reported for revenues and expenses during the year.

Accounting estimates

The SBT makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below:

Valuation of investment properties and freehold land and buildings

Investment properties and freehold land and buildings are carried at fair value, with changes in fair value being recognised in the Consolidated Statement of Financial Activities. SBT engaged independent valuation specialists to determine fair value as at 31 December 2022. Some of the key assumptions used to determine the fair value of these assets are based on the valuer's knowledge and experience of the market and values of similar properties, which could be deemed subjective.

Defined benefit pension scheme

SBT has an obligation to pay pension benefits to certain employees. The costs of these benefits and the present value of the obligation depend on a number of factors, including: life expectancy, salary increases, asset valuations and the discount rate on corporate bonds. Management estimates these factors in determining the net pension obligation in the balance sheet with support from an independent external actuary. The key assumptions are based on the actuary's knowledge and experience. Any changes in these assumptions as given in note 22 could have a significant impact on the amounts recognised in the financial statements.

Stock provisioning

The largest component of stock is retail stock. It is necessary to consider the recoverability of the cost of this stock and the associated provisioning required. When calculating stock provision, management considers the nature and condition of the stock, as well as applying assumptions around anticipated saleability.

Areas of judgement

Non depreciation of freehold properties held in tangible fixed assets.

Depreciation is not provided on these freehold land and buildings as any provision (annual or cumulative) would not be material, due to the very long expected remaining useful life in each case, and because their expected residual values are not materially less than their carrying value.

All estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Financial Statements

2. Financial performance of the charity

The consolidated statement of financial activities includes the results of the charity's wholly owned subsidiary, SBT Trading Limited, which predominately operates retail outlets. The summary financial performance of the charity alone is:

	2023	2022
	£000	£000
Income	**8,486**	4,570
Gift Aid from subsidiary	**-**	-
Loan interest and management charges from subsidiary	**135**	69
	8,621	4,639
Expenditure on raising funds	**(890)**	(781)
Expenditure on charitable activities	**(6,607)**	(5,343)
Other expenditure	**(63)**	(87)
Net gains/(losses) on investment assets	**105**	(306)
Gain on disposal & revaluation of investment properties	**(120)**	1,931
Actuarial (losses)/gains	**(143)**	396
Gains/(Losses) on revaluation of fixed assets	**-**	56
Net incoming resources	**903**	505

3. Voluntary income

	Unrestricted		Restricted		Endowment		Total	
	2023	2022	**2023**	2022	**2023**	2022	**2023**	2022
	£000	£000	**£000**	£000	**£000**	£000	**£000**	£000
Donations	**10**	17	**11**	9	**-**	-	**21**	26
Legacies	**9**	21	-	-	**1,400**	-	**1,409**	21
	19	38	**11**	9	**1,400**	-	**1,430**	47

4. Grants receivable

	Unrestricted		Restricted	
	2023 £000	2022 £000	**2023 £000**	2022 £000
Arts Council England – National Portfolio Organisation	**224**	228	-	-
Arts Council England – Museums and Schools	-	-	**47**	47
Community Infrastructure Levy Funds (CIL)	-	-	**650**	-
Children's Folio	-	-	**81**	-
Collections Funds	-	-	**1**	-
Esmée Fairbairn	-	-	**32**	-
Shared Prosperity	-	-	**22**	-
Rural Payments Agency	-	-	**5**	-
Heritage Days	**1**	-	-	-
Archives West Midlands – No Barriers Project	-	-	**(1)**	6
Coventry Library – One Million Reads	-	-	-	7
	225	228	**837**	60

5. Trading activities of subsidiary

The charity has a wholly owned trading subsidiary, SBT Trading Limited (registered in England and Wales, number 03281799), which is incorporated in the UK. It prepares its financial statements in accordance with the Companies Act 2006. SBT Trading Limited carries out the trading activities of the SBT by operating a number of shops which sell books and souvenirs related to Shakespeare, his works and Stratford-upon-Avon. SBT Trading Limited also operates catering outlets at Shakespeare's Birthplace and Anne Hathaway's Cottage. It pays its taxable profits to the Shakespeare Birthplace Trust by way of Gift Aid.

	2023 £000	2022 £000
Turnover		
Trading income	**1,650**	1,202
Grants receivable	-	-
	1,650	1,202
Cost of sales	**(868)**	(636)
Gross profit	**782**	566
Administrative expenses (including recharges from the charity)	**(588)**	(412)
Operating profit	**194**	154
Other interest receivable and similar income	-	-
Profit for the financial year	**194**	154
Distribution to Shakespeare Birthplace Trust	-	-
Retained in subsidiary for the year	**194**	154

At the end of the year, the company had aggregate assets of £941,494 (2022: £767,275), and liabilities of £292,842 (2022: £313,286), which includes net amounts due to the Shakespeare Birthplace Trust of £271,317 (2022: £270,018) and net shareholders' funds of £648,653 (2022: £453,990). The charity has recognised a provision of £40,000 (2022: £234,000) equal to the difference between SBT Trading Limited's net assets and the cost of investment in subsidiary undertakings (see note 14).

Income from SBT Trading Limited to the charity of £134,872 (2022: £69,060) comprising of loan interest and management recharges together with intercompany sales to the charity of £3,072 (2022: £2,974) were eliminated upon consolidation.

6. Investment income

	2023 £000	2022 £000
Unrestricted funds: General		
Dividends and interest	**387**	216
Rental income	**929**	735
	1,316	951

7. Other income

	2023 £000	2022 £000
Unrestricted funds: General		
Sundry income	**4**	2
Gain on disposal of fiscal investments	**18**	-
	22	2

8. Analysis of Total Expenditure

a) Expenditure on raising funds	Staff Costs	Depreciation and impairment	Management and Support Costs	Other	2023 Total	2022 Total
	£000	£000	£000	£000	£000	£000
Unrestricted funds: General						
Expenditure on raising funds	503	-	178	1,529	**2,210**	1,755
Total expenditure on raising funds	**503**	-	**178**	**1,529**	**2,210**	1,755

b) Expenditure on charitable activities	Staff Costs	Depreciation and impairment	Management and Support Costs	Other	2023 Total	2022 Total
	£000	£000	£000	£000	£000	£000
Restricted funds:						
Expenditure on charitable activities	46	352	-	78	**476**	404
Unrestricted funds: Designated						
Expenditure on charitable activities	61	83	-	312	**456**	420
Unrestricted funds: General						
Expenditure on charitable activities	3,334	-	1,035	1,498	**5,867**	4,676
Total expenditure on charitable activities	**3,441**	**435**	**1,035**	**1,888**	**6,799**	5,500

c) Other Expenditure	Staff Costs	Depreciation and impairment	Management and Support Costs	Other	2023 Total	2022 Total
	£000	£000	£000	£000	£000	£000
Unrestricted funds: General						
Loss on disposal of fiscal investments	-	-	-	-	-	25
Interest payable on loan	-	-	-	63	63	62
Total other expenditure	-	-	-	**63**	**63**	87
Total expenditure	**3,944**	**435**	**1,213**	**3,480**	**9,072**	7,342

Prior year comparatives:

a) Expenditure on raising funds	Staff Costs	Depreciation and impairment	Management and Support Costs	Other	2022 Total	2021 Total
	£000	£000	£000	£000	£000	£000
Unrestricted funds: General						
Expenditure on raising funds	459	-	112	1,184	**1,755**	1,359
Total expenditure on raising funds	**459**	-	**112**	**1,184**	**1,755**	1,359

b) Expenditure on charitable activities	Staff Costs	Depreciation and impairment	Management and Support Costs	Other	2022 Total	2021 Total
	£000	£000	£000	£000	£000	£000
Restricted funds:						
Expenditure on charitable activities	11	352	-	41	**404**	453
Unrestricted funds: Designated						
Expenditure on charitable activities	33	137	-	250	**420**	367
Unrestricted funds: General						
Expenditure on charitable activities	2,773	-	716	1,187	**4,676**	3,849
Total expenditure on charitable activities	**2,817**	**489**	**716**	**1,478**	**5,500**	4,669

c) Other Expenditure	Staff Costs	Depreciation and impairment	Management and Support Costs	Other	2022 Total	2021 Total
	£000	£000	£000	£000	£000	£000
Unrestricted funds: General						
Loss on disposal of fiscal investments	-	-	-	25	**25**	-
Interest payable on loan	-	-	-	62	**62**	48
Total other expenditure	-	-	-	**87**	**87**	48
Total expenditure	**3,276**	**489**	**828**	**2,749**	**7,342**	6,076

Total resources expended include:

	2023	2022
	£000	£000
Depreciation	**460**	489
Auditor's remuneration:		
• Audit of these financial statements	**12**	13
• Audit of financial statements of subsidiary pursuant to legislation	**7**	7
• Other services relating to taxation	**1**	2
Operating lease charges:		
• Other than land and buildings	**107**	100

Management and support costs included in the table above are analysed below. Support costs are allocated on a basis consistent with the use of resources.

	Expenditure on raising funds	Expenditure on Charitable activities	2023 Total
	£000	£000	£000
General management & governance	3	28	**31**
Finance & administration infrastructure	106	505	**611**
Human resources	33	156	**189**
Information technology	32	150	**182**
Digital, marketing & public relations	4	196	**200**
Total	**178**	**1,035**	**1,213**

Prior year comparatives:

	Expenditure on raising funds	Expenditure on Charitable activities	2022 Total
	£000	£000	£000
General management & governance	6	52	**58**
Finance & administration infrastructure	56	264	**320**
Human resources	20	96	**116**
Information technology	26	124	**150**
Digital, marketing & public relations	4	180	**184**
Total	**112**	**716**	**828**

9. Staff numbers and costs

The average number of employees during the year was:

	Number of employees	
	2023	2022
Historic houses	**46**	31
Trading activities	**19**	16
Cultural engagement & participation	**32**	34
Management and support	**53**	50
	150	131
Number of part time employees included above	**78**	71
Full time equivalent of part time employees	**38**	33

The aggregate emoluments of these employees were as follows:

	2023	2022
	£000	£000
Wages and salaries	**3,361**	2,844
Social security costs	**276**	235
Pension costs	**246**	164
FRS102 s28 charge for past service costs	**61**	33
	3,944	3,276

The number of employees whose emoluments (excluding pension contributions) amounted to more than £60,000 were as follows:

	2023	2022
	Number	Number
£140,000 - £149,999	**1**	-
£130,000 - £139,999	-	1
£90,000 - £99,999	**1**	1
£80,000 - £89,999	**1**	-
£70,000 - £79,999	**1**	2
£60,000 - £69,999	**2**	-
	6	4

Emoluments for this purpose include gross salary and benefits in kind. The total amount of employer defined contributions paid on behalf of these employees were £40,089 (2022: £27,059).

No ex-gratia payments were paid in either year.

Key management (employee) personnel are deemed to be those having authority and responsibility delegated to them by the Trustees, for planning, directing and controlling the activities of the Trust. During 2023 they were:

Chief Executive – **Tim Cooke**

Director of Strategy & Change – **Tim Aucott**

Director of Knowledge – **Professor Charlotte Scott**

Director of Museum & Public Programmes – **Rachael North** (nee Boyd)

Director of Finance & Resources – **Melanie Crooks** (until 31 December 2023)

The total emoluments paid to key management personnel in 2023, including pension contributions was £566,715 (2022: £528,802).

After the period end and therefore excluded from the above disclosures the following key management personnel joined the Trust:

Interim Director of Finance & Resources – **Helen Griffiths** (from 2 January 2024)

Director of Development – **Luke Purser** (from 5 February 2024)

10. Trustees

During the year, no Trustee received remuneration as Trustee (2022: £0). Trustees received travelling and out of pocket expenses, totalling £2,027 for 4 trustees (2022: £2,728 for 8 trustees).

The Shakespeare Birthplace Trust maintained insurance for the Trustees/Directors throughout the financial year ended 31 December 2023 and such indemnity insurance was in place at the date of approval of these financial statements. For the financial year under review the total group cost of the indemnity insurance for the Trustees/Directors was £3,226 (2022: £2,700) and the cover £2,000,000 (2022: £2,000,000).

11. Intangible fixed assets

Consolidated and charity	Software	Websites	Total
	£000	£000	£000
Cost or valuation			
At 1 January 2023	381	128	509
At 31 December 2023	**381**	**128**	**509**
Depreciation			
At 1 January 2023	381	128	509
Charge for the year	-	-	-
At 31 December 2023	**381**	**128**	**509**
Net book value			
At 31 December 2023	-	-	-
At 31 December 2022	-	-	-

12. Tangible fixed assets

Consolidated and charity	Freehold land and buildings	Fixtures, fittings and equipment	Attractions and exhibitions	Motor vehicles	Total
	£000	£000	£000	£000	£000
Cost or valuation					
At 1 January 2023	1,419	3,779	1,131	25	6,354
Additions	-	42	-	20	61
Transfers	350	-	-	-	350
Disposals	-	-	-	-	-
Revaluation	-	-	-	-	-
At 31 December 2023	**1,769**	**3,820**	**1,131**	**45**	**6,765**
Depreciation					
At 1 January 2023	-	3,594	1,093	25	4,712
Charge for the year	-	65	16	4	85
At 31 December 2023	-	**3,659**	**1,109**	**29**	**4,797**
Net book value					
At 31 December 2023	**1,769**	**162**	**22**	**16**	**1,969**
At 31 December 2022	1,419	185	38	-	1,642

Freehold land and properties were formally valued by Sheldon Bosley Knight (Chartered Surveyors) on an existing use basis as at 31 December 2022. As at 31 December 2023, the Trustees have carried out a further review of the carrying value of all freehold and leasehold buildings with no change in the valuation proposed. The historic cost of freehold land and buildings is £722,752 (2022: £722,752).

Transfers – 22, Henley Street has been approved for use as an operational property during the current period and has therefore been transferred into Freehold land and buildings from Freehold Investment Properties (designated) at a carrying value of £350,000 (see note 14).

13. Heritage assets

Consolidated and charity	New Place
	£000
Cost or valuation	
At 1 January 2023	3,513
At 31 December 2023	**3,513**
Depreciation	
At 1 January 2023	2,459
Charge for the year	351
At 31 December 2023	**2,811**
Net book value	
At 31 December 2023	**702**
At 31 December 2022	1,054

Heritage assets are defined as tangible property, with historical, artistic, scientific, technological, geophysical or environmental qualities, that is held and maintained principally for its contribution to knowledge and culture. SBT considers its inalienable properties and collections held for preservation to fall within this definition. As further explained in our accounting policies (note 1) to the financial statements inalienable assets have been excluded from the financial statements.

The Heritage assets comprise the Trust's land and buildings and the museum, library and archive collections it holds.

The assets include:

- Shakespeare's Birthplace
- Shakespeare's New Place and Nash's House
- Hall's Croft
- Anne Hathaway's Cottage
- Mary Arden's House and Palmer's Farm
- Hornby Cottage

- Over 1 million archive documents relating to the history of Stratford-upon-Avon, the Royal Shakespeare Company, and the history of the Shakespeare Birthplace Trust itself. These include 31 of the 102 known Shakespeare documents - material from Shakespeare's lifetime that has handwritten mention of his name.
- Over 50,000 books relating to Shakespeare, his works, life, times and legacy, Stratford-upon-Avon and Shakespearian performance. This includes copies of the first folio of Shakespeare's plays, source material for the plays and books showing the breadth of printed knowledge available in the early modern period.
- Over 7,000 museum items mainly relating to the lived experience of Tudor and Stuart people but also including a range of souvenir and artistic material relating to Shakespeare's legacy. The SBT also holds archaeological collections dating back to the Roman and Anglo-Saxon periods which reflect the earlier history of Stratford-upon-Avon.

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Whilst it seems unlikely the SBT will add any further historic building assets, the main focus of the Trust's work has been on preserving its existing historic buildings. The Trust has long-term maintenance plans for each of its buildings and annual work programmes of maintenance and repair.

The SBT continues to add material to its museum, library and archive collections in line with its stated acquisition policy. SBT collects for four principal reasons:

- To facilitate research into and understanding of Shakespeare's life, work and times;
- To enhance the displays within the Shakespeare family homes;
- To create permanent and temporary exhibitions;
- To complement existing collections.

Details of notable acquisitions to the collection alongside our normal range of collecting activity is included within the Trustees' report.

All of the SBT's assets are catalogued in order that they can be properly managed and all collections are stored in designated storage areas and kept physically secure. The Trust's buildings in normal circumstances are open to the public and the collections are accessible through on-site display and to researchers through the SBT's publicly accessible Reading Room.

Disposals of heritage assets only take place in line with the SBT's stated policies and procedures, which includes the principle that sound curatorial reasons for disposal must be established and only with the final approval of the Board.

14. Investments

Consolidated	2023	2022
	£000	£000
Analysis of investments		
Endowment Funds:		
Freehold investment properties	**1,400**	-
Designated funds:		
Freehold investment properties	**14,360**	14,730
Undesignated funds:		
Freehold investment properties	**2,785**	2,886
Listed and other investments	**3,582**	3,484
	22,127	21,100

All investments are held in the UK. The historic cost of listed and other investments as at 31 December 2023 was £3,485,525 (2022: £3,310,740). Properties were valued by Sheldon Bosley Knight, Chartered Surveyors, as at 31 December 2022 on an open market existing use basis.

As at 31 December 2023, the Trustees have carried out a further review of the carrying value of all freehold and leasehold buildings with one change to the valuation identified, as a result of an ongoing sale process for the Hill (Mansion and Lodge), in order to reduce the carrying value in line with latest market conditions.

The SBT's policy is to seek formal professional valuations of its investment properties every 5 years with Trustee review in the intervening period.

	Freehold investment properties Endowment	Freehold investment properties Designated	Freehold investment properties Undesignated	Listed and other investments Undesignated	Total
	£000	£000	£000	£000	£000
Movements in investments					
As at 1 January 2023	-	14,730	2,886	3,484	21,100
Additions [1]	1,400	-	-	128	1,528
Transfers [2]	-	(350)	-	-	(350)
Disposals proceeds	-	-	-	(153)	(153)
Realised (loss)/gain on disposal	-	(1)	-	18	17
Change in market value	-	(19)	(101)	105	(15)
As at 31 December 2023	**1,400**	**14,360**	**2,785**	**3,582**	**22,127**
As at 31 December 2022	-	14,730	2,886	3,484	21,100

[1] Additions – During the current period the Trust has approved the acceptance of a legacy endowment property, 31 High Street, into the investment property portfolio.

[2] Transfers - 22, Henley Street has been approved for use as an operational property during the current period and has therefore been transferred from Freehold Investment Properties (designated) at a carrying value of £350,000 into Freehold land and buildings (note 12)

Details of investments comprising more than 5% of the market value of the total investment portfolio are as follows:

	2023		2022	
	£000	%	£000	%
Investment property – "The Hill" (mansion only)	**1,969**	8.9%	2,070	9.9
Investment property – 31 High Steet	**1,400**	6.3%	-	-
Investment property – 4 Shottery Lodge	**1,140**	5.2%	1,140	5.4

Charity	2023	2022
	£000	£000
Analysis of investments		
Endowment funds:		
Freehold investment properties	**1,400**	-
Designated funds:		
Freehold investment properties	**14,360**	14,730
Undesignated funds:		
Freehold investment properties	**2,785**	2,886
Listed investments	**3,582**	3,484
Investment in trading subsidiary	**649**	454
	22,776	21,554

The Trusts owns the entire £688,596 (2022: £688,596) ordinary share capital of SBT Trading Limited (see notes 5 and 16).

	Freehold investment properties Endowment	Freehold investment properties Designated	Freehold investment properties Undesignated	Listed investments Undesignated	Investment in trading subsidiary Undesignated	Total
	£000	£000	£000	£000	£000	£000
Movements in investments						
As at 1 January 2023 (gross)	-	14,730	2,886	3,484	688	21,788
Provision against investment in subsidiary	-	-	-	-	(234)	(234)
As at 1 January 2023 (net)	-	14,730	2,886	3,484	454	21,554
Additions	1,400	-	-	128	-	1,528
Transfers	-	(350)	-	-	-	(350)
Movement in provision against investment in subsidiary (see note 5)	-	-	-	-	194	194
Disposals proceeds	-	-	-	(153)	-	(153)
Realised (loss)/gain on disposal	-	(1)	-	18	-	17
Change in market value	-	(19)	(101)	105	-	(15)
As at 31 December 2023	**1,400**	**14,360**	**2,785**	**3,582**	**648**	**22,775**
As at 31 December 2022	-	14,730	2,886	3,484	454	21,554

Details of investments comprising more than 5% of the market value of the total investment portfolio are as follows:

	2023		2022	
	£000	%	£000	%
Investment property – "The Hill" (mansion only)	**1,969**	8.6%	2,070	9.6
Investment property – 31 High Steet	**1,400**	6.1%	-	-
Investment property – 4 Shottery Lodge	**1,140**	5.0%	1,140	5.3

15. Stocks

	Consolidated		Charity	
	2023 £000	2022 £000	**2023 £000**	2022 £000
Finished goods and goods for resale	**235**	191	-	-

16. Debtors

	Consolidated		Charity	
	2023 £000	2022 £000	**2023 £000**	2022 £000
Receivable within one year:				
Trade debtors	**40**	25	**37**	24
Amounts due from subsidiary undertakings	-	-	**41**	20
Other debtors	**1,052**	1,116	**1,052**	1,116
Prepayments	**178**	305	**174**	301
Accrued income	**947**	55	**943**	25
	2,217	1,501	**2,247**	1,486
Receivable outside one year:				
Amounts due from subsidiary undertakings	-	-	**230**	250
Other debtors	-	938	-	938
	-	938	**230**	1,188
Total	**2,217**	2,439	**2,477**	2,674

As at 1 December 2021, the charity restructured its existing formal loan arrangement with its trading subsidiary. Part of the loan was converted into share capital in the trading subsidiary (£688,595) with the balance of £250,000 remaining as a loan. The loan is secured on the assets of the trading subsidiary and is repayable over 10 instalments with a 3 year capital repayment holiday. The repayment profile is supported by the trading subsidiary's post COVID-19 recovery business plan, performance against which is monitored by the charity's Finance Committee. Interest is charged on the capital balance at 5% pa. Capital repayments will commence on 31 December 2024 hence £19,876 (2022: £0) falling due within one year as at the year end.

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17. Creditors: amounts falling due within one year

	Consolidated		Charity	
	2023 £000	2022 £000	**2023 £000**	2022 £000
Trade creditors	**220**	360	**214**	353
Taxes and social security	**128**	67	**128**	67
Other creditors	**38**	22	**38**	9
Accruals	**437**	342	**422**	318
Deferred income	**73**	77	**73**	77
	896	868	**875**	824

18. Creditors: amounts falling due after more than one year

	Consolidated		Charity	
	2023 £000	2022 £000	**2023 £000**	2022 £000
Deferred income	**153**	158	**153**	158
Department for Culture, Media & Sport /Arts Council England Repayable Cultural Recovery Fund loan	**3,168**	3,109	**3,168**	3,109
	3,321	3,267	**3,321**	3,267

Deferred income relates to a lease premium of £170,000 received in 2018, which is being realised over the life of the lease, 99 years and a rent free period received on an office lease, which is being realised over the period to the lease break, 5 years.

The maturity of the Department for Culture, Media & Sport /Arts Council England Repayable Cultural Recovery Fund loan is analysed as follows:

	Consolidated		Charity	
	2023 £000	2022 £000	**2023 £000**	2022 £000
Between one to two years	**229**	-	**229**	-
Between two to five years	**916**	687	**916**	687
In five years and more	**2,023**	2,422	**2,023**	2,422
Total	**3,168**	3,109	**3,168**	3,109

The unsecured loan is repayable over 20 years with a 4 year capital repayment holiday and associated interest roll up until capital repayments commence on 19 March 2025. The rate of interest charged on the capital balance is 2% calculated on a daily basis. The loan agreement includes a number of monitoring and compliance covenants over the period of the loan. As at 31 December 2023 and until the date of signature of the financial statements these covenant commitments had been complied with.

19. Movement in Funds

ENDOWMENT FUNDS

Consolidated and Charity	At 1 Jan 2023	Income	Expenditure	Gains & Losses	Transfers	At 31 Dec 2023
	£000	£000	£000	£000	£000	£000
Endowment Funds:						
Property Fund	-	1,400	-	-	-	**1,400**
Total endowmwnt funds	-	**1,400**	-	-	-	**1,400**

RESTRICTED FUNDS

Consolidated and Charity	At 1 Jan 2023	Income	Expenditure	Gains & Losses	Transfers	At 31 Dec 2023
	£000	£000	£000	£000	£000	£000
Restricted income funds:						
Countryside Stewardship Scheme fund	-	4	(4)	-	-	-
Louis Marder Scholarship fund	**11**	-	-	-	-	**11**
AQA – Espresso Shakespeare fund	**4**	-	-	-	-	**4**
Young Interpreters Project fund	**1**	-	-	-	-	**1**
Collections fund	**1**	1	-	-	(1)	**1**
Pall Mall Monument	**1**	-	-	-	-	**1**
Arts Council England – Museums and Schools	**17**	47	(59)	-	-	**5**
Levi Fox Archive fund	**25**	-	-	-	-	**25**
SBA – Education fund	**3**	-	-	-	-	**3**
Hall's Croft fund	**58**	-	-	-	-	**58**
American Friends of SBT – Digital projects	**6**	10	(2)	-	-	**14**
Coventry Library – One Million Reads fund	**1**	-	-	-	(1)	-
Archives West Midlands – No Barriers project fund	**1**	-	(1)	-	-	-
American Friends of SBT Research Project fund	**7**	-	-	-	-	**7**
Shakespeare's Children's Folio	-	82	(37)	-	-	**45**
Esmée Fairbairn International Collections	-	32	-	-	-	**32**
Community Infrastructure Levy Funds (CIL)	-	650	-	-	-	**650**
Shared Prosperity	-	22	(22)	-	-	-
	136	848	(125)	-	(2)	**857**
Restricted capital funds:						
New Place fund	**1,054**	-	(351)	-	-	**703**
	1,054	-	(351)	-	-	**703**
Total restricted funds	**1,190**	**848**	**(476)**	-	**(2)**	**1,560**

UNRESTRICTED FUNDS

Consolidated	At 1 Jan 2023	Income	Expenditure	Gains & Losses	Transfers	At 31 Dec 2023
	£000	£000	£000	£000	£000	£000
Designated funds:						
Major property, conservation, development and redevelopment projects fund	**2,449**	-	(40)	-	-	**2,409**
Pension reserve	**(1,380)**	-	(95)	(143)	361	**(1,257)**
Functional fixed asset fund*	**1,555**	-	(71)	-	-	**1,484**
Covid Recovery fund	**2,683**	-	-	-	(394)	**2,289**
Strategic Projects fund	**2,899**	-	(145)	-	-	**2,754**
Innovations fund	**184**	-	(33)	-	-	**151**
Strategic investment fixed asset fund*	**14,730**	-	-	(19)	-	**14,711**
Children's Shakespeare – First Folio	**45**	9	(73)	-	20	**1**
Total designated funds	**23,165**	**9**	**(457)**	**(162)**	**(13)**	**22,542**
Undesignated funds:						
General fund *	**4,974**	7,876	(8,139)	4	15	**4,730**
Total unrestricted funds	**28,139**	**7,885**	**(8,596)**	**(158)**	**2**	**27,078**
Total funds	**29,329**	**10,133**	**(9,072)**	**(158)**	-	**30,232**

The funds denoted with * include the following revaluation reserves:

- £11,464,000 (2022: £10,783,000) within the Strategic investment fixed asset fund (designated);
- £(3,000) deficit (2022: £697,000) within the Functional fixed asset fund (designated); and
- £2,989,000 (2022: £3,090,000) within the General fund..

The Charity unrestricted funds are stated above as the charity has recognised a provision of £(39,893) (2022: provision of £(234,556)) equal to the difference between SBT Trading Limited's net assets and the cost of investment in subsidiary undertakings. The Trading company funds amount to £(39,893) deficit (2022: £(234,556) deficit).

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Consolidated and Charity	At 1 Jan 2022	Income	Expenditure	Gains & Losses	Transfers	At 31 Dec 2022
	£000	£000	£000	£000	£000	£000
Restricted income funds:						
Countryside Stewardship Scheme fund	**1**	-	(1)	-	-	-
Louis Marder Scholarship fund	**15**	-	-	-	-	**15**
AQA – Espresso Shakespeare fund	**4**	-	-	-	-	**4**
Young Interpreters Project fund	**2**	-	-	-	-	**2**
Collections fund	**2**	-	-	-	-	**2**
Arts Council England – Museums and Schools	**3**	47	(36)	-	-	**14**
Levi Fox Archive fund	**25**	-	-	-	-	**25**
SBA – Education fund	**3**	-	-	-	-	**3**
Creative Producers International fund	**1**	-	-	-	-	**1**
Hall's Croft fund	**53**	2	-	-	-	**55**
American Friends of SBT – Digital projects	-	6	-	-	-	**6**
Archives West Midlands – No Barriers project fund	**3**	6	(8)	-	-	**1**
Coventry Library – One Million Reads fund	-	7	(7)	-	-	-
American Friends of SBT Research Project fund	**7**	-	-	-	-	**7**
Other short term projects fund	-	1	-	-	-	**1**
	119	69	(52)	-	-	**136**
Restricted capital funds:						
New Place fund	**1,406**	-	(352)	-	-	**1,054**
	1,406	-	(352)	-	-	**1,054**
Total restricted funds	**1,525**	**69**	**(404)**	-	-	**1,190**

UNRESTRICTED FUNDS

Consolidated	At 1 Jan 2022	Income	Expenditure	Gains & Losses	Transfers	At 31 Dec 2022
	£000	£000	£000	£000	£000	£000
Designated funds:						
Major property, conservation, development and redevelopment projects fund	**2,450**	-	(1)	-	-	**2,449**
Pension reserve	**(2,026)**	-	(126)	396	376	**(1,380)**
Functional fixed asset fund*	**1,554**	-	(134)	56	79	**1,555**
Covid Recovery fund	**3,500**	-	-	-	(817)	**2,683**
Strategic Projects fund	**3,000**	-	(101)	-	-	**2,899**
Innovations fund	**241**	-	(57)	-	-	**184**
Strategic investment fixed asset fund*	**13,459**	-	(1)	1,295	(23)	**14,730**
Children's Shakespeare-First Folio	-	-	-	-	45	**45**
Total designated funds	**22,178**	-	(420)	1,747	(340)	**23,165**
Undesignated funds:						
General fund *	**5,121**	5,701	(6,518)	330	340	**4,974**
Total unrestricted funds	**27,299**	5,701	(6,938)	2,077	-	**28,139**
Total funds	**28,824**	5,770	(7,342)	2,077	-	**29,329**

The funds denoted with * include the following revaluation reserves:

- £10,783,000 within the Strategic investment fixed asset fund (designated);
- £697,000 within the Functional fixed asset fund (designated); and
- £3,090,000 within the General fund.

The Charity unrestricted funds are stated above as the charity has recognised a provision of £(234,556) equal to the difference between SBT Trading Limited's net assets and the cost of investment in subsidiary undertakings. The Trading company funds amount to £(234,556) deficit.

Details of the major funds are as follows:

ENDOWMENT FUNDS

Property Fund:
Funding received during the current period arising from a legacy of a property, 31 High Street.

RESTRICTED FUNDS

Countryside Stewardship Fund:
Funding to support managing land less intensively to improve biodiversity.

Louis Marder Scholarship Fund:
This fund is for the provision of an annual scholarship working in our library, archive and collections.

AQA – Espresso Shakespeare:
Funds received for supporting the development of online resources for the classroom.

Young Interpreters Project:
Funding received to operate a young people centred interpretation project.

Collections digitisation funds:
Funding received towards a project to look at the digitisation of the Trust's collections

Arts Council England – Museums & Schools:
Funding from the Department of Education to deliver the specific museums and schools project which increases children's engagement with museums.

Levi Fox Archive:
Money gifted to the Trust by the family of Levi Fox (Director of SBT, 1945 – 1989) to pay for ongoing work on his archive. It includes cataloguing, digitisation and public access activities.

SBA – Education:
Funding raised specifically towards the SBT educational activities.

Children's Folio:
Funding received for Children's Shakespeare – First Folio adaptation to celebrate the 400th Anniversary of the First Folio.

Halls Croft:
Funds received specifically towards restoration works at the Halls Croft site.

American Friends of SBT – Digital projects:
Funds received specifically from the American Friends of SBT for a digital project in collections.

Community Infrastructure Levy Funds (CIL):
Funding received towards the creation of a Learning and Community Hub.

Esmée Fairbairn:
Funding received towards the Trust's International Collections and First Folio 400th Anniversary project.

Shared Prosperity:
Funding received towards the feasibility costs relating to the redevelopment of the streetscape at the Upper end of Henley Street plus the feasibility costs relating to the development of a learning and community hub.

Creative Producers International:
Funding received from Watershed for professional development and project investment programme.

Archives West Midlands:
Funding received for the 'No Barriers' project in the SBT collections and Archives.

Coventry Library – One Million Reads:
Funding received for the 'One Million Reads' educational project.

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UNRESTRICTED FUNDS:

Major property, conservation development and redevelopment projects fund:
This designated fund was set up by the Trustees for the purpose of conserving the Shakespeare Houses and maintaining all of its properties. The Trustees have reviewed the amount set aside and believe it represents the amount of anticipated expenditure over the next five years.

Functional fixed asset fund:
This represents the net book value of functional fixed assets used by the charity in its day to day operations.

Strategic investment fixed asset fund:
This designated fund represents the net book value of fixed asset investment properties which, in addition to their investment return and capital appreciation potential, are held because they are strategically important by virtue to their proximity to the heritage properties.

Covid Recovery fund:
This designated fund represents the planned operating deficits to be incurred by the Trust in the post Covid-19 pandemic period. This is funded by the DCMS/ACE unsecured loan arrangement entered into during 2021.

Children's Shakespeare – First Folio fund:
This designated fund was created out of an unrestricted legacy left by Mary Hawthorne, a former English Lecturer to provide match funding for the Children's Shakespeare – First Folio adaptation to celebrate the 400th Anniversary of the First Folio.

Strategic Projects fund:
This designated fund was established to provide match funding for key strategic development opportunities.

Innovations fund:
This designated fund was established to provide "seed funding" to innovative commercial income projects in their pilot stages.

Pension reserve:
This represents SBT's possible funding obligations in respect of the defined benefit pension scheme.

General fund:
The general fund is SBT's unrestricted, undesignated fund available for any of the Board's purposes without restriction.

TRANSFERS BETWEEN FUNDS

Details of inter fund transfers in the year are as follows:

	Unrestricted Undesignated	Unrestricted Designated	Restricted
	£000	£000	£000
Collections Fund to General Fund (1)	1	-	(1)
Coventry – Million Reads Fund to general Fund (2)	1	-	(1)
General fund to Pensions reserve (3)	(361)	361	-
General fund to Children's folio fund (4)	(20)	20	-
Covid Recovery fund to General fund (5)	394	(394)	-
Total transfers between funds	**15**	**(13)**	**(2)**

(1) This represents the transfer of donation towards the purchase of a collection item which was received post 2022 but paid for from general funds in 2022.

(2) This represents the transfer of charity salary costs in relation to the delivery of this project.

(3) This represents the transfer of pension deficit contributions made from the general fund to the pension reserve.

(4) This represents the transfer of a unrestricted legacy received to the children's folio project fund to celebrate the 400th anniversary of the First Folio.

(5) This represents the transfer of funds to support the post pandemic core operating deficit within the unrestricted fund.

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Details of inter fund transfers in the year ended 31 December 2022 are as follows:

	Unrestricted Undesignated	Unrestricted Designated	Restricted
	£000	£000	£000
General fund to Functional fixed asset fund (1)	(79)	79	-
General fund to Pensions reserve (2)	(376)	376	-
General fund to Children's folio fund (3)	(45)	45	-
Strategic Investment Property fund to General fund (4)	23	(23)	-
Covid Recovery fund to General fund (5)	817	(817)	-
Total transfers between funds	**340**	**(340)**	**-**

(1) This represents the transfer of net functional fixed asset additions in the general fund during the year to the functional fixed asset fund.

(2) This represents the transfer of pension deficit contributions made from the general fund to the pension reserve.

(3) This represents the transfer of a unrestricted legacy received to establish the children's folio project fund to celebrate the 400th anniversary of the First Folio.

(4) This represents the transfer from the strategic investment property fund to the general fund, representing the realised revaluation reserve on a disposal of a property in 2022.

(5) This represents the transfer of funds to support the post pandemic core operating deficit within the unrestricted fund.

20. Analysis of consolidated net assets between funds

	Unrestricted General funds	Unrestricted Designated funds	Restricted funds	Endowment funds	Total funds
	£000	£000	£000	£000	£000
Fund balances at 31 December 2023 are represented by:					
Tangible fixed assets	-	1,965	4	-	**1,969**
Heritage assets	-	-	702	-	**702**
Investments	6,367	14,360	-	1,400	**22,127**
Current assets	2,580	7,474	854	-	**10,908**
Current liabilities	(896)	-	-	-	**(896)**
Liabilities due after more than one year	(3,321)	-	-	-	**(3,321)**
Pension liability	-	(1,257)	-	-	**(1,257)**
Total net assets	**4,730**	**22,542**	**1,560**	**1,400**	**30,232**

	Unrestricted General funds	Unrestricted Designated funds	Restricted funds	Endowment funds	Total funds
	£000	£000	£000	£000	£000
Fund balances at 31 December 2022 are represented by:					
Tangible fixed assets	-	1,638	4	-	**1,642**
Heritage assets	-	-	1,054	-	**1,054**
Investments	6,370	14,730	-	-	**21,100**
Current assets	2,739	8,177	132	-	**11,048**
Current liabilities	(868)	-	-	-	**(868)**
Liabilities due after more than one year	(3,267)	-	-	-	**(3,267)**
Pension liability	-	(1,380)	-	-	**(1,380)**
Total net assets	4,974	23,165	1,190	-	**29,329**

21. Commitments

As at 31 December 2023 SBT was committed to making the following payments under non-cancellable operating leases:

	2023	2022
	£000	£000
Land and buildings:		
• Within one year	**88**	94
• Between two and five years	**220**	247
	308	341
Other:		
• Within one year	**56**	101
• Between two and five years	**89**	107
	145	208
Total	**453**	549

The Trustees lease Harvard House at a peppercorn rent.

As at 31 December 2023, the SBT had capital commitments of £nil which were contracted for but not provided for in the financial statements (2022: £nil).

The Trust has the following commitments in relation to income from freehold investment properties:

	2023	2022
	£000	£000
Land and buildings:		
• Within one year	**297**	301
• Between two and five years	**371**	458
• More than five years	**4,842**	3,688
	5,510	4,447

22. Pensions

DEFINED CONTRIBUTION PENSION SCHEME

The SBT operates a defined contribution, money purchase arrangement pension scheme. The pension charge for the period represents contributions payable to the scheme and amounted to £246,000 (2022: £164,000).

DEFINED BENEFIT PENSION SCHEME

The SBT also operates a defined benefit pension scheme, Shakespeare's Birthplace Trust Retirement Benefits Scheme, for full-time employees who meet certain eligibility criteria. The scheme was closed to new members in May 2004 and subsequently closed to future accrual in February 2009. The assets of the scheme are held in separate Trustee administered funds.

A valuation of the scheme is carried out once every three years by qualified independent actuaries. The most recent scheme actuarial valuation completed was undertaken as at 31 March 2022 and a new schedule of employer contributions was approved in June 2023. The valuation revealed a funding shortfall of £2,141,000. This shortfall has been agreed to be eliminated by additional employer contributions of £355,350 per annum, payable until June 2027 and this replaces the previous recovery plan. Contributions will increase by 3% each year, with the first increase being for contributions after 31 January 2023.

The valuation was updated by the actuary on an FRS102 basis as at 31 December 2023 for the purposes of these financial statements.

	2023	2022
	£000	£000
Present value of funded defined benefit obligations	**(6,786)**	(6,741)
Fair value of plan assets	**5,529**	5,361
Deficit in pension scheme – Pension liability	**(1,257)**	(1,380)

MOVEMENTS IN PRESENT VALUE OF DEFINED BENEFIT OBLIGATION

	2023	2022
	£000	£000
At 1 January	**6,741**	9,811
Interest cost	**329**	172
Actuarial losses/(gains)	**44**	(2,779)
Benefits paid	**(328)**	(463)
At 31 December	**6,786**	6,741

MOVEMENTS IN FAIR VALUE OF PLAN ASSETS

	2023	2022
	£000	£000
At 1 January	**5,361**	7,786
Expected return on plan assets	**268**	139
Actuarial losses	**(99)**	(2,383)
Contributions by employer	**414**	376
Benefits paid	**(328)**	(464)
Administration costs paid from plan assets	**(87)**	(93)
At 31 December	**5,529**	5,361

(EXPENSE)/INCOME RECOGNISED IN THE CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

	2023	2022
	£000	£000
Interest on defined benefit pension plan obligation	**(329)**	(172)
Expected return on defined benefit pension plan assets	**268**	139
Administration expenses	**(87)**	(93)
Total net expense	**(148)**	(126)

The amount recognised in other recognised gains and losses in the consolidated statement of financial activities in respect of actuarial gains and losses is a loss of £143,000 (2022: a gain of £396,000).

The fair value of the plan assets and the return on those assets were as follows:

	2023	2022
	£000	£000
Equity instruments	**1,597**	1,475
Diversified growth assets	**1,436**	1,323
Real Estate	**30**	191
Debt instruments	**801**	769
Cash	**51**	44
Liability driven investments	**1,614**	1,560
	5,529	5,361
Actual return on plan assets	**169**	(2,244)

The expected return on scheme assets is based on market expectation at the beginning of the financial period for returns over the life of the related obligation. The overall expected rate of return is calculated by weighting the individual rates in accordance with the anticipated balance in the plan's investment portfolio.

Principal actuarial assumptions (expressed as weighted averages) at the year-end were as follows:

	2023	2022
	%	%
Discount rate	**4.8**	5.0
Expected return on plan assets:		
Rate of increase in pensions payments	**3.2**	3.3
Rate of increase in deferred pensions	**2.0**	2.1
Inflation assumption	**2.4**	2.4
Mortality tables – implied life expectancy:	**Years**	Years
Male retiring in 2023	**25.3**	25.9
Female retiring in 2023	**28.1**	28.5
Male retiring in 2043	**26.9**	27.4
Female retiring in 2043	**29.6**	30.0

HISTORY OF PLANS

The history of plans for the current and prior periods is as follows:

Balance sheet	2023	2022	2021	2020	2019
	£000	£000	£000	£000	£000
Present value of scheme liabilities	**(6,786)**	(6,741)	(9,811)	(10,188)	(9,606)
Fair value of scheme assets	**5,529**	5,361	7,786	7,260	6,759
Deficit	**(1,257)**	(1,380)	(2,025)	(2,928)	(2,847)

Experience adjustments	2023	2022	2021	2020	2019
	£000/%	£000/%	£000/%	£000/%	£000/%
Experience adjustments on scheme liabilities	**(58)**	**(424)**	136	(186)	(13)
As a percentage of scheme liabilities	**(0.85)%**	**(6.3)%**	1.39%	(1.83)%	0.14%
Experience adjustments on scheme assets	**(99)**	**(2,383)**	434	413	532
As a percentage of scheme assets	**(1.8)%**	**(44.5)%**	5.57%	5.69%	7.87%

Financial Statements

23. Related party transactions

During the year the following transactions, which were all at market value took place with related parties:

- The SBT paid Sheldon Bosley Knight £46,874 (2022: £48,955) in respect of property management advice and services. A creditor balance of £nil was outstanding at 31 December 2023 (2022: £nil). One of the Trustees, Nick Abell, was the Chairman of Sheldon Bosley Knight until 1 April 2024.
- The SBT paid Stratford upon Avon Sports Club Limited £17,280 (2022: £10,944) in respect of staff car parking. A creditor balance of £nil was outstanding at 31 December 2023 (2022: £nil). One of the Trustees, Nick Abell is a Director of Stratford upon Avon Sports Club Limited.
- The SBT paid Mayavision International £7,573 (2022: £4,000) in respect of fees in connection with the management and review of applications for the Shakespeare Shorts competition. There is no creditor balance at 31 December 2023 (2022: £nil). One of the Trustees, Rebecca Dobbs, is Managing Director of Mayavision International Ltd.
- The SBT as a National Portfolio Organisation received a grant of £224,048 (2022: £227,084) from Arts Council England during the year. One of the Trustees, Ayub Khan is a Midlands Regional Board Member of the Arts Council England.

24. Prior year comparative consolidated statement of financial activities

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

For the year ended 31 December 2022	Note	Unrestricted General funds £000	Unrestricted Designated funds £000	Restricted funds £000	Total 2022 £000	Total 2021 £000
Income from						
Donations	3	38	-	9	**47**	85
Charitable activities:						
• Admissions to historic houses		2,944	-	-	**2,944**	1,109
• Cultural engagement & participation		339	-	-	**339**	149
• Grants receivable	4	228	-	60	**288**	509
Other trading activities	5	1,199	-	-	**1,199**	476
Investments	6	951	-	-	**951**	841
Other income	7	2	-	-	**2**	12
Total income		5,701	-	69	**5,770**	3,181
Expenditure on						
Raising funds		1,755	-	-	**1,755**	1,359
Charitable activities		4,676	420	404	**5,500**	4,669
Other expenditure		87	-	-	**87**	48
Total expenditure	8	6,518	420	404	**7,342**	6,076
Net (losses)/gains on investments	14	(306)	-	-	**(306)**	304
Net gain on investment property	14	636	1,295	-	**1,931**	4,142
Net (expenditure)/income		(487)	875	(335)	**53**	1,551
Transfer between funds	19	340	(340)	-	-	-
Other recognised gains and losses						
Actuarial gains on defined benefit pension scheme	22	-	396	-	**396**	654
Gains/(losses) on revaluation of fixed assets	14	-	56	-	**56**	(46)
Net movement in funds		(147)	987	(335)	**505**	2,159
Reconciliation of funds						
Total funds brought forward	19	5,121	22,178	1,525	**28,824**	26,665
Total funds carried forward	19	**4,974**	**23,165**	**1,190**	**29,329**	28,824



Shakespeare birthplace trust

Registered Charity Number 209302

Supported using public funding by
ARTS COUNCIL ENGLAND

THE SHAKESPEARE BIRTHPLACE TRUST

England & Wales - Charity number 209302

Accounts

Annual Report 2022



Shakespeare birthplace trust

Supported using public funding by
ARTS COUNCIL ENGLAND

Contents

The Trustees present their annual report and audited financial statements for the year ended 31 December 2022. The financial statements comply with current statutory requirements, the Shakespeare Birthplace Act 1961, The Charities (Shakespeare Birthplace Trust) Order 2017 and the Statement of Recommended Practice for Charities (FRS102).

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Administrative References

TRUSTEES

Chair

Peter Kyle CBE (resigned 27 September 2022)
Anup Mysoor (appointed 27 September 2022)

Vice Chair

John Russell (resigned 27 September 2022)

Nick Abell
Chair of Heritage Assets & Property Committee

Ralph Bernard CBE
Chair of Nominations & Remuneration Committee

Penelope, Viscountess Cobham CBE

Rebecca Dobbs

Professor Michael Dobson

Kathy Gee MBE

Mike Huggins
Chair of Finance and Audit & Risk Committees

Ayub Khan MBE

AJ Leon

Professor Lena Cowen Orlin

HONORARY PRESIDENT

Professor Sir Stanley Wells CBE

SECRETARY TO TRUSTEES

Julia Howells

KEY MANAGEMENT PERSONNEL

Tim Cooke
Chief Executive

Tim Aucott
Director of Strategic Projects

Melanie Crooks
Director of Finance & Resources

Rachael North (nee Boyd)
Director of Visitor Experience &
Business Development

Professor Charlotte Scott (from 1 July 2022)
Director of Knowledge & Engagement

Paul Taylor (until 30 June 2022)
Acting Director of Cultural Engagement

PRINCIPAL ADVISORS

Architects

Osbornes
The Balconies
Hanley Swan
Worcestershire WR8 0DN

Auditors

Crowe UK LLP
Rounds Green Road
Oldbury
West Midlands B69 2DG

Investment Manager

Charles Stanley & Co Ltd
55 Calthorpe Road
Birmingham B15 1TH

Solicitors

Veale Wasbrough Vizards LLP
Second Floor
3 Brindley Place
Birmingham B1 2JB

Bankers

HSBC Bank plc
13 Chapel Street
Stratford-upon-Avon CV37 6EP

Property Agent

Sheldon Bosley Knight
35-36 Rother Street
Stratford-upon-Avon CV37 6LP

ADDRESS OF PRINCIPAL OFFICE

The Shakespeare Centre, Henley Street,
Stratford-upon-Avon, Warwickshire CV37 6QW

Registered Charity Number 209 302
www.shakespeare.org.uk

Welcome

The Shakespeare Birthplace Trust is pursuing a passionate and imaginative mission to explore Shakespeare and the relevance of his work for people everywhere today.

We speak to past heritage by sharing the Shakespeare family homes, our museum collections and archives with millions of visitors both online and in-person. We're also engaged in an active, contemporary dialogue with our audiences to uncover and explore the present meanings of Shakespeare's plays and poetry, not least through our remarkable Shakespeare Week outreach which in 2022 reached 1.65 million primary school children across the UK.

In 2022 we were once again awarded National Portfolio Organisation status by Arts Council England. Our ambitious programme will extend the breadth and quality of our impact, reaching people who live in areas of greatest challenge to unlock the excitement, enrichment and potential for self-discovery which encountering Shakespeare can bring.

The Trust has continued to operate with a stable business model while still managing the ongoing consequences on its financial model of the pandemic and the series of lockdowns. Under our agreed recovery plan we will operate at a deficit until 2025. Encouragingly, our performance and key financial projections are on track and across 2022 we have been steadily building audiences and income in line with our plans.



Welcome

Our forward strategy offers a contemporary take on our charitable objectives. It has been our guiding framework for 2022 (and will be in 2023) as we endeavour to:

- Celebrate Stratford-upon-Avon as the world's greatest Shakespeare destination
- Offer audiences the greatest Shakespeare museum experiences in the world
- Provide an unrivalled and unique range of learning experiences, and
- Nurture dynamism, ambition, inclusivity, research, knowledge and passion.

It has also been deeply inspiring across the year to share in the emphasis on equality, diversity, inclusion and belonging. Our internal programme, backed by external benchmarking and expertise, supports a journey of honesty, integrity, dialogue and change which will impact on our own attitudes and behaviours, and find ways to be more welcoming to new and existing audiences.

The Trust has also continued and stepped up its work to plan for the future, examining the potential for renewal of our museum sites. This also takes into consideration our commitment to future environmental sustainability and our pledge to be carbon net zero across our estate by 2030.

Best practice governance remains a key focus. It offers a framework for sound decision-making, expert insight and confident planning. In 2022 Peter Kyle, who served as Chair for eleven years, and John Russell, who served as Vice Chair for ten years, stood down (the latter due to ill health). The Trust owes them a huge debt of gratitude and we wish them well for the future.

As a charity, which operates five accredited museums and cares for a Designated Collection, we rely heavily upon the commitment and passion of Trustees, our consultative Council, our staff, volunteers, partners and audiences, and the support of the people of Stratford-upon-Avon. For all of this, and for the privilege of sharing Shakespeare, we offer our heartfelt gratitude.

Anup Mysoor, Chair

Tim Cooke, CEO



> "Would I might never stir from off this place"
> King John, Act I Scene I

Our Strategy House

Vision

Bringing Shakespeare to life

Leading the enjoyment, appreciation and understanding of Shakespeare's work, life and times across the world

Mission

Sharing and championing knowledge about Shakespeare and his works around the globe

Sharing and caring for the Shakespeare family homes

Sharing and growing our collections and knowledge through a Shakespeare museum, archive, library and public programmes

Strategic Objectives

CELEBRATING STRATFORD	INSPIRING MUSEUM EXPERIENCES	TRANSFORMATIVE LEARNING	PASSIONATE EXPERTISE
To celebrate Stratford-upon-Avon as the world's greatest Shakespeare destination	To offer audiences the best Shakespeare museum experiences in the world	To offer an unrivalled range of Shakespeare related learning experiences	To be recognised as a dynamic, ambitious, inclusive cultural organisation fuelled by research, knowledge and passion

Strategic Outcomes

People around the world are inspired by Shakespeare's work, life and times Our work creates and sustains cultural capital locally, nationally and internationally	We work with our audiences to provide imaginative, purposeful and memorable experiences We have clear plans for development and conservation of our sites	The quality, range and impact of our learning programmes give us definition and distinctiveness We are a trusted partner who delivers on commitments	We have clear people, commercial, financial, business, environmental and ICT plans to support our delivery and ambition underpinned by quality data We are a thrilling and diverse place to work and learn

Strategic Pillars

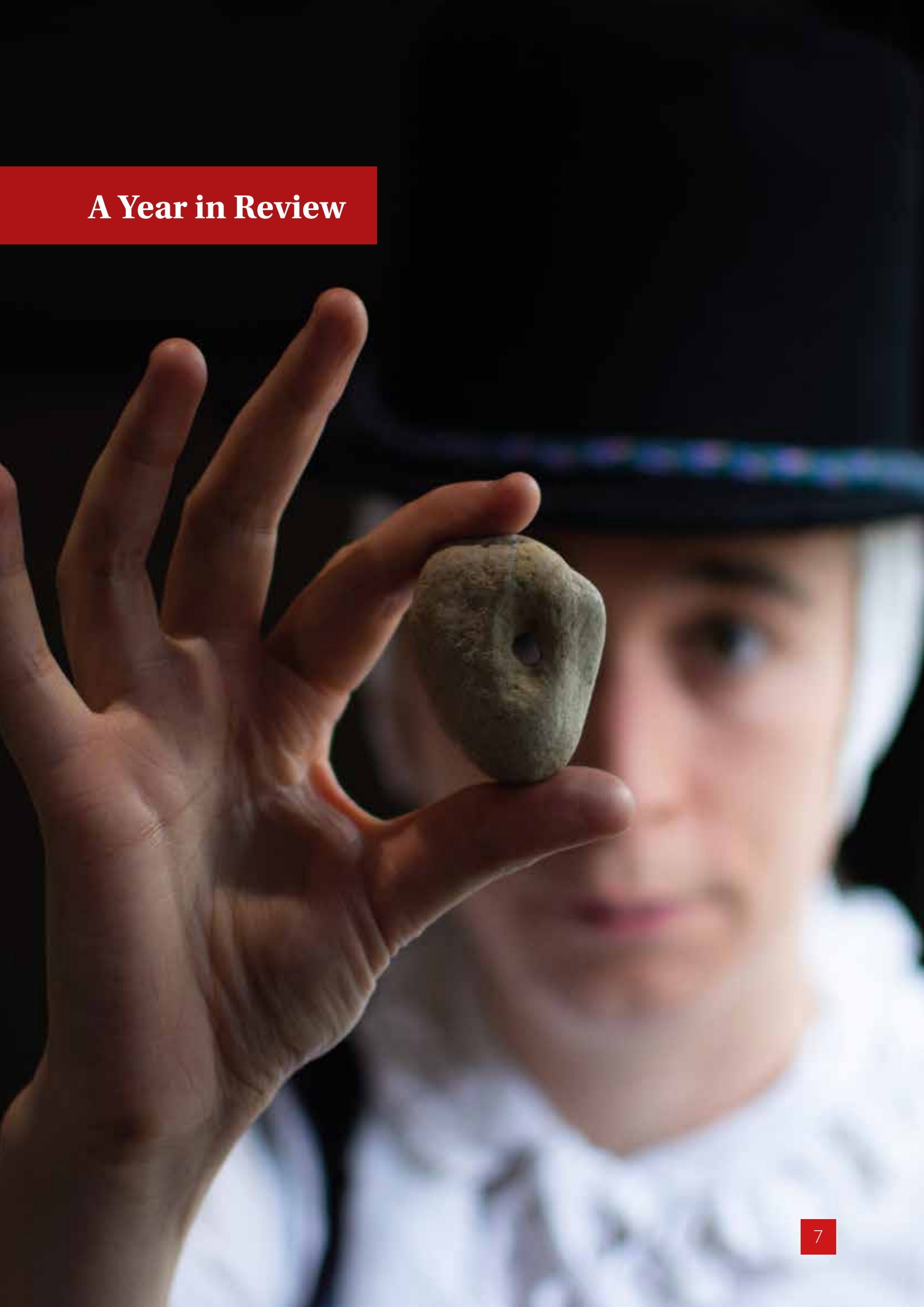
- Sharing and exploring Shakespeare's stories and legacy
- Expanding our reach and amplifying our voice
- Caring for and developing our heritage assets
- Growing and delivering as an organisation
- Planning for the future

Values

OUTWARD-FACING · AMBITIOUS · INNOVATIVE · COLLABORATIVE · EXCELLENT · RESPONSIBLE



A Year in Review



A Year in Review

Continued National Impact, Continued National Portfolio Status

The Trust was first awarded National Portfolio status in 2017, initially covering the period April 2018 to March 2022 and later extended to March 2023 due to the pandemic.

The Trust focused activity over this period on evolving its mission as the leading Shakespeare museum in the world, ensuring that our activities purposefully deliver Arts Council England's priorities and its three key outcomes of the Let's Create strategy:

Creative People

Shakespeare's profound insight into the human condition offers everyone the possibility to make sense of their own lives through his work. Our role as the leading Shakespeare museum puts the Trust in a unique position to broaden access to this transformative creative legacy, offering life-long opportunities to engage across all age groups. From Shakespeare Week, the annual, national celebration of Shakespeare, to the award-winning formal learning and leisure learning programme audiences of all ages can engage in activities that connect them to Shakespeare's enduring relevance.



A Year in Review

Cultural Communities

The importance of Shakespeare in our shared culture enables the Trust to talk with communities throughout England, forging new connections, opening dialogue and engaging everyone in a national conversation about his relevance in our culture.

National Portfolio funding has enabled the Trust to host a broad range of creative voices who co-produce new experiences for diverse communities.

Creative and Cultural Country

Shakespeare's global reputation as one of the most important writers in history, and the Trust's role in curating and sharing his physical and creative legacy, creates an internationally significant mission.

Our continued track record demonstrates the value of the work of the Trust to the cultural life of the nation, and Arts Council England, noted its appreciation of the Trust's "vast outreach programme".

Continuing to Create

Confirmation came at the end of October that the Trust's relationship with Arts Council England as a National Portfolio organisation would continue and the Trust looks forward to continuing to work closely with Arts Council England as it develops and delivers a National Portfolio programme through 2023 and beyond.







New Ways of Learning

2022 was a transitional year for our learning offer as the Trust continued to emerge from the pandemic.

After 2 years of focusing on an online offer, the Learning Team began to welcome more people back, in-person, across our sites, as well as integrating innovative digital technologies, creating a holistic experience for learners.

The learning offer continued to be popular across all age groups, from primary school children to university residential courses and life-long learners, with all audiences inspired by exploring Shakespeare's life, times and works.

Learning in Numbers

29,826

individual participation interactions across programmes

1.6 million

digital engagements for Shakespeare Week

54
Hub schools in
9 regions

New Spaces, Timeless Learning Opportunities at Mary Arden's Farm

Mary Arden's Farm is now established as the venue for primary learning. The farm offers a unique site-specific Shakespeare learning opportunity which both teachers and pupils enjoy, generating unforgettable experiences with the testimonials to prove it.

There is more potential to expand our learning activities, allowing for even larger groups to return in 2023 and beyond.

> "Great learning to complement our classwork in a real-life setting... super interactive... outstanding... location and space ideal... fantastic experience... brought the best out in the children"
>
> Teacher comment



New Ways of Learning

Museums and Schools

The Museums and Schools programme remains a highly successful strand of the Learning Team's programme.

Offering free activities at our museums to schools with a high pupil premium number, those located in deprived areas where the children may have reduced or no access to cultural experiences, the programme helps children explore the museum environment in a new and interesting way.

A highlight of the programme is the guiding session, where pupils are trained to help guide groups of visitors at either Shakespeare's Birthplace or Anne Hathaway's Cottage.

Children are seen taking ownership and developing their leadership skills as they interact with members of the public. Participating schools report high levels of engagement and feedback reflects an enjoyable experience for visitors as well.

Since 2016, the Trust has welcomed 40 schools per year, totalling 3,870 individual children taking part in this initiative.

Funding has been secured for 2023-24, giving the opportunity to develop the guiding programme, especially targeting sessions towards reaching communities that are not currently engaged.

> "More than anything is how it brings history to life for the children. They realise they are talking about real people and walking in their footsteps. Suddenly there is a purpose to what they learn and discover. It really fires up their curiosity and they are so keen to learn more details that they can share, as guides."
>
> Teacher comment



Shakespeare Week

Shakespeare Week 2022 returned post-pandemic to a mix of in-person events and online activity.

The celebrations, on the theme of Movement and Dance included daily online broadcasts featuring Michael Rosen, Ben Cajee and Martin Brown from Horrible Histories as well as a special Shakespeare Week BBC Teach Live Lesson broadcast with presenter Rhys Stephenson.

There was also an online exhibition curated by Marcia Williams and live performance and showcase events in Birmingham and Coventry and a full programme of events in Stratford-upon-Avon.

All activity was free to access, either online or in-person.

Shakespeare Week in Numbers

1.65 million
children in UK schools took part in Shakespeare Week 2022

11,322
registered schools

23,238
annual resource downloads

1,179
new teachers registered in 2022

90%
of teachers surveyed believe that taking part in cultural activities such as Shakespeare Week has improved children's wellbeing

60
librarians received online active storytelling training based on A Midsummer Night's Dream



Shakespeare Week

Shakespeare Hubs

In 2022 the Hubs programme of partner schools from around the country saw us work with 54 schools in 9 regions.

Over 3,250 children – including 18 newly recruited schools – participated in 70 workshops with a range of delivery partners including Ascension Dance, Sampad, Circus Mash, Movema, Integr8 Dance and others. Teachers from all participating schools received CPD (Continuing Professional Development) sessions.



The Scottish Play Leads on Self-Led Learning

A new self-led learning course focusing on Macbeth launched in September 2022.

The course, delivered entirely online, offers insights into items related to the play in our archives and collections, lecture videos delivered by the Trust's subject experts as well as scenes from the play filmed at Shakespeare's New Place and Hall's Croft.

On launch, the course was quickly taken up by teachers, who saw it as a valued CPD offer.

> "Both classes... not only consolidated their understanding of the play but also developed their focus, their self-esteem and their coordination... all in all it was one of the best days in school that I can remember for a long time."
>
> Teacher comment



Visitor Offer

Welcoming Audiences Back to Explore Shakespeare's Story

This year saw the first time since 2020 that Shakespeare's Birthplace, Anne Hathaway's Cottage and Shakespeare's New Place were able to open, uninterrupted, throughout the year, allowing more visitors to explore Shakespeare's story through a host of innovative events, experiences and interpretation experiments.

Audiences had the opportunity to explore Shakespeare's Birthplace throughout the year, with both Anne Hathaway's Cottage and Shakespeare's New Place opening seasonally from the end of March to October.

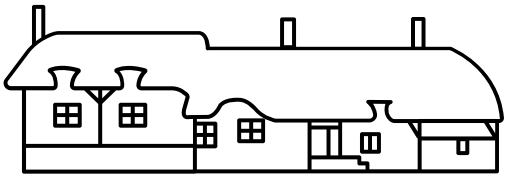
Each property delivered a series of special events and activities across the year to develop and enhance the visitor offer. From scent boxes and costume activities to hands-on, family focused trails, visitors were able to explore the life, works and times of Shakespeare in new and engaging ways.

Welcoming More People Back to Shakespeare



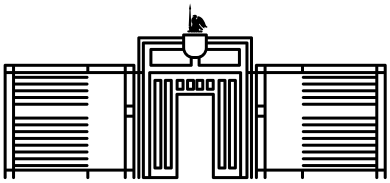
Shakespeare's Birthplace

↑ **92,417** (92%)



Anne Hathaway's Cottage

↑ **42,294** (82%)



Shakespeare's New Place

↑ **33,661** (88%)

Please note: percentage increase vs 2021, excludes group visits

Candlelit Christmas

Shakespeare's Birthplace played host to an innovative festive event, Candlelit Christmas, which offered audiences a unique early evening tour exploring this special building in a new light. Targeted at local audiences initially, this event drew in international audiences who were visiting as part of their festive celebrations.



Visitor Offer

International Reach & Impact

2022 also saw the continued return of international audiences to the Shakespeare family homes; the highest proportion coming from the United States. Audiences from Asia did not return in large numbers, as anticipated within the Trust's growth forecasts and long-term COVID recovery planning.

Percentage of International Visitors in 2022



Shakespeare's Birthplace
24%



Anne Hathaway's Cottage
14%



Shakespeare's New Place
13%

Making More Time for Families at Mary Arden's Farm

Following a successful trial in 2021, Mary Arden's Farm reopened as the Trust's family-focused experiential events venue during the school holidays.

Primarily focused at a local family audience (1 hour drive time), two unique types of family events were produced, a hands-on exploration of Shakespeare's time at the **Tudor Experience Days** as well as the more relaxed **Family Activity Days**.

Expanded in autumn with the creation of **Halloween Fun at the Farm**, a seasonal play on the Tudor Experience Days, these events now have a loyal audience, which will continue to be nurtured into 2023.



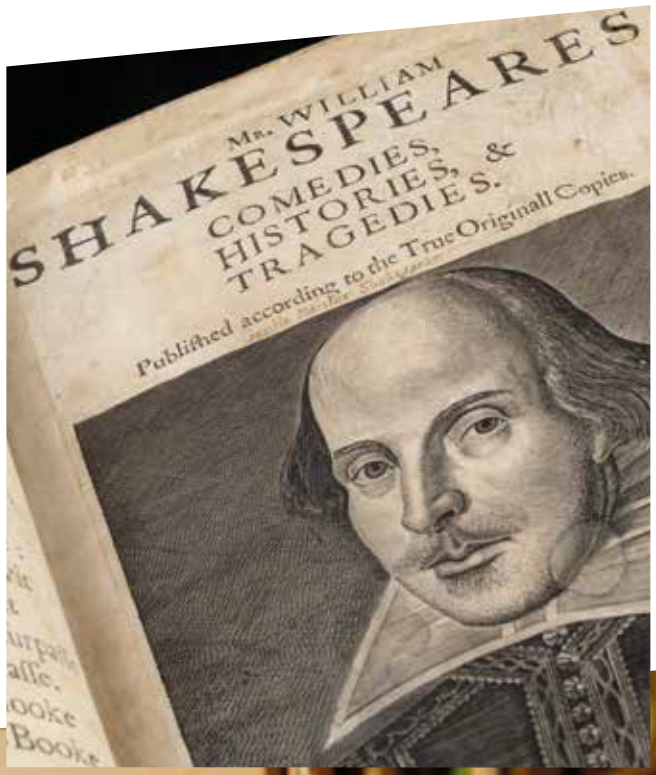
Collections & Conservation

Ensuring Access for All – Collections Management

The world-class collection of the Shakespeare Birthplace Trust was made more accessible in 2022 thanks to the relaxing of COVID restrictions and the continued re-interpretation work undertaken to engage with new audiences.

New Acquisitions and Conservation

Alongside a conservation programme the Shakespeare Birthplace Trust continues to acquire new items that help us explore Shakespeare's enduring legacy.



Library Acquisitions:

Combining Shakespeare and golf, this humorous parody is a wonderful addition to the collection:

The most excellent historie of MacHamlet hys handycap or, as you swipe it ... written by Paul Triefus. Adorned with ... pictures ... by Sidney Rogerson. [London]: Simpkin, Marshall, Hamilton, Kent and Co., Ltd., 1922.

A beautiful study of the flora in Shakespeare's works.

The Flowers of Shakespeare depicted by Viola. [London]: Sampson Low, Marston, Searle, & Rivington, 1883.



Collections & Conservation

Museums Acquisitions:

Memento Mori Ring

A feature of mourning and religious practice during Shakespeare's life, this ring has an unadorned outer D-band, made in gold, with an inscription hidden within the band. The construction suggests it is an example contemporaneous with Shakespeare's life and times.

The inscription is unusual, 'Non Omnibus Dormio', means 'I am asleep to nothing' and has classical roots, with a clearly defined source in Cicero (Letters to his Friends, 7.24).

Watercolour of Anne Hathaway's Cottage's parlour

This painting improves our knowledge of two architectural features – the porch and cratch.

Oak cross

An example of souvenirs being made from oak from Shakespeare's Birthplace, possibly made by John Marshall – initialled J.M. in reference to a famous cabinetmaker in Stratford-upon-Avon.





People and Environment

Diversifying Our Organisation and Developing Our People

The Trust is committed to reviewing the diversity and sense of belonging among its staff, volunteers and Trustees to better reflect the needs of our audience.

Our EDIB (Equality, Diversity, Inclusivity and Belonging) steering group meets regularly to discuss activity across the Trust, including programming, recruitment and communications to ensure that the principles of EDIB are embedded across the organisation.

The approach is led at Board level by Trustee Rebecca Dobbs as diversity champion.

> "where there is true friendship"
>
> Timon of Athens
> Act I Scene 2

Proud Shakespeare – Sharing Hidden Stories

This inclusive and engaging project focuses on LGBTQIA+ communities and continues to act as a test bed for approaches, which may have relevance across other communities as part of the Trust's long-term commitment to embed equality, diversity, inclusivity and belonging (EDIB).

In 2022 the team delivered a series of community engagement and collections-specific activities linked to Proud Shakespeare:

- Revised the researcher guide 'Sources for LGBTQIA+ Studies in SBT Collections'
- Engaged in 'OUTing the Past 2022' an online event commemorating LGBTQIA+ lived experience
- Took part in 'Warwickshire Pride 2022' supporting the local celebrations of LGBTQIA+ culture
- Contemporary Collecting – 'The Papers of Michelle Avon, a local LGBTQIA+ advocate' – reflecting aspects of LGBTQIA+ lived experience in Shakespeare's home town



People and Environment

No Barriers

This project, supported by pre-existing community contacts and utilising our collections knowledge, developed approaches and content that would help to identify and mitigate offence or misleading textual or visual representations of communities in our collection.

No Barriers has been hosted by the Trust and funded by Archives West Midlands, The UK National Archives and the Archives and Records Association (UK and Ireland) and its outputs, which will be stored in The National Archives, will inform engagements with all communities in the future.

Continuing Making the Collection More Accessible

The Collections Team continued to gradually expand our offer to researchers, as post-pandemic restrictions continued to be lifted and more of the team returned on site.

From artists-in-residence and academics to volunteer researchers, including the Stratford Society's Stratfire project, investigating the effects of the Stratford town fires of the late 16th and early 17th centuries, the collection continues to be accessed by a diverse and engaged audience.





People and Environment

Welcoming Our People Back

Keeping staff and volunteers engaged and informed is essential to fostering a collaborative and empowering working environment.

As Shakespeare's family homes reopened to the public from January to March priority was given to ensuring that staff and volunteers were able to return to work in a welcoming, safe and secure environment.

Later in the year, office-based teams were welcomed back to co-working spaces that followed the same COVID-safe precautions as the public-facing properties. This was part of our new hybrid working trial for office-based staff, offering a more flexible approach to work.



Engaging with Teams

The successful delivery of the Trust's strategy is in the hands of the people who work and volunteer at the organisation, and so it is vital that staff and volunteers feel valued, included and respected in their roles.

Everyone should feel a sense of achievement, that their contribution matters and that they are in a place they can grow. As such, the Trust continues to invest in its people, to support the skills and growth of our staff and volunteers.

An important element in fostering a sense of belonging across teams is a sustained internal communications programme of activity, which the Trust delivered through weekly newsletters and briefing meetings, cascading information about business performance and plans for the future. This was supported by an active Staff Forum and Volunteer Champions group to encourage dialogue and invite feedback.

Volunteering at the Trust

The volunteer audience was included in all internal communications, to ensure that wider sense of belonging. A Volunteer Champions group was established in 2022 to facilitate communication and further integrate volunteers into shaping their own experience, and improving the offers for others.

In total, volunteers contributed **3,652 hours of time** to support the Trust in 2022 and the Board of Trustees, the Leadership Team and the wider staff teams are immensely grateful for their dedication and support.

Volunteering is represented and supported at Board level by Trustee Kathy Gee.

People and Environment

Environmental Sustainability

The Trust continues to review and update our Environmental Policy framework, which supports the 'Sustainable Shakespeare' programme:

- Continue to reduce energy, water and non-renewable consumption and improve efficiency
- Recycle, reduce, reuse and repair as a priority
- Use sustainable methodologies in conservation work
- Source equipment and products locally, and acquire material from sustainable sources, where possible
- Encourage audiences and visitors to be respectful of the environment and provide systems of recycling
- Work innovatively and collaboratively to find ways to reduce the environmental impact of visitor travel to Shakespeare's family homes, exploring local mitigations, working with partners to influence the transport infrastructure
- Encourage staff and volunteers to contribute to reducing our environmental footprint
- Engage with local environmental and ecological groups to explore ways to support and develop
- Taken part in Stratford-on-Avon District Council's ecargo bike scheme, with the Estates team using the bike to move items between properties, instead of using motor vehicles

In 2022 the Shakespeare Birthplace Trust delivered its first 'Sustainable Shakespeare Community Fun Day' in the gardens of Hall's Croft. This free-to-attend event, part of Big Green Week, was designed as a showcase for SBT's work in sustainability. With hands-on activities and specialist demonstrations the event welcomed over 500 people.

Between 2016 and 2020, energy usage has almost halved, from 513 tonnes CO^2 per annum to 269 tonnes CO^2.



Partnership Activities

GAP Arts Artists in Residence

As part of our on-going relationship with GAP Arts, Birmingham, three thought-provoking new displays by Hassan Rahmani, Rumbi Sabanhu and Robbie Dalal, inspired by their explorations of the Shakespeare Birthplace Trust's collections and properties, were put on display in exhibition spaces at Shakespeare's New Place and Shakespeare's Birthplace.











Partnership Activities

Celebrating HM The Queen in 2022

We collaborated with Stratford-upon-Avon Town Council, the RSC and Stratford community groups on the town's response to the Queen's Platinum Jubilee showcasing items from our local collections in an intriguing display of memory boxes.

Then, later in the year to mark Her Majesty's death the Trust opened the Great Garden of New Place for public reflection on the day of the funeral and curated a special online exhibition in her memory.

Celebrating Rabindranath Tagore

To mark the anniversary of Tagore's birth in May, SBT Council member Obhi Chatterjee and his international colleagues Prantik led a programme of readings, poetry and music, around the theme of freedom, in the garden of Shakespeare's Birthplace.

The Indian Consul General (Birmingham) visited to pay paid homage to Tagore and lay a flower garland at his bust.

Celebrating Jan Kochanowski

Building on our longstanding relationship with the Polish Cultural Institute we were gifted a statue of Shakespeare's contemporary, writer Jan Kochanowski.

This was unveiled on 25 June in the sculpture garden at Anne Hathaway's Cottage, the event was augmented with a weekend of free programming targeted at our local Polish community and open to all.

The SUFI Trust

On 17 August our friends of the SUFI Trust and the Iqbal Academy honoured the Trust with two awards in recognition of our consistent encouragement of and engagement with our regional Pakistani communities.

These Platinum awards marked the year of the Queen's Jubilee and the 75th anniversary of Pakistan.

Shakespeare & Iqbal – 9 November: We were pleased to join, under the organisation of SBT Council member Makhdoom Chishti, with the High Consulate of Pakistan, the SUFI Trust, Stratford-upon-Avon Town Council and a number of local schools to mark the anniversary of the birth of Pakistan's national poet, Dr Sir Muhammad Iqbal.

These three events provided the opportunity to celebrate connections between our writers and deepen ties between our communities and organisations.

Welcoming Refugees to Explore Shakespeare

Throughout 2022 the Trust was honoured to welcome refugee communities to experience the life, works and times of Shakespeare for themselves.

Working in partnership with Stratford Welcome Here, we hosted families from Syria, Iraq and Ukraine on 22 August to experience fun on the Tudor farm at a special event at Mary Arden's Farm.

Later in year, we welcomed over 70 Ukrainian families who have recently settled in the Birmingham area to explore Shakespeare's Birthplace.



Recruitment of a New Chair to the Board of Trustees

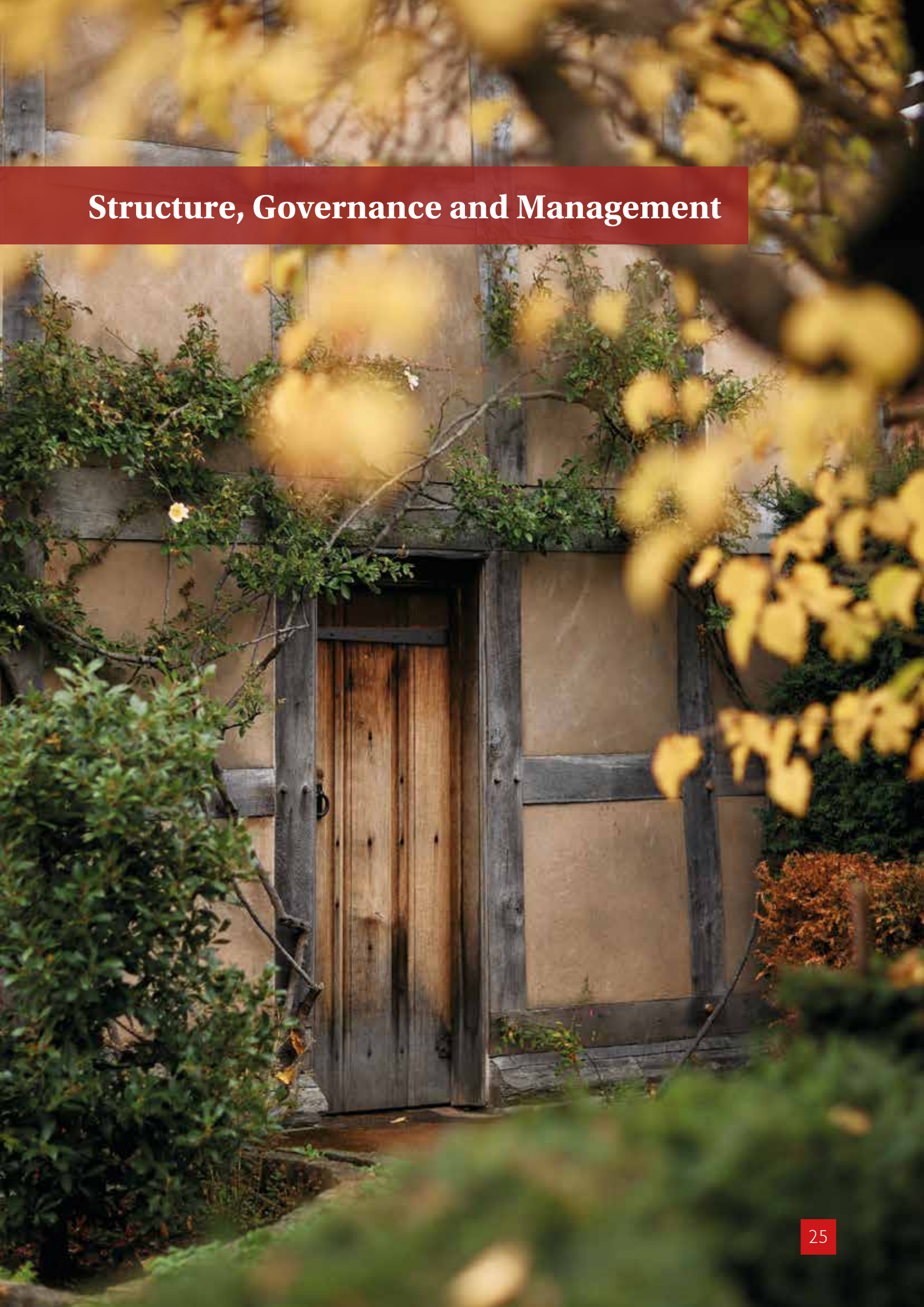
As stated in our 2021 report the Board extended Chair Peter Kyle's tenure by 12 months to October 2022 to support the Trust and provide stability during the pandemic. With the Board's delegated authority, the Nominations & Remuneration (N&R) Committee assisted by an independent HR professional led the search for Peter's successor. The process, which had diversity, strategy, commercial leadership and Shakespeare at its core, was designed following consultation with stakeholders, including, the CEO, a number of Council members and the Trust's ACE Relationship Manager. Professional recruitment agency Perrett Laver was selected and appointed to carry out a wide-ranging search and support a multi-stage selection process.

Following this comprehensive programme on 7 June, the N&R Committee made the recommendation that Anup Mysoor be appointed a Trustee and the Trust's next Chair from 27 September 2022. The recommendation was unanimously supported by the Board.





Structure, Governance and Management



Structure, Governance and Management

Constitution and Governing Documents

The Shakespeare Birthplace Trust (SBT/The Trust) came into existence as a result of the purchase, for preservation as a national memorial, of Shakespeare's Birthplace in 1847 and of Shakespeare's New Place estate in 1862. The Trustees were first incorporated by Act of Parliament in 1891 and now carry out their responsibilities under the terms of the Shakespeare Birthplace Trust Act 1961 and The Charities (Shakespeare Birthplace Trust) Order 2017. The Trust is a Registered Charity, number 209302.

Strategic Purpose and Objectives

The charitable objectives of the Trust are:

- To promote in every part of the world the appreciation and study of the plays and other works of William Shakespeare and the general advancement of Shakespearian knowledge;
- To maintain and preserve the Shakespeare Birthplace properties for the benefit of the nation;
- To provide and maintain, for the benefit of the nation, a museum and a library of books, manuscripts, records of historic interest, pictures, photographs and objects of antiquity, with particular, but not exclusive, reference to William Shakespeare, his life, works and times.

> "Sharing and championing knowledge about Shakespeare and his works around the globe.
>
> Sharing and caring for the Shakespeare family homes.
>
> Sharing and growing our collections and knowledge through a Shakespeare museum, archive, library and public programmes."
>
> The Shakespeare Birthplace Trust mission statement



Structure, Governance and Management

Board of Trustees

The Board of Trustees has independent control over, and legal responsibility for the charity's management and administration. The Board's decision-making process is informed by charity law and is set out in the Charities (Shakespeare Birthplace Trust) Order 2017.

During 2022 the Board met six times: quarterly for Board meetings and twice at away days to consider future strategy. All Board meetings took place in-person, with the option for Trustees to join online if required.

Chair Peter Kyle resigned on 27 September 2022 after an eleven year tenure and was succeeded by Anup Mysoor. Vice Chair John Russell also resigned on 27 September after ten years as a Trustee. We are deeply grateful to both Peter and John for their exemplary service and extensive contributions to the work of the Trust.

Trustees Nick Abell, Lady Cobham, Mike Huggins and AJ Leon's terms of office were due to end on 31 October. The Board appointed all for another three year term.

With a new Chair in place the Board will review its succession plan and Committee structure.

The Board can comprise between 8-12 members. We currently have 11 Trustees. Those who served during the year and up to the date of this report are listed on page 3.

Appointment Terms

Trustees are appointed on their own merits by the Board, following recommendation by the Nominations & Remuneration Committee.
In accordance with the Trust's governing documents, appointments are for three years with a maximum service of nine years (ten years in exceptional circumstances). Trustees retire in rotation. Appointments will be considered by the Trustees prior to the end of each respective term. When filling vacancies the Board will review its existing skills with a view to ensuring it can draw on a range of relevant knowledge and experience to undertake its responsibilities.

Board Diversity

We believe a diverse Board of Trustees, with a blend of backgrounds, knowledge and experience is important to the effectiveness of our governance. The Board is committed to the Trust's Equality, Diversity, Inclusion and Belonging (EDIB) policy and recruits with the aim of attracting individuals who will help lead in a way that embraces inspiration, diversity and fresh thinking. Increasing diversity was one of the central principles in our recruitment of a new Chair; it was embedded in the recruitment brief and our appointment panel undertook an Unconscious Bias refresher course before the selection process.

Trustee Induction

All Trustees complete an induction programme designed to inform them about the Trust's structure, strategy, finances and delegation framework, which shape the Trust's decision-making processes and ensure that they are fully aware of the responsibilities of being a Trustee. The induction takes the form of a combination of meetings, visits and the provision of appropriate reading material, including our Governance Handbook. Our new Chair is in the process undertaking an extended and detailed induction.

Code of Conduct

All Trustees are required to adhere to our Trustees' Code of Conduct that provides clear guidelines on expected standards of behaviour, responsibilities and best practice in fulfilling their obligations.

Prior to appointment Trustees complete declarations of eligibility and statements of interest/loyalty which are subject to regular review. In accordance with the Trust's policy, declarations of interests/loyalty feature on each meeting agenda and Trustees are expected to withdraw from any decisions where a conflict of interest arises.

Structure, Governance and Management

Committees of the Board of Trustees

The Board is supported in its work by four standing committees. The Chair of each committee is a Trustee who reports to the Board on the activities at each Board meeting:

Audit & Risk Committee

The Committee is part of the overarching governance arrangements of the Trust. It operates in accordance with an agreed Terms of Reference, which are periodically reviewed to maintain alignment with Charity Commission expectations and guidance. Membership consists of three Trustees with the responsibility to:

- oversee the outcomes of external audits and other review work, including financial reporting processes;
- review the Trust's processes of internal control, and risk management;
- consider the Trust's compliance with relevant statutory and finance regulations;
- review the Trust's safeguarding and legal compliance; and
- advise the Board of any relevant matters.

The Committee met twice during the year. The Trust's Chair is an Ex-offico member of the Committee and attended one of these meetings as part of his induction.

Finance Committee

The Committee supports the Board by reviewing on a regular basis the financial performance, budgetary control, management and strategy of the Trust and its trading subsidiary. Membership consists of three Trustees. Due to essential, time-dependent strategic decision-making, the Committee increased its programme of meetings for the year from four to five. The Trust's Chair is an Ex-offico member of the Committee and attended the November meeting as part of his induction.

Heritage Assets & Property Committee

The Committee supports the Board by providing a strategic oversight of the Trust's heritage assets and properties through the perspectives of physical and knowledge assets and the means of public engagement with them.

Membership consists of three Trustees. The Committee met twice during 2022.

Nominations & Remuneration Committee

The Committee reviews all people (employed, volunteer and Trustee) matters which include determining staff remuneration, senior staff and Trustee recruitment; equality, diversity, inclusion and belonging.

The Board delegated authority to the Committee to lead the process to recruit a new Chair via an appointment panel which reported back to the Committee and subsequently the Board of Trustees.

Membership consists of three members. The Trust's Chair is an Ex-offico member of the Committee and attended the November meeting as part of his induction.



Structure, Governance and Management

SBT Council

The Trust's consultative, honorary Council formalises relationships with individuals able to support the furtherance of its charitable objectives and contribute to its long-term vision. The Council's membership represents a range of key stakeholders and a diverse cross-section of society. The Council is utilised as an incubator for future Trustee/SBTT Ltd Director appointments, with the stated intention that the Council is a place where members could be involved and become familiar with the Trust's work. The Council meets once a year with the Board of Trustees and Leadership Team and is chaired by the Honorary President.

The Council is kept appraised of developments via updates from the Board and CEO. In 2022 Council members supported numerous aspects of our work including taking part in consultation on key strategic topics via focus group sessions at the annual meeting. Members also supported the process to appoint a new Chair for the Trust and executive recruitment, as well as providing advice and guidance on specific topics and content for events and communications.



SBT Trading Ltd

SBT Trading Limited is a company wholly owned by the Trust. It is the Trust's general trading arm and is responsible for running its commercial activities.

The Board of SBT Trading Limited is responsible for the company's activities. The Board members include Trustee representation with the majority of members being independent of the Trust. The Board performs the same role as any company board, overseeing the running of the company, reviewing major risks facing the company, agreeing and monitoring its budget and approving its annual report and financial statements.

In 2022 the Trust, which is responsible for the appointment of SBTT Directors, undertook a review of the trading company board. A full external recruitment campaign, led by the Nominations & Remuneration Committee, resulted in the appointment of two new independent Directors: Kate McLuskie (SBT Council member) and Paul Stewart, allowing Sarah Jones to stand down to pursue new challenges. Vice Chair John Russell had acted as Chair of SBT Trading Limited for 4 years and following his resignation in September 2022 he was succeeded by independent Director Lynne Walker. We are grateful to both Sarah and John for their excellent contributions to the work of the trading company.

The Board currently has five Directors. One is an SBT Trustee, the remainder are independent Directors.

The SBTT Board of Directors met four times during 2022.

The performance of SBT Trading Limited during the year ended 31 December 2022 is set out in Note 5 to the financial statements.

Structure, Governance and Management

Leadership Team

The Leadership Team comprises the Chief Executive and senior staff who support him in fulfilling his responsibilities. Some senior staff have job titles incorporating the title "Director" but they are not directors in a legal sense nor are they charity trustees.

The Board of Trustees delegates various functions to the Leadership Team and other staff through the leadership of the Chief Executive. These functions are summarised in a Scheme of Delegation. The Leadership Team formulates strategy for Board consideration and approval, ensures it is carried out and oversees the day to day operation of the Trust.

Two years ago before the pandemic, the Trust embarked on a restructuring plan to redesign its senior leadership structure to enable the Trust to build upon achievements, make the most of opportunities and shape its future ambitions. As reported in 2020, the Trust was able to recruit three new directors for the posts of Strategic Projects, Visitor Experience & Business Development and Finance & Resources. The recruitment of the final two director posts covering Development and Knowledge & Engagement was paused at the outset of the pandemic. In mapping out a clear pathway for recovery, the Trust restarted this recruitment plan in 2022 and was delighted to appoint Professor Charlotte Scott as Director of Knowledge and Engagement from 1 July 2022.



Achievement of Public Benefit

As a charity, the Trustees recognise their legal duty to report on the Trust's public benefit in their Annual Report, as part of a requirement – given particular emphasis by the Charities Act 2011 – to clearly demonstrate that the objects of the charity are for the public benefit. In setting the Trust's objectives and planning its activities, the Trustees have given due consideration to the Charity Commission's guidance on public benefit and also its supplementary public benefit guidance on fee charging and advancing education. They consider the information which is contained in this report, about the Trust's objectives, activities and achievements, demonstrates the benefit to the public that arise from these objects. The Trust identifies the most significant benefits to the public that arise from its objects as:

- Providing opportunities for enjoyable and stimulating learning for the general public (168,257 via admissions) about the life and works of William Shakespeare.
- Publishing and widely disseminating to the public digital information about the life and works of William Shakespeare. Our website had over 9.03 million page views in 2022 – a 7.3% increase from 2021.
- Traffic to Shakespedia alone increased by 14.5% to reach 6.3 million pageviews.
- Providing formal learning programmes for 29,826 students both in person and virtually.
- 72,136 downloads of our suite of over 300 teaching resources – a 20% increase from 2020 as we transitioned to a 'digital first' model of delivery.
- Caring for and developing the Shakespeare family homes and over 1 million items in our Collections and making them physically and intellectually accessible to the greatest feasible extent to the general public.
- Making accessible to researchers and students our important collections and archive, and in doing so adding to the collective knowledge, understanding and appreciation of William Shakespeare. There were 103 visits to our Reading Room with 794 library and archive items consulted and a limited online service for our collections which received 5,139 enquiries.

Structure, Governance and Management

- Providing diverse opportunities for volunteering, internships and apprenticeships across the Trust. In 2022 our volunteers donated 3,652 hours.
- Providing loans of objects to other accredited museums and related organisations continues to be an important part of our public benefit.
- In providing these public benefits, the Trust supports the five widely accepted generic learning outcomes which show the positive impact of the public's interaction with museums on their knowledge and understanding; skills; attitudes and values; enjoyment, inspiration and creativity; and action, behaviour and progression.
- In the development of our commercial activities at Mary Arden's Farm we have adjusted our pricing model to ensure that parents pay 50% less than their children who take part in the activities on the day of the event. This was trialled in the October Half Term events with audiences responding positively and the event selling out in advance.

Fundraising

The Trust raises the majority of voluntary income from targeted approaches to trusts, foundations and other public funding bodies. We also invite visitors to the Shakespeare family homes to support our work through donations, or join our Friends scheme, either during their visit or by follow-up email. We are committed to a transparent and ethical approach to all our fundraising activity.

Fundraising is managed by the Trust's Development Team and no third party fundraisers are used. All fundraising activities are reviewed in line with our obligations for responsible fundraising, and the team engages personally with all individual donors to ensure the protection of vulnerable persons. The Trust is registered with the Fundraising Regulator and complies with Code of Fundraising Practice. No complaints were received during the year and we received no requests through the Fundraising Preference Service to opt out of our communications.



Equality, Diversity, Inclusion and Belonging

The Trust is passionate about being a truly inclusive organisation – with the people who work with us and our audiences being as diverse as the communities we serve. This is fundamental to our belief that Shakespeare is for everyone and that the range of experience diversity brings is a huge asset to the Trust. We are determined to do our utmost to ensure an inclusive and welcoming environment for all.

During 2022, following on from our initial EDIB benchmarking survey, we delved deeper into the survey results and development opportunities with focus groups centred on people, audiences and communities with a wide range of participants across the Trust. This feedback helped us to articulate our aim over the next 3 years to increase the ethnic, disability and social mobility diversity of our people, audiences and the communities we serve to be more representative of the West Midlands region. Underpinning this aim are specific targets and measures to facilitate our aspiration. We have now embedded an annual externally facilitated EDIB survey and feedback session into our ongoing monitoring and understanding of our EDIB journey.

Staff Pay and Recognition

We recognise the importance of being transparent and accountable for all aspects of our work, including how we recognise and reward our staff. We recognise our staff for their performance, living our organisational values and contribution to the delivery of the Trust's strategy. We compare our pay scales against those in the museums and wider not for profit sector. General pay increments are reviewed and agreed by the Nominations & Remuneration Committee of the Board of Trustees.

Key Management Remuneration Policy

Key management personnel pay is considered by the Nominations & Remuneration Committee of the Board of Trustees. Each year the committee reviews the remuneration of key management personnel, considering performance and benchmarking data to ensure that levels of remuneration remain appropriate.

Gender Pay Gap

Following the 2020 organisational restructuring in response to the impact of the COVID-19 pandemic the Trust no longer falls under the requirements of The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 to publish a report showing the organisation's gender pay information. However the Trust has continued to voluntarily report its data as its commitment to transparency via its website. The Trust is committed to continue to develop its workforce strategy which includes maintaining a culture of representation and inclusion to ensure equality of opportunity for all.

Environmental Commitment

The Trust is committed to working in as sustainable way as possible to minimise its environmental impact, including a pledge to be net zero in its own greenhouse gas emissions by 2030. This work is viewed through a lens of celebrating and exploring Shakespeare's connection to the natural world as a way of embedding environmental issues at the heart of any activity.

Principal risks and uncertainties

The Trustees have overall responsibility for ensuring that the Trust has an appropriate system of controls, financial and otherwise. The systems of internal control are designed to provide reasonable but not absolute assurance against material misstatement or loss. They include:

- An annual budget approved by the Trustees.
- Regular consideration of both financial results and other performance indicators.
- Delegation of authority and segregation of duties.

Structure, Governance and Management

As part of the responsibility, the Trustees are also required to ensure that effective and adequate risk management is in place to manage the major risks to which the Trust is exposed. They have a clear mechanism for obtaining assurance on the management of risks. The Trustees agree the approach to risk including overseeing the process to identify and assess key risks and understanding how those risks are managed and mitigated.

To support the identification and evaluation of the Trust's key risks, a risk assessment model has been developed which incorporates strategic and operational day to day activities. Risks are considered and presented as either Strategic or Operational risks within an active risk register. Strategic risks are significant risks that influence the achievement of the Trust's charitable objectives. These may include major internal risks such as financial sustainability or compliance risks or they may be external events with high impact which the Trust cannot control and for which the Trust needs to develop response mechanisms. Operational risks are day to day risks and more likely to be internal within the Trust's control and with a higher level of probability of the risk event happening. The Trust's focus of attention on these risks relates to how it can control, manage or transfer risk to a third party.

Individual risks are then assessed using a scoring mechanism, with respect to the inherent likelihood of occurrence, severity of impact on the Trust, the steps in place to mitigate the risk and the resulting impact on residual risk. Residual risks are ranked using a 'traffic light' scheme (red/amber/green). The Audit & Risk Committee oversees the detailed risk management process.

The risks which are currently assessed as scoring highest and the outline mitigating strategies to address them are shown in the table below:

RISK	MITIGATION STRATEGY
The continued economic uncertainty post-pandemic, including high inflation rates and impact of the ongoing war in Ukraine on world tourism results in a significant financial loss for the SBT that it is unable to sustain	• Updated Cash flow (and out-turn) forecasts based on latest information to identify pinch points • Use of grant and loan funding from Arts Council England and pursuit of other funding opportunities • Re-evaluation of operating model and prioritisation of resources • Re-evaluation of investment assets held • Re-evaluation of operational accommodation needs and strategy
Dependency on tourism, particularly international visitors for the funding of the current operating model to deliver charitable objectives	• Diversification of income streams • Re-evaluation of operating model including staffing structure and prioritisation of resource • Use of digital delivery and income generation opportunities
Organisational structure and nature of operational assets hamper medium to long-term strategic and financial planning	• Implementation of revised organisational structure, roles and responsibilities • Re-evaluation of operational accommodation needs and strategy • Development & introduction of master strategic and financial planning
Major conservation works on heritage assets significantly impacting on level of reserves	• Conditional surveys and quinquennial reports with 10 year conservation plan • Phased works planned to conserve and maintain buildings • Review of strategic assets and investments and other funding opportunities
Cyber Security attack on core Trust systems impacting on the ability to operate or potential loss	• Improvements in IT infrastructure to improve resilience • Continued staff awareness training on cyber security issues

Structure, Governance and Management

Plans for the Future

Planning for our future is a strong theme for 2023-2025 as we build the architecture, the systems and processes, within which we can deliver change.

We'll be exploring ways to foster the partnerships, the innovation and the creativity required to develop a comprehensive capital and investment strategy which starts to join together our aspirations for all our special places.

We will also be making meaningful shorter-term interventions, such as in improving how we present our visitor facilities across the Shakespeare family homes and looking at options to improve our Henley Street visitor offer.



Financial Review



William Shakespeare in the Globe Theatre, Philip Sutton (b. 1928),
© the artist. Photo credit: Shakespeare Birthplace Trust

Financial Review

The Financial Year in Review

The financial statements of the Trust for the year under review and the financial position at the Balance Sheet date are set out in the Accounts. In particular, the Statement of Financial Activities (SOFA), which includes both unrestricted and restricted funds, shows the performance of the Trust and its trading subsidiary SBT Trading Limited, during the year.

Trading position

During 2022, we continued on our post-pandemic financial recovery journey, making steady progress against our agreed recovery plan.

The main trading financial highlights of the year included:

- Sales of admissions tickets under our seasonal house model continued to thrive and doubled to over £2 million year on year;
- The return of organised group travel was encouraging despite a slow start achieving zero to £0.75m over the season;
- Investment income from both our investment portfolios remained static year on year;
- Overall expenditure has continued to be contained despite the increase in visitors and activity. We are seeing the benefits of the business model restructuring we undertook at the height of the pandemic;
- Commercial trading in our shops has thrived. Our average spend per head continues to be significantly up on that achieved pre-pandemic, despite the cost of living crisis.

Despite this positivity, we incurred an operating deficit of (£1.57m) for the year.

This operating deficit has been supported by the unsecured £3 million loan taken out in 2021 from The Secretary of State for the Department for Digital, Culture, Media and Sport, and Arts Council England under the Repayable Cultural Recovery Fund programme.

As we noted in the prior year's annual report, we continue to expect to be operating under a financially constrained operating model for the period to 2025. Our current forecasts indicate that our 2023/2024 post COVID-19 recovery period before the next recovery milestone is achieved will be financially challenging.

On an overall funds basis, the statement of financial assets shows an apparent overall surplus of £505,000 (2021: £2,159,000) but this position is flattered by both the unrealised gains on the 5-yearly professional valuation of our properties and the pension scheme liability:

	2022	2021
	£'000	**£'000**
Net movement in Funds as reported in Statement of Financial Activities	505 Surplus	2,159 Surplus
Remove impact of:		
Unrealised investment asset valuation gains	-	(304)
Unrealised actuarial gain on pension liability	(396)	(654)
Unrealised gain on property professional revaluation	(1,987)	-
Fixed asset impairment provision	-	46
Disposal of investment properties	-	(4,142)
Underlying operating position	**(1,878) Loss**	**(2,895) Loss**

Financial Review

Over the last 2 finanical years, we have sustained an underlying operating loss of (£4,773,000). Our remaining apparent liquid assets (including our financial investment portfolio and proceeds from land disposals during the pandemic) were already designated to service ongoing financial obligations, including £2.45m of statutory conservation commitments, £4.8m of required preservation works, and our defined benefit pension scheme deficit recovery plan (£1.3m). Our other "on paper" assets were illiquid and this has required a considered (multi-year) rationalisation process.

Significant Property Transactions

During the year, our investment property policy has been to:

- Continue to preserve our fixed asset investment properties. These properties are strategically important as they are adjacent to the Shakespeare Birthplace Properties and are held to further maintain the setting and environment of the Shakespeare family homes;
- Realise development potential in some other properties, thereby using our resources more effectively for the furtherance of our charitable objectives.

To this end, we have disposed of an adjacent piece of land to a property previously disposed of in 2020. The impact of this disposal is separately disclosed on the face of the Statement of Financial Activities.

Balance Sheet position

The Trust's balance sheet is dominated by its long-term investments in strategic properties, which are discussed within our reserve policy.

Our tangible and intangible assets are visitor facilities, operational plant and equipment at our properties and central infrastructure such as IT systems. During the year, tangible fixed assets rose by £90,000 reflecting our investment in new ICT infrastructure and amenities for our staff teams.

Investments rose by a net £1,141,000 representing the unrealised uplift impact of the 5-yearly professional valuation of our properties together with a fall of £306,000 in the stock market value of our fiscal investments year on year.

Net current assets of £10,180,000 (2021: £11,432,000) represents our working capital. This does include the Repayable Cultural Recovery Loan receipt of £3 million being utilised to fund recovery period planned operating deficits and a debtor on the land option disposal agreement entered into in 2021. Without these two items, our net current assets would have been £5,305,000.

The deficit on our defined benefit pension scheme fell to £1,380,000 (2021: £2,026,000). In a closed scheme such as ours, the principal factors affecting the net liability are the discount rate applied to the valuation of future pension payments, investment returns and deficit reduction contributions made by the Trust. The discount rate which is based on corporate bond rates increased from 1.8.% to 5.0%, decreasing the value of our pension payment obligations. Deficit contribution payments of £376,000 were made during the year.

Total funds as at 31 December 2022 amounted to £29,329,000 (2021: £28,824,000). Total Unrestricted funds amounted to £28,139,000 (2021: £27,299,000) which comprises £4,974,000 of undesignated funds and £23,165,000 of designated funds – details of which are included in the reserves policy note on page 38. Restricted funds as at 31 December 2022 amounted to £1,190,000 (2021: £1,525,000) predominately comprising of the New Place heritage asset funded by restricted capital grants in prior years (£1,054,000) with the balance of £136,000 in restricted income funds. Neither of these restricted funds are available for the general purposes of the Trust.

Financial Review

Reserves Policy

As reported in the last Annual Report, in the light of the pandemic, the Trustees using their risk-based approach reviewed the target basis for residual free reserves after designations during 2021. They considered that its target needs to take into consideration the following factors:

- Liquidity and
- Risk.

Liquidity means ensuring that there is appropriate reserves to manage fluctuations in bank balances on a day to day trading basis. This has been assessed by reference to the average "cash gap" over the last 3 years. The cash gap is the range between the lowest and highest month end bank balances. As at 31 December 2022, this has been calculated at £1,693,000.

Risk at this point in the Trust's post-pandemic financial recovery means taking into account two known legally obligated cash commitments that the Trust must ensure it has the ability to honour – Repayable Cultural Recovery Fund loan repayments and defined benefit pension scheme deficit contributions. As at 31 December 2022, this risk has been assessed at £1,375,000.

Taking the two factors together, the target basis for residual free reserves after designations and the pension reserve is £3,068,000. The unrestricted, undesignated funds as at 31 December 2022 amount to £4,974,000, however £3,090,000 of these funds relate to unrealised revaluation reserves.

The Trust also maintains designated reserves to ensure that it is able to continue to fulfil its charitable purpose by providing for business continuity, the ongoing conservation needs of its heritage assets, and to support future revenue expenditure and strategic capital match funding requirements, which are unlikely to be covered by annual generated income in this post-pandemic recovery period.

It is important to recognise that the Trust has another 2 year period of planned operating deficits to fund as its emerges from the pandemic. The Repayable Cultural Recovery Fund £3m loan was entered into to support this recovery and in 2021, the Trustees designated £3.5m of its resulting cash balance to a Covid Recovery Fund – £817,178 was utilised in 2022 with the balance over the next 2 years.

As reported last year, the Trust disposed of two investment properties in 2021, these disposals provided match funding for key strategic development opportunities (£3 million in a Strategic Project fund) and seed funding for innovative commercial income projects in their pilot stages (£250,000 in an Innovation Fund) – these funds were utilised during this reporting period by £101,000 and £57,000 respectively.

While the Trust had net assets of £29,329,000 at 31 December 2022, this included fixed assets and investment properties with a value of £19,258,000. Approximately £14,730,000 of these are properties of strategic importance to the Trust which are held for the long-term in order to protect and conserve the historic setting of the Shakespeare family homes. They provided a critical source of income of £735,000 during the year (2021: £688,000) to support Trust activities.

These properties are held within a designated Strategic fixed asset investments fund to match the net book value of the fixed asset investment properties. These properties are strategically important, as they are adjacent to the Shakespeare Birthplace Properties (being the Shakespeare family homes and nearby property designated under the Shakespeare Birthplace Act 1961). They have been acquired since 1961 to further maintain the setting and environment of the homes, and which serve to enhance the experience we curate for our visitors.

The Trust's fixed assets that are used in day to day operations amount to £1.6million and are held in a designated functional fixed asset fund to match the net book value of the functional fixed assets that are used in the day to day operation of the Trust.

To fulfil its charitable objectives and statutory obligations, the Trust's conservation needs and plans are a multi- year programme of activity and commitment – the Trustees have recognised this in a designated conservation fund.

Financial Review

Investment Policy and Performance

The Trust maintains a review of its investments through its Finance Committee, which also monitors performance against market benchmarks and considers the adequacy of its investment mix.

The overarching investment principles embedded in our Investment Policy are as follows:

- Implement a balanced asset allocation approach to the portfolio with a medium risk profile;
- Portfolio to be diversified to provide an appropriate base for income growth and to protect the capital base against long-term inflation;
- Performance at least at the rate of inflation (measured by the wages index) plus 5%.

The portfolio was managed in the year in the following manner:

- Direct property investments by Sheldon Bosley Knight;
- Marketable investments actively managed by Charles Stanley & Co.

Our investment property portfolio comprises of residential, car parking and commercial properties in and around Stratford-upon-Avon. Rental income from car parking and commercial properties have continued to recover from the pandemic. Rental payment plans successfully agreed with our ongoing tenants have been adhered to. Rental performance continues to be robustly monitored on a monthly basis with our property agent Sheldon Bosley Knight.

The world's stock markets in 2022 have been dominated by the impact of inflation hitting a four decade high in several economies resulting in a "cost of living" crisis that still threatens to tip the world into recession. Consumers are reducing spending to cope with soaring bills, especially energy. The markets' negative response to the UK government's mini budget in September 2022 saw an overnight fall of 7.9% in the portfolio valuation. As a consequence, our investment portfolio valuation ended the year with an overall annual fall in value of 9.5% on its 2021 year end position to finish year at £3.49m (note 14 to the financial statements).

Performance against our key benchmark (MSCI PIMFA Income) was 3.21% higher on a total return basis on a 12-month performance basis at (5.12)%. This difference in performance can be explained by the differing asset allocations between our portfolio and the benchmark portfolio as follows:

Asset Class	Our Portfolio	Benchmark Portfolio
Fixed income	22.56%	25.0%
UK Equity	27.74%	20.0%
International Equity	15.68%	30.0%
Alternatives	22.61%	17.5%
Real Estate	4.33%	2.5%
Cash	7.08	5.0%
Total	**100%**	**100%**

Source: Charles Stanley Investment Report & MSCI PIMFA Private Investor Income Index December 2022

Our portfolio has higher weighting in UK equites which performed better over that time period than fixed income and international equities that the benchmark portfolio has higher weightings in.

Financial Review

An analysis of our total return performance for the year to 31 December 2022 against other market indices was as shown in the table below:

	Total Return %	Comparison to our Investment Policy
Portfolio	(5.12)%	
Wage Inflation +5%	10.5%	Objective not met
MSCI PIMFA Income	(8.33)%	Objective met
FSTE All Share	0.34%	Objective not met
FTSE All Govt	(23.83)%	Objective met
Portfolio Dividend yield	4.38%	
Dividend yield target	5.0%	Objective not met

In the final quarter of the year, the Trust in accordance with governance best practice, market tested its investment management services and appointed Quilter Cheviot Investment Management to take on fiscal investment management in 2023. The Trust is reviewing its treasury and investment objectives and policies during the first quarter of 2023.

Going Concern

The continued impact of the pandemic, together with high inflation rates and the impact of the war in Ukraine on world travel and economic recovery, required the Trustees to review their 2023-2026 cash flow forecasts. The forecasts were prepared to reflect changed circumstances and the mitigation actions and decisions that have been taken in order to manage the change in operating conditions through the post pandemic recovery phase. Key forecast assumptions have been stress tested and also take into account the unsecured £3 million loan agreement (drawn down in 2021) under the Repayable Cultural Recovery Fund programme with The Secretary of State for the Department for Digital, Culture, Media and Sport and Arts Council England.

Based on the above, the Trustees are satisfied that the Trust has adequate resources to continue to operate as a going concern for the foreseeable future and have prepared the financial statements on that basis.

Disclosure of Information to Auditors

The Trustees who held office at the date of approval of this Trustees' report confirm that, so far as they are each aware, there is no relevant audit information of which the Trust's auditors are unaware; and each Trustee has taken all the steps that they ought to have taken as a Trustee to make themselves aware of any relevant audit information and to establish that the SBT's auditors are aware of that information.

Approved by the Board of Trustees on 5 June 2023 and signed on its behalf by:



Anup Mysoor Chair of the Trustees

Trustees' Report

STATEMENT OF TRUSTEES' RESPONSIBILITIES IN RESPECT OF THE TRUSTEES' REPORT AND THE FINANCIAL STATEMENTS

Under the governing document of the charity and charity law, the Trustees are responsible for preparing the Trustees' report and the financial statements in accordance with applicable law and regulations.

Charity law requires the Trustees to prepare financial statements for each financial year.

The group and charity's financial statements are required by law to give a true and fair view of the state of affairs of the group and the charity and of the group's excess of income over expenditure for that period.

In preparing these financial statements, generally accepted accounting practice entails that the Trustees:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- observe the methods and principles in the Charities Statement of Recommended Practice (SORP) in the preparation of Charity accounts in accordance with applicable Accounting Standards in the UK;
- state whether the financial statements comply with the trust deed and applicable 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 group and the charity will continue in business.

The Trustees are required to act in accordance with the governing document of the charity, within the framework of trust law. They are responsible for keeping proper accounting records, sufficient to disclose at any time, with reasonable accuracy, the financial position of the charity at that time, and to enable the Trustees to ensure that, where any statements of accounts are prepared by them under Section 132 (1) of the Charities Act 2011, those statements of accounts comply with the requirements of regulations under that provision. They have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the charity and to prevent and detect fraud and other irregularities.

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

Independent Auditor Report

Opinion

We have audited the financial statements of the Shakespeare Birthplace Trust for the year ended 31 December 2022 which comprise the consolidated statement of financial activities, the group and charity balance sheets, the consolidated cash flow statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 – the Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and of the parent charity's affairs as at 31 December 2022 and of the group's 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 Charities Act 2011.

Basis for opinion

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

Conclusions relating to going concern

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

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to 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.

Independent Auditor Report

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the trustees' report; or
- sufficient and proper accounting records have not been kept by the parent charity; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 41, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group and the parent charity'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 charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 151 of the Charities Act 2011 and report in accordance with the Acts and relevant regulations made or having effect thereunder.

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

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

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

Extent to which the audit was considered capable of detecting irregularities, including fraud.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

Independent Auditor Report

We obtained an understanding of the legal and regulatory frameworks within which the charity and group operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Charities Act 2011 together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charity's and the group's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charity and the group for fraud. The laws and regulations we considered in this context for the UK operations were General Data Protection Regulation (GDPR), Anti-fraud, bribery and corruption legislation, Health and safety legislation, and Employment legislation.

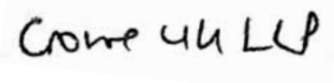
Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of admissions income and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management and the Audit & Risk Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission, and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

Use of our Report

This report is made solely to the charity's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees 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 charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.



Crowe U.K. LLP
Statutory Auditor
Black Country House
Rounds Green Road
Oldbury
West Midlands B69 2DG
Date: 5 July 2023

Crowe U.K. LLP is eligible for appointment as auditor of the charity by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006.

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

For the year ended 31 December 2022	Note	Unrestricted General funds £000	Unrestricted Designated funds £000	Restricted funds £000	Total 2022 £000	Total 2021 £000
Income from						
Donations	3	38	-	9	**47**	85
Charitable activities:						
• Admissions to historic houses		2,944	-	-	**2,944**	1,109
• Cultural engagement & participation		339	-	-	**339**	149
• Grants receivable	4	228	-	60	**288**	509
Other trading activities	5	1,199	-	-	**1,199**	476
Investments	6	951	-	-	**951**	841
Other income	7	2	-	-	**2**	12
Total income		**5,701**	-	**69**	**5,770**	3,181
Expenditure on						
Raising funds		1,755	-	-	**1,755**	1,359
Charitable activities		4,676	420	404	**5,500**	4,669
Other expenditure		87	-	-	**87**	48
Total expenditure	8	**6,518**	**420**	**404**	**7,342**	6,076
Net gains/ (losses) on investments	14	(306)	-	-	**(306)**	304
Net gain on investment property	14	636	1,295	-	**1,931**	4,142
Net income/(expenditure)		**(487)**	**875**	**(335)**	**53**	1,551
Transfer between funds	19	340	(340)	-	-	-
Other recognised gains and losses						
Actuarial gains/(losses on defined benefit pension scheme	22	-	396	-	**396**	654
Gains/(losses) on revaluation of fixed assets	12	-	56	-	**56**	(46)
Net movement in funds		**(147)**	**987**	**(335)**	**505**	2,159
Reconciliation of funds						
Total funds brought forward	19	5,121	22,178	1,525	**28,824**	26,665
Total funds carried forward	19	**4,974**	**23,165**	**1,190**	**29,329**	28,824

For the analysis of transfers between and composition of funds see note 19. Unrestricted funds comprise both designated and undesignated funds. Restricted funds comprise both income and capital funds.

The income and expenditure and the resulting net movement in funds arise from continuing operations and includes all gains and losses recognised in the year.

Financial Statements

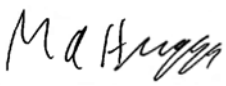
CONSOLIDATED BALANCE SHEET

As at 31 December 2022	Note	2022 Group £000	2022 Charity £000	2021 Group £000	2021 Charity £000
Fixed assets					
Intangible assets	11	-	-	2	2
Tangible assets	12	**1,642**	**1,642**	1,552	1,552
Heritage assets	13	**1,054**	**1,054**	1,406	1,406
Investments	14	**21,100**	**21,554**	19,959	19,959
		23,796	**24,250**	22,619	22,919
Current Assets					
Stocks	15	**191**	-	314	-
Debtors	16	**2,439**	**2,674**	3,043	3,277
Cash at bank and in hand		**8,418**	**7,876**	8,668	8,413
		11,048	**10,550**	12,025	11,690
Liabilities					
Creditors: amounts falling due within one year	17	**(868)**	**(824)**	(593)	(558)
Net current assets		**10,180**	**9,726**	11,432	11,132
Total assets less current liabilities		**33,976**	**33,976**	34,051	34,051
Creditors: amounts falling due after more than one year	18	**(3,267)**	**(3,267)**	(3,201)	(3,201)
Net assets excluding pension liability		**30,709**	**30,709**	30,850	30,850
Defined benefit pension scheme liability	22	**(1,380)**	**(1,380)**	(2,026)	(2,026)
Net assets including pension liability		**29,329**	**29,329**	28,824	28,824
Funds					
Restricted funds	19	**1,190**	**1,190**	1,525	1,525
Unrestricted funds					
• Designated funds	19	**23,165**	**23,165**	22,178	22,178
• Undesignated funds	19	**4,974**	**4,974**	5,121	5,121
Total funds		**29,329**	**29,329**	28,824	28,824

The Statement of Financial Activities, Income and Expenditure Account, Cash Flow Statement and the Notes form part of these financial statements. These financial statements were approved and authorised for issue by the Board of Trustees on 5 June 2023 and were signed on its behalf by:



Anup Mysoor Chair of the Trustees



Mike Huggins Chair of Finance and Audit & Risk Committees

CONSOLIDATED STATEMENT OF CASH FLOWS

For the year ended 31 December 2022	Note	2022 £000	2022 £000	2021 £000	2021 £000
Net income/(expenditure) for the operating period					
(as per the Statement of Financial Activities)			**53**		1,551
Adjustments for:					
Depreciation charge			**489**		581
Impairment of fixed assets			-		15
Change in fair value of investments			**306**		(304)
Change in fair value of investment property			**(1,933)**		-
Income from investments			**(951)**		(841)
Interest payable			**60**		48
Loss/(Gain) on disposal of investment property			**2**		(4,142)
Decrease/(Increase) in stocks			**123**		115
Loss/(Gain) on disposal of fiscal investments			**25**		(4)
(Increase)/Decrease in debtors			**(329)**		1,541
Increase/(Decrease) in creditors			**280**		(61)
Other pension movements	22		**(249)**		(249)
Net cash (used in) operating activities			**(2,124)**		(1,750)
Dividends, interest and rents from investments		**947**		846	
Purchase of property, plant and equipment		**(169)**		(36)	
Proceeds from sale of investments		**1,257**		2,819	
Purchase of investments		**(161)**		(152)	
Net cash provided by/(used in) investing activities			**1,874**		3,477
Cash flows from financing activities					
Loan advanced by DCMS		-		3,000	
Interest paid on loan		-		-	
Net cash provided by financing activities			-	-	3,000
Change in cash and cash equivalents in the reporting period			**(250)**		4,727
Cash and cash equivalents at the beginning of the reporting period			8,668		3,941
Cash and cash equivalents at the end of the reporting period			**8,418**		8,668

RECONCILIATION OF NET CASH FLOW MOVEMENT IN NET FUNDS

For the year ended 31 December 2022	2022 £000	2021 £000
(Decrease)/increase (in cash in the year)	**(250)**	4,727
Opening net funds	**8,668**	3,941
Closing net funds	**8,418**	8,668

Financial Statements

1. Principal Accounting policies

Basis of accounting

The financial statements have been prepared in accordance with the Charities Act 2011, applicable accounting standards (FRS102) and Charities SORP (FRS102) and under the historical cost accounting rules except that, operational fixed asset freehold land and buildings, fixed asset investments and investment properties are included at fair valuation.

The Shakespeare Birthplace Trust ("SBT/the Trust") was first incorporated by an Act of Parliament in 1891 and its Trustees now carry out their responsibilities under the terms of the Shakespeare Birthplace Act 1961 and The Charities (Shakespeare Birthplace Trust) Order 2017. The provisions of these Acts are also taken into consideration as appropriate when preparing the financial statements.

The SBT meets the definition of a public benefit entity under FRS 102.

Charity status

Shakespeare Birthplace Trust is a registered charity no. 209302. The Trustees of the charity are named on page 3. The charity's principal office is The Shakespeare Centre, Henley Street, Stratford-upon-Avon, Warwickshire CV37 6QW.

Going concern

The Trustees assess whether the use of the going concern principle is appropriate i.e. whether there are any principal uncertainties, related events or conditions that may cast significant doubt on the ability of SBT to continue as a going concern. The worldwide Covid-19 pandemic continued to have an impact on the work of SBT during 2022 and is expected to do so for the next 1-2 years as the Trust works through its post Covid-19 financial recovery plan. The Trustees' report on pages 8 and 36-37 set out the response of SBT to this unexpected and unprecedented change to the activities of the charity and its trading subsidiary, and in particular the unrestricted income of the group. The report briefly sets out the mitigating actions that have been taken and will continue to be taken to ensure that SBT can continue as a going concern. The Trustees make this assessment in respect of the period of at least one year from the date of the authorisation for issue of the financial statements, including stress testing forecasts to December 2024 and have concluded that SBT has adequate resources to continue in operational existence for the foreseeable future (next 12 months) and there are no material uncertainties about SBT's ability to continue as a going concern thus they continue to adopt the going concern basis of accounting in preparing the financial statements.

Basis of consolidation

The consolidated financial statements of the SBT include the financial statements of the charity and its subsidiary trading company, SBT Trading Limited. SBT has taken advantage of the exemption available not to present a Statement of Financial Activities for the charity. The turnover and expenditure of the subsidiary are included in the Consolidated Statement of Financial Activities. The assets and liabilities of the subsidiary is included on a line by line basis in the Consolidated Balance Sheet in accordance with FRS102 section 9 – Consolidated and Separate Financial Statements. Uniform accounting policies are adopted throughout the group and any profits or losses arising on intra-group transactions are eliminated in the Consolidated Statement of Financial Activities. The results of the trading subsidiary are disclosed in note 5. In the charity's financial statements, the investment in its subsidiary trading company is stated at cost less any appropriate provision to net asset value.

Income

Income is shown within five categories in the Consolidated Statement of Financial Activities:

- Income from donations;
- Income from charitable activities;
- Income from trading activities;
- Income from investments and
- Other income.

Income from donations includes legacies, appeals and gifts. Income from charitable activities includes house admissions income and income related to the provision of cultural engagement and participation services. Income from trading activities includes activities undertaken by SBT Trading Limited, namely retail and some catering sales. Income from investments includes dividends from stock market investments and rental income from investment properties. Other income includes the net gains arising on the disposal of operational fixed assets.

All income is included in the Consolidated Statement of Financial Activities when the group is legally entitled to them as income or capital respectively, ultimate receipt is probable and the amount to be recognised can be quantified with reasonable accuracy.

Donations and appeals

Such voluntary income is recognised when the cash is received. Any Gift Aid thereon is accounted for on a receivable basis and is added to unrestricted or restricted funds as appropriate. Where the use of income has been restricted in accordance with the donor's wishes, donations and appeals income is credited to an appropriate fund until it can be spent for the purpose for which it was given.

Legacies

Legacies are accounted for on a receivable basis. Pecuniary legacies are recognised following formal notification from the estate. Residuary legacies are recognised only when the group's interest can be ensured, which is normally on the grant of probate. Where there are uncertainties surrounding the measurement of the group's entitlement to an estate or whether the group will indeed accept the legacy no income is recognised until the uncertainty is resolved.

Admissions to the historic houses

Income from admissions to the historic houses is recognised in the period to which it relates.

Cultural engagement & participation income

Income from the provision of cultural engagement and participation services is recognised on a receivable basis in the period to which is relates.

Grant income

Grants are recognised on a receivable basis when the group has probable and measurable entitlement to the income (i.e. the conditions for its award have been satisfied).

Trading income

Turnover from the gift and book shops and catering outlets operated by the subsidiary trading company represents the value of goods sold net of VAT.

Investment income

Rent and stock market investment income are recognised as income when receivable.

Gains on disposal of fixed assets for group's own use

Gains on disposal of fixed assets for the group's own use (i.e. non-investment assets) are accounted for as other income. Losses on disposal of such assets are accounted for as other expenditure.

Expenditure

Liabilities are recognised as soon as there is a legal or constructive obligation committing the group pay out resources. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. The Consolidated Statement of Financial Activities defines costs into two specific categories:

- Raising funds;
- Charitable activities

Raising funds includes staff members and consultants who are engaged directly in fundraising, the costs of specific publicity campaigns for the raising of donations, the staff members who are engaged in the generation of commercial income, the management of the investment property estate and stock market investments together with the costs incurred in relating to the trading subsidiary.

Costs of charitable activities relate to the work carried out on the core purposes of the charity including the cost of maintenance and management of the historic houses and the provision of cultural engagement and participation activities.

Support costs are allocated to expenditure on raising funds and charitable activities on a basis consistent with the use of resources. Costs relating to management of the group and support departments have been allocated to other functions based on the time they consume in pursuing the objectives of the SBT.

Governance costs included within support costs are those incurred in connection with the administration of the group compliance with constitutional and statutory requirements and the costs of executive management and strategic planning for the future developments and governance of the group. These costs include costs related to statutory audit and legal fees.

Operating leases

Rentals payable under operating leases are charged to the Consolidated Statement of Financial Activities on a straight line basis over the term of the lease.

Redundancy and termination benefits

Redundancy and termination benefits are recognised as soon as there is a legal or constructive obligation committing the group to pay out resource.

Pension costs

Defined benefit pension scheme

The defined benefit pension scheme, which is closed to new entrants (from May 2004) and future accrual (from February 2009) provides benefits based on final pensionable salary. The costs of providing pension benefits under the defined benefit pension scheme have been recognised in accordance with FRS102 Section 34 – Retirement Benefit plans: Financial Statements.

Under FRS102, the assets and liabilities are essentially treated as assets and liabilities of the sponsoring employer – SBT. The operating costs of providing retirement benefits to employees are recognised in the period in which they are earned by employees and finance costs and other changes in the value of pension scheme assets and liabilities are recognised in the period in which they relate.

Defined contribution pension scheme

The pension costs for SBT's defined contribution scheme is recognised in the period in which it is incurred.

Taxation

The SBT is exempt from taxation on its income and gains where they are applied for charitable purposes.

In the subsidiary's financial statements, the policy is to pass taxable profits to the SBT by way of Gift Aid.

Irrecoverable VAT is charged against the category of resources expended for which it was incurred.

Intangible fixed assets and amortisation

Computer software and website are stated at historic purchase cost less accumulated amortisation and accumulated impairment losses. Amortisation is charged so as to allocate the cost of intangible assets less their residual values over their estimated useful lives, using the straight line method over 3-7 years.

Tangible fixed assets and depreciation

Non property tangible fixed assets are stated at historic purchase cost less accumulated depreciation and accumulated impairment losses.

Depreciation is provided on a straight line basis using rates calculated to write down the cost of each asset to its estimated residual value over its anticipated useful economic life, as follows:

Fixtures, fittings and equipment:
3-10 years, or the end of the property lease if relating to tenant improvements

Attractions and exhibitions:
4-25 years

Motor vehicles:
4 years

Assets in the course of construction are not depreciated until completion whereupon they are transferred to the appropriate fixed asset category and depreciated as above.

Freehold land and buildings included in tangible fixed assets are stated at fair value valuation less provisions for permanent diminution in value and are used for administrative and trading purposes. The fair valuation is based on an independent external valuation on an existing use basis every 5 years. The valuation is considered by the Trustees annually and the aggregate surplus or deficit is recognised in the appropriate fund. The freehold land and buildings were last professionally valued as at 31 December 2022, the results of which are included in these financial statements.

Depreciation is not provided on these freehold land and buildings as any provision (annual or cumulative) would not be material, due to the very long expected remaining useful life in each case, and because their expected residual values are not materially less than their carrying value. SBT has a policy of regular structural inspection, repair and maintenance and properties are therefore unlikely to deteriorate or suffer obsolesce.

Impairment of fixed assets

An assessment is made at each reporting date of whether there are indications that a fixed asset may be impaired or that an impairment loss previously recognised has fully or partially reversed. If such conditions exist the Trust estimates the recoverable amount of the asset. Shortfalls between the carrying value of the fixed asset and the recoverable amount, being the higher of fair value and value in use, are recognised as impairment losses in the Statement of Financial Activities.

Heritage assets

The Trust holds heritage assets relating to buildings, the works and times of Shakespeare and Stratford and the wider county, which includes collections of paintings, books and manuscripts, furniture and other household and business items. In addition, the SBT houses exhibits donated by other museums or organisations.

Inalienable properties (which includes the five Shakespeare family homes) have not been capitalised since, in the opinion of the Trustees, the relevant cost information is not available. With respect to items held in the collections, the Trustees do not consider that reliable cost or valuation information can be obtained for the vast majority of items. This is because of the diverse nature of the assets held, the number of assets held and the lack of comparable market values. The SBT does not therefore recognise these heritage assets on its balance sheet.

Expenditure which in the Trustees' view is required to repair, preserve or clearly prevent further deterioration of individual collection items is recognised in the Consolidated Statement of Financial Activities when incurred.

Exhibition and structural improvement costs in relation to the reimagining of New Place, which are considered capital by nature, have been included as heritage assets and are being depreciated in line with anticipated useful economic life of 10 years.

Investment Properties

Investment properties in accordance with FRS102 are carried at their fair value and this is considered by the Trustees annually and the aggregate surplus or deficit is recognised in the appropriate fund. Investment properties were last professionally valued as at 31 December 2022, the results of which are included in these financial statements.

The next professional valuation of properties is due as at 31 December 2027. No depreciation is provided on investment properties.

Financial Statements

Financial Investments

Financial investments are stated at fair value. Realised gains or losses are recognised in the Consolidated Statement of Financial Activities when financial investments are sold. Unrealised gains and losses are accounted for on revaluation of financial investments at the year end.

The investment held in the subsidiary undertaking is held at fair value, based on cost less an impairment provision to reflect the net assets of the subsidiary undertaking as considered appropriate by the Trustees.

Stocks

Stocks, being goods for resale, are stated at the lower of weighted average cost and net realisable value after making due provision for slow moving and obsolete items.

Financial instruments

The group has elected to apply the provisions of Section 11 "Basic Financial Instruments" and Section 12 "Other Financial Instruments" of FRS102 fully to all its financial instruments.

Trade debtors which are receivable within one year and which do not constitute a financing transaction are initially measured at the transaction price. Trade debtors are subsequently measured at amortised costs being the transaction price less any amounts settled and any impairment losses.

Trading balances with the subsidiary undertaking are treated as trade debtors and initially measures at the transaction price with the carrying amount adjusted to reflect the amounts settled and adjusted if necessary for any impairment. They are assessed for objective evidence of impairment at the end of each reporting period.

Trade creditors payable within one year that do not constitute a financing transaction are initially measures at the transaction price and subsequently measured at amortised cost, being the transaction price less amounts settled.

Funds

These are divided into two distinct categories: unrestricted and restricted.

Unrestricted funds

The use of these funds has not been restricted to a particular purpose by donors or their representatives. They are subdivided into the General Fund and designated funds.

General Fund

The General Fund is the working fund of the group and is available for use at the discretion of the Trustees in furtherance of the charity's objectives. In addition to expenditure to fulfil the objects of the SBT, such funds may be held in order to finance capital investment and working capital.

Designated funds

Designated funds are those which have been allocated by the Trustees for particular purposes. Further information on the nature and basis of the various designed funds used by SBT is given in note 19 to the financial statements.

Restricted Funds

Restricted income funds

Donations or legacies received which are earmarked by the donor for specific purposes within the overall aims of the organisation. From these funds, the donation and income deriving there from will be used in accordance with the specific purposes.

Restricted capital funds

Funds given to the SBT for the purpose of the acquisition of fixed assets for use by the SBT.

Critical accounting estimates and areas of judgement

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported for assets and liabilities at the balance sheet date and the amounts reported for revenues and expenses during the year.

Accounting estimates

The SBT makes estimates and assumptions concerning the future. The resulting accounting estimates and assumption will by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below:

Valuation of investment properties and freehold land and buildings

Investment properties and freehold land and buildings are carried at fair value, with changes in fair value being recognised in the Consolidated Statement of Financial Activities. SBT engaged independent valuation specialists to determine fair value as 31 December 2022. Some the key assumptions used to determine the fair value of these assets are based on the valuer's knowledge and experience of the market and values of similar properties, which could be deemed subjective.

Defined benefit pension scheme

SBT has an obligation to pay pension benefits to certain employees. The costs of these benefits and the present value of the obligation depend on a number of factors, including: life expectancy, salary increases, asset valuations and the discount rate on corporate bonds. Management estimates these factors in determining the net pension obligation in the balance sheet with support from an independent external actuary. The key assumptions are based on the actuary's knowledge and experience. Any changes in these assumptions as given in note 22 could have a significant impact the amounts recognised in the financial statements.

Stock provisioning

The largest component of stock is retail stock. It is necessary to consider the recoverability of the cost of this stock and the associated provisioning required. When calculating stock provision, management considers the nature and condition of the stock, as well as applying assumptions around anticipated saleability.

Areas of judgement

Non depreciation of freehold properties held in tangible fixed assets. Depreciation is not provided on these freehold land and buildings as any provision (annual or cumulative) would not be material, due to the very long expected remaining useful life in each case, and because their expected residual values are not materially less than their carrying value.

All estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

2. Financial performance of the charity

The consolidated statement of financial activities includes the results of the charity's wholly owned subsidiary, SBT Trading Limited, which predominately operates retail outlets. The summary financial performance of the charity alone is:

	2022	2021
	£000	£000
Income	**4,570**	2,645
Gift Aid from subsidiary	-	-
Loan interest and management charges from subsidiary	**69**	71
	4,639	2,724
Expenditure on raising funds	**(781)**	(783)
Expenditure on charitable activities	**(5,343)**	(4,793)
Other expenditure	**(87)**	(48)
Net (losses)/gains on investment assets	**(306)**	304
Gain on disposal & revaluation of investment properties	**1,931**	4,142
Actuarial gains/(losses)	**396**	654
Gains/(Losses) on revaluation of fixed assets	**56**	(46)
Net incoming/(outgoing) resources	**505**	2,154

3. Voluntary income

	Unrestricted		Restricted		Total	
	2022 £000	2021 £000	**2022 £000**	2021 £000	**2022 £000**	2021 £000
Donations	**17**	20	**9**	14	**26**	34
Legacies	**21**	51	-	-	**21**	51
	38	71	**9**	14	**47**	85

4. Grants receivable

	Unrestricted		Restricted	
	2022 £000	2021 £000	**2022 £000**	2021 £000
Arts Council England – National Portfolio Organisation	**228**	220	-	-
Arts Council England – Museums and Schools		-	**47**	47
Rural Payments Agency	-	-	-	9
Archives West Midlands – No Barriers Project	-	-	**6**	6
Coventry Library – One Million Reads	-	-	**7**	1
HMRC Brexit Advice Scheme	-	-	-	2
Coronavirus Job Retention Scheme	-	224	-	-
	228	444	**60**	65

5. Trading activities of subsidiary

The charity has a wholly owned trading subsidiary, SBT Trading Limited (registered in England and Wales, number 03281799), which is incorporated in the UK. It prepares its financial statements in accordance with the Companies Act 2006. SBT Trading Limited carries out the trading activities of the SBT by operating a number of shops which sell books and souvenirs related to Shakespeare, his works and Stratford-upon-Avon. SBT Trading Limited also operates catering outlets at Shakespeare's Birthplace and Anne Hathaway's Cottage. It pays its taxable profits to the Shakespeare Birthplace Trust by way of Gift Aid.

	2022 £000	2021 £000
Turnover		
Trading income	**1,202**	476
Grants receivable	-	47
	1,202	523
Cost of sales	**(636)**	(216)
Gross profit	**566**	307
Administrative expenses (including recharges from the charity)	**(412)**	(432)
Operating profit/(loss)	**154**	(125)
Other interest receivable and similar income	-	-
Profit/(loss) for the financial year	**154**	(125)
Distribution to Shakespeare Birthplace Trust	-	-
Retained in subsidiary for the year	**154**	(125)

At the end of the year, the company had aggregate assets of £767,275 (2021: £593,395), and liabilities of £313,286 (2021: £293,305), which includes net amounts due to the Shakespeare Birthplace Trust of £270,018 (2021: £257,902) and net shareholders' funds of £453,990 (2021: £300,090). The charity has recognised a provision (£234,000) equal to the difference between SBT Trading Limited's net assets and the cost of investment in subsidiary undertakings (see note 14).

Income from SBT Trading Limited to the charity of £69,060 comprising of loan interest and management recharges (2021: £70,842), together with intercompany sales to the charity of £2,974 (2021:£nil) were eliminated upon consolidation.

6. Investment income

UNRESTRICTED FUNDS – GENERAL

	2022	2021
	£000	£000
Dividends and interest	**216**	153
Rental income	**735**	688
	951	841

7. Other income

	2022	2021
	£000	£000
Unrestricted funds: General		
Sundry income	**2**	8
Gain on disposal of fiscal investments	-	4
	2	12

8. Analysis of Total Expenditure

a) Expenditure on raising funds	Staff Costs	Depreciation and impairment	Management and Support Costs	Other	2022 Total	2021 Total
	£000	£000	£000	£000	£000	£000
Unrestricted funds: General						
Expenditure on raising funds	459	-	112	1,184	**1,755**	1,359
Total expenditure on raising funds	**459**	-	**112**	**1,184**	**1,755**	1,359

b) Expenditure on charitable activities	Staff Costs	Depreciation and impairment	Management and Support Costs	Other	2022 Total	2021 Total
	£000	£000	£000	£000	£000	£000
Restricted funds:						
Expenditure on charitable activities	11	352	-	41	404	453
Unrestricted funds: Designated						
Expenditure on charitable activities	33	137	-	250	**420**	367
Unrestricted funds: General						
Expenditure on charitable activities	2,773	-	716	1,187	**4,676**	3,849
Total expenditure on charitable activities	**2,817**	**489**	**716**	**1,478**	**5,500**	4,669

c) Other Expenditure	Staff Costs	Depreciation and impairment	Management and Support Costs	Other	2022 Total	2021 Total
	£000	£000	£000	£000	£000	£000
Unrestricted funds: General						
Loss on disposal of fiscal investments	-	-	-	25	**25**	-
Interest payable on loan	-	-	-	62	**62**	48
Total other expenditure	-	-	-	**87**	**87**	48
Total expenditure	**3,276**	**489**	**828**	**2,749**	**7,342**	6,076

a) Expenditure on raising funds	Staff Costs	Depreciation and impairment	Management and Support Costs	Other	2021 Total	2020 Total
	£000	£000	£000	£000	£000	£000
Unrestricted funds: General						
Expenditure on raising funds	299	-	164	896	**1,359**	1,719
Total expenditure on raising funds	299	-	164	896	**1,359**	1,719

b) Expenditure on charitable activities	Staff Costs	Depreciation and impairment	Management and Support Costs	Other	2021 Total	2020 Total
	£000	£000	£000	£000	£000	£000
Restricted funds:						
Expenditure on charitable activities	71	351	-	31	**453**	400
Unrestricted funds: Designated						
Expenditure on charitable activities	39	245	-	83	**367**	393
Unrestricted funds: General						
Expenditure on charitable activities	2,361	-	862	626	**3,849**	5,521
Total expenditure on charitable activities	2,471	596	862	740	**4,669**	6,314

c) Other Expenditure	Staff Costs	Depreciation and impairment	Management and Support Costs	Other	2021 Total	2020 Total
	£000	£000	£000	£000	£000	£000
Unrestricted funds: Designated						
Loss on disposal of tangible fixed assets	-	-	-	-	-	7
Unrestricted funds: General						
Loss on disposal of fiscal investments	-	-	-	-	-	25
Interest payable on loan	-	-	-	**48**	**48**	-
Total other expenditure	-	-	-	**48**	**48**	32
Total expenditure	2,770	596	1,026	1,684	**6,076**	8,065

Total resources expended include:

	2022	2021
	£000	£000
Depreciation	**489**	581
Impairment of fixed assets	-	15
Auditor's remuneration:		
• Audit of these financial statements	**13**	12
• Audit of financial statements of subsidiary pursuant to legislation	**7**	6
• Other services relating to taxation	**2**	4
Operating lease charges:		
• Other than land and buildings	**100**	84

Management and support costs included in the table above are analysed below. Support costs are allocated on a basis consistent with the use of resources.

	Expenditure on raising funds	Expenditure on Charitable activities	2022 Total
	£000	**£000**	**£000**
General management & governance	10	93	**103**
Finance & administration infrastructure	56	264	**320**
Human resources	20	96	**116**
Information technology	26	124	**150**
Digital, marketing & public relations	4	180	**184**
Total	**116**	**757**	**873**

	Expenditure on raising funds	Expenditure on Charitable activities	2021 Total
	£000	£000	£000
General management & governance	3	31	34
Finance & administration infrastructure	103	369	472
Human resources	26	122	148
Information technology	28	131	159
Digital, marketing & public relations	2	84	86
Facilities & estates management	2	125	127
Total	164	862	1,026

9. Staff numbers and costs

The average number of employees during the year was:

	Number of employees	
	2022	2021
Historic houses	**31**	33
Trading activities	**16**	16
Cultural engagement & participation	**34**	33
Management and support	**50**	47
	131	129
Number of part time employees included above	**71**	61
Full time equivalent of part time employees	**33**	22

The aggregate emoluments of these employees were as follows:

	2022	2021
	£000	£000
Wages and salaries	**2,844**	2,393
Social security costs	**235**	186
Pension costs	**164**	152
FRS102 s28 charge for past service costs	**33**	39
	3,276	2,770

The number of employees whose emoluments (excluding pension contributions) amounted to more than £60,000 were as follows:

	2022	2021
	Number	Number
£130,000 - £139,999	**1**	1
£90,000 - £99,999	**1**	1
£70,000 - £79,999	**2**	1
£60,000 - £69,999	**0**	1
	4	4

Emoluments for this purpose include gross salary and benefits in kind. The total amount of employer defined contributions paid on behalf of these employees were £27,059 (2021: £29,238).

No ex-gratia payments were paid in either year.

Key management (employee) personnel are deemed to be those having, authority and responsibility delegated to them by the Trustees, for planning, directing and controlling the activities of the Trust. During 2022 they were:

Chief Executive – **Tim Cooke**
Director of Strategic Projects – **Tim Aucott**
Acting Director of Knowledge & Engagement – **Paul Taylor** (until 30 June 2022)
Director of Knowledge & Engagement – **Professor Charlotte Scott** (from 1 July 2022)
Director of Visitor Experience & Business Development – **Rachael North** (nee Boyd)
Director of Finance & Resources – **Melanie Crooks**

The total emoluments paid to key management personnel in 2022, including pension contributions was £528,802 (2021: £500,056).

10. Trustees

During the year, no Trustee received remuneration as Trustee (2021: £0). Trustees received travelling and out of pocket expenses, totalling £2,728 for 8 Trustees (2021: £679 for 2 trustees).

The Shakespeare Birthplace Trust maintained insurance for the Trustees/Directors throughout the financial year ended 31 December 2022 and such indemnity insurance was in place at the date of approval of these financial statements. For the financial year under review the total group cost of the indemnity insurance for the Trustees/Directors was £2,700 (2021: £2,240) and the cover £2,000,000 (2021: £2,000,000).

11. Intangible fixed assets

Consolidated and charity	Software	Websites	Total
	£000	£000	£000
Cost or valuation			
At 1 January 2022	381	128	509
At 31 December 2022	**381**	**128**	**509**
Depreciation			
At 1 January 2022	379	128	507
Charge for the year	2	-	2
At 31 December 2022	**381**	**128**	**509**
Net book value			
At 31 December 2022	-	-	-
At 31 December 2021	2	-	2

12. Tangible fixed assets

Consolidated and charity	Freehold land and buildings	Fixtures, fittings and equipment	Attractions and exhibitions	Motor vehicles	Total
	£000	£000	£000	£000	£000
Cost or valuation					
At 1 January 2022	1,363	3,622	1,119	25	6,129
Additions	-	157	12	-	169
Disposals	-	-	-	-	-
Revaluation	56	-	-	-	56
At 31 December 2022	**1,419**	**3,779**	**1,131**	**25**	**6,354**
Depreciation					
At 1 January 2021	-	3,512	1,040	25	4,577
Charge for the year 2021/22	-	82	53	-	135
At 31 December 2021	-	**3,594**	**1,093**	**25**	**4,712**
Net book value					
At 31 December 2022	**1,419**	**185**	**38**	-	**1,642**
At 31 December 2021	1,363	110	79	-	1,552

Freehold land and properties were formally valued by Sheldon Bosley Knight (Chartered Surveyors) on an existing use basis as at 31 December 2022. The historic cost of freehold land and buildings is £722,752 (2021:£722,752).

13. Heritage assets

Consolidated and charity	New Place
	£000
Cost or valuation	
At 1 January 2022	3,513
At 31 December 2022	**3,513**
Depreciation	
At 1 January 2022	2,107
Charge for the year	352
At 31 December 2022	**2,459**
Net book value	
At 31 December 2022	**1,054**
At 31 December 2021	1,406

Heritage assets are defined as tangible property, with historical, artistic, scientific, technological, geophysical or environmental qualities, that is held and maintained principally for its contribution to knowledge and culture. SBT considers its inalienable properties and collections held for preservation to fall within this definition. As further explained in our accounting policies (note 1) to the financial statements inalienable assets have been excluded from the financial statements.

The Heritage assets comprise the Trust's land and buildings and the museum, library and archive collections it holds.

The assets include:

- Shakespeare's Birthplace
- Shakespeare's New Place and Nash's House
- Hall's Croft
- Anne Hathaway's Cottage
- Mary Arden's House and Palmer's Farm
- Hornby Cottage

- Over 1 million archive documents relating to the history of Stratford-upon-Avon, the Royal Shakespeare Company, and the history of the Shakespeare Birthplace Trust itself. These include 31 of the 102 known Shakespeare documents – material from Shakespeare's lifetime that has handwritten mention of his name.
- Over 50,000 books relating to Shakespeare, his works, life, times and legacy, Stratford-upon-Avon and Shakespearian performance. This includes copies of the first folio of Shakespeare's plays, source material for the plays and books showing the breadth of printed knowledge available in the early modern period.
- Over 7,000 museum items mainly relating to the lived experience of Tudor and Stuart people but also including a range of souvenir and artistic material relating to Shakespeare's legacy. The SBT also holds archaeological collections dating back to the Roman and Anglo-Saxon periods which reflect the earlier history of Stratford-upon-Avon.

Whilst it seems unlikely the SBT will add any further historic building assets, the main focus of the Trust's work has been on preserving its existing historic buildings. The Trust has long-term maintenance plans for each of its buildings and annual work programmes of maintenance and repair.

The SBT continues to add material to its museum, library and archive collections in line with its stated acquisition policy. SBT collects for four principal reasons:

- To facilitate research into and understanding of Shakespeare's life, work and times;
- To enhance the displays within the Shakespeare family homes;
- To create permanent and temporary exhibitions;
- To complement existing collections.

Details of notable acquisitions to the collection alongside our normal range of collecting activity is included with the Trustees' report.

All of the SBT's assets are catalogued in order that they can be properly managed and all collections are stored in designated storage areas and kept physically secure. The Trust's buildings in normal circumstances are open to the public and the collections are accessible through on-site display and to researchers through the SBT's publically accessible Reading Room.

Disposals of heritage assets only take place in line with the SBT's stated policies and procedures, which includes the principle that sound curatorial reasons for disposal must be established and only with the final approval of the Board.

14. Investments

Consolidated	2022	2021
	£000	£000
Analysis of investments		
Designated funds:		
Freehold investment properties	**14,730**	13,459
Undesignated funds:		
Freehold investment properties	**2,886**	2,345
Listed and other investments	**3,484**	3,855
	21,100	19,659

All investments are held in the UK. The historic cost of listed and other investments as at 31 December 2022 was £3,310,740 (2021:£3,406,857). Properties were valued by Sheldon Bosley Knight, Chartered Surveyors, as at 31 December 2022 on an open market existing use basis. The SBT's policy is to seek formal professional valuations of its investment properties every 5 years with Trustee review in the intervening period.

	Freehold investment properties Designated	Freehold investment properties Undesignated	Listed and other investments Undesignated	Total
	£000	£000	£000	£000
Movements in investments				
As at 1 January 2022	13,459	2,345	3,855	19,659
Additions	-	-	161	161
Disposals proceeds	(24)	(95)	(201)	(320)
Realised gain/(loss) on disposal	(1)	(1)	(25)	(27)
Change in market value	1,296	637	(306)	1,627
As at 31 December 2022	**14,730**	**2,886**	**3,484**	**21,100**
As at 31 December 2021	13,459	2,345	3,855	19,659

Details of investments comprising more than 5% of the market value of the total investment portfolio are as follows:

	2022		2021	
	£000	%	£000	%
Investment property – "The Hill"	**2,070**	9.9%	1,600	8.2
Investment property – 43 Henley Street	**1,000**	4.8%	1,045	5.4
Investment property – 4 Shottery Lodge	**1,140**	5.4%	1,065	5.5

Charity	2022	2021
	£000	£000
Analysis of investments		
Designated funds:		
Freehold investment properties	**14,730**	13,459
Undesignated funds:		
Freehold investment properties	**2,886**	2,345
Listed investments	**3,484**	3,855
Investment in trading subsidiary	**454**	300
	21,554	19,959

The Trusts owns the entire £688,596 ordinary share capital of SBT Trading Limited (see notes 5 and 16).

	Freehold investment properties	Freehold investment properties	Listed investments	Investment in trading subsidiary	Total
	Designated	Undesignated	Undesignated	Undesignated	
	£000	£000	£000	£000	£000
Movements in investments					
As at 1 January 2022 (gross)	13,459	2,345	3,855	688	20,347
Provision against investment in subsidiary	-	-	-	(388)	(388)
As at 1 January 2022 (net)	13,459	2,345	3,855	300	19,959
Additions	-	-	161	-	161
Movement in provision against investment in subsidiary (see note 5)				154	154
Disposals proceeds	(24)	(95)	(201)	-	(320)
Realised gain/(loss) on disposal	(1)	(1)	(25)	-	(27)
Change in market value	1,296	637	(306)	-	1,627
As at 31 December 2022	**14,730**	**2,886**	**3,484**	**454**	**21,554**
As at 31 December 2021	13,459	2,345	3,855	300	19,959

Details of investments comprising more than 5% of the market value of the total investment portfolio are as follows:

	2022		2021	
	£000	%	£000	%
Investment property – "The Hill"	**2,070**	9.6%	1,600	8.1
Investment property – 43 Henley Street	**1,000**	4.7%	1,427	5.3
Investment property – 4 Shottery Lodge	**1,140**	5.3%	1,065	5.4

15. Stocks

	Consolidated		Charity	
	2022 £000	2021 £000	**2022 £000**	2021 £000
Finished goods and goods for resale	**191**	314	-	-

16. Debtors

	Consolidated		Charity	
	2022 £000	2021 £000	**2022 £000**	2021 £000
Receivable within one year:				
Trade debtors	**25**	36	**24**	29
Amounts due from subsidiary undertakings	-	-	**20**	8
Other debtors	**1,116**	1,029	**1,116**	1,029
Prepayments	**305**	60	**301**	52
Accrued income	**55**	43	**25**	34
	1,501	1,168	**1,486**	1,152
Receivable outside one year:				
Amounts due from subsidiary undertakings	-	-	**250**	250
Other debtors	**938**	1,875	**938**	1,875
	938	1,875	**1,188**	2,125
Total	**2,439**	3,043	**2,674**	3,277

As at 1 December 2021, the charity restructured its existing formal loan arrangement with its trading subsidiary. Part of the loan was converted into share capital in the trading subsidiary (£688,595) with the balance of £250,000 remaining as a loan. The loan is secured on the assets of the trading subsidiary and is repayable over 10 instalments with a 3 year capital repayment holiday. The repayment profile is supported by the trading subsidiary's post COVID-19 recovery business plan, performance against which is monitored by the charity's Finance Committee. Interest is charged on the capital balance at 5% pa.

17. Creditors: amounts falling due within one year

	Consolidated		Charity	
	2022 £000	2021 £000	**2022 £000**	2021 £000
Trade creditors	**360**	87	**353**	81
Taxes and social security	**67**	71	**67**	71
Other creditors	**22**	10	**9**	10
Accruals	**342**	350	**318**	321
Deferred income	**77**	75	**77**	75
	868	593	**824**	558

18. Creditors: amounts falling due after more than one year

	Consolidated		Charity	
	2022 £000	2021 £000	**2022 £000**	2021 £000
Deferred income	**158**	153	**158**	153
Department for Culture, Media & Sport /Arts Council England Repayable Cultural Recovery Fund loan	**3,109**	3,048	**3,109**	3,048
	3,267	3,201	**3,267**	3,201

Deferred income relates to a lease premium of £170,000 received in 2018, which is being realised over the life of the lease, 99 years and a rent free period received on an office lease, which is being realised over the period to the lease break, 5 years.

The maturity of the Department for Culture, Media & Sport /Arts Council England Repayable Cultural Recovery Fund loan may be analysed as follows:

	Consolidated		Charity	
	2022 £000	2021 £000	**2022 £000**	2021 £000
Between two to five years	**687**	458	**687**	458
In five years and more	**2,422**	2,590	**2,422**	2,590
Total	**3,109**	3,048	**3,109**	3,048

The unsecured loan is repayable over 20 years with a 4 year capital repayment holiday and associated interest roll up until capital repayments commence on 19 March 2025. The rate of interest charged on the capital balance is 2% calculated on a daily basis. The loan agreement includes a number of monitoring and compliance covenants over the period of the loan. As at 31 December 2022 and until the date of signature of the financial statements these covenant commitments had been complied with.

19. Movement in Funds

RESTRICTED FUNDS

Consolidated and charity	At 1 Jan 2022	Income	Expenditure	Gains & Losses	Transfers	At 31 Dec 2022
	£000	£000	£000	£000	£000	£000
Restricted income funds:						
Countryside Stewardship Scheme fund	**1**	-	(1)	-	-	-
Louis Marder Scholarship fund	**15**	-	-	-	-	**15**
AQA – Espresso Shakespeare fund	**4**	-	-	-	-	**4**
Young Interpreters Project fund	**2**	-	-	-	-	**2**
Collections fund	**2**	-	-	-	-	**2**
Arts Council England – Museums and Schools	**3**	47	(36)	-	-	**14**
Levi Fox Archive fund	**25**	-	-	-	-	**25**
SBA – Education fund	**3**	-	-	-	-	**3**
Creative Producers International fund	**1**	-	-	-	-	**1**
Hall's Croft fund	**53**	2	-	-	-	**55**
American Friends of SBT – Digital projects	-	6	-	-	-	**6**
Archives West Midlands – No Barriers project fund	**3**	6	(8)	-	-	**1**
Coventry Library – One Million Reads fund	-	7	(7)	-	-	-
American Friends of SBT Research Project fund	**7**	-	-	-	-	**7**
Other short term projects fund	-	1	-	-	-	**1**
	119	69	(52)	-	-	**136**
Restricted capital funds:						
New Place fund	**1,406**	-	(352)	-	-	**1,054**
	1,406	-	(352)	-	-	**1,054**
Total restricted funds	**1,525**	**69**	**(404)**	-	-	**1,190**

UNRESTRICTED FUNDS

Consolidated	At 1 Jan 2022	Income	Expenditure	Gains & Losses	Transfers	At 31 Dec 2022
	£000	£000	£000	£000	£000	£000
Designated funds:						
Major property, conservation, development and redevelopment projects fund	**2,450**	-	(1)	-	-	**2,449**
Pension reserve	**(2,026)**	-	(126)	396	376	**(1,380)**
Functional fixed asset fund*	**1,554**	-	(134)	56	79	**1,555**
Covid Recovery fund	**3,500**	-	-	-	(817)	**2,683**
Strategic Projects fund	**3,000**	-	(101)	-	-	**2,899**
Innovations fund	**241**	-	(57)	-	-	**184**
Strategic investment fixed asset fund*	**13,459**	-	(1)	1,295	(23)	**14,730**
Children's Shakespeare – First Folio	-	-	-	-	45	**45**
Total designated funds	**22,178**	-	**(420)**	1,747	(340)	**23,165**
Undesignated funds:						
General fund *	**5,121**	5,701	(6,518)	330	340	**4,974**
Total unrestricted funds	**27,299**	**5,701**	**(6,938)**	**2,077**	-	**28,139**
Total funds	**28,824**	**5,770**	**(7,342)**	**2,077**	-	**29,329**

The funds denoted with * include the following revaluation reserves – £10,783,000 (2021: £9,512,000) within the Strategic investment fixed asset fund (designated), £697,000 (2021: £640,000) within the Functional fixed asset fund (designated) and £3,090,000 (2021: £2,853,000) within the General fund.

The Charity unrestricted funds are stated above as the charity has recognised a provision (£234,556) equal to the difference between SBT Trading Limited's net assets and the cost of investment in subsidiary undertakings. The Trading company funds amount to £234,556 deficit (2021: (£388,506) deficit).

PRIOR YEAR COMPARATIVES

Consolidated and charity	At 1 Jan 2021	Income	Expenditure	Gains & Losses	Transfers	At 31 Dec 2021
	£000	£000	£000	£000	£000	£000
Restricted income funds:						
Countryside Stewardship Scheme fund	**6**	9	(3)	-	(11)	**1**
Louis Marder Scholarship fund	**15**	-	-	-	-	**15**
Education Appeal fund	**8**	-	(1)	-	(7)	-
AQA – Espresso Shakespeare fund	**4**	-	-	-	-	**4**
Shakespeare Week fund	**1**	-	(1)	-	-	-
Young Interpreters Project fund	**2**	-	-	-	-	**2**
Collections fund	**3**	-	-	-	(1)	**2**
Online Collections fund	**9**	-	(4)	-	(5)	-
Rural Agency fund	**5**	-	-	-	(5)	-
Arts Council England – Museums and Schools	**34**	47	(78)	-	-	**3**
Levi Fox Archive fund	**25**	-	-	-	-	**25**
Erasmus Project – CUSHA fund	**14**	-	-	-	(14)	-
SBA – Education fund	**7**	-	(1)	-	(3)	**3**
The Space – Digital Houses fund	**3**	-	(1)	-	(2)	-
Creative Producers International fund	**1**	-	-	-	-	**1**
Hall's Croft fund	**51**	2	-	-	-	**53**
HMRC Brexit Advice fund	-	2	(2)	-	-	-
Archives West Midlands – No Barriers project fund	-	6	(3)	-	-	**3**
Coventry Library – One Million Reads fund	-	1	(1)	-	-	-
American Friends of SBT Research Project fund	-	7	-	-	-	**7**
Other short term projects fund	**2**	5	(7)	-	-	-
	190	79	(102)	-	(48)	**119**
Restricted capital funds:						
New Place fund	**1,757**	-	(351)	-	-	**1,406**
	1,757	-	(351)	-	-	**1,406**
Total restricted funds	**1,947**	**79**	**(453)**	-	(48)	**1,525**

UNRESTRICTED FUNDS

Consolidated	At 1 Jan 2021	Income	Expenditure	Gains & Losses	Transfers	At 31 Dec 2021
	£000	£000	£000	£000	£000	£000
Designated funds:						
Major property, conservation, development and redevelopment projects fund	**2,450**	-		-	-	**2,450**
Pension reserve	**(2,929)**	-	(113)	654	362	**(2,026)**
Functional fixed asset fund*	**1,673**	-	(245)	90	36	**1,554**
Covid Recovery fund	-	-	-	-	3,500	**3,500**
Strategic Projects fund	-	-	-	-	3,000	**3,000**
Innovations fund	-	-	(9)	-	250	**241**
Strategic investment fixed asset fund*	**13,595**	-		(136)		**13,459**
Working capital fund	**4,632**	-	-	-	(4,632)	-
Total designated funds	**19,421**	-	**(367)**	**608**	**2,516**	**22,178**
Undesignated funds:						
General fund *	**5,297**	3,102	(5,256)	4,446	(2,468)	**5,121**
Total unrestricted funds	**24,718**	**3,102**	**(5,623)**	**5,054**	**48**	**27,299**
Total funds	**26,665**	**3,181**	**(6,076)**	**5,054**	-	**28,824**

The funds denoted with * include the following revaluation reserves – £9,512,000 (within the Strategic investment fixed asset fund (designated), £640,000 within the Functional fixed asset fund (designated) and £2,853,000 within the General fund.

The Charity unrestricted funds are stated above as the charity has recognised a provision (£388,356) equal to the difference between SBT Trading Limited's net assets and the cost of investment in subsidiary undertakings. The Trading company funds amount to (£388,506) deficit.

Financial Statements

Details of the major funds are as follows:

RESTRICTED FUNDS

Countryside Stewardship Fund:
Funding to support managing land less intensively to improve biodiversity.

Louis Marder Scholarship Fund:
This fund is for the provision of an annual scholarship working in our library, archive and collections.

Education Appeal/SBA – Education:
Funding raised specifically towards the SBT educational activities.

AQA – Espresso Shakespeare:
Funds received for supporting the development of online resources for the classroom.

Shakespeare Week:
Funding raised specifically towards the provision of Shakespeare Week.

Young Interpreters Project:
Funding received to operate a young people centred interpretation project.

Collections/Online Collections:
Funding raised to support the enhancement and development of the collections including accessibility and digital.

Arts Council England – Museums & Schools:
Funding from the Department of Education to deliver the specific museums and schools project which increases children's engagement with museums.

Levi Fox Archive:
Money gifted to the Trust by the family of Levi Fox (Director of SBT, 1945 – 1989) to pay for ongoing work on his archive. It includes cataloguing, digitisation and public access activities.

Erasmus Project – CUSHA:
European funds received to run an intercultural and multilingual learning project.

The Space – Digital Houses:
Funding received to develop organisational digital capability.

Creative Producers International:
Funding received from Watershed for professional development and project investment programme.

Hall's Croft fund:
Funds received specifically towards restoration works at the Hall's Croft site.

American Friends of SBT – Digital project:
Funds received specifically from the American Friends of SBT for a digital project in collections.

Archives West Midlands:
Funding received for the 'No Barriers' project in the SBT collections and archives.

Coventry Library – One Million Reads:
Funding received for the 'One Million Reads' educational project.

UNRESTRICTED FUNDS:

Conservation fund:
This designated fund was set up by the Trustees for the purpose of conserving the Shakespeare Houses and maintaining all of its properties. The Trustees have reviewed the amount set aside and believe it represents the amount of anticipated expenditure over the next five years.

Functional fixed asset fund:
This represents the net book value of functional fixed assets used by the charity in its day to day operations.

Strategic investment fixed asset fund:
This designated fund represents the net book value of fixed asset investment properties which, in addition to their investment return and capital appreciation potential, are held because they are strategically important by virtue to their proximity to the heritage properties.

Covid Recovery fund:
This designated fund represents the planned operating deficits to be incurred by the Trust in the post Covid-19 pandemic period. This is funded by the DCMS/ACE unsecured loan arrangement entered into during 2021.

Children's Shakespeare – First Folio fund:
This designated fund was created out an unrestricted legacy left by Mary Hawthorne, a former English lecturer, to provide match funding for the Children's Shakespeare – First Folio adaptation to celebrate the 400th Anniversary of the First Folio.

Strategic Project fund:
This designated fund was established to provide match funding for key strategic development opportunities.

Innovation fund:
This designated fund was established to provide "seed funding" to innovative commercial income projects in their pilot stages.

Pensions reserve:
This represents SBT's possible funding obligations in respect of the defined benefit pension scheme.

General fund:
The general fund is SBT's unrestricted, undesignated fund available for any of the Board's purposes without restriction.

TRANSFERS BETWEEN FUNDS

Details of inter fund transfers in the year are as follows:

	Unrestricted Undesignated	Unrestricted Undesignated	Restricted
	£000	£000	£000
General fund to Functional fixed asset fund (1)	(79)	79	-
General fund to Pensions reserve (2)	(376)	376	-
General fund to Children's folio fund (3)	(45)	45	-
Strategic Investment Property fund to General fund (4)	23	(23)	-
Covid Recovery fund to General fund (5)	817	(817)	-
Total transfers between funds	**340**	**(340)**	-

(1) This represents the transfer of net functional fixed asset additions in the general fund during the year to the functional fixed asset fund.

(2) This represents the transfer of pension deficit contributions made from the general fund to the pension reserve.

(3) This represents the transfer of an unrestricted legacy received to establish the children's folio project fund to celebrate the 400th anniversary of the First Folio.

(4) This represents the transfer from the strategic investment property fund to the general fund, representing the realised revaluation reserve on a disposal of a property in 2022.

(5) This represents the transfer of funds to support the post-pandemic core operating deficit within the unrestricted fund.

PRIOR YEAR COMPARATIVES

Details of inter fund transfers in the year ended 31 December 2021 are as follows:

	Unrestricted Undesignated	Unrestricted Undesignated	Restricted
	£000	£000	£000
General fund to Functional fixed asset fund (1)	(36)	36	-
General fund to Pensions reserve (2)	(362)	362	-
Working Capital fund to General fund (3)	4,632	(4,632)	-
General fund to Innovation fund (4)	(250)	250	-
General fund to various Restricted funds (5)	48	-	(48)
General fund to Covid Recovery fund (6)	(3,500)	3,500	-
General fund to Strategic Projects fund (7)	(3,000)	3,000	-
Total transfers between funds	**(2,468)**	**2,516**	(48)

(1) This represents the transfer of net functional fixed asset additions in the general fund during the year to the functional fixed asset fund.

(2) This represents the transfer of pension deficit contributions made from the general fund to the pension reserve.

(3) This represents the transfer of the working capital fund back to the general fund following a review of designated funds by the Trustees.

(4) This represents the transfer from the general fund to establish the innovations fund.

(5) This represents the transfer of funds from various restricted funds to cover the expenditure on activity delivery expended through the general fund directly.

(6) This represents the transfer from the general fund to establish the Covid Recovery fund.

(7) This represents the transfer from the general fund to establish the Strategic Projects fund.

20. Analysis of consolidated net assets between funds

	Unrestricted General funds	Unrestricted Designated funds	Restricted funds	Total funds
	£000	£000	£000	£000
Fund balances at 31 December 2022 are represented by:				
Tangible fixed assets	-	1,638	4	**1,642**
Intangible fixed assets	-	-	-	-
Heritage assets	-	-	1,054	**1,054**
Investments	6,370	14,730	-	**21,100**
Current assets	2,739	8,177	132	**11,048**
Current liabilities	(868)	-	-	**(868)**
Liabilities due after more than 1 year	(3,267)	-	-	**(3,267)**
Pension liability	-	(1,380)	-	**(1,380)**
Total net assets	**4,974**	**23,165**	**1,190**	**29,329**

	Unrestricted General funds	Unrestricted Designated funds	Restricted funds	Total funds
	£000	£000	£000	£000
Fund balances at 31 December 2021 are represented by:				
Tangible fixed assets	-	1,552	-	**1,552**
Intangible fixed assets	-	2	-	**2**
Heritage assets	-	-	1,406	**1,406**
Investments	6,200	13,459	-	**19,659**
Current assets	2715	9,191	119	**12,025**
Current liabilities	(593)	-	-	**(593)**
Liabilities due after more than 1 year	(3,201)	-	-	**(3,201)**
Pension liability	-	(2,026)	-	**(2,026)**
Total net assets	5,121	22,178	1,525	**28,824**

21. Commitments

As at 31 December 2022 SBT was committed to making the following payments under non-cancellable operating leases:

	2022	2021
	£000	£000
Land and buildings:		
• Within one year	**94**	33
• Between two and five years	**247**	32
	341	65
Other:		
• Within one year	**101**	80
• Between two and five years	**107**	128
	208	208
Total	**549**	273

The Trustees lease Harvard House at a peppercorn rent.

As at 31 December 2022, the SBT had capital commitments of £nil which were contracted for but not provided for in the financial statements (2021: £nil).

The Trust has the following commitments in relation to income from freehold investment properties:

	2022	2021
	£000	£000
Land and buildings:		
• Within one year	**301**	367
• Between two and five years	**458**	957
• More than five years	**3,688**	3,363
	4,447	4,687

22. Pensions

DEFINED CONTRIBUTION PENSION SCHEME

The SBT operates a defined contribution, money purchase arrangement pension scheme. The pension charge for the period represents contributions payable to the scheme and amounted to £164,000 (2021: £152,000).

DEFINED BENEFIT PENSION SCHEME

The SBT also operates a defined benefit pension scheme, Shakespeare's Birthplace Trust Retirement Benefits Scheme, for full-time employees who meet certain eligibility criteria. The scheme was closed to new members in May 2004 and subsequently closed to future accrual in February 2009. The assets of the scheme are held in separate Trustee administered funds.

A valuation of the scheme is carried out once every three years by qualified independent actuaries. The most recent scheme valuation completed was carried out as at 31 March 2019. Following this valuation, SBT agreed with the trustees of the pension scheme a recovery plan to eliminate the resulting deficit over a 10 year period. SBT currently pays additional deficit contributions of £350,175 pa under this recovery plan. The valuation was updated by the actuary on an FRS102 basis as at 31 December 2022 for the purposes of these financial statements.

	2022	2021
	£000	£000
Present value of funded defined benefit obligations	**(6,741)**	(9,811)
Fair value of plan assets	**5,361**	7,786
Deficit in pension scheme – Pension liability	**(1,380)**	(2,025)

MOVEMENTS IN PRESENT VALUE OF DEFINED BENEFIT OBLIGATION

	2022	2021
	£000	£000
At 1 January 2022	**9,811**	10,188
Interest cost	**172**	141
Actuarial losses/(gains)	**(2,779)**	(220)
Benefits paid	**(463)**	(298)
At 31 December 2022	**6,741**	9,811

MOVEMENTS IN FAIR VALUE OF PLAN ASSETS

	2022	2021
	£000	£000
At 1 January 2022	**7,786**	7,260
Expected return on plan assets	**139**	102
Actuarial gains/(losses)	**(2,383)**	434
Contributions by employer	**376**	362
Benefits paid	**(464)**	(298)
Administration costs paid from plan assets	**(93)**	(74)
At 31 December 2022	**5,361**	7,786

(EXPENSE)/INCOME RECOGNISED IN THE CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

	2022	2021
	£000	£000
Interest on defined benefit pension plan obligation	**(172)**	(141)
Expected return on defined benefit pension plan assets	**139**	102
Administration expenses	**(93)**	(74)
Total (net expense)	**(126)**	(113)

The amount recognised in other recognised gains and losses in the consolidated statement of financial activities in respect of actuarial gains and losses is a gain of £396,000 (2021: a gain of £654,000).

The fair value of the plan assets and the return on those assets were as follows:

	2022	2021
	£000	£000
Equity instruments	**1,475**	1,644
Diversified growth assets	**1,323**	2,947
Real Estate	**191**	812
Debt instruments	**769**	804
Cash	**43**	104
Liability driven investments	**1,560**	1,475
	5,361	7,786
Actual return on plan assets	**(2,244)**	654

The expected return on scheme assets is based on market expectation at the beginning of the financial period for returns over the life of the related obligation. The overall expected rate of return is calculated by weighting the individual rates in accordance with the anticipated balance in the plan's investment portfolio.

Principal actuarial assumptions (expressed as weighted averages) at the year-end were as follows:

	2022	2021
	%	%
Discount rate	**5.0**	1.80
Expected return on plan assets:		
Rate of increase in pensions payments	**3.3**	3.5
Rate of increase in deferred pensions	**2.1**	2.2
Inflation assumption	**2.4**	2.5
Mortality tables – imply life expectancy:		
Male retiring in 2022	**25.9**	26.0
Female retiring in 2022	**28.5**	27.9
Male retiring in 2042	**27.4**	27.1
Female retiring in 2042	**30.0**	29.1

HISTORY OF PLANS

The history of plans for the current and prior periods is as follows:

Balance sheet	2022	2021	2020	2019	2018
	£000	£000	£000	£000	£000
Present value of scheme liabilities	**(6,741)**	(9,811)	(10,188)	(9,606)	(8,963)
Fair value of scheme assets	**5,361**	7,786	7,260	6,759	6,085
Deficit	**(1,380)**	(2,025)	(2,928)	(2,847)	(2,878)

Experience adjustments	2022	2021	2020	2019	2018
	£000/%	£000/%	£000/%	£000/%	£000/%
Experience adjustments on scheme liabilities	**(424)**	**136**	(186)	(13)	(66)
As a percentage of scheme liabilities	**(6.3%)**	**(1.39%)**	(1.83%)	(0.14%)	(0.73%)
Experience adjustments on scheme assets	**(2,383)**	**434**	413	532	(389)
As a percentage of scheme assets	**(44.5%)**	**5.57%**	5.69%	7.87%	(6.39%)

A formal scheme actuarial valuation was undertaken as at 31 March 2019. The valuation revealed a funding shortfall of £3,448,000. This shortfall will be eliminated by additional employer contributions paid into the scheme over the period to 31 January 2029. Contributions payable were £139,412 in January 2021, then £345,000 pa commencing from June 2021 until 30 June 2028, plus a final payment in respect of the period from 1 July 2028 to 31 January 2029 of £46,597. Contributions will increase by 3% each year, with the first increase being for contributions after 31 January 2022.

The preliminary results from the formal scheme actuarial valuation as at 31 March 2022, indicated a funding shortfall of £2,141,000. As at 31 December 2022, the schedule of employer contributions to eliminate the funding shortfall had not yet been finalised.

23. Related party transactions

During the year the following transactions, which were all at market value took place with related parties:

- The SBT paid Sheldon Bosley Knight £48,955 (2021: £50,275) in respect of property management advice and services. A creditor balance of £nil was outstanding at 31 December 2022 (2021: £nil). One of the Trustees, Nick Abell, is the Chairman of Sheldon Bosley Knight.
- The SBT paid Stratford-upon-Avon Sports Club Limited £10,944 (2021: £12,750) in respect of staff car parking. A creditor balance of £nil was outstanding at 31 December 2021(2021: £12,750). One of the Trustees, Nick Abell is a Director of Stratford upon Avon Sports Club Limited.
- The SBT paid Mayavision International Ltd £4,000 (2021: £3,924) in respect of fees in connection with the management and review of applications for the Shakespeare Shorts competition. There is no creditor balance at 31 December 2022 (2021:£nil). One of the Trustees, Rebecca Dobbs, is Managing Director of Mayavision International Ltd.
- The SBT as a National Portfolio Organisation received a grant of £227,084, (2021: £220,000) from Arts Council England during the year. One of the Trustees, Ayub Khan is a Midlands Regional Board Member of the Arts Council England.

24. Prior year comparative consolidated statement of financial activities

For the year ended 31 December 2021	Note	Unrestricted General funds £000	Unrestricted Designated funds £000	Restricted funds £000	Total 2021 £000	Total 2020 £000
Income from						
Donations	3	71	-	14	**85**	125
Charitable activities:						
• Admissions to historic houses		1,109	-	-	**1,109**	897
• Cultural engagement & participation		149	-	-	**149**	163
• Grants receivable	4	444	-	65	**509**	5,693
Other trading activities	5	476	-	-	**476**	433
Investments	6	841	-	-	**841**	843
Other income	7	12	-	-	**12**	8
Total income		3,102	-	79	**3,181**	8,162
Expenditure on						
Raising funds		1,359	-	-	**1,359**	1,719
Charitable activities		3,849	367	453	**4,669**	6,314
Other expenditure		48	-	-	**48**	32
Total expenditure	8	5,256	367	453	**6,076**	8,065
Net gains/ (losses) on investments	14	304	-	-	**304**	(291)
Net gain on investment property	14	4,142	-	-	**4,142**	656
Net income/(expenditure)		2,292	(367)	(374)	**1,551**	462
Transfer between funds	19	(2,468)	2,516	(48)	-	-
Other recognised gains and losses						
Actuarial gains/(losses on defined benefit pension scheme	22	-	654	-	**654**	(298)
Gains/(losses) on revaluation of fixed assets	14	-	(46)	-	**(46)**	(62)
Net movement in funds		(176)	2,757	(422)	**2,159**	102
Reconciliation of funds						
Total funds brought forward	19	5,297	19,421	1,947	**26,665**	26,563
Total funds carried forward	19	5,121	22,178	1,525	**28,824**	26,665

Notes

Notes

Shakespeare birthplace trust

Registered Charity Number 209302

Supported using public funding by
ARTS COUNCIL ENGLAND

THE SHAKESPEARE BIRTHPLACE TRUST

England & Wales - Charity number 209302

Accounts

Registered charity number 209302

Shakespeare Birthplace Trust

Trustees' report and consolidated financial statements

For the year ended 31 December 2021

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ADMINSTRATIVE REFERENCES

Trustees

Chairman	Peter Kyle OBE
Vice Chairman	John Russell
	Nick Abell – *Chair of Heritage Assets & Property Committee*
	Ralph Bernard CBE – *Chair of Nominations & Remuneration Committee*
	Penelope, Viscountess Cobham CBE
	Rebecca Dobbs
	Kathy Gee MBE
	Mike Huggins – *Chair of Finance and Audit & Risk Committees*
	AJ Leon
	Professor Lena Cowen Orlin
	Professor Carol Chillington Rutter (resigned 25 March 2021)
	Professor Michael Dobson (appointed 1 July 2021)
	Ayub Khan MBE (appointed 1 July 2021)
Honorary President	Professor Sir Stanley Wells CBE
Secretary to Trustees	Julia Howells

Key Management Personnel

Chief Executive	Tim Cooke
Director of Strategic Projects	Tim Aucott
Acting Director of Cultural Engagement	Paul Taylor
Director of Visitor Experience & Business Development	Rachael Boyd
Director of Finance & Resources	Melanie Crooks

Principal Advisors

Architects	Osbornes The Balconies Hanley Swan Worcestershire, WR8 0DN	Auditors	Crowe UK LLP Rounds Green Road Oldbury West Midlands B69 2DG
Investment Manager	Charles Stanley & Co Ltd 55 Calthorpe Road Birmingham, B15 1TH	Solicitors	Robert Lunn and Lowth 2 Sheep Street Stratford-upon-Avon CV37 6EJ
Bankers	HSBC Bank plc 13 Chapel Street Stratford-upon-Avon CV37 6EP	Property Agent	Sheldon Bosley Knight 58 Ely Street Stratford-upon-Avon CV37 6LN

Address of principal office

The Shakespeare Centre, Henley Street, Stratford-upon-Avon, Warwickshire CV37 6QW.

TRUSTEE'S REPORT

The Trustees present their annual report and audited financial statements for the year ended 31 December 2021. The financial statements comply with current statutory requirements, the Shakespeare Birthplace Act 1961, The Charities (Shakespeare Birthplace Trust) Order 2017 and the Statement of Recommended Practice for Charities (FRS102).

Overview from the Chairman and Chief Executive

"Of present dues, the future comes apace." – Timon of Athens, Act II Scene 2

While the COVID-19 pandemic has been a defining issue of the past year, the Shakespeare Birthplace Trust in 2021 is in a dynamic and fluid situation in which we remain steadfastly committed to our charitable goals in our great and timeless mission to share Shakespeare and his heritage with the world.

Despite the obvious current challenges, the pandemic afforded us the opportunity to take a fresh strategic look at how we will shape our organisation for the future and in November 2021 we announced a new five-year strategy demonstrating our renewed ambition to ensure we are a world-class organisation offering rich, imaginative and inspiring experiences of Shakespeare.

We are developing new programming, outreach, and learning activity that recognises the voices of communities, which are currently under-represented in our activity and within the heritage sector more widely. With more than six million multi-platform engagements with users annually we are already the 'go to' global destination for information about Shakespeare's work, life and times.

Yet our Trustees, staff, volunteers and partners have even greater ambitions. We want to make sure that we build on the diligently laid foundations of our long-running programmes, such as the exceptional Shakespeare Week and Hubs schools outreach work, as well as the financial support we have received from Arts Council England and the Government's Culture Recovery Fund. We aim to enhance the reach and quality of our public engagement, the interpretation, curation and conservation of Shakespeare's five family homes, the care of our collections and access to them, and the sharing of our knowledge and expertise.

Crucial to all of these vital activities is the sustainability of our financial model which had been heavily reliant on visitor income. We have had to take difficult decisions over this past year and will continue to carefully calibrate the financial and operational model of the Trust. We also want to identify opportunities for new investment, partnership and innovation, and to plan for a more sustainable, diversified and resilient financial future.

Climate change will be a dominant theme for the coming century. Following the approval of the Board of Trustees, we affirmed our commitment to operating sustainably with the ambition of becoming net zero in our own emissions by 2030. This builds on our Sustainable Shakespeare policy, which operates across all of our work and will remain a major focus in the coming years, from master-planning projects to conservation, procurement and programming.

We are constantly struck by the strength of the passion of our people and we want to pay tribute to their ongoing commitment and resilience. There is so much to admire about what has been accomplished. Despite the ongoing and severe impact of COVID-19, we came through 2021 to a

position of stability from which we can relaunch in 2022. We believe we can and should plan ahead with confidence, ambition and imagination.

We would also like to acknowledge the support of all our many donors, volunteers and funders and to express our very grateful thanks for their commitment and generosity to the Trust. We are privileged to be a charity with a successful track record, to hold a Designated Collection, to be a fully accredited museum, to be an Arts Council England National Portfolio Organisation and to be on UNESCO's Memory of the World Register. Thank you for supporting us in this great task.

Finally, we would like to offer our sincere appreciation to our Chair, Peter Kyle OBE who agreed to extend his term for a further 12 months (until October 2022) in order to support the Trust and provide stability during the Coronavirus pandemic. Peter has served the Trust with enormous dedication and distinction.

We are both optimistic about and deeply committed to what the Trust will achieve in the coming years. Let's together celebrate Shakespeare's enduring legacy more than ever and let's hear his voice and story loud and clear in these dramatic and challenging times.

With all our thanks,

Peter Kyle (Chair of the Board of Trustees) and Tim Cooke (Chief Executive)

A Year in Review

Responding to Covid-19 in 2021

A key priority for the Trust in 2021 was to set a firm course for the future of the organisation whilst, in common with the rest of our sector, continuing to emerge from a time of uncertainty and exceptional challenge.

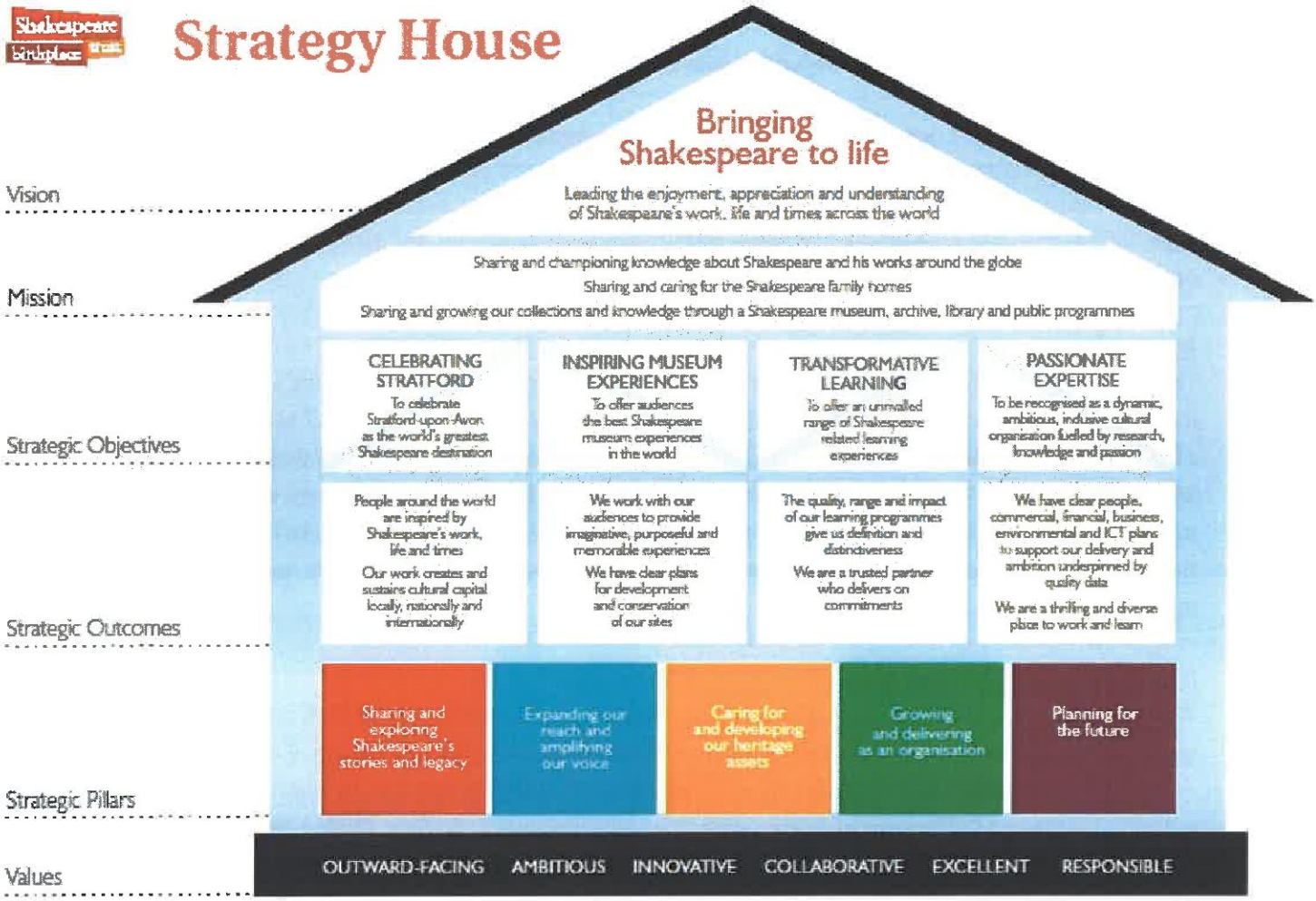
Covid-19 had a significant impact on our operation throughout the year. In line with the Government's phased lockdown release programme, we were only able to open some of our public sites and retail spaces for part of the year and our ability to host learning visits was available to only a fraction of our pre-pandemic numbers. Access to our Designated Collections and conservation work to our buildings was restricted and our plans for public events and programmes were largely delivered digitally.

Although the Trust continued to face a challenging operating environment, we had placed ourselves in a strong position in 2020 as a result of an organisational restructure and successful applications to available funding support. Despite this, we incurred an operating deficit of (£2.9m) in the year. This operating deficit was supported by the Cultural Recovery Fund (£3million) grant awarded in late 2020.

However, the actions that we were able to take, including the partial reopening of our houses, learning, and retail offers, continued to point the way to a strong recovery. We welcomed 87,000 visits to our sites in 2021and were able to reach millions around the world through our digital channels. This success, alongside the signs of recovery that we have seen in recent months, gives us confidence in the long-term sustainability of the organisation.

Strategic Framework in 2021

To review our work across 2021 the Shakespeare Birthplace Trust returns to our overall strategic framework; the Strategy House. The Strategy House sets out our vision, our mission and their outcomes. These then define five Strategic Pillars, which cover all of our operation, and help us work coherently with collective ambition, informing our prioritisation, allocation of resources, people and skills development, partnerships and fundraising.


Strategy House
Bringing Shakespeare to life
Vision
Leading the enjoyment, appreciation and understanding of Shakespeare's work, life and times across the world
Mission
Sharing and championing knowledge about Shakespeare and his works around the globe
Sharing and caring for the Shakespeare family homes
Sharing and growing our collections and knowledge through a Shakespeare museum, archive, library and public programmes
Strategic Objectives
CELEBRATING STRATFORD
To celebrate Stratford-upon-Avon as the world's greatest Shakespeare destination
INSPIRING MUSEUM EXPERIENCES
To offer audiences the best Shakespeare museum experiences in the world
TRANSFORMATIVE LEARNING
To offer an unrivalled range of Shakespeare related learning experiences
PASSIONATE EXPERTISE
To be recognised as a dynamic, ambitious, inclusive cultural organisation fuelled by research, knowledge and passion
Strategic Outcomes
People around the world are inspired by Shakespeare's work, life and times
Our work creates and sustains cultural capital locally, nationally and internationally
We work with our audiences to provide imaginative, purposeful and memorable experiences
We have clear plans for development and conservation of our sites
The quality, range and impact of our learning programmes give us definition and distinctiveness
We are a trusted partner who delivers on commitments
We have clear people, commercial, financial, business, environmental and ICT plans to support our delivery and ambition underpinned by quality data
We are a thrilling and diverse place to work and learn
Strategic Pillars
Sharing and exploring Shakespeare's stories and legacy
Expanding our reach and amplifying our voice
Caring for and developing our heritage assets
Growing and delivering as an organisation
Planning for the future
Values
OUTWARD-FACING
AMBITIOUS
INNOVATIVE
COLLABORATIVE
EXCELLENT
RESPONSIBLE

Strategic Pillars in 2021

Sharing and exploring Shakespeare's stories and legacy

The heart of the Trust's operation is our mission to share and champion knowledge about Shakespeare and his works, both nationally and around the globe. Our focus across the year was on finding new ways to share Shakespeare's story which overcame the constraints imposed by the pandemic, and, especially as the year progressed and some restrictions were loosened, to restore as much as possible of our pre-pandemic offer to the nation.

Audiences

Thanks to Culture Recovery Fund support and in line with Step 3 of the Government's roadmap out of lockdown, we were delighted to be able to reopen Shakespeare's Birthplace on 17 May 2021. As part of a phased approach to our operating model, we also reopened Anne Hathway's Cottage and Shakespeare's New Place between 14 June and 30 September. These reopenings were conducted under carefully constructed Covid-safety measures as part of Visit England's Good to Go scheme, with timed ticketing in operation at Shakespeare's Birthplace. During this period, we welcomed 87,000 visitors across the three sites.

Interpretation and programming

We adapted to the impact of the pandemic by delivering a wide range of outreach activity, to ensure our offer continues to reach communities currently underrepresented in heritage. Examples include:

- A programme of community work with Coventry Library Services to support the Coventry City of Culture programme, with the Trust delivering its One Million Reads project - a series of Early Years storytelling workshops featuring colourful costumes, exciting props, music and movement in a lively, interactive and multi-sensory session.
- Partnership work with Coventry Refugee Services, with support from Coventry University to deliver outreach work at Mary Arden's Farm for an English as a Second Language (ESOL) group.
- The Sea of Troubles project – a collective of videos and digital content from young artists from the Balsall Heath area in Birmingham, using Shakespeare's words to make sense of their experience of the last year and a half.
- A series of talks to celebrate LGBT+ History Month as part of the *Outing the Past* festival.
- Three series of *Shakespeare Alive* podcasts with an average of around 500 listens/downloads per episode.

Research and knowledge

The Trust continued to facilitate research around the globe. This year's Birthday lecture marked the publication of our Trustee Professor Lena Orlin's groundbreaking new book *The Private Life of William Shakespeare*. Other titles the Trust has supported include *Rethinking Shakespeare's False Folio, Exploring Shakespeare's Church* and *Giving the Shakespeare Women A History*.

Our Head of Research, Paul Edmondson's entry on Susanna Hall for the Oxford Dictionary of National Biography was published in August, as with entries on Anne Shakespeare and Judith Quiney by Katherine Scheil. Paul Edmondson has been formally commissioned to write *Shakespeare and Stratford-upon-Avon* for the Oxford University Press's Oxford Shakespeare Topics series.

We hosted our first virtual internship, Alex Hewitt, who researched the lost interiors of Shakespeare's New Place and produced an online exhibition and several blogs.

Learning

The easing of Government restrictions meant we were able to relaunch our learning work. With the Shakespeare Centre closed, we adapted our in person operating model and transformed some of our sites into flexible learning spaces. These included Mary Arden's Farm and Hall's Croft, in both cases creating Covid-Secure learning spaces, with ventilation equipment and AV systems installed to provide a safe learning environment. Feedback from teachers and children was extremely positive, with a real sense of excitement in the children, as they were delighted to be exploring our historic houses after so many months of pandemic enforced restrictions.

Shakespeare Week, our flagship primary education programme, was delivered digitally with support for schools and families to access home learning activities. Activities included twice daily online broadcasts, two new online exhibitions, a creative competition and a suite of new downloadable resources – all available free of charge. This model proved successful with over 42,000 downloads of our cross-curricular resources. Based on survey results around 2 million children enjoyed fun and meaningful early experiences of Shakespeare. The theme for Shakespeare Week 2021 was Wellbeing, addressing aspects of the new PSHE curriculum and using Shakespeare's works, life and times to explore human emotions, moral dilemmas and personal identity.

During Shakespeare Week, we planned and delivered a range of online daily broadcasts hosted by well-known children's authors, presenters, artists and actors, with short programmes ranging from Meditation to Tudor Baking and Lego Shakespeare animation and Horrible Histories drawalongs. Children could watch the broadcasts on Facebook, YouTube and the Shakespeare Week website.

We were thrilled that our Learning team won a Sandford Award for the fourth time for its provision of heritage education.

Digital engagement

As a way of reinvigorating classroom teaching of Shakespeare in a post-lockdown environment, we launched a new digital learning membership scheme in September - a subscription service for schools across Key Stages 1-4 and A-Level with unlimited access to teaching materials, short films, downloadable resources and live engagement events including talks and homework clubs with our award-winning Shakespeare experts.

Expanding our reach and amplifying our voice

The Trust is committed to maximising the impact of our position as the national museum of Shakespeare. 2021 was seen as a recovery year, and this required the Trust to dynamically refresh our working relationship with local, regional and national partners, working together to find ways to reach out into communities and to maximise the opportunities of successful partnerships.

Reach and depth of public engagement

The Trust developed a new ticketing system alongside a third party partner, allowing us to successfully manage online bookings and capacity levels in a streamlined, user-friendly way and to trial a new multi-house offer (the Shakespeare's Story ticket). As part of our audience development planning, we introduced a new, progressive concessions policy in line with Arts Council England Investment Principles around minimising price as a barrier to cultural access.

Strategic partnerships

Our work in 2021 was supported and facilitated by numerous partners and we wish to acknowledge their vital role:

- Arts Council England – This was the Trust's fourth full year of National Portfolio funding, and we are committed to an ever stronger and deeper working relationship with Arts Council England.
- Department for Culture, Media and Sport with Arts Council England – Financial support through the Repayable Cultural Recovery Fund has been crucial to supporting our post pandemic recovery journey
- Royal Shakespeare Company – Who we continue to work with on the presentation of our joint Designated Collection.
- Stratford District Council – We continue to work with the local council in supporting our collective vision for enhancing and post pandemic regenerating the local cultural economy.

Targeted fundraising

The Trust has been the grateful recipient of significant financial assistance in response to the Covid-19 pandemic, and we have in particular been very successful in maximising the support available to us through funding programmes created by Arts Council England and the Department of Culture, Media and Sport. Following receipt of a total of £3.9 million cash awarded in 2020 from the Emergency Grant and Culture Recovery Fund schemes, in March 2021 the Trust agreed a loan to the value of £3 million, on preferential terms, through the Department of Culture, Media and Sport's Culture Recovery Repayable Finance scheme. This funding supported the Trust through the continued constrained operating environment in 2021, and will continue to support our position through our recovery period across 2022. We extend our deepest thanks to our colleagues at Arts Council England and the Department of Culture, Media and Sport regarding their ongoing support of our work.

Further to this, the Trust was notified of a potential extension to our support through Arts Council England's National Portfolio scheme, with the current National Portfolio schedule (originally running April 2018 to March 2022) extended to March 2023, on submission of a suitable Business Plan. The Trust applied for this extension and the extra year of funding was approved in December 2021.

The Trust has been honoured by the generosity shown to us by our Friends and donors through the year. Throughout 2021, we received a steady stream of voluntary donations to our cause, including significant and regular generous giving from attendees at our houses and online events.

Caring for and developing our heritage assets

The care of our historic houses and collections is a key statutory function for the Trust, enshrined within our Act of Parliament. This responsibility was directly impacted by the pandemic, as due to Covid-19 restrictions and supply chains issues a backlog of work had built up across 2020. Our priority for 2021 was to tackle this backlog and ensure that the most urgent conservation priorities were addressed promptly and effectively.

Conservation management

An extensive programme of conservation and maintenance works were undertaken between January and May 2021, with internal and external aspects of work including the replacement of lime plaster, repairs to timber flooring and chimney repointing. A significant amount of work also took place in and around the Shakespeare Centre to rectify water ingress into the Collections and Reading Room areas, as well as the installation of ventilation units.

We also improved our capacity to remotely monitor our sites by improving aspects of our CCTV, alarm reporting and environmental monitoring arrangements. Randomised security and survey visits continued, along with statutory servicing and testing work to ensure our sites maintained compliance with all statutory and insurance requirements.

The team was instrumental in preparing our historic houses for reopening as soon as lockdown restrictions eased, with extensive on site risk assessment and preparation work to ensure Covid-secure guidelines were in place, including appropriate social distancing and hygiene factors were met for the safety of both our staff and visitors. We also ensured livestock at Mary Arden's Farm were properly cared for, and that our Stewardship Scheme, Rare Breed and Soil Association obligations continued to be met.

Acquisitions, collections care and management

Providing access to our Collections continued to be a priority and as part of our enhanced digital collections access offer, we supplied thousands of images of collections for remote research. Following refit work inside the Shakespeare Centre we were able to reopen the Reading Room from 31 August for pre-booked appointments.

New acquisitions for the collection include watercolour paintings by William Wells Quatremain (1857-1930) featuring the kitchen in Shakespeare's Birthplace, and Nash's House and the site of New Place. We also received a new acquisition via a bequest from the ArtFund – an artist's proof for 'Shakespeare's XV sonnet' by Joe Tilson, is signed by the artist and dated 1964.

Growing and delivering as an organisation

The Trust has faced a major change in its operation over the last two years. The pandemic required a restructuring of the Trust's staffing and business model, a process largely complete by end of 2020. Our organisational priority over 2021 was recovery – for us to grow into our new operational model, but also to ensure that our recovery delivered the positive changes the Trust is deeply committed to around issues such as diversity and representation and environmental performance.

Organisational design and coherence

The Trust has committed to appointing two key new senior roles to support the development of the organisation and delivery of the Business Plan. The Director of Knowledge & Engagement will play a central role in leading the Trust across the fields of learning, collections, research and programming, ensuring that they are ambitious and impactful. The Director of Development will play a key role in helping shape our long term vision and making it a reality, by identifying and exploring avenues for major capital and revenue support.

Our on-going recovery from the Covid-19 pandemic and the need for additional consultation and decision making resulted in the Board increasing its number of meetings during 2021 from four to nine, plus two sessions focusing on future strategy. Save for the September and December Board meetings, which had hybrid joining options, all Board and Committee meetings were held online.

Professor Carol Chillington Rutter stepped down as a Trustee on 25 March. We are deeply grateful to Professor Rutter for her contribution to the work of the Trust and for her outstanding role in sharing and extending Shakespearian knowledge both within and outside the organisation.

On 1 July Michael Dobson and Ayub Khan were appointed as Trustees. These appointments were made following a review of the Board's skills and diversity. Both Michael and Ayub were former members of the Trust's consultative honorary Council. In September, Trustees Ralph Bernard and John Russell (Vice Chair) were both reappointed for a subsequent three- year term of office.

Chairman Peter Kyle's tenure with the Trust had been due to end in 2021, however following request by the Board of Trustees, to support the Trust and provide stability during the pandemic; he agreed to extend his term for a further 12 months, until October 2022. With the Board's delegated authority, the Nominations & Remuneration Committee supported by an independent HR professional has led the appointment and selection process. A procedure was designed to reflect best practice and stakeholder requirements with a core aspiration of attracting a diverse candidate pool. Following an open tender selection process, a global external recruitment agency was appointed to commence a far-ranging and transparent recruitment search beginning in January 2022.

People development

The Trust has introduced its new and more agile performance development review (PDR) process that is closely aligned to the Trust's Business Plan, with staff member objectives responding directly to the Business Plan priorities including the implementation of Arts Council England Let's Create strategy. It also reintroduced a reshaped Staff Forum, focusing as a point of contact and body for exchange of ideas with staff.

The 2020 Board Effectiveness review comprised individual Trustee review meetings with the Chairman, a review of collective effectiveness, an audit of activity against the Charity Governance Code and consideration of the register of interests, skills and diversity matrices, attendance records and succession plans. An action plan for 2021 was embedded in the Trust's business plan for the year resulting in the agreement of succession planning actions, agreement of a process to recruit a new Chair for the Trust, variation to Committees membership, the appointment of Board EDIB and volunteering champions/touchpoints, promoting the Code of Conduct and a review of the honorary, consultation Council.

Looking after our people during this difficult year was a priority and we initiated a number of wellbeing and resilience activities. These included holding virtual meetings and social events to allow us to connect and reduce isolation, providing regular wellbeing advice via our internal newsletter and employee assist programme and providing mandatory training modules in safe operating procedures to give confidence to our team in welcoming visitors back in a protected way.

To keep volunteers safe, this year the majority were asked to pause their support while government restrictions were in place. Some volunteers adapted their roles and worked from home assisting the Trust on digital projects.

Diversifying our organisation and ways of working

The Trust committed to a new process of reviewing the diversity and sense of belonging among its staff, and so commissioned and delivered an Equality, Diversity, Inclusion & Belonging (EDIB) staff, volunteer and trustee survey process with an external agency People Insight. The data arising from this was reviewed by the Trust's Equality, Diversity, Inclusion & Belonging group and People Insight, benchmarked us against peer organisations, and across December the Trust published the results of this survey.

We believe a diverse Board of Trustees, with a blend of backgrounds, knowledge and experience is important to the effectiveness of our governance. In 2021, Trustee Rebecca Dobbs was appointed as Board Diversity champion/touchpoint and a process was agreed for reporting EDIB matters to the Board. The EDIB survey results were presented to the Nominations & Remuneration Committee and subsequently to the Board.

Environmental sustainability

In November 2021, the Trust was the first heritage organisation to join the EarthShakes Alliance – a global collective of Shakespearian theatres and organisations committed to putting environmental concerns at the heart of their operations.

During 2021, we reviewed and updated our existing Environmental Policy framework. We are working to:

- Continue to reduce our energy, water and non-renewable consumption and improve efficiency.
- Recycle, reduce, reuse and repair as a priority.
- Use sustainable methodologies in our conservation work.
- Source equipment and products locally, acquire our material from sustainable sources where possible.
- Encourage our audiences and visitors to be respectful of our environment and provide systems of recycling.
- Work innovatively and collaboratively to find ways to reduce the environmental impact of visitor travel to our sites, exploring local mitigations, working with partners to influence the transport infrastructure.
- Encourage our staff and volunteers to contribute to reducing our environmental footprint.
- Engage with local environmental and ecological groups to explore ways we can support and develop each other's work.

Planning for the future

The Trust has major and transformative plans, including for capital development, which will greatly enhance our ability to meet our national role as the museum for Shakespeare. Despite the challenges the Trust has faced since the pandemic begin, these plans remain as ambitious and farsighted as ever.

Developing our sites and settings

The Trust has agreed a budget allocation within its Innovation work stream to conduct more "live experiments" in our visitor offer. These experiments will involve a significantly different approach to a visit, for example a guided tour around an otherwise closed site, which will offer something different to our normal visitor offer. We will record responses to this work to understand audience reaction to this experimentation.

Short and medium - term strategy

Covid-19 has forced us to carefully review our strategy to secure the future of the Trust. This has included a focus on organisational resilience as we continue to consider a longer-term vision for the Trust's recovery. Crucial to this is sustaining our operating model, and we want to make sure that we build in a considered but dynamic way, on diligently laid foundations and upon financial support, we have received from Arts Council England and the Culture Recovery Fund. We aim to enhance the reach and quality of our public engagement, the interpretation and protection of Shakespeare's five family homes, the care of our collections and access to them, and the sharing of our knowledge and expertise. We will identify opportunities, and resources for new investment, partnership and diversification. As part of this work, we will focus on:

- Enhancing our creative mission in line with the updated Business Plan and moving to digital-first delivery. We will explore new programming, prioritising improving access for artists of diverse background and for diverse communities in line with Arts Council England investment principles.
- Developing our capability and reputation for outstanding research and academic collaboration.
- Exploring opportunities to enhance outreach, both in-person and digitally.
- Delivering a conservation programme to protect our heritage sites and care for our world-class collections.
- Delivering a new three-year focused and integrated organisational strategy to ensure efficiencies are made to support our recovery.

By focusing on these principles, we aim to pave the way for the Shakespeare Birthplace Trust to be recognised as a leading Shakespeare authority and dynamic cultural organisation in the UK and worldwide.

2023 will be an important anniversary year in the Shakespeare realm as we prepare to mark 400 years since the publication of Shakespeare's First Folio in 1623, with an exciting programme of initiatives and events in Stratford-upon-Avon and online, paying homage to Shakespeare's enduring legacy.

Long - term strategy

Long term, we will only be successful in our ambitions through the extraordinary and ongoing support of our staff and volunteer teams working alongside our Trustees, Council members, partners and stakeholder networks. By 2025 we aim to:

- Be a dynamic and inclusive museum offering a wide range of rich, imaginative and inspiring experiences for our in-person and remote audiences.
- Have expanded the breadth and reach of our unique learning offer and be working in partnership with others to amplify our impact.
- Have redefined who we are as an organisation and strengthened our voice within a global conversation.
- Be effective, highly-skilled and financially resilient with the structures and processes we need in place to grow and to thrive.
- Have clearly defined plans in place to maximise the opportunities presented by our sites in Stratford-upon Avon and be actively pursuing them.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Constitution and Governing Documents

The Shakespeare Birthplace Trust (SBT/The Trust) came into existence as a result of the purchase for preservation as a national memorial of Shakespeare's Birthplace in 1847 and of Shakespeare's New Place estate in 1862. The Trustees were first incorporated by Act of Parliament in 1891 and now carry out their responsibilities under the terms of the Shakespeare Birthplace Trust Act 1961 and The Charities (Shakespeare Birthplace Trust) Order 2017. The Trust is a Registered Charity, number 209302.

Strategic purpose and objectives

"Caring for Shakespeare's family homes and sharing the love of his work and life from his home town "

The charitable objectives of the Trust are:

- To promote in every part of the world the appreciation and study of the plays and other works of William Shakespeare and the general advancement of Shakespearian knowledge;
- To maintain and preserve the Shakespeare Birthplace properties for the benefit of the nation;
- To provide and maintain, for the benefit of the nation, a museum and a library of books, manuscripts, records of historic interest, pictures, photographs and objects of antiquity, with particular, but not exclusive, reference to William Shakespeare, his life, works and times.

Board of Trustees

The Board of Trustees has independent control over, and legal responsibility for the charity's management and administration. The Board's decision-making process is informed by charity law and is set out in the Charities (Shakespeare Birthplace Trust) Order 2017. Our on-going recovery from the Covid-19 pandemic and the need for additional consultation and decision making resulted in the Board increasing its number of meetings during 2021 from four to nine, plus two sessions focusing on future strategy. Save for the September and December Board meetings, which had hybrid joining options, all Board and Committee meetings were held online.

The Board can comprise between 8-12 members. We currently have 12 Trustees. Those who served during the year and up to the date of this report are listed on page 3.

Appointment terms

Trustees are appointed on their own merits by the Board, following recommendation by the Nominations & Remuneration Committee. In accordance with the Trust's governing documents, appointments are for three years with a maximum service of nine years (ten years in exceptional circumstances). Trustees retire in rotation. Appointments will be considered by the Trustees prior to the end of each respective term. When filling vacancies the Board will review its existing skills with a view to ensuring it can draw on a range of relevant knowledge and experience to undertake its responsibilities.

Board diversity

We believe a diverse Board of Trustees, with a blend of backgrounds, knowledge and experience is important to the effectiveness of our governance. The Board is committed to the Trust's Equality,

Diversity and Inclusion (EDI) policy and recruits with the aim of attracting individuals who will help lead in a way that embraces inspiration, diversity and fresh thinking.

Trustee induction

All Trustees complete an induction programme designed to inform them about the Trust's structure, strategy, finances and delegation framework, which shape the Trust's decision making processes and ensure that they are fully aware of the responsibilities of being a Trustee. The induction takes the form of a combination of meetings, visits and the provision of appropriate reading material, including our Governance Handbook.

Code of Conduct

All Trustees are required to adhere to our Trustees' Code of Conduct that provides clear guidelines on expected standards of behaviour, responsibilities and best practice in fulfilling their obligations.
Prior to appointment Trustees complete declarations of eligibility and statements of interest/loyalty which are subject to regular review. In accordance with the Trust's policy declarations of interests/loyalty feature on each meeting agenda and Trustees are expected to withdraw from any decisions where a conflict of interest arises.

Committees of the Board of Trustees

The Board is supported in its work by four standing committees. The Chair of each committee is a Trustee who reports to the Board on the committee's activities at each Board meeting:

Audit & Risk Committee

The committee is part of the overarching governance arrangements of the Trust. It operates in accordance with an agreed Terms of Reference, which are periodically reviewed to maintain alignment with Charity Commission expectations and guidance. Membership consists of three Trustees with the responsibility to:

- oversee the outcomes of external audits and other review work, including financial reporting processes;
- review the Trust's processes of internal control, and risk management;
- consider the Trust's compliance with relevant statutory and finance regulations
- review the Trust's safeguarding and legal compliance ; and
- advise the Board of any relevant matters

The committee met three times during the year. The Trust Chairman is an Ex-offico member of the committee and attended one of these meetings.

Finance Committee

The committee supports the Board by reviewing on a regular basis the financial performance, budgetary control, management and strategy of the Trust and its trading subsidiary. Membership consists of four Trustees. Due to our on-going recovery from the Covid-19 pandemic, the committee increased its programme of meetings for the year from four to six. The Trust Chairman is an Ex-offico member of the committee and attended some of these meetings.

Heritage Assets & Property Committee

The committee supports the Board by providing a strategic oversight of the Trust's heritage assets and properties through the perspectives of physical and knowledge assets and the means of public engagement with them.

Membership consists of three Trustees .The committee meet twice during 2021.

Nominations & Remuneration Committee
The committee reviews all people (employed, volunteer and Trustee) matters which include determining staff remuneration, senior staff and Trustee recruitment; equality, diversity, inclusion and belonging. Membership consists of five Trustees.

The Board delegated authority to the committee to lead the process to recruit a new Chair subject to regular update. As a result the committee extended its programme of meetings for the year from two to five.

SBT Council
The Trust's consultative, honorary Council established in 2018 formalises relationships with individuals able to support the furtherance of its charitable objectives and contribute to its long-term vision. The Council's membership represents a range of key stakeholders and a diverse cross-section of society. The Council is utilized as an incubator for future Trustee/SBTT Ltd Director appointments, with the stated intention that the Council is a place where members could be involved and become familiar with the Trust's work. The Council meets once a year with the Board of Trustees and Leadership Team and is chaired by the Honorary President.

As agreed, and following a members' survey, a three-year review of the Council took place in 2021 resulting in refinements to membership and the way we communicate. During the year, the Council was kept updated on key issues. In 2021 members supported numerous aspects of our work including taking part in consultation during the development of our strategy and the process to appoint a new Chair for the Trust, providing advice and guidance and content.

SBT Trading Ltd
SBT Trading Limited is a company wholly owned by the Trust. It is the Trust's general trading arm and is responsible for running its commercial activities. It Gift Aids its taxable profits to the Trust.

The Board of SBT Trading Limited is responsible for the company's activities. The Board members include Trustee representation with the majority of members being independent of the Trust. The Board performs the same role as any company board, overseeing the running of the company, reviewing major risks facing the company, agreeing and monitoring its budget and approving its annual report and financial statements. The SBTT Board of Directors met six times during 2021. The Trust, as parent company, is responsible for the appointment of new SBTT Directors. In 2022 it is considering the Board's succession plan.

The performance of SBT Trading Limited during the year ended 31 December 2021 is set out in Note 5 to the financial statements.

Arts Council England National Portfolio status

The Trust has been an Arts Council England NPO (National Portfolio Organisation) since 2018, and the Trust was delighted to learn that its 2022/2023 Extension year application for NPO status was successful. Board papers are shared with ACE and its Relationship Manager can attend Board meetings as an observer.

Leadership Team

The Leadership Team comprises the Chief Executive and senior staff who support him in fulfilling his responsibilities. Some senior staff have job titles incorporating the title "Director" but they are not directors in a legal sense nor are they charity trustees.

The Board of Trustees delegates various functions to the Leadership Team and other staff through the leadership of the Chief Executive. These functions are summarised in a Scheme of Delegation. The Leadership Team formulates strategy for Board consideration and approval, ensures it is carried out and oversees the day to day operation of the Trust.

Two years ago before the pandemic, the Trust embarked on a restructuring plan to redesign its senior leadership structure to enable Trust to build upon achievements, make the most of opportunities and shape its future ambitions. As reported in 2020, the Trust was able to recruit three new directors for the posts of Strategic Projects, Visitor Experience & Business Development and Finance & Resources. The recruitment of the final two director posts covering Development and Knowledge & Engagement (previously known as Cultural Engagement) was paused at the outset of the pandemic in March 2020. In mapping out a clear pathway for recovery, the Trust restarted this recruitment plan in early 2022.

Activities for the public benefit

In setting the Trust's objectives and planning its activities, the Trustees have given due consideration to the Charity Commission's guidance on public benefit and also its supplementary public benefit guidance on fee charging and advancing education. They consider the information which is contained in this report, about the Trust's objectives, activities and achievements, demonstrates the benefit to the public that arise from these objectives. The Trust identifies the most significant benefits to the public that arise from its objectives as:

- Providing opportunities for the enjoyable and stimulating learning for the general public (86,843 via admissions) about the life and works of William Shakespeare.
- Publishing and widely disseminating to the public digital information about the life and works of William Shakespeare. Our website had over 7.4million hits in 2021 – a 25% increase from 2020.
- Providing formal learning programmes for over 8,128 students both in person and virtually (3,294 students involved in outreach or coming to our sites; 4,834 virtually), and 72,136 downloads of our suite of over 300 teaching resources –a 20% increase from 2020 as we transitioned to a 'digital first' model of delivery.
- Caring for and developing the Shakespeare family homes and over 1 million items in our Collections and making them physically and intellectually accessible to the greatest feasible extent to the general public.
- Making accessible to researchers and students our important collections and archive, and in doing so adding to the collective knowledge, understanding and appreciation of William Shakespeare. There were 103 visits to our Reading Room with 794 library and archive items consulted and a limited online service for our collections which received 5,139 enquiries.

- Providing diverse opportunities for volunteering, internships and apprenticeships across the Trust. In 2021 our volunteers donated 2,302 hours.
- In providing these public benefits, the Trust supports the five widely accepted generic learning outcomes which show the positive impact of the public's interaction with museums on their knowledge and understanding; skills; attitudes and values; enjoyment, inspiration and creativity; and action, behaviour and progression.

Fundraising

The Trust raises the majority of voluntary income from targeted approaches to trusts, foundations and other public funding bodies. We also invite visitors to the Shakespeare family homes to support our work through donations, or join our Friends or Patrons schemes, either during their visit or by follow-up email. We are committed to a transparent and ethical approach to all our fundraising activity.

Fundraising is managed by the Trust's Development team and no third party fundraisers are used. All fundraising activities are reviewed in line with our obligations for responsible fundraising, and the team engages personally with all individual donors to ensure the protection of vulnerable persons. The Trust is registered with the Fundraising Regulator and complies with Code of Fundraising Practice. No complaints were received during the year and we received no requests through the Fundraising Preference Service to opt out of our communications.

Equality, Diversity, Inclusion and Belonging

The Trust is passionate about being a truly inclusive organisation - with the people who work with us and our audiences being as diverse as the communities we serve. This is fundamental to our belief that Shakespeare is for everyone and that the range of experience diversity brings is a huge asset to the Trust. We are determined to do our utmost to ensure an inclusive and welcoming environment for all.

During the year, we have undertaken an evaluation of our existing EDI Action plan, its progress and continuing relevance in a rapidly changing environment. To gain a better understanding of our perception of equality, diversity, inclusion and belonging along with achieving a benchmark of quantitative demographical data, we worked with a specialist external organisation to commission a survey of staff, volunteers and trustees. Post year end, we are delving deeper into the survey results and development opportunities with focus groups centred on people, audiences and communities with a wide range of participants across the Trust.

Staff pay and recognition

We recognise the importance of being transparent and accountable for all aspects of our work, including how we recognise and reward our staff. We recognise our staff on their performance, living our organisational values and contribution to the delivery of the Trust's strategy. We compare our pay scales against those in the museums and wider not for profit sector. General pay increments are reviewed and agreed by the Nominations & Remuneration Committee of the Board of Trustees.

Due to the continuing impact of the pandemic, and to meet the requirements of the Cultural Recovery Fund repayable finance and grant applications, pay restraint was adopted with no pay increases applied in the financial year ended 31 December 2021.

Key Management Remuneration Policy

Key management personnel pay is considered by the Nominations & Remuneration Committee of the Board of Trustees. Each year the committee reviews the remuneration of key management personnel, considering performance and benchmarking data to ensure that levels of remuneration remain appropriate.

Due to the continuing impact of the pandemic and to meet the requirements of the Cultural Recovery Fund repayable finance and grant applications, a pay freeze for key management personnel was adopted with no pay increases applied in the financial year ended 31 December 2021.

Gender Pay Gap

The Trust fell under the requirements of The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 to publish a report showing the organisations gender pay information. Due to the Covid-19 outbreak, the Government Equalities Office and Equality & Human Rights Commission delayed the reporting of gender suspended the reporting of gender pay gap data for 2019/20 until 5 October 2021.

The closure of our sites on 16 March 2020 as a result of the pandemic meant that by 5 April 2020 nearly 62% of our employees were placed on furlough as part of the Government's Coronavirus Job Retention Scheme, with a further 24% on 6 April 2020. The furlough scheme has had a significant adverse impact on our gender pay gap calculations.

Based on the designated "snapshot" date of 5 April 2020 as published on 5 October 2021 when comparing median hourly rates, women earn £0.84 for every £1 that men earn. Their median hourly wage is 16.8.% lower than men's. However, when comparing mean hourly wages, women's mean hourly wage is 26.6% lower than men's. We publish further details of our gender pay gap on our website in a report showing the balance of men and women at all levels of the organisation and the effect this has on average hourly rates of pay.

Following the organisational restructuring during 2020, the Trust no longer falls under the requirements of The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, however it is the Trust's intention to voluntarily report its 2020/2021 data as its commitment to transparency. The Trust is committed to continue to develop our workforce strategy which includes maintaining a culture of representation and inclusion to ensure equality of opportunity for all.

Environmental Commitment

The Trust is committed to working in a sustainable way as possible to minimise its environmental impact, including net zero greenhouse gas emissions by 2030. We are celebrating and exploring Shakespeare's connection to the natural world as a way of embedding environmental issues at the heart of what we do

Since 2016, we have been using Creative Green tools by Julie's Bicycle to record, monitor and compare our gas, electricity, water, fleet fuel and travel and audience travel year on year and against benchmark organisations. Over this period, we have seen steady progress in reducing our utilities consumption and our carbon footprint. Between 2016 and 2020, our energy usage has almost halved, from 513 tonnes Co^2e per annum to 269 tonnes CO^2e. All our energy contracts are with

renewable suppliers and none of our rubbish goes to landfill. We will continue to monitor and improve as we move through 2022 and things move back to a pre-pandemic position.

Principal risks and uncertainties

The Trustees have overall responsibility for ensuring that the Trust has an appropriate system of controls, financial and otherwise. The systems of internal control are designed to provide reasonable but not absolute assurance against material misstatement or loss. They include:

- An annual budget approved by the Trustees.
- Regular consideration of both financial results and other performance indicators.
- Delegation of authority and segregation of duties.

As part of the responsibility, the Trustees are also required to ensure that effective and adequate risk management is in place to manage the major risks to which the Trust is exposed. They have a clear mechanism for obtaining assurance on the management of risks. The Trustees agree the approach to risk including overseeing the process to identify and assess key risks and understanding how those risks are managed and mitigated.

To support the identification and evaluation of the Trust's key risks, a risk assessment model has been developed which incorporates strategic and operational day to day activities. Risks are considered and presented as either Strategic or Operational risks within an active risk register. Strategic risks are significant risks that influence the achievement of the Trust's charitable objectives. These may include major internal risks such as financial sustainability or compliance risks or they may be external events with high impact which the Trust cannot control and for which the Trust needs to develop response mechanisms. Operational risks are day to day risks and more likely to be internal within the Trust's control and with a higher level of probability of the risk event happening. The Trust's focus of attention on these risks relates to how it can control, manage or transfer risk to a third party.

Individual risks are then assessed using a scoring mechanism, with respect to the inherent likelihood of occurrence, severity of impact on the Trust, the steps in place to mitigate the risk and the resulting impact on residual risk. Residual risks are ranked using a 'traffic light' scheme (red/amber/green). The Audit & Risk Committee oversees the detailed risk management process.

The risks which are currently assessed as scoring highest and the outline mitigating strategies to address them are shown in the table below:

Risk	Mitigation Strategy
The continuing impact of Covid-19 pandemic results in a significant financial loss for the SBT that it is unable to sustain	• Updated Cash flow (and outturn) forecasts based on latest information to identify pinch points • Use of grant and loan funding from Arts Council England, use of Government business support schemes and pursuit of other funding opportunities • Re-evaluation of operating model and prioritisation of resources • Re-evaluation of investment assets held • Re-evaluation of operational accommodation needs and strategy

Dependency on tourism, particularly international visitors for the funding of the current operating model to deliver charitable objectives	• Diversification of income streams • Re-evaluation of operating model including staffing structure and prioritisation of resource • Use of digital delivery and income generation opportunities
Organisational structure and nature of operational assets hamper medium to long-term strategic and financial planning	• Implementation of revised organisational structure, roles and responsibilities • Re-evaluation of operational accommodation needs and strategy • Development & introduction of master strategic and financial planning process
Major conservation works on heritage assets significantly impacting on level of reserves	• Conditional surveys and quinquennial reports with 10 year conservation plan • Phased works planned to conserve and maintain buildings. • Review of strategic assets and investments and other funding opportunities
Cyber Security attack on core Trust systems impacting on the ability to operate or potential loss	• Improvements in IT infrastructure to improve resilience • Staff awareness training on cyber security issues

FINANCIAL REVIEW

The financial year in review

The financial statements of the Trust for the year under review and the financial position at the Balance Sheet date are set out in the Accounts. In particular, the Statement of Financial Activities (SOFA), which includes both unrestricted and restricted funds, shows the performance of the Trust and it trading subsidiary SBT Trading Limited, during the year.

Trading position

2021 continued to be dominated by the financial impact of the Covid -19 pandemic. We commenced the year, once again in a national lockdown and we were able to reopen our flagship Birthplace shop in on 12 April but unable to open Shakespeare Birthplace to visitors until 17 May with Anne Hathaway's Cottage and Shakespeare's New Place opening a month later.

We continued to make use of the Governments Coronavirus Job Retention Scheme, in particular the flexi- furlough aspect of the scheme.

The main trading financial highlights of the year included:

- Despite a shortened season, sales of admissions tickets to three of our houses reached over £1million;
- Investment income from both our investment portfolios remained static year on year;
- We continued to make use of the Governments Coronavirus Job Retention Scheme, in particular the flexi- furlough aspect of the scheme. This supported our operations by £224,000;
- Overall expenditure reduced by £2million year on year. This was notably the annualised impact of the staff restructuring that we undertook in summer 2020;
- Commercial trading in our shops was encouraging despite a slow start with continued government restrictions. Our average spend per head was significantly up on that achieved pre pandemic.

Despite this positivity, we incurred an operating deficit of (£2.9 million) which rises to (£3.1million) if the Government's Coronavirus Job Retention Scheme grant is excluded.

This operating deficit has been supported by the Cultural Recovery Fund (£3 million) grant awarded in the later part of 2020. As we noted in last year's annual report, we continue to expect to be operating under a financially constrained operating model for the period to 2024. Our current forecasts indicate that our 2023/2024 post COVID-19 recovery period before the next recovery milestone is achieved will be financially challenging.

To support the Trust's post COVID-19 financial recovery plan, the Trust entered into an unsecured £3 million loan agreement with The Secretary of State for the Department for Digital, Culture, Media and Sport, and Arts Council England in March 2021. The loan was entered into under the Repayable Cultural Recovery Fund programme. The loan term is 20 years, with interest payable at 2% per annum. Interest and capital repayments are suspended for the first 48 months after the drawdown date of the loan.

Overall position

On an overall funds basis, the Statement of Financial Activities shows an apparent overall net surplus of £2,159,000 (2020; £102,000) but this position is flattered by both the unrealised gains and the disposal of two investment properties:

	£'000
Net movement in Funds as reported in Statement of Financial Activities	2,159 Surplus
Remove impact of :	
Unrealised investment asset valuation movements	(304)
Unrealised actuarial gain on pension liability	(654)
Fixed asset impairment provision	46
Disposal of investment properties	(4,142)
Underlying operating position	**(2,895) Loss**

Our remaining apparent liquid assets (including our financial investment portfolio and proceeds from an in year land disposal - see *'Significant Property Transactions'* below) were already designated to service ongoing financial obligations, including £2.45m of statutory conservation commitments, £4.8m of required preservation works, and our defined benefit pension scheme deficit recovery plan (£2 million). Our other "on paper" assets were illiquid and this has required a considered (multi-year) rationalisation process.

Significant Property Transactions

During the year, our investment property policy has been to:

- Continue to preserve our fixed asset investment properties. These properties are strategically important as they are adjacent to the Shakespeare Birthplace Properties and are held to further maintain the setting and environment of the homes;
- Realise development potential in some other properties, thereby using our resources more effectively for the furtherance of our charitable objectives.

To this end, we have disposed of two investment properties during the year ended 31 December 2021- one residential property and the other being the exercisement of the longstanding option agreement over the land at Shottery by a development consortium. The impact of these disposals are separately disclosed on the face of the Statement of Financial Activities, however it should be noted that cash disposal proceeds on the option agreement will be received over the next three years and are included in debtors (note 16).

Balance Sheet position

The Trust's balance sheet is dominated by its long-term investments in strategic properties, which are discussed separately below.

Our tangible and intangible assets are visitor facilities, operational plant and equipment at our properties and central infrastructure such as IT systems. During the year, tangible fixed assets fell by £470,000 reflecting a further impairment provision against catering equipment in excess of the regular depreciation charge.

Investments fell by £1,165,000 representing the property disposals noted in significant property transactions together with further commercial investment property fair value impairment provisions. However, the stock market value of our fiscal investments rose by £304,000 year on year.

Net current assets of £11,432,000 (2020:£5,497,000) represents our working capital. This does include the Repayable Cultural Recovery Loan receipt of £3million to be utilised to fund recovery period planned operating deficits and a debtor on the land option disposal agreement noted above. Without these two items, our net current assets would have been £5,620,000.

The deficit on our defined benefit pension scheme fell to £2,026,000 (2020:£2,929,000). In a closed scheme such as ours, the principal factors affecting the net liability are the discount rate applied to the valuation of future pension payments, investment returns and deficit reduction contributions made by the Trust. The discount rate which is based on corporate bond rates increased from 1.4.% to 1.8%, decreasing the value of our pension payment obligations. The deficit also benefited by the improvement in the underlying investment returns. However, with our funding actuarial valuation due as at 31 March 2022, it is uncertain what our longer-term pension deficit contributions requirements will be. Deficit contribution payments of £362,000 were made during the year.

Total funds as at 31 December 2021 amounted to £28,824,000 (2020: £26,665,000). Total Unrestricted funds amounted to £27,299,000 (2020: £24,718,000) which comprises £5,121,000 of undesignated funds and £22,178,000 of designated funds – details of which are included in the reserves policy note below. Restricted funds as at 31 December 2021 amounted to £1,525,000 (2020: £1,947,000) predominately comprising of the New Place heritage asset funded by restricted capital grants in prior years (£1,406,000) with the balance of £119,000 in restricted income funds. Neither of these restricted funds are available for the general purposes of the Trust.

Reserves policy

As reported in the 2020 Annual Report, in the light of the Covid-19 pandemic, the Trustees using their risk-based approach reviewed the target basis for residual free reserves after designations during 2021. They considered that its target needs to take into consideration the following factors:

- Liquidity and
- Risk.

Liquidity means ensuring that there is appropriate reserves to manage fluctuations in bank balances on a day-to-day trading basis. This has been assessed by reference to the average "cash gap" over the last 3 years. The cash gap is the range between the lowest and highest month end bank balances. As at 31 December 2021, this has been calculated at £1,670,000.

Risk at this point in the Trust's post-pandemic financial recovery means taking into account two known legally obligated cash commitments that the Trust must ensure it has the ability to honour – Repayable Cultural Recovery Fund loan repayments and defined benefit pension scheme deficit contributions. As at 31 December 2021, this risk has been assessed at £1,375,000.

Taking the two factors together, the target basis for residual free reserves after designations and the pension reserve is £3,045,000. The unrestricted, undesignated funds as at 31 December 2021 amount to £5,121,000, however £2,853,000 of these funds relate to unrealised revaluation reserves.

The Trust also maintains designated reserves to ensure that it is able to continue to fulfil its charitable purpose by providing for business continuity, the ongoing conservation needs of its heritage assets, and to support future revenue expenditure and strategic capital match funding requirements, which are unlikely to be covered by annual generated income in this post pandemic recovery period.

It is important to recognise that the Trust has a 2-3 year period of planned operating deficits amounting to £3.5 million to fund as its emerges from the pandemic. The Repayable Cultural Recovery Fund £3m loan was entered into to support this recovery and as at 31 December 2021, the Trustees have designated £3.5m of its resulting cash balance to a Covid Recovery Fund. This fund will be utilised over the next 2-3 years.

As explained above in "Significant Property Transactions", the Trust disposed of two investment properties during 2021, these disposals have provided match funding for key strategic development opportunities and seed funding for innovative commercial income projects in their pilot stages. During the year, the Trustees designated £3 million to a Strategic Project Fund and £250,000 to an Innovation Fund.

The revised free reserves target approach has meant that the existing Working Capital designated fund was no longer considered appropriate and this fund was released to the undesignated, unrestricted fund as at 31 December 2021.

While the Trust had net assets of £28,824,000 at 31 December 2021, this included fixed assets and investment properties with a value of £22,617,000. Approximately £13,459,000 of these are properties of strategic importance to the Trust which are held for the long term in order to protect and conserve the historic setting of the Shakespeare family homes. During the pandemic with the Shakespeare family homes shut to visitors, they provided a critical source of income (2021: £688,000). These properties are held within a designated Strategic fixed asset investments fund to match the net book value of the fixed asset investment properties. These properties are strategically important, as they are adjacent to the Shakespeare Birthplace Properties (being the Shakespeare family homes and nearby property designated under the Shakespeare Birthplace Act 1961). They have been acquired since 1961 to further maintain the setting and environment of the homes, and which serve to enhance the experience we curate for our visitors.

The Trust's fixed assets that are used in day-to-day operations amount to £1.5million and are held in a designated functional fixed asset fund to match the net book value of the functional fixed assets that are used in the day-to-day operation of the Trust.

To for fill its charitable objectives and statutory obligations, the Trust's conservation needs and plans are a multi- year programme of activity and commitment – the Trustees have recognised this in a designated conservation fund that is backed by our investment assets. These investment assets provided critical sources of income during the pandemic (2021: £153,000).

Investment policy and performance

The Trust maintains a review of its investments through its Finance Committee, which also monitors performance against market benchmarks and considers the adequacy of its investment mix. The overarching investment principles embedded in our Investment Policy are as follows:

- Implement a balanced asset allocation approach to the portfolio with a medium risk profile;

- Portfolio to be diversified to provide an appropriate base for income growth and to protect the capital base against long term inflation;
- Performance at least at the rate of inflation (measured by the wages index) plus 5%

The portfolio is managed in the following manner:

- Direct property investments by Sheldon Bosley Knight;
- Marketable investments actively managed by Charles Stanley & Co.

Our investment property portfolio comprises of residential, car parking and commercial properties in and around Stratford-upon-Avon. Rental income from car parking and commercial properties has continued to be impacted by the continuing pandemic. Rental returns from car parking slowly began its recovery journey in 2021. The majority of our commercial properties are retail units, with tenants continuing in 2021 to face difficult trading conditions due to the enforced closure during the first 4 months the year. Rental payment plans successfully agreed with our ongoing tenants have been adhered to.

Rental performance continues to be robustly monitored on a monthly basis with our property agent Sheldon Bosley Knight.

The world's stock markets recovery from 2020's pandemic –related stock market sell off continued during 2021, although worries over rising inflation and concerns about the economic impact of the Delta variant of the Covid-19 virus did result in some market volatility at the mid point of the year. Our investment portfolio valuation grew by 7.9% on its 2020 year end position to finish year at £3.85m (note 14 to the financial statements).

The planned changes made to our portfolio holdings in the final quarter of 2020, served us well in 2021. Performance against our key benchmark (MSCI PIMFA Income) was 2.11% higher on a total return basis on a 12-month performance basis at 12.53%. This difference in performance can be explained by the differing asset allocations between our portfolio and the benchmark portfolio as follows:

Asset Class	Our Portfolio	Benchmark Portfolio
Fixed income	15.42%	25.0%
UK Equity	45.21%	22.5%
International Equity	17.43%	30%
Alternatives	19.20%	15%
Mixed Investment	2.17%	-
Real Estate	-	2.5%
Cash	0.57%	5.0%
Total	100%	100%

Source: Charles Stanley Investment Report & MSCI PIMFA Private Investor Income Index December 2021

Our portfolio has higher weighting in UK equites which performed better than fixed income and international equities that the benchmark portfolio has higher weightings in.

An analysis of our total return performance for the year to 31 December 2021 against other market indices was as shown in the table below:

	Total Return %	Comparison to our Investment Policy
Portfolio	12.53%	
Wage Inflation +5%	9.3%	Objective met
MSCI PIMFA Income	10.42%	Objective met
FSTE All Share	18.44%	Objective not met
FTSE All Govt	(5.16%)	Objective met
Portfolio Dividend yield	4.06%	
Dividend yield target	5.0%	Objective not met

Investments will continue to be robustly monitored in the forthcoming year.

It is intended that the Trust will review its treasury and investment objectives and policies during 2022. In accordance with governance best practice, our investment management services will also be market tested.

Going Concern

The continuing impact of Covid-19 pandemic, together with rising inflation rates and now the potential impact of the war in Ukraine on world travel and economic recovery, has required the Trustees to review their 2022-2026 cash flow forecasts. The forecasts were prepared to reflect changed circumstances and the mitigation actions and decisions that have been taken in order to manage the change in operating conditions through the Covid-19 recovery phase. Key forecast assumptions have been stress tested and also take into account the unsecured £3 million loan agreement with The Secretary of State for the Department for Digital, Culture, Media and Sport and Arts Council England. The loan, drawn down on 19 March 2021 was entered into under the Repayable Cultural Recovery Fund programme to support the Trust's post Covid-19 financial recovery plan.

Based on the above, the Trustees are satisfied that the Trust has adequate resources to continue to operate as a going concern for the foreseeable future and have prepared the financial statements on that basis.

Disclosure of information to auditors

The Trustees who held office at the date of approval of this Trustees' report confirm that, so far as they are each aware, there is no relevant audit information of which the Trust's auditors are unaware; and each Trustee has taken all the steps that they ought to have taken as a Trustee to make themselves aware of any relevant audit information and to establish that the SBT's auditors are aware of that information.

Auditor

A resolution for the re-appointment of Crowe U.K. LLP as auditor of the Trust is to be proposed at the forthcoming Board meeting.

Approved by the Board of Trustees on 7 June 2022 and signed on its behalf by:



Peter Kyle OBE *Chair of the Trustees*

STATEMENT OF TRUSTEE'S RESPONSIBILITIES IN RESPECT OF THE TRUSTEE'S REPORT AND THE FINANCIAL STATEMENTS

Under the governing document of the charity and charity law, the Trustees are responsible for preparing the Trustees' report and the financial statements in accordance with applicable law and regulations.

Charity law requires the Trustees to prepare financial statements for each financial year.

The group and charity's financial statements are required by law to give a true and fair view of the state of affairs of the group and the charity and of the group's excess of income over expenditure for that period.

In preparing these financial statements, generally accepted accounting practice entails that the Trustees:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- observe the methods and principles in the Charities Statement of Recommended Practice (SORP) in the preparation of Charity accounts in accordance with applicable Accounting Standards in the UK;
- state whether the financial statements comply with the trust deed and applicable 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 group and the charity will continue in business.

The Trustees are required to act in accordance with the governing document of the charity, within the framework of trust law. They are responsible for keeping proper accounting records, sufficient to disclose at any time, with reasonable accuracy, the financial position of the charity at that time, and to enable the Trustees to ensure that, where any statements of accounts are prepared by them under Section 132 (1) of the Charities Act 2011, those statements of accounts comply with the requirements of regulations under that provision. They have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the charity and to prevent and detect fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the financial and other information included on the charity'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 TRUSTEES OF THE SHAKESPEARE BIRTHPLACE TRUST

Opinion

We have audited the financial statements of the Shakespeare Birthplace Trust for the year ended 31 December 2021 which comprise the consolidated statement of financial activities, the group and charity balance sheets, the consolidated cash flow statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 -the Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and of the parent charity's affairs as at 31 December 2021 and of the group's 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 Charities Act 2011.

Basis for opinion

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

Conclusions relating to going concern

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

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to 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.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the trustees' report; or
- sufficient and proper accounting records have not been kept by the parent charity; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 23, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group and the parent charity'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 charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 151 of the Charities Act 2011 and report in accordance with the Acts and relevant regulations made or having effect thereunder.

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

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

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

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charity and group operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Charities Act 2011 together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charity's and the group's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charity and the group for fraud. The laws and regulations we considered in this context for the UK operations were General Data Protection Regulation (GDPR), Anti-fraud, bribery and corruption legislation, Health and safety legislation, and Employment legislation.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of admissions income and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management and the Audit & Risk Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission, and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees 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 charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Crowe UK LLP

Crowe U.K. LLP

Statutory Auditor
Black Country House
Rounds Green Road
Oldbury
West Midlands
B69 2DG

Date: 4/7/22

Crowe U.K. LLP is eligible for appointment as auditor of the charity by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006.

Consolidated Statement of Financial Activities
For the year ended 31 December 2021

	Note	Unrestricted General funds £000	Unrestricted Designated funds £000	Restricted funds £000	Total 2021 £000	Total 2020 £000
Income from						
Donations	*3*	71	-	14	**85**	125
Charitable activities:						
Admissions to historic houses		1,109	-	-	**1,109**	897
Cultural engagement & participation		149	-	-	**149**	163
Grants receivable	*4*	444	-	65	**509**	5,693
Other trading activities	*5*	476	-	-	**476**	433
Investments	*6*	841	-	-	**841**	843
Other income	*7*	12	-	-	**12**	8
Total income		3,102	-	79	**3,181**	8,162
Expenditure on						
Raising funds		1,359	-	-	**1,359**	1,719
Charitable activities		3,849	367	453	**4,669**	6,314
Other expenditure		48	-	-	**48**	32
Total expenditure	*8*	5,256	367	453	**6,076**	8,065
Net gains/ (losses) on investments	*14*	304	-	-	**304**	(291)
Net gain on investment property	*14*	4,142	-	-	**4,142**	656
Net income/(expenditure)		2,292	(367)	(374)	**1,551**	462
Transfer between funds	*19*	(2,468)	2,516	(48)	**-**	-
Other recognised gains and losses						
Actuarial gains/(losses on defined benefit pension scheme	*22*	-	654	-	**654**	(298)
Gains/(losses) on revaluation of fixed assets	*14*	-	(46)	-	**(46)**	(62)
Net movement in funds		(176)	2,757	(422)	**2,159**	102
Reconciliation of funds						
Total funds brought forward	*19*	5,297	19,421	1,947	26,665	26,563
Total funds carried forward	*19*	5,121	22,178	1,525	**28,824**	26,665

For the analysis of transfers between and composition of funds see note 19. Unrestricted funds comprise both designated and undesignated funds. Restricted funds comprise both income and capital funds.

The income and expenditure and the resulting net movement in funds arise from continuing operations and includes all gains and losses recognised in the year.

Consolidated Balance Sheet
As at 31 December 2021

	Note	2021 Group £000	2021 Charity £000	2020 Group £000	2020 Charity £000
Fixed assets					
Intangible assets	11	**2**	**2**	14	14
Tangible assets	*12*	**1,552**	**1,552**	1,659	1,659
Heritage assets	*13*	**1,406**	**1,406**	1,757	1,757
Investments	*14*	**19,659**	**19,959**	20,824	20,824
		22,619	**22,919**	24,254	24,254
Current assets					
Stocks	*15*	**314**	**-**	429	-
Debtors	*16*	**3,043**	**3,277**	1,776	2,406
Cash at bank and in hand		**8,668**	**8,413**	3,942	3,698
		12,025	**11,690**	6,147	6,104
Liabilities					
Creditors: amounts falling due within one year	*17*	**(593)**	**(558)**	(650)	(607)
Net current assets		**11,432**	**11,132**	5,497	5,497
Total assets less current liabilities		**34,051**	**34,051**	29,751	29,751
Creditors: Amounts falling due after more than one year	*18*	**(3,201)**	**(3,201)**	(157)	(157)
Net assets excluding pension liability		**30,850**	**30,850**	29,594	29,594
Defined benefit pension scheme liability	*22*	**(2,026)**	**(2,026)**	(2,929)	(2,929)
Net assets including pension liability		**28,824**	**28,824**	26,665	26,665
Funds					
Restricted funds	*19*	**1,525**	**1,525**	1,947	1,947
Unrestricted funds:					
Designated funds	*19*	**22,178**	**22,178**	19,421	19,421
Undesignated funds	*19*	**5,121**	**5,121**	5,297	5,297
Total funds		**28,824**	**28,824**	26,665	26,665

The Statement of Financial Activities, Income and Expenditure Account, Cash Flow Statement and the Notes form part of these financial statements. These financial statements were approved and authorised for issue by the Board of Trustees on 7 June 2022 and were signed on its behalf by:

Peter Kyle OBE *Chair of the Trustees* **Mike Huggins** *Chair of Finance and Audit & Risk Committees*

Consolidated Statement of Cash Flows

For the year ended 31 December 2021

	Note	2021 £000	2021 £000	2020 £000	2020 £000
Net income/(expenditure) for the operating period (as per the Statement of Financial Activities)			**1,551**		966
Adjustments for:					
Depreciation charge			**581**		633
Impairment of fixed assets			**15**		54
Change in fair value of investments			**(304)**		291
Income from investments			**(841)**		(843)
Interest payable			**48**		-
Gain on disposal of investment property			**(4,142)**		(1,160)
Loss on disposal of fixed assets			**-**		7
Decrease/(Increase) in stocks			**115**		(61)
(Gain)/Loss on disposal of fiscal investments			**(4)**		25
Decrease/(Increase) in debtors			**1,541**		(1,045)
(Decrease)/Increase in creditors			**(61)**		(335)
Other pension movements	*22*		**(249)**		(214)
Net cash (used in) operating activities			**(1,750)**		(1,682)
Dividends, interest and rents from investments		**846**		833	
Purchase of property, plant and equipment		**(36)**		(11)	
Proceeds from sale of investments		**2,819**		1,893	
Purchase of investments		**(152)**		(150)	
Net cash provided by/(used in) investing activities			**3,477**		2,565
Cash flows from financing activities					
Loan advanced by DCMS		3,000		-	
Interest paid on loan		-		-	
			3,000		-
Change in cash and cash equivalents in the reporting period			**4,727**		883
Cash and cash equivalents at the beginning of the reporting period			**3,941**		3,058
Cash and cash equivalents at the end of the reporting period			**8,668**		3,941

Reconciliation of net cash flow movement in net funds
For the year ended 31 December 2021

	2021	2020
	£000	£000
Increase/(decrease) in cash in the year	**4,727**	883
Opening net funds	**3,941**	3,058
Closing net funds	**8,668**	3,941

Notes
(Forming part of the financial statements)

1 Principal Accounting policies

Basis of accounting

The financial statements have been prepared in accordance with the Charities Act 2011, applicable accounting standards (FRS102) and Charities SORP (FRS102) and under the historical cost accounting rules except that, operational fixed asset freehold land and buildings, fixed asset investments and investment properties are included at fair valuation.

The Shakespeare Birthplace Trust ("SBT/the Trust") was first incorporated by an Art of Parliament in 1891 and its Trustees now carry out their responsibilities under the terms of the Shakespeare Birthplace Act 1961 and The Charities (Shakespeare Birthplace Trust) Order 2017. The provisions of these Acts are also taken into consideration as appropriate when preparing the financial statements.

The SBT meets the definition of a public benefit entity under FRS 102.

Charity status

Shakespeare Birthplace Trust is a registered charity no. 209302. The Trustees of the charity are named on page 3. The charity's principal office is The Shakespeare Centre, Henley Street, Stratford-upon-Avon, and Warwickshire, CV37 6QW.

Going concern

The Trustees assess whether the use of the going concern principle is appropriate i.e. whether there are any principal uncertainties, related events or conditions that may cast significant doubt on the ability of SBT to continue as a going concern. The worldwide Covid-19 pandemic has had a significant impact on the work of SBT during 2021 and will continue to do so for the next 2-3 years as the Trust works through its post Covid -19 financial recovery plan. The Trustees' report on pages 6 and 24-25 set out the response of SBT to this unexpected and unprecedented change to the activities of the charity and its trading subsidiary, and in particular the unrestricted income of the group. The report briefly sets out the mitigating actions that have been taken and will continue to be taken to ensure that SBT can continue as a going concern. The Trustees make this assessment in respect of the period of at least one year from the date of the authorisation for issue of the financial statements, including stress testing forecasts to December 2023 and have concluded that SBT has adequate resources to continue in operational existence for the foreseeable future (next 12 months) and there are no material uncertainties about SBT's ability to continue as a going concern thus they continue to adopt the going concern basis of accounting in preparing the financial statements.

Basis of consolidation

The consolidated financial statements of the SBT include the financial statements of the charity and its subsidiary trading company, SBT Trading Limited. SBT has taken advantage of the exemption available not to present a Statement of Financial Activities for the charity. The turnover and expenditure of the subsidiary are included in the Consolidated Statement of Financial Activities. The assets and liabilities of the subsidiary is included on a line by line basis in the Consolidated Balance Sheet in accordance with FRS102 section 9 – Consolidated and Separate Financial Statements. Uniform accounting policies are adopted throughout the group and any profits or losses arising on intra-group transactions are eliminated in the Consolidated Statement of Financial Activities. The results of the trading subsidiary are disclosed in note 5. In the charity's financial statements, the investment in its subsidiary trading company is stated at cost.

The principal accounting policies and estimation techniques are as follows:

Income

Income is shown within five categories in the Consolidated Statement of Financial Activities:

- Income from donations;
- Income from charitable activities;

- Income from trading activities;
- Income from investments and
- Other income.

Income from donations includes legacies, appeals and gifts. Income from charitable activities includes house admissions income and income related to the provision of cultural engagement and participation services. Income from trading activities includes activities undertaken by SBT Trading Limited, namely retail and catering sales. Income from investments includes dividends from stock market investments and rental income from investment properties. Other income includes the net gains arising on the disposal of operational fixed assets.

All income is included in the Consolidated Statement of Financial Activities when the group is legally entitled to them as income or capital respectively, ultimate receipt is probable and the amount to be recognised can be quantified with reasonable accuracy.

Donations and appeals

Such voluntary income is recognised when the cash is received. Any Gift Aid thereon is accounted for on a receivable basis and is added to unrestricted or restricted funds as appropriate. Where the use of income has been restricted in accordance with the donor's wishes, donations and appeals income is credited to an appropriate fund until it can be spent for the purpose for which it was given.

Legacies

Legacies are accounted for on a receivable basis. Pecuniary legacies are recognised following formal notification from the estate. Residuary legacies are recognised only when the group's interest can be ensured, which is normally on the grant of probate. Where there are uncertainties surrounding the measurement of the group's entitlement to an estate no income is recognised until the uncertainty is resolved.

Admissions to the historic houses

Income from admissions to the historic houses is recognised in the period to which it relates.

Cultural engagement & participation income

Income from the provision of cultural engagement and participation services is recognised on a receivable basis in the period to which is relates.

Grant income

Grants are recognised on a receivable basis when the group has probable and measurable entitlement to the income (i.e. the conditions for its award have been satisfied).

Trading income

Turnover from the gift and book shops and catering outlets operated by the subsidiary trading company represents the value of goods sold net of VAT.

Investment income

Rent and stock market investment income are recognised as income when receivable.

Gains on disposal of fixed assets for group's own use

Gains on disposal of fixed assets for the group's own use (i.e. non-investment assets) are accounted for as other income. Losses on disposal of such assets are accounted for as other expenditure.

Expenditure

Liabilities are recognised as soon as there is a legal or constructive obligation committing the group pay out resources. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. The Consolidated Statement of Financial Activities defines costs into two specific categories:

- Raising funds;
- Charitable activities

Raising funds includes staff members and consultants who are engaged directly in fundraising, the costs of specific publicity campaigns for the raising of donations, the management of the investment property estate and stock market investments together with the costs incurred in relating to the trading subsidiary.

Costs of charitable activities relate to the work carried out on the core purposes of the charity including the cost of maintenance and management of the historic houses and the provision of cultural engagement and participation activities

Support costs are allocated to expenditure on raising funds and charitable activities on a on a basis consistent with the use of resources. Costs relating to management of the group and support departments have been allocated to other functions based on the time they consume in pursuing the objectives of the SBT.

Governance costs included within support costs are those incurred in connection with the administration of the group compliance with constitutional and statutory requirements and the costs of executive management and strategic planning for the future developments and governance of the group. These costs include costs related to statutory audit and legal fees.

Operating leases

Rentals payable under operating leases are charged to the Consolidated Statement of Financial Activities on a straight line basis over the term of the lease.

Redundancy and termination benefits

Redundancy and termination benefits are recognised as soon as there is a legal or constructive obligation committing the group to pay out resource.

Pension costs

Defined benefit pension scheme

The defined benefit pension scheme, which is closed to new entrants (from May 2004) and future accrual (from February 2009) provides benefits based on final pensionable salary. The costs of providing pension benefits under the defined benefit pension scheme have been recognised in accordance with FRS102 Section 34 – Retirement Benefit plans: Financial Statements.

Under FRS102, the assets and liabilities are essentially treated as assets and liabilities of the sponsoring employer – SBT. The operating costs of providing retirement benefits to employees are recognised in the period in which they are earned by employees and finance costs and other changes in the value of pension scheme assets and liabilities are recognised in the period in which they relate

Defined contribution pension scheme

The pension costs for SBT's defined contribution scheme is recognised in the period in which it is incurred.

Taxation

The SBT is exempt from taxation on its income and gains where they are applied for charitable purposes.

In the subsidiary's financial statements, the policy is to pass all taxable profits to the SBT by way of Gift Aid.

Irrecoverable VAT is charged against the category of resources expended for which it was incurred.

Intangible fixed assets and amortisation

Computer software and website are stated at historic purchase cost less accumulated amortisation and accumulated impairment losses. Amortisation is charged so as to allocate the cost of intangible assets less their residual values over their estimated useful lives, using the straight line method over 3-7 years.

Tangible fixed assets and depreciation

Non property tangible fixed assets are stated at historic purchase cost less accumulated depreciation and accumulated impairment losses.

Depreciation is provided on a straight-line basis using rates calculated to write down the cost of each asset to its estimated residual value over its anticipated useful economic life, as follows:

Fixtures, fittings and equipment	-	3-10 years
Attractions and exhibitions	-	4-25 years
Motor vehicles	-	4 years

Assets in the course of construction are not depreciated until completion whereupon they are transferred to the appropriate fixed asset category and depreciated as above.

Freehold land and buildings included in tangible fixed assets are stated at fair value valuation less provisions for permanent diminution in value and are used for administrative and trading purposes. The fair valuation is based on an independently external valuation on an existing use basis every 5 years. The valuation is considered by the Trustees annually and the aggregate surplus or deficit is recognised in the appropriate fund. The freehold land and buildings were last professionally valued as at 31 December 2017, the results of which are included in these financial statements.

Depreciation is not provided on these freehold land and buildings as any provision (annual or cumulative) would not be material, due to the very long expected remaining useful life in each case, and because their expected residual values are not materially less than their carrying value. SBT has a policy of regular structural inspection, repair and maintenance and properties are therefore unlikely to deteriorate or suffer obsolesce.

Impairment of fixed assets

An assessment is made at each reporting date of whether there are indications that a fixed asset may be impaired or that an impairment loss previously recognised has fully or partially reversed. If such conditions exist the Trust estimates the recoverable amount of the asset. Shortfalls between the carrying value of the fixed asset and the recoverable amount, being the higher of fair value and value in use, are recognised as impairment losses in the Statement of Financial Activities.

Heritage assets

The Trust holds heritage assets relating to buildings, the works and times of Shakespeare and Stratford and the wider county, which includes collections of paintings, books and manuscripts, furniture and other household and business items. In addition, the SBT houses exhibits donated by other museums or organisations.

Inalienable properties (which includes the five Shakespeare family homes) have not been capitalised since, in the opinion of the Trustees, the relevant cost information is not available. With respect to items held in the collections, the Trustees do not consider that reliable cost or valuation information can be obtained for the vast majority of items. This is because of the diverse nature of the assets held, the number of assets held and the lack of comparable market values. The SBT does not therefore recognise these heritage assets on its balance sheet.

Expenditure which in the Trustees' view is required to repair, preserve or clearly prevent further deterioration of individual collection items is recognised in the Consolidated Statement of Financial Activities when incurred.

Exhibition and structural improvement costs in relation to the reimagining of New Place, which are considered capital by nature, have been included as heritage assets and are being depreciated in line with anticipated useful economic life of 10 years.

Investment Properties

Investment properties in accordance with FRS102 are carried at their fair value and this is considered by the Trustees annually and the aggregate surplus or deficit is recognised in the appropriate fund. Investment properties were last professionally valued as at 31 December 2017, the results of which are included in these financial statements.

The next professional valuation of properties is due as at 31 December 2022. No deprecation is provided on investment properties

Financial Investments

Financial investments are stated at fair value. Realised gains or losses are recognised in the Consolidated Statement of Financial Activities when financial investments are sold. Unrealised gains and losses are accounted for on revaluation of financial investments at the year end.

The investment held in the subsidiary undertaking is held at fair value, based on cost less an impairment provision to reflect the net assets of the subsidiary undertaking as considered appropriate by the Trustees.

Stocks

Stocks, being goods for resale, are stated at the lower of weighted average cost and net realisable value after making due provision for slow moving and obsolete items.

Financial instruments

The group has elected to apply the provisions of Section 11 "Basic Financial Instruments" and Section 12 "Other Financial Instruments" of FRS102 I full to all its financial instruments.

Trade debtors which are receivable within one year and which do not constitute a financing transaction are initially measured at the transaction price. Trade debtors are subsequently measured at amortised costs being the transaction price less any amounts settled and any impairment losses.

Trading balances with the subsidiary undertaking are treated as trade debtors and initially measures at the transaction price with the carrying amount adjusted to reflect the amounts settled and adjusted if necessary for any impairment. They are assessed for objective evidence of impairment at the end of each reporting period.

Trade creditors payable within one year that do not constitute a financing transaction are initially measures at the transaction price and subsequently measured at amortised cost , being the transaction price less amounts settled.

Funds

These divided into two distinct categories: unrestricted and restricted.

Unrestricted funds

The use of these funds has not been restricted to a particular purpose by donors or their representatives. They are subdivided into the General Fund and designated funds.

General Fund

The General Fund is the working fund of the group and is available for use at the discretion of the Trustees in furtherance of the charity's objectives. In addition to expenditure to fulfil the objects of the SBT, such funds may be held in order to finance capital investment and working capital.

Designated funds

Designated funds are those which have been allocated by the Trustees for particular purposes. Further information on the nature and basis of the various designed funds used by SBT is given in note 19 to the financial statements.

Restricted Funds

Restricted income funds

Donations or legacies received which are earmarked by the donor for specific purposes within the overall aims of the organisation. From these funds, the donation and income deriving there from will be used in accordance with the specific purposes.

Restricted capital funds

Funds given to the SBT for the purpose of the acquisition of fixed assets for use by the SBT.

Critical accounting estimates and areas of judgement

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported for assets and liabilities at the balance sheet date and the amounts reported for revenues and expenses during the year.

Accounting estimates

The SBT makes estimates and assumption concerning the future. The resulting accounting estimates and assumption will by definition, seldom equal the related actual results. The estimated and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below:

Valuation of investment properties and freehold land and buildings

Investment proprieties and freehold land and buildings are carried at fair value, with changes in fair value being recognised in the Consolidated Statement of Financial Activities. SBT engaged independent valuation specialists to determine fair value as 31 December 2017. Some the key assumptions used to determine the fair value of these assets are based on the valuer's knowledge and experience of the market and values of similar properties, which could be deemed subjective.

As a consequence of the Covid-19 pandemic, the Trustees reviewed the fair value of the commercial investment properties and freehold land and buildings for impairment. This impairment review included a review of the 31 December 2017 professional valuation compared to the overall All Risk Yield currently being achieved on commercial properties in the Stratford-upon-Avon area being managed by SBT's property agent. This key assumption could be deemed to be subjective.

Defined benefit pension scheme

SBT has an obligation to pay pension benefits to certain employees. The costs of these benefits and the present value of the obligation depend on a number of factors, including: life expectancy, salary increases, asset valuations and the discount rate on corporate bonds. Management estimates these factors in determining the net pension obligation in the balance sheet with support from an independent external actuary. The key assumptions are based on the actuary's knowledge and experience. Any changes in these assumptions as given in note 22 could have a significant impact the amounts recognised in the financial statements.

Stock provisioning

The largest component of stock is retail stock. It is necessary to consider the recoverability of the cost of this stock and the associated provisioning required. When calculating stock provision, management considers the nature and condition of the stock, as well as applying assumptions around anticipated saleability.

Areas of judgement

Non depreciation of freehold properties held in tangible fixed assets. Depreciation is not provided on these freehold land and buildings as any provision (annual or cumulative) would not be material, due to the very long expected remaining useful life in each case, and because their expected residual values are not materially less than their carrying value.

All estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

2 Financial performance of the charity

The consolidated statement of financial activities includes the results of the charity's wholly owned subsidiary, SBT Trading Limited, which predominately operates retail outlets. The summary financial performance of the charity alone is:

	2021	2020
	£000	£000
Income	**2,645**	8,468
Gift Aid from subsidiary	**-**	-
Loan interest and management charges from subsidiary	**71**	-
	2,724	8,468
Expenditure on raising funds	**(783)**	(599)
Expenditure on charitable activities	**(4,793)**	(6,576)
Other expenditure	**(48)**	(32)
Net (losses)/ gains on investment assets	**304**	(291)
Gain on disposal of investment assets	**4,142**	656
Actuarial gains/(losses)	**654**	(298)
Losses on revaluation of fixed assets	**(46)**	(62)
Net incoming/(outgoing) resources	**2,154**	1,266

3 Voluntary income

	Unrestricted		**Restricted**		**Total**	
	2021	2020	**2021**	2020	**2021**	2020
	£000	£000	**£000**	£000	**£000**	£000
Donations	**20**	57	**14**	66	**34**	123
Legacies	**51**	2	**-**	-	**51**	2
	71	59	**14**	66	**85**	125

4 Grants receivable

	Unrestricted		Restricted	
	2021	2020	**2021**	2020
	£000	£000	**£000**	£000
Arts Council England – National Portfolio Organisation	**220**	224		-
Arts Council England – Museums and Schools	**-**	-	**47**	47
Arts Council England –Emergency Grant Scheme	-	900		
Arts Council England – Cultural Recovery Fund	-	3,000		
Rural Payments Agency	**-**	-	**9**	-
Archives West Midlands – No Barriers Project	**-**	-	**6**	-
Coventry Library – One Million Reads	-	-	**1**	-
HMRC Brexit Advice Scheme	-	-	**2**	
Stratford on Avon District Council	-	10	-	14
European Union- Erasmus Cusha	**-**	-	**-**	5
Coronavirus Job Retention Scheme	**224**	1,493	**-**	-
	444	5,627	**65**	66

5 Trading activities of subsidiary

The charity has a wholly owned trading subsidiary, SBT Trading Limited (registered in England and Wales, number 03281799), which is incorporated in the UK. It prepares its financial statements in accordance with the Companies Act 2006. SBT Trading Limited carries out the trading activities of the SBT by operating a number of shops which sell books and souvenirs related to Shakespeare, his works and Stratford-upon-Avon. SBT Trading Limited also operates a number of catering outlet at the various historic sites. It pays its taxable profits to the Shakespeare Birthplace Trust by way of Gift Aid.

	2021	2020
	£000	£000
Turnover		
Trading income	**476**	468
Grants receivable	**47**	418
	523	886
Cost of sales	**(216)**	(224)
Gross profit	**307**	662
Administrative expenses (including recharges from the charity)	**(432)**	(931)
Operating (loss)/profit	**(125)**	(269)
Other interest receivable and similar income	**-**	-
(Loss)/profit for the financial year	**(125)**	(269)
Distribution to Shakespeare Birthplace Trust	**-**	-
Retained in subsidiary for the year	**(125)**	(269)

At the end of the year, the company had aggregate assets of £593,395 (2020: £718,287), and liabilities of £293,305 (2020: £982,099), which includes net amounts due to the Shakespeare Birthplace Trust of £257,902 (2020: £938,545) and net shareholders' funds of £300,090 (2020: (£263,812)). The charity has recognised a provision (£388,356) equal to the difference between SBT Trading Limited's net assets and the cost of investment in subsidiary undertakings (see note 14).

On 1 December 2021, the charity restructured its existing loan relationship with its trading subsidiary. The terms of the restructure and resulting loan are included in notes 14 and 16.

Income from SBT Trading Limited to the charity of £70,842 comprising of loan interest and management recharges (2020: £6,204) was eliminated upon consolidation.

6 Investment income

	2021	2020
	£000	£000
Dividends and interest	**153**	160
Rental income	**688**	683
	841	843

7 Other income

	2021	2020
Unrestricted funds:- General	**£000**	£000
Sundry income	**8**	8
Gain on disposal of fiscal investments	**4**	-
	12	8

8 Analysis of Total Expenditure

(a) **Expenditure on raising funds**	**Staff Costs £000**	**Depreciation and impairment £000**	**Management and Support Costs £000**	**Other £000**	**2021 Total £000**	2020 Total £000
Unrestricted funds:- General						
Expenditure on raising funds	299	-	164	896	**1,359**	1,719
Total expenditure on raising funds	**299**	**-**	**164**	**896**	**1,359**	1,719

(b) **Expenditure on charitable activities**	**Staff Costs £000**	**Depreciation and impairment £000**	**Management and Support Costs £000**	**Other £000**	**2021 Total £000**	2020 Total £000
Restricted funds:						
Expenditure on charitable activities	71	351	-	31	**453**	400

Unrestricted funds:- Designated						
Expenditure on charitable activities	39	245	-	83	**367**	393
Unrestricted funds:- General						
Expenditure on charitable activities	2,361	-	862	626	**3,849**	5,521
Total expenditure on charitable activities	**2,471**	**596**	**862**	**740**	**4,669**	6,314

(c) **Other Expenditure**	**Staff Costs £000**	**Depreciation and impairment £000**	**Management and Support Costs £000**	**Other £000**	**2021 Total £000**	2020 Total £000
Unrestricted funds:- Designated						
Loss on disposal of tangible fixed assets	-	-	-	-	-	7
Unrestricted funds:- General						
Loss on disposal of fiscal investments	-	-	-	-	-	25
Interest payable on loan	-	-	-	48	**48**	-
Total other expenditure	-	-	-	**48**	**48**	32
Total Expenditure	**2,770**	**596**	**1,026**	**1,684**	**6,076**	8,065

(a) **Expenditure on raising funds**	**Staff Costs £000**	**Depreciation and impairment £000**	**Management and Support Costs £000**	**Other £000**	**2020 Total £000**	**2019 Total £000**
Unrestricted funds:- General						
Expenditure on raising funds	839	-	205	675	1,719	2,999
Total expenditure on raising funds	839	-	205	675	1,719	2,999

(b) **Expenditure on charitable activities**	**Staff Costs £000**	**Depreciation and impairment £000**	**Management and Support Costs £000**	**Other £000**	**2020 Total £000**	**2019 Total £000**
Restricted funds:						
Expenditure on charitable activities	33	351	-	16	400	575

Unrestricted funds:- Designated						
Expenditure on charitable activities	54	339	-		393	77
Unrestricted funds:- General						
Expenditure on charitable activities	3,812	-	1,128	581	5,521	7,042
Total expenditure on charitable activities	3,899	690	1,128	597	6,314	7,694

(c) **Other Expenditure**	**Staff Costs £000**	**Depreciation and impairment £000**	**Management and Support Costs £000**	**Other £000**	**2020 Total £000**	**2019 Total £000**
Unrestricted funds:- Designated						
Loss on disposal of tangible fixed assets	-	-	-	7	7	-
Unrestricted funds:- General						
Loss on disposal of fiscal investments	-	-	-	25	25	-
Total other expenditure	-	-	-	32	32	-
Total Expenditure	4,738	690	1,333	1,304	8,065	-

Total resources expended include:

	2021 £000	2020 £000
Depreciation	**581**	633
Impairment of fixed assets	**15**	54
Governance costs	**-**	2
Auditor's remuneration:		
Audit of these financial statements	**12**	12
Audit of financial statements of subsidiary pursuant to legislation	**6**	6
Other services relating to taxation	**4**	6
Operating lease charges:		
Other than land and buildings	**84**	94

Management and support costs included in the table above are analysed below. Support costs are allocated on a basis consistent with the use of resources.

	Expenditure on raising funds £000	**Expenditure on Charitable activities £000**	**2021 Total £000**
General management & governance	3	31	**34**
Finance & administration infrastructure	103	369	**472**
Human resources	26	122	**148**
Information technology	28	131	**159**
Digital, marketing & public relations	2	84	**86**
Facilities & estates management	2	125	**127**
Total	**164**	**862**	**1,026**

	Expenditure on raising funds £000	Expenditure on Charitable activities £000	2020 Total £000
General management & governance	2	16	18
Finance & administration infrastructure	139	398	537
Human resources	31	147	178
Information technology	24	115	139
Digital, marketing & public relations	3	145	148
Facilities & estates management	6	307	313
Total	205	1,128	1,333

9 Staff numbers and costs

The average number of employees during the year was:

	Number of employees 2021	2020
Historic houses	**33**	107
Trading activities	**16**	49
Cultural engagement & participation	**33**	50
Management and support	**47**	51
	129	257
Number of part time employees included above	**61**	156
Full time equivalent of part time employees	**22**	66

The aggregate emoluments of these employees were as follows:

	2021	2020
	£000	£000
Wages and salaries	**2,393**	3,567
Social security costs	**186**	265
Pension costs	**152**	251
Redundancy and reorganisation costs	**-**	601
FRS102 s28 charge for past service costs	**39**	54
	2,770	4,738

The number of employees whose emoluments (excluding pension contributions) amounted to more than £60,000 were as follows:

	2021	2020
	Number	Number
£130,000-£139,999	**1**	1
£90,000-£99,999	**1**	-
£70,000-£79,999	**1**	-
£60,000 - £69,999	**1**	1
	4	2

Emoluments for this purpose include gross salary and benefits in kind. The total amount of employer defined contributions paid on behalf of these employees were £29,238 (2020: £14,925).

In 2021 Shakespeare Birthplace Trust paid redundancy and reorganisation costs of £nil (2020 £ 601,000). No ex- gratia payments were paid in either year.

Key management (employee) personnel are deemed to be those having, authority and responsibility delegated to them by the Trustees, for planning, directing and controlling the activities of the Trust. During 2021 they were:

Chief Executive – Tim Cooke

Director of Strategic Projects – Tim Aucott

Acting Director of Cultural Engagement – Paul Taylor

Director of Visitor Experience & Business Development – Rachael Boyd

Director of Finance & Resources – Melanie Crooks

The total emoluments paid to key management personnel in 2021, including pension contributions was £500,056 (2020: £459,319).

10 Trustees

During the year, no Trustee received remuneration as Trustee (2020: £0). Trustees received travelling and out of pocket expenses, totalling £679 for 2 trustees (2020: £nil).

The Shakespeare Birthplace Trust maintained insurance for the Trustees/Directors throughout the financial year ended 31 December 2021 and such indemnity insurance was in place at the date of approval of these financial statements. For the financial year under review the total group cost of the indemnity insurance for the Trustees/Directors was £2,240 (2020: £1,624) and the cover £2,000,000 (2020: £2,000,000).

11 Intangible fixed assets

Consolidated and charity

	Software £000	Websites £000	Total £000
Cost or valuation			
At 1 January 2021	381	128	509
At 31 December 2021	**381**	**128**	**509**
Depreciation			
At 1 January 2021	367	128	495
Charge for the year	9	-	9
Impairment provision	3	-	3
At 31 December 2021	**379**	**128**	**507**
Net book value			
At 31 December 2021	**2**	**-**	**2**
At 31 December 2020	14	-	14

As at 31 December 2021, the Trustees have considered the carrying value of the catering IT software in the light of the decision not to resume hospitality trading in the same manner as pre pandemic operations and have concluded that a further impairment provision should be made against this asset to reduce the net book value to £nil.

12 Tangible fixed assets

Consolidated and charity

	Freehold land and buildings £000	Fixtures, fittings and equipment £000	Attractions and exhibitions £000	Motor vehicles £000	Total £000
Cost or valuation					
At 1 January 2021	1,273	3,586	1,119	25	6,003
Additions	-	36	-	-	36
Disposals		-	-	-	
Revaluation	90	-	-	-	90
At 31 December 2021	**1,363**	**3,622**	**1,119**	**25**	**6,129**
Depreciation					
At 1 January 2021	-	3,349	970	25	4,344
Charge for the year	-	151	70	-	221
Impairment provision	-	12	-	-	12
At 31 December 2021	**-**	**3,512**	**1,040**	**25**	**4,577**
Net book value					
At 31 December 2021	**1,363**	**110**	**79**	-	**1,552**
At 31 December 2020	1,273	237	149	-	1,659

Freehold land and properties were formally valued by Sheldon Bosley Knight (Chartered Surveyors) on an existing use basis as at 31 December 2017. As at 31 December 2021, the Trustees have carried out a further review of the carrying value of all freehold land and buildings in the light of the Covid-19 pandemic, this has led to a upward revaluation of the freehold land and buildings of £90,000. The historic cost of freehold land and buildings is £600,610 (2020:£600,610).

As at 31 December 2021, the Trustees have considered the carrying value of its catering equipment in the light of the decision not to resume hospitality trading in the same manner as pre pandemic operations and have concluded that a further impairment provision should be made against these assets to reduce the net book value to £nil.

13 Heritage assets

Consolidated and charity

	New Place £000
Cost or valuation	
At 1 January 2021	3,513
At 31 December 2021	**3,513**
Depreciation	
At 1 January 2021	**1,756**
Charge for the year	351
At 31 December 2021	**2,107**
Net book value	
At 31 December 2021	**1,406**
At 31 December 2020	1,757

Heritage assets are defined as tangible property, with historical, artistic, scientific, technological, geophysical or environmental qualities, that is held and maintained principally for its contribution to knowledge and culture. SBT considers its inalienable properties and collections held for preservation to fall within this definition. As further explained in our accounting policies (note 1) to the financial statements inalienable assets have been excluded from the financial statements.

The Heritage assets comprise the Trust's land and buildings and the museum, library and archive collections it holds.

The assets include:

- Shakespeare's Birthplace
- Shakespeare's New Place and Nash's House
- Hall's Croft
- Anne Hathaway's Cottage
- Mary Arden's House and Palmer's Farm
- Hornby Cottage
- Over 1 million archive documents relating to the history of Stratford-upon-Avon, the Royal Shakespeare Company, and the history of the Shakespeare Birthplace Trust itself. These include 31 of the 102 known Shakespeare documents - material from Shakespeare's lifetime that has handwritten mention of his name.
- Over 50,000 books relating to Shakespeare, his works, life, times and legacy, Stratford-upon-Avon and Shakespearian performance. This includes copies of the first folio of Shakespeare's plays, source material for the plays and books showing the breadth of printed knowledge available in the early modern period.
- Over 7,000 museum items mainly relating to the lived experience of Tudor and Stuart people but also including a range of souvenir and artistic material relating to Shakespeare's legacy.

The SBT also holds archaeological collections dating back to the Roman and Anglo-Saxon periods which reflect the earlier history of Stratford-upon-Avon.

Whilst it seems unlikely the SBT will add any further historic building assets, the main focus of the Trust's work has been on preserving its existing historic buildings. The Trust has long-term maintenance plans for each of its buildings and annual work programmes of maintenance and repair.

The SBT continues to add material to its museum, library and archive collections in line with its stated acquisition policy. SBT collects for four principal reasons:

- To facilitate research into and understanding of Shakespeare's life, work and times;
- To enhance the displays within the Shakespeare family homes;
- To create permanent and temporary exhibitions;
- To complement existing collections.

Details of notable acquisitions to the collection alongside our normal range of collecting activity is included with the Trustees' report.

All of the SBT's assets are catalogued in order that they can be properly managed and all collections are stored in designated storage areas and kept physically secure. The Trust's buildings in normal circumstances are open to the public and the collections are accessible through on-site display and to researchers through the SBT's publically accessible Reading Room.

Disposals of heritage assets only take place in line with the SBT's stated policies and procedures, which includes the principle that sound curatorial reasons for disposal must be established and only with the final approval of the Board.

14 Investments

Consolidated

	2021	2020
	£000	£000
Analysis of investments		
Designated funds:		
Freehold investment properties	**13,459**	13,595
Undesignated funds:		
Freehold investment properties	**2,345**	3,655
Listed and other investments	**3,855**	3,574
	19,659	20,824

All investments are held in the UK. The historic cost of listed and other investments as at 31 December 2021 was £3,406,857 (2020:£3,407,896). Properties were valued by Sheldon Bosley Knight, Chartered Surveyors, in 2017 on an open market existing use basis. The SBT's policy is to seek formal professional valuations of its investment properties every 5 years with Trustee review in the intervening period. As at 31 December 2021, the Trustees have carried out a further review of the carrying value of all freehold land and buildings in the light of the commercial conditions of the

Covid-19 pandemic, this has led to a net downward revaluation of the freehold land and buildings of £136,000.

	Freehold investment properties Designated £000	Freehold investment properties Undesignated £000	Listed and other investments Undesignated £000	Total £000
Movements in investments				
As at 1 January 2021	13,595	3,655	3,574	20,824
Additions	-	-	152	152
Disposals proceeds	-	(5,452)	(179)	(5,631)
Realised gain/(loss) on disposal	-	4,142	4	4,146
Change in market value	(136)	-	304	168
As at 31 December 2021	**13,459**	**2,345**	**3,855**	**19,659**
As at 31 December 2020	13,595	3,655	3,574	20,824

Details of investments comprising more than 5% of the market value of the total investment portfolio are as follows:

	2021		2020	
	£000	**%**	£000	%
Investment property – "The Hill"	**1,600**	8.2	1,600	7.7
Investment property- 43 Henley Street	**1,045**	5.4	1,427	6.9
Investment property – 4 Shottery Lodge	**1,065**	5.5	1,065	5.2
Investment property – Upton's Orchard & Briar Furlong	**-**	-	1,010	4.9

Charity

	2021	2020
	£000	£000
Analysis of investments		
Designated funds:		
Freehold investment properties	**13,459**	13,595
Undesignated funds:		
Freehold investment properties	**2,345**	3,655
Listed investments	**3,855**	3,574
Investment in trading subsidiary	**300**	-
	19,959	20,824

During the year ended 31 December 2021, SBT Trading Limited issued and allotted a further 688,599 of ordinary share capital to the Trust as its parent undertaking. The Trusts owns the entire £ 688,596 ordinary share capital of SBT Trading Limited (see notes 5 and 16).

	Freehold investment properties	Freehold investment properties	Listed investments	Investment in trading subsidiary	Total
	Designated £000	**Undesignated £000**	**Undesignated £000**	**Undesignated £000**	**£000**
Movements in investments					
As at 1 January 2021	13,595	3,655	3,574	-	20,824
Additions	-	-	152	688	840
Provision against investment in subsidiary (see note 5)	--	-	-	(388)	(388)
Disposals proceeds	-	(5,452)	(179)	-	(5,631)
Realised gain/(loss) on disposal	-	4,142	4	-	4,146
Change in market value	(136)	-	304	-	168
As at 31 December 2021	**13,459**	**2,345**	**3,855**	**300**	**19,959**
As at 31 December 2020	13,595	3,655	3,574	-	20,824

Details of investments comprising more than 5% of the market value of the total investment portfolio are as follows:

	2021		2020	
	£000	**%**	£000	%
Investment property – "The Hill"	**1,600**	8.1	1,600	7.7
Investment property- 43 Henley Street	**1,045**	5.3	1,427	6.9
Investment property – 4 Shottery Lodge	**1,065**	5.4	1,065	5.2
Investment property – Upton's Orchard & Briar Furlong	**-**	-	1,010	4.9

15 Stocks

	Consolidated		**Charity**	
	2021	2020	**2021**	2020
	£000	£000	**£000**	£000
Finished goods and goods for resale	**314**	429	-	-

16 Debtors

	Consolidated		Charity	
	2021	2020	**2021**	2020
	£000	£000	**£000**	£000
Receivable within one year:				
Trade debtors	**36**	27	**29**	12
Amounts due from subsidiary undertakings	**-**	-	**8**	-
Other debtors	**1,029**	1,677	**1,029**	1,654
Prepayments	**60**	65	**52**	58
Accrued income	**43**	7	**34**	7
	1,168	1,776	**1,152**	1,731
Receivable outside one year:				
Amounts due from subsidiary undertakings	**-**	-	**250**	675
Other debtor	**1,875**	-	**1,875**	-
	1,875	-	**2,125**	675
Total	**3,043**	1,776	**3,277**	2,406

As at 1 December 2021, the charity restructured its existing formal loan arrangement with its trading subsidiary. Part of the loan was converted into share capital in the trading subsidiary (£688,595) with the balance of £250,000 remaining as a loan. The loan is secured on the assets of the trading subsidiary and is repayable over 10 instalments with a 3 year capital repayment holiday. The repayment profile is supported by the trading subsidiary's post COVID-19 recovery business plan, performance against which is monitored by the charity's Finance Committee. Interest is charged on the capital balance at 5% pa.

17 Creditors: amounts falling due within one year

	Consolidated		Charity	
	2021	2020	**2021**	2020
	£000	£000	**£000**	£000
Trade creditors	**87**	92	**81**	86
Taxes and social security	**71**	77	**71**	77
Other creditors	**10**	6	**10**	6
Accruals	**350**	209	**321**	172
Deferred income	**75**	266	**75**	266
	593	650	**558**	607

18 Creditors: amounts falling due after more than one year

	Consolidated		Charity	
	2020	2020	**2021**	2020
	£000	£000	**£000**	£000
Deferred income	**153**	**157**	**153**	**157**
Department for Culture, Media & Sport /Arts Council England Repayable Cultural Recovery Fund loan	**3,048**	-	**3,048**	-
	3,201	**157**	**3,201**	**157**

Deferred income relates to a lease premium of £170,000 received in 2018, which is being realised over the life of the lease, 99 years.

The maturity of the Department for Culture, Media & Sport /Arts Council England Repayable Cultural Recovery Fund loan may be analysed as follows:

	Consolidated		Charity	
	2021	2020	**2021**	2020
	£000	£000	**£000**	£000
Between one to two years	-	-		-
Between two to five years	**458**	-	**458**	-
In five years and more	**2,590**	-	**2,590**	-
Total	**3,048**	-	**3,048**	-

The unsecured loan is repayable over 20 years with a 4 year capital repayment holiday and associated interest roll up until capital repayments commence on 19 March 2025. The rate of interest charged on the capital balance is 2% calculated on a daily basis. The loan agreement includes a number of monitoring and compliance covenants over the period of the loan. As at 31 December 2021 and until the date of signature of the financial statements these covenant commitments had been complied with.

19 Movement in Funds

Consolidated and charity	At 1 Jan 2021	Income	Expenditure	Gains & Losses	Transfers	At 31 Dec 2021
	£000	£000	£000	£000	£000	£000
Restricted income funds:						
Countryside Stewardship Scheme fund	6	9	(3)	-	(11)	1
Louis Marder Scholarship fund	15	-	-	-	-	15
Education Appeal fund	8	-	(1)	-	(7)	-
AQA – Espresso Shakespeare fund	4	-	-	-	-	4
Shakespeare Week fund	1	-	(1)	-	-	-
Young Interpreters Project fund	2	-	-	-	-	2
Collections fund	3	-	-	-	(1)	2
Online Collections fund	9	-	(4)	-	(5)	-
Rural Agency fund	5	-	-	-	(5)	-
Arts Council England – Museums and Schools	34	47	(78)	-	-	3
Levi Fox Archive fund	25	-	-	-	-	25
Erasmus Project – CUSHA fund	14	-	-	-	(14)	-
SBA – Education fund	7	-	(1)	-	(3)	3
The Space – Digital Houses fund	3	-	(1)	-	(2)	-
Creative Producers International fund	1	-	-	-	-	1
Hall's Croft fund	51	2	-	-	-	53
HMRC Brexit Advice fund	-	2	(2)	-	-	-
Archives West Midlands – No Barriers project fund	-	6	(3)	-	-	3
Coventry Library – One Million Reads fund	-	1	(1)	-	-	-
American Friends of SBT Research Project fund	-	7	-	-	-	7
Other short term projects fund	2	5	(7)	-	-	-
	190	79	(102)	-	(48)	119
Restricted capital funds:						
New Place fund	1,757	-	(351)	-	-	1,406
	1,757	-	(351)	-	-	1,406
Total restricted funds	1,947	79	(453)	-	(48)	1,525

Unrestricted funds

Consolidated	At 1 Jan 2021	Income	Expenditure	Gains & Losses	Transfers	At 31 Dec 2021
	£000	£000	£000	£000	£000	£000
Designated funds:						
Major property, conservation, development and redevelopment projects fund	**2,450**	-		-	-	**2,450**
Pension reserve	**(2,929)**	-	(113)	654	362	**(2,026)**
Functional fixed asset fund*	**1,673**	-	(245)	90	36	**1,554**
Covid Recovery fund	**-**	-	-	-	3,500	**3,500**
Strategic Projects fund	**-**	-	-	-	3,000	**3,000**
Innovations fund	**-**	-	(9)	-	250	**241**
Strategic investment fixed asset fund*	**13,595**	-		(136)	-	**13,459**
Working capital fund	**4,632**	-	-	-	(4,632)	**-**
Total designated funds	**19,421**	**-**	**(367)**	**608**	**2,516**	**22,178**
Undesignated funds:						
General fund *	**5,297**	3,102	(5,256)	4,446	(2,468)	**5,121**
Total unrestricted funds	**24,718**	**3,102**	**(5,623)**	**5,054**	**48**	**27,299**
Total funds	**26,665**	**3,181**	**(6,076)**	**5,054**	**-**	**28,824**

The funds denoted with * include the following revaluation reserves - £9,512,000 (2020:£9,649,000) within the Strategic investment fixed asset fund (designated), £640,000 (2020:£550,000) within the Functional fixed asset fund (designated) and £2,853,000 (2020: £3,856,000) within the General fund.

The Charity unrestricted funds are stated above as the charity has recognised a provision (£388,356) equal to the difference between SBT Trading Limited's net assets and the cost of investment in subsidiary undertakings. The Trading company funds amount to (£388,506) deficit (2020: (£263,813) deficit).

Prior Year Comparatives:

Consolidated and charity	At 1 Jan 2020	Income	Expenditure, gains and losses	Transfers	At 31 Dec 2020
	£000	£000	£000	£000	£000
Restricted income funds:					
Countryside Stewardship Scheme fund	**6**	-	-	-	**6**
Louis Marder Scholarship fund	**12**	3	-	-	**15**
Education Appeal fund	**12**	-	(4)	-	**8**
AQA – Espresso Shakespeare fund	**4**	-	-	-	**4**
Shakespeare Week fund	**1**	-	-	-	**1**
Young Interpreters Project fund	**2**	-	-	-	**2**
Collections fund	**1**	2	-	-	**3**
Online Collections fund	**9**	-	-	-	**9**
Rural Agency fund	**5**	-	-	-	**5**
Arts Council England – Museums and Schools	**19**	47	(32)	-	**34**
Levi Fox Archive fund	**15**	10	-	-	**25**
Erasmus Project – CUSHA fund	**9**	5	-	-	**14**
SBA – Education fund	**7**	-	-	-	**7**
The Space – Digital Houses fund	**3**	-	-	-	**3**
Disability Access Day fund	**1**	-	(1)	-	**-**
Creative Producers International fund	**1**	-	-	-	**1**
RSC Cataloguing Project fund	**10**	-	(10)	-	**-**
Hall's Croft fund	**-**	51	-	-	**51**
Other short term projects fund	**4**	-	(2)	-	**2**
	121	118	(49)		**190**
Restricted capital funds:					
New Place fund	**2,108**	-	(351)	-	**1,757**
Stratford on Avon District Council – Will's Kitchen fund	**-**	14	-	(14)	**-**
	2,108	14	(351)	(14)	**1,757**
Total restricted funds	**2,229**	**132**	**(400)**	**(14)**	**1,947**

Unrestricted funds

Consolidated	Restated At 1 Jan 2020 £000	Net income/ (expenditure) in the year £000	Transfers £000	At 31 Dec 2020 £000
Designated funds:				
Major property, conservation, development projects fund	**2,450**	-	-	**2,450**
Pension reserve	**(2,847)**	(352)	270	**(2,929)**
Functional fixed asset fund*	**2,074**	(407)	6	**1,673**
Strategic investment fixed asset fund*	**13,614**	(535)	516	**13,595**
Working capital fund	**2,882**	-	1,750	**4,632**
Total designated funds	**18,173**	**(1,294)**	**2,542**	**19,421**
Undesignated funds:				
General fund *	**6,161**	1,664	(2,528)	**5,297**
Total unrestricted funds	**24,334**	**370**	-	**24,718**
Total funds	**26,563**	**102**	-	**26,665**

The funds denoted with * include the following revaluation reserves - £9,649,000 within the Strategic investment fixed asset fund (designated), £550,000 within the Functional fixed asset fund (designated) and £3,856,000 within the General fund.

The Charity unrestricted funds are stated above as the charity has made a provision for the net liability position of the Trading company (2019: £6,157,000). The Trading company funds amount to (£263,813) deficit (2019:£4,118).

Details of the major funds are as follows:

Restricted funds

Countryside Stewardship Fund:

Funding to support managing land less intensively to improve biodiversity.

Louis Marder Scholarship Fund:

This fund is for the provision of an annual scholarship working in our library, archive and collections.

Education Appeal/SBA – Education:

Funding raised specifically towards the SBT educational activities.

AQA – Espresso Shakespeare:

Funds received for supporting the development of online resources for the classroom.

Shakespeare Week:

Funding raised specifically towards the provision of Shakespeare Week.

Young Interpreters Project:

Funding received to operate a young people centred interpretation project.

Collections/Online Collections:

Funding raised to support the enhancement and development of the collections including accessibility and digital.

Rural Agency Fund:

Funding to support nature conservation.

Arts Council England – Museums & Schools:
Funding from the Department of Education to deliver the specific museums and schools project which increases children's engagement with museums.

Levi Fox Archive:
Money gifted to the Trust by the family of Levi Fox (Director of SBT, 1945 – 1989) to pay for ongoing work on his archive. It includes cataloguing, digitisation and public access activities.

Erasmus Project – CUSHA:
European funds received to run an intercultural and multilingual learning project.

The Space – Digital Houses:
Funding received to develop organisational digital capability.

Disability Access Day:
Funding received towards the costs of running Disability Access day in 2019.

Creative Producers International:
Funding received from Watershed for professional development and project investment programme.

RSC Cataloguing Project:
Funding for the cataloguing of the archives relating to John Barton, Guy Wolfenden and Cicely Berry. This money is allocated for a Cataloguing Archivist for 18 months and for packaging materials for the long term storage of the archive.

Halls Croft fund:
Funds received specifically towards restoration works at the Halls Croft site.

Unrestricted funds:

Conservation fund:
This designated fund was set up by the Trustees for the purpose of conserving the Shakespeare Houses and maintaining all of its properties. The Trustees have reviewed the amount set aside and believe it represents the amount of anticipated expenditure over the next five years.

Functional fixed asset fund:
This represents the net book value of functional fixed assets used by the charity in its day to day operations.

Strategic investment fixed asset fund:
This designated fund represents the net book value of fixed asset investment properties which, in addition to their investment return and capital appreciation potential, are held because they are strategically important by virtue to their proximity to the heritage properties.

Working capital fund:
This designated fund represents the year end debtors and creditors and unrestricted cash for day to day operational purposes. Following a review of designated funds by the trustees during 2021, this fund has been replaced by a new free reserves target approach to general unrestricted funds and the creation of the Covid Recovery fund.

Covid Recovery fund:
This designated fund represents the planned operating deficits to be incurred by the Trust in the post Covid-19 pandemic period. This is funded by the DCMS/ACE unsecured loan arrangement entered into during 2021.

Strategic Project fund:

This designated fund was established to provide match funding for key strategic development opportunities.

Innovation fund:

This designated fund was established to provide "seed funding" to innovative commercial income projects in their pilot stages.

Pensions reserve:

This represents SBT's possible funding obligations in respect of the defined benefit pension scheme.

General fund:

The general fund is SBT's unrestricted, undesignated fund available for any of the Board's purposes without restriction.

Transfers between funds

Details of inter fund transfers in the year are as follows:

	Unrestricted Undesignated £000	Unrestricted Designated £000	Restricted £000
General fund to Functional fixed asset fund(1)	(36)	36	-
General fund to Pensions reserve(2)	(362)	362	-
Working Capital fund to General fund (3)	4,632	(4,632)	-
General fund to Innovation fund(4)	(250)	250	-
General fund to various Restricted funds(5)	48	-	(48)
General fund to Covid Recovery fund (6)	(3,500)	3,500	-
General fund to Strategic Projects fund (7)	(3,000)	3,000	-
Total transfers between funds	**(2,468)**	**2,516**	**(48)**

(1) This represents the transfer of net functional fixed asset additions in the general fund during the year to the functional fixed asset fund.

(2) This represents the transfer of pension deficit contributions made from the general fund to the pension reserve.

(3) This represents the transfer of the working capital fund back to the general fund following a review of designated funds by the trustees

(4) This represents the transfer from the general fund to establish the innovations fund.

(5) This represents the transfer of funds from various restricted funds to cover the expenditure on activity delivery expended through the general fund directly.

(6) This represents the transfer from the general fund to establish the Covid Recovery fund.

(7) This represents the transfer from the general fund to establish the Strategic Projects fund.

Prior year comparatives

Details of inter fund transfers in the year ended 31 December 2020 are as follows:

	Unrestricted Undesignated £000	Unrestricted Designated £000	Restricted £000
General fund to Functional fixed asset fund(1)	(6)	6	-
General fund to Strategic investment fixed asset fund(2)	(516)	516	-
General fund to Pensions reserve(3)	(270)	270	-
General fund to Working capital fund (4)	(1,750)	1,750	-
SDC Will's Kitchen fund to General fund(5)	14		(14)
Total transfers between funds	**(2,528)**	**2,542**	**(14)**

(1) This represents the transfer of net functional fixed asset additions in the general fund during the year to the functional fixed asset fund.
(2) This represents the transfer of the prior year building works on 43 Henley Street from general fund to strategic investment fixed asset fund to ensure consistency in the fund treatment of the property and associated works.
(3) This represents the transfer of pension deficit contributions made from the general fund to the pension reserve
(4) This represents the transfer from the general fund in the calculation the year end working capital fund.
(5) This represents the transfer of funds from the restricted fund to cover the expenditure on Will's Kitchen expended through the general fund directly.

20 Analysis of consolidated net assets between funds

	Unrestricted General funds £000	Unrestricted Designated funds £000	Restricted funds £000	Total funds £000
Fund balances at 31 December 2021 are represented by:				
Tangible fixed assets	-	1,552	-	**1,552**
Intangible fixed assets	-	2	-	**2**
Heritage assets	-	-	1,406	**1,406**
Investments	6,200	13,459	-	**19,659**
Current assets	2715	9,191	119	**12,025**
Current liabilities	(593)	-	-	**(593)**
Liabilities due after more than 1 year	(3,201)	-	-	**(3,201)**
Pension liability	-	(2,026)	-	**(2,026)**
Total net assets	**5,121**	**22,178**	**1,525**	**28,824**

	Unrestricted General funds	Unrestricted Designated funds	Restricted funds	Total funds
	£000	£000	£000	£000
Fund balances at 31 December 2020 are represented by:				
Tangible fixed assets	-	1,659	-	1,659
Intangible fixed assets	-	14	-	14
Heritage assets	-	-	1,757	1,757
Investments	4,779	16,045	-	20,824
Current assets	675	5,282	190	6,147
Current liabilities	-	(650)	-	(650)
Liabilities due after more than 1 year	(157)	-	-	(157)
Pension liability	-	(2,929)	-	(2,929
Total net assets	5,297	19,421	1,947	26,665

21 Commitments

As at 31 December 2021 SBT was committed to making the following payments under non-cancellable operating leases:

	2021	2020
	£000	£000
Land and buildings:		
Within one year	**33**	18
Between two and five years	**32**	19
	65	37
Other:		
Within one year	**80**	44
Between two and five years	**128**	6
	208	50
Total	**273**	87

The Trustees lease Harvard House at a peppercorn rent.

As at 31 December 2021, the SBT had capital commitments of £nil which were contracted for but not provided for in the financial statements (2020: £nil).

The Trust has the following commitments in relation to income from freehold investment properties:

	2021	2020
	£000	£000
Land and buildings:		
Within one year	**367**	186
Between two and five years	**957**	442
More than five years	**3,363**	3,417
	4,687	4,045

22 Pensions

Defined contribution pension scheme

The SBT operates a defined contribution, money purchase arrangement pension scheme. The pension charge for the period represents contributions payable to the scheme and amounted to £152,144 (2020: £250,985).

Defined benefit pension scheme

The SBT also operates a defined benefit pension scheme, Shakespeare's Birthplace Trust Retirement Benefits Scheme, for full-time employees who meet certain eligibility criteria. The scheme was closed to new members in May 2004 and subsequently closed to future accrual in February 2009. The assets of the scheme are held in separate Trustee administered funds.

A valuation of the scheme is carried out once every three years by qualified independent actuaries. The most recent scheme valuation completed was carried out as at 31 March 2019. Following this valuation, SBT agreed with the trustees of the pension scheme a recovery plan to eliminate the resulting deficit over a 10 year period. SBT currently pays additional deficit contributions of £312,000 pa under this recovery plan. The valuation was updated by the actuary on an FRS102 basis as at 31 December 2021 for the purposes of these financial statements.

	2021	2020
	£000	£000
Present value of funded defined benefit obligations	**(9,811)**	(10,188)
Fair value of plan assets	**7,786**	7,260
Deficit in pension scheme – Pension liability	**2,025**	(2,928)

Movements in present value of defined benefit obligation

	2021	2020
	£000	£000
At 1 January 2021	**10,188**	9,606
Interest cost	**141**	189
Actuarial losses/(gains)	**(220)**	711
Benefits paid	**(298)**	(318)
At 31 December 2021	**9,811**	10,188

Movements in fair value of plan assets

	2021	2020
	£000	£000
At 1 January 2021	**7,260**	6,759

Expected return on plan assets	**102**	135
Actuarial gains/(losses)	**434**	413
Contributions by employer	**362**	271
Benefits paid	**(298)**	(318)
Administration costs paid from plan assets	**(74)**	-
At 31 December 2021	**7,786**	7,260

(Expense)/income recognised in the consolidated statement of financial activities

	2021	2020
	£000	£000
Interest on defined benefit pension plan obligation	**(141)**	(189)
Expected return on defined benefit pension plan assets	**102**	135
Administration expenses	**74**	-
Total	**35**	(54)

The amount recognised in other recognised gains and losses in the consolidated statement of financial activities in respect of actuarial gains and losses is a gain of £654,000 (2020: a loss of £298,000).

The fair value of the plan assets and the return on those assets were as follows:

	2021	2020
	£000	£000
Equity instruments	**1,644**	1,513
Diversified growth assets	**2,947**	2,726
Real Estate	**812**	715
Debt instruments	**804**	774
Cash	**104**	87
Liability driven investments	**1,475**	1,445
	7,786	7,260
Actual (deficit)/return on plan assets	**654**	(298)

The expected return on scheme assets is based on market expectation at the beginning of the financial period for returns over the life of the related obligation. The overall expected rate of return is calculated by weighting the individual rates in accordance with the anticipated balance in the plan's investment portfolio.

Principal actuarial assumptions (expressed as weighted averages) at the year-end were as follows:

	2021 %	2020 %
Discount rate	**1.80**	1.40
Expected return on plan assets:		
Rate of increase in pensions payments	**3.5**	3.0
Rate of increase in deferred pensions	**2.2**	2.0
Inflation assumption	**2.5**	2.0
Mortality tables – imply life expectancy:		
Male retiring in 2021	**26.0**	25.9
Female retiring in 2021	**27.9**	27.8
Male retiring in 2041	**27.1**	27.1
Female retiring in 2041	**29.1**	29.1

History of plans

The history of plans for the current and prior periods is as follows:

Balance sheet	2021 £000	2020 £000	2019 £000	2018 £000	2017 £000
Present value of scheme liabilities	**(9,811)**	**(10,188)**	(9,606)	(8,963)	(9,152)
Fair value of scheme assets	**7,786**	**7,260**	6,759	6,085	6,491
Deficit	**(2,025)**	**(2,928)**	(2,847)	(2,878)	(2,661)

Experience adjustments	2021 £000/%	2020 £000/%	2019 £000/%	2018 £000/%	2017 £000/%
Experience adjustments on scheme liabilities	**136**	(186)	(13)	(66)	98
As a percentage of scheme liabilities	**(1.39%)**	(1.83%)	(0.14%)	(0.73%)	1.07%
Experience adjustments on scheme assets	**434**	413	532	(389)	358
As a percentage of scheme assets	**5.57%**	5.69%	7.87%	(6.39%)	5.52%

A formal scheme actuarial valuation at 31 March 2019 was finalised in November 2020. The valuation revealed a funding shortfall of £3,448,000. This shortfall will be eliminated by additional employer contributions paid into the scheme over the period to 31 January 2029. Contributions payable will be £139,412 in January 2021, then £345,000 pa commencing from June 2021 until 30 June 2028, plus a final payment in respect of the period from 1 July 2028 to 31 January 2029 of £46,597. Contributions will increase by 3% each year, with the first increase being for contributions after 31 January 2022.

23 Related party transactions

During the year the following transactions, which were all at market value took place with related parties:

- The SBT paid Wright Hassall LLP £nil (2020: £4,432) in respect of legal advice. A creditor balance of £nil (2020: £nil) was outstanding at 31 December 2021. One of the Trustees, Nick Abell, is the Chairman of Wright Hassall LLP.
- The SBT paid Sheldon Bosley Knight £50,275 (2020: Not applicable) in respect of property management advice and services. A creditor balance of £nil (2020: Not applicable) was outstanding at 31 December 2021. One of the Trustees, Nick Abell, is the Chairman of Sheldon Bosley Knight.
- The SBT paid Stratford upon Avon Sports Club Limited £12,750 (2020: £nil) in respect of staff car parking. A creditor balance of £12,750 was outstanding at 31 December 2021(2020: £nil). One of the Trustees, Nick Abell is a Director of Stratford upon Avon Sports Club Limited.
- The SBT paid Mayavision International £3,924 (2020:£nil) in respect of the creation of QR code videos. There is no creditor balance at 31 December 2021 (2020:£nil). One of the Trustees, Rebecca Dobbs, is Managing Director of Mayavision International Ltd.
- The SBT as a National Portfolio Organisation received a grant of £220,000 from Arts Council England during the year. One of the Trustees, Ayrub Khan is a Midlands Regional Board Member of the Arts Council England.

24 Prior year comparative consolidated statement of financial activities

Consolidated Statement of Financial Activities
For the year ended 31 December 2020

	Note	Unrestricted General funds £000	Unrestricted Designated funds £000	Restricted funds £000	Total 2020 £000	Total 2019 £000
Income from						
Donations	*3*	59	-	66	**125**	79
Charitable activities:						
Admissions to historic houses		897	-	-	**897**	5,982
Cultural engagement & participation		163	-	-	**163**	742
Grants receivable	*4*	5,627	-	66	**5,693**	584
Other trading activities	*5*	433	-	-	**433**	2,691
Investments	*6*	843	-	-	**843**	1,010
Other income	*7*	8	-	-	**8**	32
Total income		8,030	-	132	**8,162**	11,120
Expenditure on						
Raising funds		1,719	-	-	**1,719**	2,999
Charitable activities		5,521	393	400	**6,314**	7,694
Other expenditure		25	7	-	**32**	-
Total expenditure	*8*	7,265	400	400	**8,065**	10,693
Net gains/ (losses) on investments	*14*	(291)	-	-	**(291)**	401
Net gain on investment property	*14*	1,190	(534)	-	**656**	-
Net income/(expenditure)		1,664	(934)	(268)	**462**	828
Transfer between funds	*20*	(2,528)	2,542	(14)	**-**	-
Other recognised gains and losses						
Actuarial (losses)/gains on defined benefit pension scheme	*23*	-	(298)	-	**(298)**	(155)
Gains/(losses) on revaluation of fixed assets	*14*	-	(62)	-	**(62)**	-
Net movement in funds		(864)	1,248	(282)	**102**	673
Reconciliation of funds						
Total funds brought forward	*20*	6,161	18,173	2,229	**26,563**	25,890
Total funds carried forward	*20*	5,297	19,421	1,947	**26,665**	26,563

THE SHAKESPEARE BIRTHPLACE TRUST

England & Wales - Charity number 209302

Accounts

Registered charity number 209302

Shakespeare Birthplace Trust

Trustees' report and consolidated financial statements

For the year ended 31 December 2020

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Trustees

Chairman	Peter Kyle OBE
Vice Chairman	John Russell
	Nick Abell – *Chair of Heritage Assets & Property Committee*
	Ralph Bernard CBE – *Chair of Nominations & Remuneration Committee*
	Penelope, Viscountess Cobham CBE
	Rebecca Dobbs
	Kathy Gee MBE
	Mike Huggins – *Chair of Finance and Audit & Risk Committees*
	AJ Leon
	Professor Lena Cowen Orlin
	Professor Carol Chillington Rutter (resigned 25 March 2021)
Honorary President	Professor Sir Stanley Wells CBE
Secretary to Trustees	Julia Howells

Key Management Personnel

Chief Executive	Tim Cooke
Director of Strategic Projects	Tim Aucott
Acting Director of Operations & Marketing	Debbie Beardall (to 17 April 2020)
Acting Director of Cultural Engagement	Paul Taylor
Director of Visitor Experience & Business Development	Rachael Boyd (from 17 February 2020)
Director of Finance & Resources	Melanie Crooks (from 11 May 2020)

Principal Advisors

Architects	Osbornes The Balconies Hanley Swan Worcestershire, WR8 0DN	Auditors	Crowe UK LLP Rounds Green Road Oldbury West Midlands B69 2DG
Investment Manager	Charles Stanley & Co Ltd 55 Calthorpe Road Birmingham, B15 1TH	Solicitors	Robert Lunn and Lowth 2 Sheep Street Stratford-upon-Avon CV37 6EJ
Bankers	HSBC Bank plc 13 Chapel Street Stratford-upon-Avon CV37 6EP	Property Agent	Sheldon Bosley Knight 58 Ely Street Stratford-upon-Avon CV37 6LN

Address of principal office

The Shakespeare Centre, Henley Street, Stratford-upon-Avon, Warwickshire CV37 6QW.

Trustees' report

The Trustees present their annual report and audited financial statements for the year ended 31 December 2020. The financial statements comply with current statutory requirements, The Shakespeare Birthplace Act 1961, The Charities (Shakespeare Birthplace Trust) Order 2017 and the Statement of Recommended Practice for Charities (FRS102).

Strategic purpose and objectives

"Caring for Shakespeare's family homes and sharing the love of his work and life from his home town "

The objectives of the Trust are:

- to promote in every part of the world the appreciation and study of the plays and other works of William Shakespeare and the general advancement of Shakespearian knowledge;
- to maintain and preserve the Shakespeare Birthplace properties for the benefit of the nation;
- to provide and maintain, for the benefit of the nation, a museum and a library of books, manuscripts, records of historic interest, pictures, photographs and objects of antiquity, with particular, but not exclusive, reference to William Shakespeare, his life, works and times.

Year in Review

Overview from the Chairman and Chief Executive

Let me embrace thee, sour adversity, for wise men say it is the wisest course. (Henry VI, Part III)

We started the year with great enthusiasm and ambitious plans, building on our many achievements during 2019. Of course, no-one could have anticipated what was around the corner – a global pandemic that threatened to undermine many of the Trust's achievements across so many years.

As the scale of the COVID-19 pandemic escalated, we implemented emergency arrangements with speed.

In light of Government guidance we took the difficult but responsible decision to close our sites and pause in-person activities. As the situation became more grave and with all the accompanying financial uncertainty we placed the majority of our staff on furlough from 6 April via the Government's Coronavirus Job Retention Scheme. We continued to operate this scheme as it was extended across the year and into 2021.

Owing to the significant financial impact on our trading income and the introduction of Government guidelines on social distancing, there was a pressing need to restructure the Trust. In all these circumstances the Trust's existing business model had become unsustainable. It was with great regret that in the summer we had to take the difficult decision to reduce the number of roles in the Trust in order to safeguard its future. This was a painful undertaking and has resulted in substantial changes to the nature of our organisation. Following a collective consultation process which completed in September, the number of employees has been reduced by 95 members of staff (equating to 69 full time equivalents). We pay tribute to those colleagues who have left the Trust and sincerely thank them for all that they have contributed across many years.

The Government, through the Department for Digital, Culture, Media and Sport (DCMS), and Arts Council England (ACE), has supported us through the height of the pandemic with access to grants including ACE's Emergency Fund and the Culture Recovery Fund to support our activities. Thanks to that support and confidence in our charitable mission, we were able to safely reopen Shakespeare's Birthplace on 1 August as soon as Government guidelines

allowed, providing over 23,000 visitors an enriching and enjoyable experience. We were also delighted to welcome Minister of State for Digital and Culture Caroline Dinenage on a visit to Shakespeare's Birthplace when it reopened.

While much has changed as a result of the COVID-19 pandemic, the fundamental purpose of our charity remains the same. We are dedicated to caring for the five Shakespeare family homes and sharing knowledge of Shakespeare's work, life and times with the world. This has always been an important local, national and global commitment.

In the first quarter of 2020, before we had to close, we welcomed nearly 78,000 visitors to the five Shakespeare family homes. Mary Arden's Farm reopened for the season on 14 March but was only able to operate for a matter of days before closing due to COVID restrictions.

Thanks to our partnership with Stratford on Avon District Council we saw the completion of extensive streetscape improvements to Henley Street and with it, the installation of an impressive bronze statue of William Shakespeare, kindly donated to the town by SBT Council Member Tony Bird OBE, providing visitors a warm and inviting welcome to Shakespeare's Birthplace and the Shakespeare Centre.

Core to our charitable objectives is our learning offer and plans had been in place to launch our biggest Shakespeare Week celebrations in primary schools yet with its theme of Art and Design, working with the nation's best-loved children's artists, celebrities, authors and cultural organisations to bring Shakespeare's creativity to life for over 2 million children. Unfortunately the national lockdown forced the cancellation of our in-person events in schools and venues across the country at short notice.

Importantly, we wanted to make sure we did as much as possible to continue to share Shakespeare, his work and his legacy with digital audiences at home and abroad. We took the immediate decision to make our comprehensive package of Shakespeare Week resources freely available to schools and families who were home-schooling. We also turned our sights towards a 'digital first' approach, increasing our online presence by sharing our knowledge about Shakespeare, our sites and collections via our Museum from Home page, blogs and across our social media channels.

At organisational level we reviewed our strategic focus and our senior leadership structure in 2019 in order to address future challenges and opportunities. As a result of this work in February 2020 we welcomed Rachael Boyd, our new Director of Visitor Experience and Business Development, while Melanie Crooks, Director of Finance and Resources, joined us in May.

We are deeply grateful for the manner in which our colleagues have responded to the challenges of the pandemic, be it those placed on furlough or colleagues who have worked throughout the crisis. They have all demonstrated exceptional team spirit, resilience and optimism in the most difficult of times. Together, we continue our cause to inspire audiences with Shakespeare's heritage and legacy through our houses, collections, education and cultural programmes, be it on site or online.

We are hugely grateful to our Trustees for the dedication and commitment that they have shown in guiding the organisation through such exceptional and challenging circumstances to ensure that we can continue to care for Shakespeare's rich heritage and share knowledge of his work, life and times. We were deeply saddened during the year by the deaths of former Trustee and Council member Sir Eric Anderson and volunteer Martin Cosgrif and acknowledge the contribution both made to our work over many years.

We are also thankful for our volunteers, Council members, supporters, partners, donors and Friends, who have also shown continued commitment to our activities. We would also like to thank our audiences for their continued engagement with our work as we expanded our digital content, and to our visitors (when it proved possible) who have embraced changes we've put in place as we operate in 'the new norm'.

At the time of writing, we were delighted to reopen Shakespeare's Birthplace Shop on Henley Street on 12 April 2021, and Shakespeare's Birthplace on 17 May 2021 in line with the Government's roadmap out of lockdown, with plans afoot to open more of the Shakespeare family homes in a phased and considered manner.

Although the pandemic is far from over, we take comfort from strong foundations which will enable us to build our recovery and look to the future with optimism. Over the next twelve months we have exciting plans to expand our digital outreach to more audiences globally, and look forward to collaborating with key partners in the promotion and appreciation of Shakespeare as part of the cultural programming for Coventry City of Culture and the Birmingham Commonwealth Games in 2022.

With all our thanks,

Peter Kyle (Chairman) and Tim Cooke (Chief Executive)

Sharing Shakespeare with the world

Four of the five Shakespeare family homes and gardens in Stratford-upon-Avon were able to open as normal for much of the first quarter of the year. Across 2020 we welcomed 102,198 ticket holders to explore the Shakespeare family homes and gardens, down significantly from 858,000 in 2019.

The easing of Government lockdown restrictions over summer meant we were able to reopen Shakespeare's Birthplace between 1 August and 4 November with Visit Britain's 'We're Good to Go' COVID-secure accreditation and with a timed-ticketing system generously provided by ArtFund, enabling us to manage capacity levels and deliver a COVID-secure visitor experience for over 23,000 ticket holders.

Government guidelines to mitigate the spread of COVID-19 meant we had to revisit how we delivered the visitor experience at Shakespeare's Birthplace. A series of video guides were made available for visitors to view via QR codes on their mobile phones as a way of enhancing their experience as they explored the exhibition, house and garden. These videos were streamed almost 8,000 times, and we are grateful for the support of our Trustee Rebecca Dobbs and Council Member Michael Wood with this project.

Pre-pandemic, the Trust had already begun working with a number of creative partners on a series of digital experiments that explored the application of emerging technologies to enhance the experiences of visitors to our heritage sites. Closure of our sites in mid-March resulted in the acceleration of that programme and we were able to present new content online through our website and other channels meant the need to accelerate that.

Digital engagement through the Trust's main websites was up, reflecting an increase in the amount of content made available online. The number of page views rose by 15% to 6.8 million — with a 40% increase in traffic to education content and 150,000 visits to our podcast pages. Our social media followers across all channels rose to 281,119 – a 19% increase from 2019.

With the cancellation of the annual Shakespeare Birthday Celebrations in Stratford-upon-Avon, the Trust facilitated a special online event #SalutetoStratford, turning the spotlight on all the brilliant and resilient people and businesses that make Shakespeare's hometown such a special place to live, work and visit. Thanks to the participation of our town stakeholders, the event reached 1.7 million people around the world.

Our popular monthly Research Conversation talks are normally held at the Shakespeare Centre in Stratford-upon-Avon and taking them online meant we were able to reach new audiences, with a third of the virtual attendees being from outside the UK.

In May our Honorary President Professor Sir Stanley Wells gave four online lecturers to mark his 90th birthday, under the theme of *'What was Shakespeare really like*?' which was viewed by over 5,130 people from across the world. These were also pre-recorded and made available on our website. We launched a new podcast series Shakespeare Alive, featuring distinguished guests including academics, theatre professionals and educators discussing how their work connects with Shakespeare, with over 2,280 downloads for series one.

Other highlights were performances of special-commissioned poetry by LGBTQ+ Poet Laureate Trudy Howson and award-winning Birmingham poet Liz Berry, which were pre-recorded and shared online in June during the week the 67th annual Poetry Festival would have taken place. The Shakespeare Shorts Film Competition was able to go ahead online as normal with 157 entries from 33 countries, and judged by a panel including our patron Sir Kenneth Branagh.

2020 was the Trust's second full year as an Arts Council England National Portfolio Organisation and responding directly to ACE's temporary equality objectives to demonstrate meaningful engagement with diverse communities, we commissioned The Gap Arts Project to produce four films created by young people from underrepresented backgrounds. These films will reflect their personal experiences of the pandemic and the Black Lives Matter movement through the lens of Shakespeare's plays. This project was delayed by the third national lockdown and rescheduled to be delivered in 2021.

The Trust plans to continue with a digital-first creative programme over the next few years, making a conscious effort to have a user-led approach to content creation.

Learning and participation

Learning is core to our charitable objectives and during the first ten weeks of the year our award-winning education team was able to welcome over 60 learners to the annual Winter School, enhance a visit to Shakespeare's Birthplace for 1,781 EFL (English as a foreign or second language) students, work with 622 GCSE students in the space of just one week, host 614 A-Level students from 24 schools to eight sixth-form conferences, and run hands-on workshops at the Shakespeare Centre in Stratford-upon-Avon for 1,000 primary school children.

When the first national lockdown was implemented, the focus was to support home learning and a suite of 300 resources were made freely available to teachers, parents and students on our website, enabling us to continue to offer fun and imaginative ways for children age 4 – 14 to engage with Shakespeare. A pre-recorded talk on Macbeth for KS3/4 students was also included on the Royal Shakespeare Company's BBC Bitesize 'daily drop' broadcast which aired twice, while other pre-existing recordings of our lecturers discussing a wide range of topics were shared via social media.

In March our flagship primary education offer, Shakespeare Week was planned to take place across the UK in partnership with many cultural organisations and schools carrying the theme of Art and Design, however we had to take the difficult decision to cancel all large scale events at schools and cultural venues, just as the nation went into lockdown as a result of the pandemic. Some managed to celebrate using the online resources as part of their home learning.

The Shakespeare Portrait competition had already reached its conclusion with over 2,500 entries and winners chosen by four judges: author Marcia Williams, chief executive Tim Cooke, CBBC's Art Ninja, and children's illustrator Korky

Paul. The planned exhibition of the winning portraits alongside specially commissioned portraits from 14 children's illustrators at The Lowry in Salford was replaced with an online exhibition that had 13,446 views throughout the year.

Our Shakespeare Hubs programme, supported by Arts Council England, now includes 54 primary schools in Greater Manchester, Bristol, the Isle of Wight, the North East, Merseyside, Nottingham, Birmingham, Oxfordshire and London who are all actively engaging with the Trust. In the first quarter of the year, schools worked with creative practitioners from a wide range of disciplines to provide children with exciting experiences of Shakespeare, with new partnerships developed with The Lowry, The Baltic, Brunel's SS Great Britain, Shakespeare at the Tobacco Factory, the House of Illustration, Highly Sprung and the New Carnival Company.

In the early part of 2020, our Primary Learning Team delivered Continuing Professional Development (CPD) to 33 teachers as part of the Hubs programme, while over 1,000 children were given the opportunity to become guides in the Shakespeare town houses in the first quarter of 2020 as part of the Museums & Schools Programme, which facilitates work with schools in areas of economic and cultural deprivation that had not previously engaged with the Trust.

While the pandemic severely limited the number of learners we were able to engage with in person throughout 2020, it also presented opportunities for reaching new audiences online, which we will continue to develop. As members of the team returned to work over a phased period, concentration turned towards the creation of a 'Digital First' model for our delivery. After much consultation with educators, leisure learners and stakeholders the team entered a 'test and learn' period between September and December, delivering live sessions and pre-recording materials that will become central to our digital offer moving forward. The Primary team redesigned classes to comply with government restrictions and tested new outreach models of delivery on-site in schools, while University classes were designed and delivered for undergraduate students in Illinois, Florida and Boston, USA. It is an ambition of the Trust that by the 400th anniversary of the publication of the First Folio in 2023 the education offer will also be celebrated for its new blended approach to learning, which will enhance the educational opportunities for learners of all ages, abilities, and interests around the world.

Collections

Physical access to our Collection has not been possible since 17 March and when the Reader Services team returned from furlough in November they began working through a backlog of 600 email research requests. We are also designing ways of allowing access to material held at the Shakespeare Centre in a COVID-secure way.

Throughout the year the Trust continued to add to its internationally designated collection of museum items and archive material relating to Shakespeare's work, life and times. Among the new acquisitions was a French translation of *A Midsummer Night's Dream* by Victor Hugo and illustrated by the Italian artist Umberto Brunelleschi, while a second and third Folio of Shakespeare's works were among a number of items to be conserved.

In August, we were successful with a joint funding application with Archives West Midlands (AWM) to the Networks for Change programme run by The National Archives and the Archives and Records Association UK. This exciting project titled No Barriers will enable a trainee from diverse communities to be recruited for a funded 12-month placement with the Trust and Wolverhampton Archives and Local Studies to design a project to highlight diversity and hidden stories within the collections of both, with the goal of supporting and mentoring the trainee to provide a pathway into the archive sector. The start of the project has been delayed by COVID-19.

We also collaborated with the Centre for Archaeology at Staffordshire University on a new online exhibition that enabled people to view 3D images of items excavated from the site of Shakespeare's New Place in Stratford-upon-Avon during the 2010 Dig for Shakespeare.

Our research focus continued and in October a PhD student from the University of Birmingham began a six-month placement with the Trust. Funded by the AHRC: Midlands3Cities, the focus of the research is the interior of Shakespeare's New Place and during the placement the student will be examining, researching and interpreting our furniture collection as part of a thesis exploring Shakespeare's lost interiors.

Caring for our sites

Our estates team has faced significant challenges throughout the pandemic, but continued to monitor and maintain all of the historic properties under our charitable obligation. During the year, as part of our COVID response, we continued our programme of site surveillance and maintenance to ensure our buildings remained intact and to prevent asset deterioration. We also commenced a comprehensive programme to improve our capacity to remotely monitor our sites by improving aspects of our CCTV, alarm reporting and environmental monitoring arrangements. Randomised security and survey visits continued, along with statutory servicing and testing work to ensure our sites maintained compliance with all statutory and insurance requirements throughout.

Throughout the COVID restrictions a number of essential repairs to our buildings took place, whilst formal consent was sought to carry out conservation work. We successfully obtained Listed Building Consent for conservation repairs to the Birthplace, 19-21 Henley Street and Harvard House, with the aim of completing this work in 2021.

The team was instrumental in preparing Shakespeare's Birthplace for reopening as soon as lockdown restrictions eased, with extensive on site risk assessment and preparation work to ensure COVID-secure guidelines were in place, including appropriate social distancing and hygiene factors were met for the safety of both our staff and visitors. We also ensured livestock at Mary Arden's Farm were properly cared for, and that our Stewardship Scheme, Rare Breed and Soil Association obligations continued to be met.

Looking ahead

COVID-19 has forced us to carefully review our strategy to secure the future of the Trust. This will include a focus on organisational resilience as we continue to consider a longer-term vision for the Trust's recovery. Crucial to this is sustaining our operating model, and we want to make sure that we build in a considered but dynamic way, on diligently laid foundations and upon financial support we have received from Arts Council England and the Culture Recovery Fund. We aim to enhance the reach and quality of our public engagement, the interpretation and protection of Shakespeare's five family homes, the care of our collections and access to them, and the sharing of our knowledge and expertise. We hope to identify opportunities, and resources for new investment, partnership and diversification as part of a new design to examine if our future operating model need not totally rely on income from physical visitors. As part of this work we will focus on:

- enhancing our creative mission in line with the updated NPO business plan and moving to digital-first delivery. We will explore new programming, prioritising improving access for artists of diverse background and for diverse communities in line with Arts Council England investment principles;
- developing our capability and reputation for outstanding research and academic collaboration;
- exploring opportunities to enhance outreach, both in-person and digitally;

- delivering a conservation programme to protect our heritage sites and care for our world-class collections;
- delivering a new three-year focused and integrated organisational strategy to ensure efficiencies are made to support our recovery.

By focusing on these principles we aim to pave the way for the Shakespeare Birthplace Trust to be recognised as a leading Shakespeare authority and dynamic cultural organisation in the UK and worldwide.

Partners and Stakeholders

Our work in 2020 was supported and facilitated by numerous partners and we wish to acknowledge their vital role:
Arts Council England – This was the Trust's second full year of National Portfolio funding, and we are committed to an ever stronger and deeper working relationship with the Arts Council.
Coventry and Warwickshire Local Enterprise Partnership (CWLEP) – our funding partner for the re-presentation of Henley Street
Stratford District Council – our valued partner in the Henley Street redevelopment project.
National Lottery Heritage Fund (NHLF) – our 5 year long partnership with NHLF regarding the redevelopment of New Place was successfully concluded at the start of the year.
Royal Shakespeare Company – Who continue to work with the Trust on the presentation of our joint Designated Collection.

Financial Review

The financial year in review

The financial statements of the Trust for the year under review and the financial position at the Balance Sheet date are set out in the Accounts. In particular the Statement of Financial Activities (SOFA), which includes both unrestricted and restricted funds, shows the performance of the Trust and it trading subsidiary SBT Trading Limited, during the year.

Trading position

2020 was a year dominated by outbreak of the Covid-19 pandemic. In line with Government measures to combat the spread of Covid-19, the Trust closed its five Shakespeare family homes, and cafes and shops on 17 March 2020, and all of our educational visits and courses were cancelled. The majority of our staff team was furloughed under the Government's Coronavirus Job Retention Scheme and our volunteers remained at home. Given the seasonal nature of our operating model, with the busy summer months typically generating the majority of our income and operating cash flow utilised in the quieter winter months, the pandemic could not have happened at a more challenging time.

The main financial impacts of the outbreak have included:

- Sales of admission tickets to all our houses were halted. We were able to reopen Shakespeare's Birthplace on a "test and learn" basis on 1 August 2020, with significantly reduced physical capacity levels due to Government guidance on social distancing. With the advent of the second national lockdown on 5 November 2020, Shakespeare's Birthplace closed its doors again to visitors.
- Commercial income streams from retail and cafes (via SBTT) completely ceased in mid-March and only the Birthplace retail shop and online shop were reopened in conjunction with the Birthplace reopening.
- All of our onsite educational visits and courses were cancelled.
- Work began on developing and delivering digital based learning in the latter part of the year, however the financial impact of this income diversification will not transpire until 2021;
- Investment income from our investment portfolio was depressed as both global and local economies reacted to the impact of the pandemic;

- Facing a projected ***£8 million loss in revenue***, we embarked on a strategy to prioritise expenditure to that only which was essential to the delivery of our charitable objectives, and looked at new ways of cost effective working. ***We reduced non pay expenditure in 2020 by £2.9 million compared to 2019;***
- We took the difficult decision in July 2020 to implement an organisational change programme to restructure our workforce. This impacted on 40% of our existing workforce at a cost of £601,000.
- Our fiscal investment portfolio lost £850,000 in value at the start of the pandemic compared to its 2019 year end position with market recovery continuing to be volatile (see *Investment policy and performance* review below). The loss in value had recovered to a £291,000 decrease by the 2020 year end date;
- We have undertaken a Trustee review of the fair value of our investment properties and other fixed assets used by the group and concluded that net impairment provisions of £566,000 and £54,000 respectively are recognised in the Statement of Financial Activities.

Our operating reserve of £2.4m in unrestricted cash holdings at the start of the pandemic was committed to sustain the organisation. ***However, underlying trading and cash flow losses of approximately (£5.3 million) remained.***

Our remaining apparent liquid assets (including our financial investment portfolio and proceeds from an in year land disposal - see *'Significant Property Transaction'* below) were already designated to service ongoing financial obligations, including £2.45m of statutory conservation commitments, £4.8m of required preservation works, and our defined benefit pension scheme deficit recovery plan (£3 million). Our other "on paper" assets were illiquid and this has required a considered (multiyear) rationalisation process.

To support our underlying trading and cash flow losses (£5.3 million) for the period, we were grateful for the support of the Government's Coronavirus Job Retention Scheme (£1,493,000) and successfully applied for grant support under the Arts Council England's Emergency Grant Scheme (£900,000) and the Cultural Recovery Fund (£3 million). The Cultural Recovery Fund grant although awarded in 2020, will be partially used to support our activities into 2021.

On an overall funds basis, the Statement of Financial Activities shows an apparent overall net surplus of £462,000 (2019; £828,000) before considering the actuarial loss on the revaluation of the defined benefit pension liability (£298,000 loss) and the fixed asset property impairment provision (£62,000 loss). ***This overall funds position is flattered by a gain on the disposal of an investment property of £1,160,000 which if removed shows a loss of (£194,000) for the year.***

However, despite the much appreciated in year grant support our COVID-19 financial recovery will take longer. The outlook remains uncertain especially in terms of the global economy, a lack of international visitors and how successful the Government's Road Map to ease the country out of lockdown restrictions will be. We anticipate that we will be operating under a financially constrained operating model for the period to 2024. Our current forecasts indicate that our 2023/2024 post COVID-19 recovery period before the next recovery milestone is achieved will be financially challenging. We are taking proactive measures to conserve funds to support this period of recovery.

Significant Property Transaction

During the year, our investment property policy has been to:

- Continue to preserve our fixed asset investment properties. These properties are strategically important as they are adjacent to the Shakespeare Birthplace Properties and are held to further maintain the setting and environment of the homes;
- Realise development potential in some other properties, thereby using our resources more effectively for the furtherance of our charitable objectives.

To this end, we have disposed of an investment property during the year ended 31 December 2020 and the impact of this disposal is separately disclosed on the face of the Statement of Financial Activities.

Balance Sheet position

The Trust's balance sheet is dominated by its long term investments in strategic properties, which are discussed separately below.

Our tangible and intangible assets are visitor facilities, operational plant and equipment at our properties and central infrastructure such as IT systems. During the year tangible fixed assets fell by £364,000 reflecting the additional impairment provision against equipment in excess of the regular depreciation charge.

Investments fell by £1,399,000 representing the land disposal as noted in significant property transactions together with the commercial investment property fair value impairment provision as a consequence of the pandemic and the decline in the stock market value of our fiscal investments.

Net current assets of £5,497,000 (2019:£3,165,000) represents our working capital. This does include a £1.5m debtor for next instalments of the Culture Recovery Fund grant award.

The deficit on our defined benefit pension scheme rose slightly to £2,929,000 (2019:£2,847,000). In a closed scheme such as ours, the principal factors affecting the net liability are the discount rate applied to the valuation of future pension payments, investment returns and deficit reduction contributions made by the Trust. The discount rate which is based on corporate bond rates was reduced from 2.0% to 1.4%, increasing the value of our pension payment obligations. This is despite the Trust contributing £271,000 in deficit contributions.

Total funds as at 31 December 2020 amounted to £26,665,000 (2019 £26,563,000). Total Unrestricted funds amounted to £24,718,000 (2019 £24,334,000) which comprises £5,297,000 of undesignated funds and £19,421,000 of designated funds – details of which are included in the reserves policy note below. Restricted funds as at 31 December 2020 amounted to £1,947,000 (2019: £2,229,000) predominately comprising of the New Place heritage asset funded by restricted capital grants in prior years (£1,757,000) with the balance of £190,000 in restricted income funds. Neither of these restricted funds are available for the general purposes of the Trust.

Reserves policy

The Trust maintains reserves to ensure that it is able to continue to fulfil its charitable purpose by providing for business continuity, the ongoing conservation needs of its heritage assets, and to support future capital and revenue expenditure requirements which may not be covered by incoming resources. While the Trust had net assets of £26,665,000 at 31 December 2020 this included fixed assets and investment properties with a value of £24,254,000. Approximately £13,600,000 of these are properties of strategic importance to the Trust which are held for the long term in order to protect and conserve the historic setting of the Shakespeare family homes.

The Trust holds a number of designated reserves to more clearly demonstrate why the Trust holds its reserves in the context of its charitable purposes:

Strategic fixed asset investments reserve to match the net book value of the fixed asset investment properties. These properties are strategically important as they are adjacent to the Shakespeare Birthplace Properties (being the Shakespeare family homes and nearby property designated under the Shakespeare Birthplace Act 1961). They have been acquired since 1961 to further maintain the setting and environment of the homes, and which serve to enhance the experience we curate for our visitors.

A functional fixed asset reserve to match the net book value of the functional fixed assets that are used in the day to day operation of the Trust.

A working capital reserve, matched by yearend balance of debtors and creditors and unrestricted cash.
A conservation reserve support the current conservation plans of the Trust.

The Trustees have continued to adopt a risk-based approach to holding contingency reserves. For the purposes of the 2020 financial statements they set a target of residual free reserves after designations and the pension reserve to match the financial impact of a fall in budgeted unrestricted income of 20%. At 31 December 2020 this amounted to £2,295,000, at which date residual free reserves after designations and the pension reserve amounted to £2,368,000. It is worth highlighting that without Arts Council England's Cultural Recovery Fund grant award recognised in full at 31 December 2020, the residual free reserves would have been £1,500,000 lower at £868,000.

In the light of the COVID-19 pandemic, the Trustees using their risk based approach will review the target basis for residual free reserves after designations during 2021.

Investment policy and performance

The Trust maintains a review of its investments through its Finance Committee, which also monitors performance against market benchmarks and considers the adequacy of its investment mix. The overarching investment principles embedded in our Investment Policy are as follows:

- Implement a balanced asset allocation approach to the portfolio with a medium risk profile;
- Portfolio to be diversified to provide an appropriate base for income growth and to protect the capital base against long term inflation;
- Performance at least at the rate of inflation (measured by the wages index) plus 5%

The portfolio is managed in the following manner:

- Direct property investments by Sheldon Bosley Knight;
- Marketable investments actively managed by Charles Stanley & Co.

The worldwide outbreak of the COVID-19 pandemic in March 2020 not only had a significant impact on the group's day to day trading operations but also on our investment performance – both the real estate and stock market based portfolios.

Our investment property portfolio comprises of residential, car parking and commercial properties in and around Stratford-upon-Avon. Rental income from car parking and commercial properties has been particularly impacted by the pandemic. Rental returns from car parking ceased as the population was required to 'stay at home 'or 'stay local'. The majority of our commercial properties are retail units, with tenants facing difficult trading conditions due to enforced closure for a significant part of the year. Rental payment plans have been successfully agreed with our ongoing tenants

Rental performance continues to be robustly monitored on a monthly basis with our property agent Sheldon Bosley Knight.

The world's stock markets fell sharply in March 2020 at the outbreak of the pandemic. Our investment portfolio valuation fell by 21.7% from its 2019 year end position – a fall of £850,000. Markets remained volatile for the remainder of the year, despite gaining some ground by 31 December 2020. In the UK, the FTSE 100 had its worst year since the height of the financial crisis in 2008, falling 14% over the course of the year. By 31 December 2020,

our portfolio valuation had improved by some 16.5% from its March 2020 low point to £3,574,000 (note 14 to the financial statements).

That said, performance against our key benchmark (MSCI PIMFA Income) was 6.6% lower on a total return basis on a 12 month performance basis at (4.72). This difference in performance can be explained by the differing asset allocations between our portfolio and the benchmark portfolio as follows:

Asset Class	Our Portfolio	Benchmark Portfolio
Fixed income	19.50%	25.0%
UK Equity	48.26%	27.5%
International Equity	11.69%	25.0%
Alternatives	16.75%	12.5%
Mixed Investment	2.39%	-
Real Estate	-	5.0%
Cash	1.41%	5.0%
Total	100%	100%

Source: Charles Stanley Investment Report & MSCI PIMFA Private Investor Income Index December 2020

Our portfolio has higher weighting in UK equites;the UK's blue-chip FSTE 100 index dominated by its high weighting in banks and energy companies have made significant reductions in shareholder payments. However, in the final quarter of 2020 our portfolio total return at 10.75% was 3.87% higher than the benchmark portfolio for the same period.

An analysis of our total return performance for the year to 31 December 2020 against other market indices was as shown in the table below:

	Total Return %	Comparison to our Investment Policy
Portfolio	(4.72%)	
Wage Inflation +5%	7.8%	Objective not met
MSCI PIMFA Income	1.94%	Objective not met
FSTE All Share	(9.82%)	Objective met
FTSE All Govt	8.27%	Objective not met
Portfolio Dividend yield	4.23%	
Dividend yield target	5.0%	Objective not met

It is anticipated that changes made to the portfolio in the final quarter of the year will result in total return % improvements in 2021. Investment management advisor performance for marketable investments will continue to be robustly monitored in the forthcoming year.

Post balance sheet events

In the period from 31 December 2020 up to the signature of the financial statements, two significant events have occurred in the life of the Trust. The events are deemed to be non-adjusting from the perspective of the 2020 financial statements but are significant enough that they should be brought to the attention of the reader of these financial statements

On 12 March 2021, the Trust entered into an unsecured £3 million loan agreement with The Secretary of State for the Department for Digital, Culture, Media and Sport and Arts Council England. The loan was entered into under the Repayable Cultural Recovery Fund programme to support the Trust's post COVID-19 financial recovery plan. The loan term is 20 years, with interest payable at 2% per annum. Interest and capital repayments are suspended for the first 48 months after the drawdown date of the loan. The loan was drawn down on 19 March 2021.

Going Concern

The lockdown and closure of the Shakespeare family homes, cafes and shops as a result of the COVID-19 pandemic in the first quarter of 2020 has required the Trustees to consider the question of going concern in significantly more detail that they would have done previously. Revised cash flow forecasts for the 3 years to December 2023 have been prepared to reflect changed circumstances and the mitigation actions and decisions that have been taken in order to manage the change in operating conditions through the COVID-19 recovery phase. These draft forecasts and plans have been prepared to reflect lower expectations about income and adjustments to the costs of the revised operating model have been made accordingly. The use of investment assets has been reviewed and plans made.

Based on the above, the Trustees are satisfied that the Trust has adequate resources to continue to operate as a going concern for the foreseeable future and have prepared the financial statements on that basis.

Structure, Governance and Management

Constitution and Governing Documents

The Shakespeare Birthplace Trust (SBT/The Trust) came into existence as a result of the purchase for preservation as a national memorial of Shakespeare's Birthplace in 1847 and of Shakespeare's New Place estate in 1862. The Trustees were first incorporated by Act of Parliament in 1891 and now carry out their responsibilities under the terms of the Shakespeare Birthplace Trust Act 1961 and The Charities (Shakespeare Birthplace Trust) Order 2017. The Trust is a Registered Charity, number 209302.

Board of Trustees

The Board of Trustees has independent control over, and legal responsibility for the charity's management and administration. The Board's decision-making process is informed by charity law and is set out in the Charities (Shakespeare Birthplace Trust) Order 2017. The Board consists of 8-12 Trustees. Due to the impact of the COVID-19 pandemic and the need for additional consultation and decision making the Board increased its number of meetings in 2020 from four , and two strategy sessions, to nine, plus one session on future strategy. From week commencing 23 March 2020 all Board and Committee meetings were held online.

Trustees who served during the year and up to the date of this report are listed on page 3.

There were no changes to the Board of Trustees during the year. Given the need for stability and consistency during the period the Board, on the recommendation of the Nominations & Remuneration Committee, approved that the Chairman, who was due to stand down in October 2021, extend his term of office by 12 months. Trustees Rebecca Dobbs, Kathy Gee and Lena Orlin were all reappointed for a second three year term of office. These actions were in adherence to the Trust's governing documents.

Professor Carol Chillington Rutter stepped down as a Trustee of the Shakespeare Birthplace Trust on 25 March 2021. We are deeply grateful to Professor Rutter for her contribution to the work of the Trust and for her outstanding role in sharing and extending Shakespearian knowledge both within and outside the organisation.

There are two vacancies on the Board which will be considered strategically in respect of increasing Board diversity and succession planning.

Appointment terms

Trustees are appointed on their own merits by the Board, following recommendation by the Nominations & Remuneration Committee. In accordance with the Trust's governing documents, appointments are for three years with a maximum service of nine years (ten years in exceptional circumstances). Trustees retire in rotation. Appointments will be considered by the Trustees prior to the end of each respective term. When filling vacancies

the Board will review its existing skills with a view to ensuring it can draw on a range of relevant knowledge and experience to undertake its responsibilities.

Board diversity

We believe a diverse Board of Trustees, with a blend of backgrounds, knowledge and experience is important to the effectiveness of our governance. The Board is committed to the Trust's Equality, Diversity and Inclusion policy and recruits with the aim of attracting individuals who will help lead in a way that embraces inspiration, diversity and fresh thinking.

Trustee induction

All Trustees complete an induction programme designed to inform them about the Trust's structure, strategy, finances and delegation framework, which shape the Trust's decision making processes and ensure that they are fully aware of the responsibilities of being a Trustee. The induction takes the form of a combination of meetings, visits and the provision of appropriate reading material.

There were various development opportunities offered throughout the year, including in-person sessions in February on Equality, Diversity & Inclusion and Trustee responsibilities and charity finance. A number of Trustees attended externally run training sessions and conferences.

Board effectiveness

The output of the 2019 Board effectiveness review was an action plan for 2020. Due to the pandemic resources were re-prioritised and although good progress was made in some areas (including regularising the Trust's relationship with its trading company), elements of this work had to be postponed. Board effectiveness was revisited at the end of 2020. This comprised individual Trustee review meetings with the Chairman, a review of collective effectiveness, an audit of activity against the Charity Governance Code and conisation of skills and diversity matrices and succession plans. The action plan for 2021 is embedded in the Trust's business plan for the year.

Code of Conduct

All Trustees are required to adhere to our Trustees' Code of Conduct that provides clear guidelines on expected standards of behaviour, responsibilities and best practice in fulfilling their obligations.

Prior to appointment Trustees complete declarations of eligibility and statements of interest/loyalty which are subject to regular review. In accordance with the Trust's policy declarations of interests/loyalty feature on each meeting agenda and Trustees are expected to withdraw from any decisions where a conflict of interest arises.

Committees of the Board of Trustees

The Board is supported in its work by four standing committees. The Chair of each Committee is a Trustee who reports to the Board on the Committee's activities at each Board meeting:

Audit & Risk Committee

The committee is part of the overarching governance arrangements of the Trust. It operates in accordance with an agreed Terms of Reference, which are periodically reviewed to maintain alignment with Charity Commission expectations and guidance. Membership consists of four Trustees with the responsibility to:

- oversee the outcomes of external audits and other review work, including financial reporting processes;
- review the Trust's processes of internal control, and risk management;
- consider the Trust's compliance with relevant statutory and finance regulations
- review the Trust's safeguarding and legal compliance; and
- advise the Board of any relevant matters

The committee met twice during the year. The Chairman is an Ex-offico member of the Committee and attended these meetings.

Finance Committee

The committee supports the Board by reviewing on a regular basis the financial performance, budgetary control, management and strategy of the Trust and its trading subsidiary. Membership consists of four Trustees. Due to the impact of COVID-19 the Committee increased its programme of meetings for the year from four to eight. The Chairman is an Ex-offico member of the Committee and attended these meetings.

Heritage Assets & Property Committee

The committee supports the Board by providing a strategic oversight of the Trust's heritage assets and properties through the perspectives of physical and knowledge assets and the means of public engagement with them. Membership consists of three Trustees. The committee did not meet during 2020.

Nominations & Remuneration Committee

The committee reviews all people (employed, volunteer and Trustee) matters which includes determining staff remuneration, senior staff and Trustee recruitment; equality, diversity and inclusion. Membership consists of five Trustees. The committee met once during the year.

SBT Council

The Trust has established a consultative, honorary Council which formalises relationships with individuals able to support the furtherance of its charitable objectives and contribute to its long-term vision. The Council's membership represents a range of key stakeholders and is a key mechanism for the achievement of our EDI objectives. The Council is utilized as an incubator for future Trustee appointment, with the stated intention that the Council is a place where members could be involved and become familiar with the Trust's work. The Council meets once a year with the Board of Trustees and Leadership Team and is chaired by the Honorary President.

SBT Trading Ltd

SBT Trading Limited is a company wholly owned by the Trust. It is the Trust's general trading arm and is responsible for running its commercial activities. It gift aids its taxable profits to the Trust.

The Board of SBT Trading Limited is responsible for the company's activities. The Board members include Trustee representation with the majority of members being independent of the Trust. The Board performs the same role as any company board, overseeing the running of the company, reviewing major risks facing the company, agreeing and monitoring its budget and approving its annual report and financial statements. The SBTT Board of Directors met four times during 2020.

The performance of SBT Trading Limited during the year ended 31 December 2020 is set out in Note 5 to the financial statements.

Arts Council England NPO status

The Trust has been an Arts Council England NPO (National Portfolio Organisation) since 2018. As a result the Trust was most grateful to receive NPO Emergency funding of £900,000 in July 2020 and then awarded a grant of £3million from the Culture Recovery Fund. Board papers are shared with ACE and its Relationship Manager can attend Board meetings as an observer.

Leadership Team

The Leadership Team comprises the Chief Executive and senior staff who support him in fulfilling his responsibilities. Some senior staff have job titles incorporating the title "Director" but they are not directors in a legal sense nor are they charity trustees.

The Board of Trustees delegates various functions to the Leadership Team and other staff through the leadership of the Chief Executive. These functions are summarised in a Scheme of Delegation. The Leadership Team formulates strategy for Board consideration and approval, ensures it is carried out and oversees the day to day operation of the Trust.

As reported in 2019, a new senior leadership structure was designed to enable the Trust to build upon achievements, make the most of opportunities and shape its future in ambitious and imaginative ways. Existing Director roles (Cultural Engagement, Finance & Resources and Visitor Experience & Business Development) were redefined (and the latter two re-titled) to ensure greater focus and two new Director roles (Strategic Projects and Development & Communications) were been created.

In December 2019 Tim Aucott took up the role of Director of Strategic Projects. Rachael Boyd joined as Director of Visitor Experience & Business Development and Melanie Crooks as Director of Finance & Resources in February and May 2020 respectively. Paul Taylor has been Acting Director of Cultural Engagement since 7 October 2019. The Director of Development & Communications remains vacant.

Activities for the public benefit

In setting the Trust's objectives and planning its activities, the Trustees have given due consideration to the Charity Commission's guidance on public benefit and also its supplementary public benefit guidance on fee charging and advancing education. They consider the information which is contained in this report, about the Trust's objectives, activities and achievements, demonstrates the benefit to the public that arise from these objectives. The Trust identifies the most significant benefits to the public that arise from its objects as:

- providing opportunities for the enjoyable and stimulating learning for the general public (102,198 via admissions) about the life and works of William Shakespeare;
- publishing and widely disseminating to the public digital information about the life and works of William Shakespeare. Our website had 6.8 million hits in 2020;
- providing formal learning programmes and resources for over 72,749 students, both in person and virtually including 9,713 welcomed on site before our closure on 17 March, and 60,508 downloads of our suite of over 300 teaching resources –a 40% increase from 2019 as we transitioned to a 'digital first' model of delivery;
- caring for and developing the Shakespeare family homes and over 1 million items in our Collections and making them physically and intellectually accessible to the greatest feasible extent to the general public;
- making accessible to researchers and students our important collections and archive, and in doing so adding to the collective knowledge, understanding and appreciation of William Shakespeare. There were 275 visits to our Reading Room and 1,935 library and archive items consulted in Quarter 1 before its closure on 17 March, subsequently moving to a limited online service for our collections which received 800 enquiries ;
- providing diverse opportunities for volunteering, internships and apprenticeships across the Trust. In 2020 our volunteers donated 5,634 hours (4,397 prior to 17 March);
- and in providing these public benefits, the Trust supports the five widely accepted generic learning outcomes which show the positive impact of the public's interaction with museums on their knowledge and understanding; skills; attitudes and values; enjoyment, inspiration and creativity; and action, behaviour and progression.

Fundraising

The Trust raises the majority of voluntary income from targeted approaches to trusts, foundations and other public funding bodies. We also invite visitors to the Shakespeare family homes to support our work or join our Friends or Patrons schemes, either during their visit or by follow-up email. We are committed to a transparent and ethical approach to all our fundraising activity

The Trust has been profoundly grateful for the financial assistance offered to the cultural sector in response to the COVID-19 pandemic, and we have been very successful in maximising the support available to us through new funding programmes that arose in 2020. The Trust was awarded £900,000 through Arts Council England's Emergency Fund, and £3 million through the Department of Culture, Media and Sport's Culture Recovery Fund. We cannot overstate the importance of these grants in securing the Trust's future. Not only did they address the immediate challenge caused by the loss of almost the entirety of our earned income streams, but they also underwrote and supported the work the Trust has been able to deliver in response to the pandemic, including our online events programme, digital first learning offer and of course the Summer opening of the Birthplace under social distancing regulations. We extend our deepest thanks and gratitude to our colleagues at Arts Council England and the Department of Culture, Media and Sport regarding their timely interventions towards, and ongoing support of, our work.

As well as this, the Trust has been honoured by the generosity shown to us by our Friends and donors in these most difficult of times. Throughout 2020 we have received a steady stream of voluntary donations far ahead of normal expectations. Every individual donation, from five pounds to several thousand pounds, is deeply appreciated. We want to extend a particular thank you to the support offered by our Board of Trustees and Honorary Council to Shakespeare's Birthplace America, the American Friends of the Shakespeare Birthplace Trust and to Greg and Faye Wyatt.

Sadly we have been unable to offer our normal Friends service over much of the year, as we had to suspend this scheme in tandem with the closure of our houses. We have also not been able to welcome our Greenwood Leaf tree donors to New Place. However, looking ahead we will be offering our Friends more and more digital content, and are excited about welcoming our Friends and donors back to our sites as soon as this is safe.

Fundraising is managed by the Trust's development staff and no third party fundraisers are used. All fundraising activities are reviewed in line with our obligations for responsible fundraising, and the team engages personally with all individual donors to ensure the protection of vulnerable persons. The Trust is registered with the Fundraising Regulator and complies with Code of Fundraising Practice. No complaints were received during the year and we received no requests through the Fundraising Preference Service to opt out of our communications.

Staff pay and recognition

We recognise the importance of being transparent and accountable for all aspects of our work, including how we recognise and reward our staff. We recognise our staff on their individual performance, living our organisational values and contribution to the delivery of the Trust's strategy. We ensure that staff who perform well progress through our pay bands within a reasonable timeframe. We compare our pay scales against those in the museums and wider not for profit sector. General pay increments are reviewed and agreed by the Nominations & Remuneration Committee of the Board of Trustees

Key Management Remuneration Policy

Key management personnel pay is considered by the Nominations & Remuneration Committee of the Board of Trustees. Each year the committee reviews the remuneration of key management personnel, considering individual performance and benchmarking data to ensure that levels of remuneration remain appropriate.

Gender Pay Gap

The Trust fell under the requirements of The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 to publish a report showing the organisations gender pay information. Due to the COVID-19 outbreak, the Government Equalities Office and Equality & Human Rights Commission suspended the reporting of gender pay gap data for 2019/20. As reported in last year's annual report, our last data set information was:

"Based on the designated "snapshot date of 5 April 2018 as published on 5 April 2019, when comparing mean hourly rates, women earn £1.02 for every £1 that men earn. Their median hourly wage is 1.8% higher than men's. However, when comparing mean hourly wages, women's mean hourly wage is 5.2% lower than men's. We publish further details of our gender pay gap on our website in a report showing the balance of men and women at all levels of the organisation and the effect this has on average hourly rates of pay. "

Following the organisational restructuring during 2020, the Trust no longer falls under the requirements of The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, however it is the Trust's intention to voluntarily report its 2020/2021 data set as its commitment to transparency. The Trust is committed to continue to develop our workforce strategy which includes maintaining a culture of representation and inclusion to ensure equality of opportunity for all.

Environmental Impact

The Trust is committed to working in a sustainable way as possible to minimise its environmental impact,including net zero greenhouse gas emissions by 2050.Within our Environmental Policy framework we are working to:

- reduce our energy, water and non-renewable consumption and improve efficiency
- recycle, reduce , reuse and repair when practical
- use sustainable methodologies in our conservation work
- encourage our people, audiences and visitors to be respectful of our environment and provide systems of recycling
- encourage our people to contribute to reducing our environmental footprint when conserving travel and in our working practices

Since 2016, we have been using Creative Green tools by Julie's Bicycle to record, monitor and compare our gas, electricity, water, fleet fuel and travel and audience travel year on year and against benchmark organisations. Over this period we have seen steady progress in reducing our utilities consumption.

Principal risks and uncertainties

The Trustees have overall responsibility for ensuring that the Trust has an appropriate system of controls, financial and otherwise. The systems of internal control are designed to provide reasonable but not absolute assurance against material misstatement or loss. They include:

- an annual budget approved by the Trustees;
- regular consideration of both financial results and other performance indicators
- delegation of authority and segregation of duties

As part of the responsibility, the Trustees are also required to ensure that effective and adequate risk management is in place to manage the major risks to which the Trust is exposed. They have a clear mechanism for obtaining assurance on the management of risks. The Trustees agree the approach to risk including overseeing the process to identify and assess key risks and understanding how those risks are managed and mitigated.

To support the identification and evaluation of the Trust's key risk, a risk assessment model has been developed which incorporates strategic and operational day to day activities. Risks are considered and presented as either

Strategic or Operational risk within an active risk register. Strategic risks are significant risks that influence the achievement of the Trust's charitable objectives. These may include major internal risks such as financial sustainability or compliance risks. Or they may be external events with high impact which the Trust cannot control and for which the Trust needs to develop response mechanisms. Operational risks are day to day risks and more likely to be internal within the Trust's control and with a higher level of probability of the risk event happening. The Trust's focus of attention on these risks relates to how it can control, manage or transfer risk to a third party.

Individual risks are then assessed using a scoring mechanism, with respect to the inherent likelihood of occurrence, severity of impact on the Trust, the steps in place to mitigate the risk and the resulting impact on residual risk. Residual risk are ranked using a 'traffic light' scheme (red/amber/green). The Audit & Risk Committee oversees the detailed risk management process.

The risks which are currently assessed as scoring highest and the outline mitigating strategies to address them, are shown in the table below:

Risk	Mitigation Strategy
The impact ofCOVID-19 pandemic results in a significant financial loss for the SBT that it is unable to sustain	• New cash flow (and outturn) forecasts based on latest information to identify pinch points • Additional grant and loan funding from Arts Council England, use of Government business support schemes and pursuit of other funding opportunities • Re-evaluation of operating model and prioritisation of resources • Re-evaluation of investment assets held • Re-evaluation of operational accommodation needs and strategy
Dependency on tourism, particularly international visitors for the funding of the current operating model to deliver charitable objectives	• Diversification of income streams • Re-evaluation of operating model including staffing structure and prioritisation of resource • Exploration of digital delivery and income generation opportunities
Organisational structure and nature of operational assets hamper medium to long-term strategic and financial planning	• Implementation of revised organisational structure, roles and responsibilities. • Re-evaluation of operational accommodation needs and strategy • Development & introduction of master strategic and financial planning process.
Major conservation works on heritage assets significantly impacting on level of reserves	• Conditional surveys and quinquennial reports with 10 year conservation plan • Phased works planned to conserve and maintain buildings. • Review of strategic assets and investments and other funding opportunities
Cyber Security attack on core Trust systems impacting on the ability to operate or potential loss	• Improvements in IT infrastructure to improve resilience • Staff awareness training on cyber security issues

Disclosure of information to auditors

The Trustees who held office at the date of approval of this Trustees' report confirm that, so far as they are each aware, there is no relevant audit information of which the Trust's auditors are unaware; and each Trustee has taken all the steps that they ought to have taken as a Trustee to make themselves aware of any relevant audit information and to establish that the SBT's auditors are aware of that information.

Auditor

A resolution for the re-appointment of Crowe U.K. LLP as auditor of the Trust is to be proposed at the forthcoming Board meeting.

Approved by the Board of Trustees on 26 May 2021 and signed on its behalf by:



Peter Kyle OBE Chairman *of the Trustees*

Statement of Trustees' responsibilities in respect of the Trustees' report and the financial statements

Under the governing document of the charity and charity law, the Trustees are responsible for preparing the Trustees' report and the financial statements in accordance with applicable law and regulations.

Charity law requires the Trustees to prepare financial statements for each financial year.

The group and charity's financial statements are required by law to give a true and fair view of the state of affairs of the group and the charity and of the group's excess of income over expenditure for that period.

In preparing these financial statements, generally accepted accounting practice entails that the Trustees:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- observe the methods and principles in the Charities Statement of Recommended Practice (SORP) in the preparation of Charity accounts in accordance with applicable Accounting Standards in the UK;
- state whether the financial statements comply with the trust deed and applicable 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 group and the charity will continue in business.

The Trustees are required to act in accordance with the governing document of the charity, within the framework of trust law. They are responsible for keeping proper accounting records, sufficient to disclose at any time, with reasonable accuracy, the financial position of the charity at that time, and to enable the Trustees to ensure that, where any statements of accounts are prepared by them under Section 132 (1) of the Charities Act 2011, those statements of accounts comply with the requirements of regulations under that provision. They have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the charity and to prevent and detect fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the financial and other information included on the charity'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 Trustees of Shakespeare Birthplace Trust

Opinion

We have audited the financial statements of the Shakespeare Birthplace Trust for the year ended 31 December 2020 which comprise the consolidated statement of financial activities, the group and charity balance sheets, the consolidated cash flow statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and of the parent charity's affairs as at 31 December 2020 and of the group's 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 Charities Act 2011.

Basis for opinion

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

Conclusions relating to going concern

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

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to 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.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the trustees' report; or
- sufficient and proper accounting records have not been kept by the parent charity; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 23, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group and the parent charity'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 charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 151 of the Charities Act 2011 and report in accordance with the Acts and relevant regulations made or having effect thereunder.

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

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

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

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charity and group operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and

disclosures in the financial statements. The laws and regulations we considered in this context were the Charities Act 2011 together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charity's and the group's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charity and the group for fraud. The laws and regulations we considered in this context for the UK operations were General Data Protection Regulation (GDPR), Anti-fraud, bribery and corruption legislation, Health and safety legislation, and Employment legislation.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of admissions income and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management and the Audit & Risk Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission, and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees 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 charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Crowe uk LLP

Crowe U.K. LLP

Statutory Auditor

Black Country House
Rounds Green Road
Oldbury
West Midlands
B69 2DG

Date: 6 July 2021

Crowe U.K. LLP is eligible for appointment as auditor of the charity by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006.

Consolidated Statement of Financial Activities
For the year ended 31 December 2020

	Note	Unrestricted General funds £000	Unrestricted Designated funds £000	Restricted funds £000	Total 2020 £000	Total 2019 £000
Income from						
Donations	3	59	-	66	125	79
Charitable activities:						
Admissions to historic houses		897	-	-	897	5,982
Cultural engagement & participation		163	-	-	163	742
Grants receivable	4	5,627	-	66	5,693	584
Other trading activities	5	433	-	-	433	2,691
Investments	6	843	-	-	843	1,010
Other income	7	8	-	-	8	32
Total income		8,030	-	132	8,162	11,120
Expenditure on						
Raising funds		1,719	-	-	1,719	2,999
Charitable activities		5,521	393	400	6,314	7,694
Other expenditure		25	7	-	32	-
Total expenditure	8	7,265	400	400	8,065	10,693
Net gains/ (losses) on investments	14	(291)	-	-	(291)	401
Net gain on investment property	14	1,190	(534)	-	656	-
Net income/(expenditure)		1,664	(934)	(268)	462	828
Transfer between funds	20	(2,528)	2,542	(14)	-	-
Other recognised gains and losses						
Actuarial (losses)/gains on defined benefit pension scheme	23	-	(298)	-	(298)	(155)
Gains/(losses) on revaluation of fixed assets	14	-	(62)	-	(62)	-
Net movement in funds		(864)	1,248	(282)	102	673
Reconciliation of funds						
Total funds brought forward	20	6,161	18,173	2,229	26,563	25,890
Total funds carried forward	20	5,297	19,421	1,947	26,665	26,563

For the analysis of transfers between and composition of funds see note 20. Unrestricted funds comprise both designated and undesignated funds. Restricted funds comprise both income and capital funds.

The income and expenditure and the resulting net movement in funds arise from continuing operations and includes all gains and losses recognised in the year.

Consolidated Balance Sheet
As at 31 December 2020

	Note	2020 Group £000	2020 Charity £000	2019 Restated Group £000	2019 Restated Charity £000
Fixed assets					
Intangible assets	11	14	14	51	51
Tangible assets	12	1,659	1,659	2,023	2,023
Heritage assets	13	1,757	1,757	2,108	2,108
Investments	14	20,824	20,824	22,223	22,223
		24,254	24,254	26,405	26,405
Current assets					
Stocks	15	429	-	368	-
Debtors	16	1,776	2,406	721	1,342
Cash at bank and in hand		3,942	3,698	3,058	2,740
		6,147	6,104	4,147	4,082
Liabilities					
Creditors: amounts falling due within one year	17	(650)	(607)	(982)	(921)
Net current assets		5,497	5,497	3,165	3,161
Total assets less current liabilities		29,751	29,751	29,570	29,566
Creditors: Amounts falling due after more than one year	18	(157)	(157)	(160)	(160)
Net assets excluding pension liability		29,594	29,594	29,410	29,406
Defined benefit pension scheme liability	23	(2,929)	(2,929)	(2,847)	(2,847)
Net assets including pension liability		26,665	26,665	26,563	26,559
Funds					
Restricted funds	20	1,947	1,947	2,229	2,229
Unrestricted funds:					
Designated funds	20	19,421	19,421	21,020	21,020
Undesignated funds	20	5,297	5,297	3,314	3,310
Total funds		26,665	26,665	26,563	26,559

The Statement of Financial Activities, Income and Expenditure Account, Cash Flow Statement and the Notes form part of these financial statements. These financial statements were approved and authorised for issue by the Board of Trustees on 26 May 2021 and were signed on its behalf by:

Peter Kyle OBE *Chairman of the Trustees*

Mike Huggins *Chair of Finance and Audit & Risk Committees*

Consolidated Statement of Cash Flows

For the year ended 31 December 2020

	Note	2020 £000	2020 £000	2019 £000	2019 £000
Net income/(expenditure) for the operating period (as per the Statement of Financial Activities)			**966**		828
Adjustments for:					
Depreciation charge			**633**		652
Impairment of fixed assets			**54**		-
Change in fair value of investments			**291**		(401)
Income from investments			**(843)**		(1,010)
Gain on disposal of investment property			**(1,160)**		-
Loss on disposal of fixed assets			**7**		-
(Increase)/decrease in stocks			**(61)**		(62)
Loss on disposal of fiscal investments			**25**		-
(Increase) in debtors			**(1,045)**		(85)
(Decrease)/Increase in creditors			**(335)**		210
Other pension movements	*23*		**(214)**		(186)
Net cash (used in) operating activities			**(1,682)**		(54)
Dividends, interest and rents from investments		**833**		1,010	
Purchase of property, plant and equipment		**(11)**		(916)	
Proceeds from sale of investments		**1,893**		336	
Purchase of investments		**(150)**		(247)	
Net cash provided by/(used in) investing activities			**2,565**		183
Cash flows from financing activities					
(Increase)/decrease in cash deposits			**-**		(62)
Change in cash and cash equivalents in the reporting period			**883**		67
Cash and cash equivalents at the beginning of the reporting period			**3,058**		2,991
Cash and cash equivalents at the end of the reporting period			**3,941**		3,058

Reconciliation of net cash flow movement in net funds
For the year ended 31 December 2020

	2020 £000	2019 £000
Increase/(decrease) in cash in the year	**883**	67
Opening net funds	**3,058**	2,991
Closing net funds	**3,941**	3,058

Notes
(Forming part of the financial statements)

1 Principal Accounting policies

Basis of accounting

The financial statements have been prepared in accordance with the Charities Act 2011, applicable accounting standards (FRS102) and Charities SORP (FRS102) and under the historical cost accounting rules except that, operational fixed asset freehold land and buildings, fixed asset investments and investment properties are included at fair valuation.

The Shakespeare Birthplace Trust ("SBT/the Trust") was first incorporated by an Art of Parliament in 1891 and its Trustees now carry out their responsibilities under the terms of the Shakespeare Birthplace Act 1961 and The Charities (Shakespeare Birthplace Trust) Order 2017. The provisions of these Acts are also taken into consideration as appropriate when preparing the financial statements.

The SBT meets the definition of a public benefit entity under FRS 102.

Charity status

Shakespeare Birthplace Trust is a registered charity no. 209302. The Trustees of the charity are named on page 3. The charity's principal office is The Shakespeare Centre, Henley Street, Stratford-upon-Avon, and Warwickshire, CV37 6QW.

Going concern

The Trustees assess whether the use of the going concern principle is appropriate i.e. whether there are any principal uncertainties, related events or conditions that may cast significant doubt on the ability of SBT to continue as a going concern. The worldwide COVID-19 pandemic has had a significant impact on the work of SBT during 2020 and will continue to do so for the next 2-3 years as the Trust works through its post COVID -19 financial recovery plan... The Trustees' report on pages 10-11 set out the response of SBT to this unexpected and unprecedented change to the activities of the charity and its trading subsidiary, and in particular the unrestricted income of the group. The report briefly sets out the mitigating actions that have been taken and will continue to be taken to ensure that SBT can continue as a going concern. The Trustees make this assessment in respect of the period of at least one year from the date of the authorisation for issue of the financial statements, including stress testing forecasts to December 2022 and noting the timetable for the receipt of loan funds from the Arts Council England's Cultural Recovery Fund and have concluded that SBT has adequate resources to continue in operational existence for the foreseeable future (next 12 months) and there are no material uncertainties about SBT's ability to continue as a going concern thus they continue to adopt the going concern basis of accounting in preparing the financial statements.

Basis of consolidation

The consolidated financial statements of the SBT include the financial statements of the charity and its subsidiary trading company, SBT Trading Limited. SBT has taken advantage of the exemption available not to present a Statement of Financial Activities for the charity. The turnover and expenditure of the subsidiary are included in the Consolidated Statement of Financial Activities. The assets and liabilities of the subsidiary is included on a line by line basis in the Consolidated Balance Sheet in accordance with FRS102 section 9 – Consolidated and Separate Financial Statements. Uniform accounting policies are adopted throughout the group and any profits or losses arising on intra-group transactions are eliminated in the Consolidated Statement of Financial Activities. The results of the trading subsidiary are disclosed in note 4. In the charity's financial statements, the investment in its subsidiary trading company is stated at cost.

The principal accounting policies and estimation techniques are as follows:

Income

Income is shown within five categories in the Consolidated Statement of Financial Activities:

- Income from donations;
- Income from charitable activities;
- Income from trading activities;
- Income from investments and
- Other income.

Income from donations includes legacies, appeals and gifts. Income from charitable activities includes house admissions income and income related to the provision of cultural engagement and participation services. Income from trading activities includes activities undertaken by SBT Trading Limited, namely retail and catering sales. Income from investments includes dividends from

stock market investments and rental income from investment properties. Other income includes the net gains arising on the disposal of operational fixed assets.

All income is included in the Consolidated Statement of Financial Activities when the group is legally entitled to them as income or capital respectively, ultimate receipt is probable and the amount to be recognised can be quantified with reasonable accuracy.

Donations and appeals

Such voluntary income is recognised when the cash is received. Any Gift Aid thereon is accounted for on a receivable basis and is added to unrestricted or restricted funds as appropriate. Where the use of income has been restricted in accordance with the donor's wishes, donations and appeals income is credited to an appropriate fund until it can be spent for the purpose for which it was given.

Legacies

Legacies are accounted for on a receivable basis. Pecuniary legacies are recognised following formal notification from the estate. Residuary legacies are recognised only when the group's interest can be ensured, which is normally on the grant of probate. Where there are uncertainties surrounding the measurement of the group's entitlement to an estate no income is recognised until the uncertainty is resolved.

Admissions to the historic houses

Income from admissions to the historic houses is recognised in the period to which it relates.

Cultural engagement & participation income

Income from the provision of cultural engagement and participation services is recognised on a receivable basis in the period to which is relates.

Grant income

Grants are recognised on a receivable basis when the group has probable and measurable entitlement to the income (i.e. the conditions for its award have been satisfied).

Trading income

Turnover from the gift and book shops and catering outlets operated by the subsidiary trading company represents the value of goods sold net of VAT.

Investment income

Rent and stock market investment income are recognised as income when receivable.

Gains on disposal of fixed assets for group's own use

Gains on disposal of fixed assets for the group's own use (i.e. non-investment assets) are accounted for as other income. Losses on disposal of such assets are accounted for as other expenditure.

Expenditure

Liabilities are recognised as soon as there is a legal or constructive obligation committing the group pay out resources. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. The Consolidated Statement of Financial Activities defines costs into two specific categories:

- Raising funds;
- Charitable activities

Raising funds includes staff members and consultants who are engaged directly in fundraising, the costs of specific publicity campaigns for the raising of donations, the management of the investment property estate and stock market investments together with the costs incurred in relating to the trading subsidiary.

Costs of charitable activities relate to the work carried out on the core purposes of the charity including the cost of maintenance and management of the historic houses and the provision of cultural engagement and participation activities

Support costs are allocated to expenditure on raising funds and charitable activities on a on a basis consistent with the use of resources. Costs relating to management of the group and support departments have been allocated to other functions based on the time they consume in pursuing the objectives of the SBT.

Governance costs included within support costs are those incurred in connection with the administration of the group compliance with constitutional and statutory requirements and the costs of executive management and strategic planning for the future developments and governance of the group. These costs include costs related to statutory audit and legal fees.

Operating leases

Rentals payable under operating leases are charged to the Consolidated Statement of Financial Activities on a straight line basis over the term of the lease.

Redundancy and termination benefits

Redundancy and termination benefits are recognised as soon as there is a legal or constructive obligation committing the group to pay out resource.

Pension costs

Defined benefit pension scheme

The defined benefit pension scheme, which is closed to new entrants (from May 2004) and future accrual (from February 2009) provides benefits based on final pensionable salary. The costs of providing pension benefits under the defined benefit pension scheme have been recognised in accordance with FRS102 Section 34 – Retirement Benefit plans: Financial Statements.

Under FRS102, the assets and liabilities are essentially treated as assets and liabilities of the sponsoring employer – SBT. The operating costs of providing retirement benefits to employees are recognised in the period in which they are earned by employees and finance costs and other changes in the value of pension scheme assets and liabilities are recognised in the period in which they relate

Defined contribution pension scheme

The pension costs for SBT's defined contribution scheme is recognised in the period in which it is incurred.

Taxation

The SBT is exempt from taxation on its income and gains where they are applied for charitable purposes.

In the subsidiary's financial statements, the policy is to pass all taxable profits to the SBT by way of Gift Aid.

Irrecoverable VAT is charged against the category of resources expended for which it was incurred.

Intangible fixed assets and amortisation

Computer software and website are stated at historic purchase cost less accumulated amortisation and accumulated impairment losses. Amortisation is charged so as to allocate the cost of intangible assets less their residual values over their estimated useful lives, using the straight line method over 3-7 years.

Tangible fixed assets and depreciation

Non property tangible fixed assets are stated at historic purchase cost less accumulated depreciation and accumulated impairment losses.

Depreciation is provided on a straight-line basis using rates calculated to write down the cost of each asset to its estimated residual value over its anticipated useful economic life, as follows:

Fixtures, fittings and equipment	-	3-10 years
Attractions and exhibitions	-	4-25 years
Motor vehicles	-	4 years

Assets in the course of construction are not depreciated until completion whereupon they are transferred to the appropriate fixed asset category and depreciated as above.

Freehold land and buildings included in tangible fixed assets are stated at fair value valuation less provisions for permanent diminution in value and are used for administrative and trading purposes. The fair valuation is based on an independently external valuation on an existing use basis every 5 years. The valuation is considered by the Trustees annually and the aggregate surplus or deficit is recognised in the appropriate fund. The freehold land and buildings were last professionally valued as at 31 December 2017, the results of which are included in these financial statements.

Depreciation is not provided on these freehold land and buildings as any provision (annual or cumulative) would not be material, due to the very long expected remaining useful life in each case, and because their expected residual values are not materially less than their carrying value. SBT has a policy of regular structural inspection, repair and maintenance and properties are therefore unlikely to deteriorate or suffer obsolesce.

Impairment of fixed assets

An assessment is made at each reporting date of whether there are indications that a fixed asset may be impaired or that an impairment loss previously recognised has fully or partially reversed. If such conditions exist the Trust estimates the recoverable

amount of the asset. Shortfalls between the carrying value of the fixed asset and the recoverable amount, being the higher of fair value and value in use, are recognised as impairment losses in the Statement of Financial Activities.

Heritage assets

The Trust holds heritage assets relating to buildings, the works and times of Shakespeare and Stratford and the wider county, which includes collections of paintings, books and manuscripts, furniture and other household and business items. In addition, the SBT houses exhibits donated by other museums or organisations.

Inalienable properties (which includes the five Shakespeare family homes) have not been capitalised since, in the opinion of the Trustees, the relevant cost information is not available. With respect to items held in the collections, the Trustees do not consider that reliable cost or valuation information can be obtained for the vast majority of items. This is because of the diverse nature of the assets held, the number of assets held and the lack of comparable market values. The SBT does not therefore recognise these heritage assets on its balance sheet.

Expenditure which in the Trustees' view is required to repair, preserve or clearly prevent further deterioration of individual collection items is recognised in the Consolidated Statement of Financial Activities when incurred.

Exhibition and structural improvement costs in relation to the reimagining of New Place, which are considered capital by nature, have been included as heritage assets and are being depreciated in line with anticipated useful economic life of 10 years.

Investment Properties

Investment properties in accordance with FRS102 are carried at their fair value and this is considered by the Trustees annually and the aggregate surplus or deficit is recognised in the appropriate fund. Investment properties were last professionally valued as at 31 December 2017, the results of which are included in these financial statements.

The next professional valuation of properties is due as at 31 December 2022. No deprecation is provided on investment properties

Financial Investments

Financial investments are stated at fair value. Realised gains or losses are recognised in the Consolidated Statement of Financial Activities when financial investments are sold. Unrealised gains and losses are accounted for on revaluation of financial investments at the year end.

The investment held in the subsidiary undertaking is held at cost.

Stocks

Stocks, being goods for resale, are stated at the lower of weighted average cost and net realisable value after making due provision for slow moving and obsolete items.

Financial Instruments

The group has elected to apply the provisions of Section 11 "Basic Financial Instruments" and Section 12 "Other Financial Instruments" of FRS102 I full to all its financial instruments.

Trade debtors which are receivable within one year and which do not constitute a financing transaction are initially measured at the transaction price. Trade debtors are subsequently measured at amortised costs being the transaction price less any amounts settled and any impairment losses.

Trading balances with the subsidiary undertaking are treated as trade debtors and initially measures at the transaction price with the carrying amount adjusted to reflect the amounts settled and adjusted if necessary for any impairment. They are assessed for objective evidence of impairment at the end of each reporting period.

Trade creditors payable within one year that do not constitute a financing transaction are initially measures at the transaction price and subsequently measured at amortised cost , being the transaction price less amounts settled.

Funds

These divided into two distinct categories: unrestricted and restricted.

Unrestricted funds

The use of these funds has not been restricted to a particular purpose by donors or their representatives. They are subdivided into the General Fund and designated funds.

General Fund

The General Fund is the working fund of the group and is available for use at the discretion of the Trustees in furtherance of the charity's objectives. In addition to expenditure to fulfil the objects of the SBT, such funds may be held in order to finance capital investment and working capital.

Designated funds

Designated funds are those which have been allocated by the Trustees for particular purposes. Further information on the nature and basis of the various designed funds used by SBT is given in note 19 to the financial statements.

Restricted Funds

Restricted income funds

Donations or legacies received which are earmarked by the donor for specific purposes within the overall aims of the organisation. From these funds, the donation and income deriving there from will be used in accordance with the specific purposes.

Restricted capital funds

Funds given to the SBT for the purpose of the acquisition of fixed assets for use by the SBT.

Critical accounting estimates and areas of judgement

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported for assets and liabilities at the balance sheet date and the amounts reported for revenues and expenses during the year.

Accounting estimates

The SBT makes estimates and assumption concerning the future. The resulting accounting estimates and assumption will by definition, seldom equal the related actual results. The estimated and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below:

Valuation of investment properties and freehold land and buildings

Investment proprieties and freehold land and buildings are carried at fair value, with changes in fair value being recognised in the Consolidated Statement of Financial Activities. SBT engaged independent valuation specialists to determine fair value as 31 December 2017. Some the key assumptions used to determine the fair value of these assets are based on the valuer's knowledge and experience of the market and values of similar properties, which could be deemed subjective.

As a consequence of the COVID-19 pandemic, the Trustees reviewed the fair value of the commercial investment properties and freehold land and buildings for impairment. This impairment review included a review of the 31 December 2017 professional valuation compared to the overall All Risk Yield currently being achieved on commercial properties in the Stratford-upon-Avon area being managed by SBT's property agent. This key assumption could be deemed to be subjective.

Defined benefit pension scheme

SBT has an obligation to pay pension benefits to certain employees. The costs of these benefits and the present value of the obligation depend on a number of factors, including: life expectancy, salary increases, asset valuations and the discount rate on corporate bonds. Management estimates these factors in determining the net pension obligation in the balance sheet with support from an independent external actuary. The key assumptions are based on the actuary's knowledge and experience. Any changes in these assumptions as given in note 22 could have a significant impact the amounts recognised in the financial statements.

Stock provisioning

The largest component of stock is retail stock. It is necessary to consider the recoverability of the cost of this stock and the associated provisioning required. When calculating stock provision, management considers the nature and condition of the stock, as well as applying assumptions around anticipated saleability.

Areas of judgement

Non depreciation of freehold properties held in tangible fixed assets. Depreciation is not provided on these freehold land and buildings as any provision (annual or cumulative) would not be material, due to the very long expected remaining useful life in each case, and because their expected residual values are not materially less than their carrying value.

All estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

2 Financial performance of the charity

The consolidated statement of financial activities includes the results of the charity's wholly owned subsidiary, SBT Trading Limited, which operates a number of shops and catering outlets. The summary financial performance of the charity alone is:

	2020 £000	2019 £000
Income		
Gift Aid from subsidiary	8,468	8,444
	-	166
	8,468	8,610
Expenditure on raising funds	(120)	(465)
Expenditure on charitable activities	(6,576)	(7,873)
Other expenditure	(32)	-
Net (losses)/ gains on investment assets	(291)	401
Net incoming/(outgoing) resources	1,449	673

3 Voluntary income

	Unrestricted		Restricted	
	2020 £000	2019 £000	2020 £000	2019 £000
Donations	57	41	66	38
Legacies	2	-	-	-
	59	41	66	38

4 Grants receivable

	Unrestricted		Restricted	
	2020 £000	2019 £000	2020 £000	2019 £000
National Heritage Lottery Fund	-	-	-	120
Arts Council England – National Portfolio Organisation	224	220	-	-
Arts Council England – Museums and Schools	-	-	47	43
Arts Council England –Emergency Grant Scheme	900	-		-
Arts Council England – Cultural Recovery Fund	3,000			
Stratford on Avon District Council	10	-	14	201
European Union- Erasmus Cusha	-		5	
Coronavirus Job Retention Scheme	1,493	-	-	-
	5,627	220	66	364

5 Trading activities of subsidiary

The charity has a wholly owned trading subsidiary, SBT Trading Limited (registered in England and Wales, number 03281799), which is incorporated in the UK. It prepares its financial statements in accordance with the Companies Act 2006. SBT Trading Limited carries out the trading activities of the SBT by operating a number of shops which sell books and souvenirs related to Shakespeare, his works and Stratford-upon-Avon. SBT Trading Limited also operates a number of catering outlet at the various historic sites. It pays its taxable profits to the Shakespeare Birthplace Trust by way of Gift Aid.

	2020	2019
	£000	£000
Turnover		
Trading income	468	2,719
Grants receivable	418	-
	886	2,719
Cost of sales	(224)	(1,150)
Gross profit	662	1,569
Administrative expenses (including recharges from the charity)	(931)	(1,409)
Operating (loss)/profit	(269)	160
Other interest receivable and similar income	-	6
(Loss)/profit for the financial year	(269)	166
Distribution to Shakespeare Birthplace Trust	-	(166)
Retained in subsidiary for the year	(269)	0

At the end of the year, the company had aggregate assets of £718,287 (2019: £728,176), and liabilities of £982,099 (2019: £724,057), which includes net amounts due to the Shakespeare Birthplace Trust of £938,545 (2019: £663,528) and net shareholders' funds of (£263,812) (2019: £4,119). The charity has recognised a provision equal to the SBT Trading Limited's net liabilities against the amount receivable from subsidiary undertakings.

As at 31 December 2020, the charity entered into a formal loan arrangement with its trading subsidiary. The terms of the loan are included in note 16.

Income from SBT Trading Limited to the charity of £6,204 (2019: £28,235) was eliminated upon consolidation.

Profits retained within SBT Trading Limited for the year ended 31 December 2019 was transferred via Gift Aid to the charity before the year end. There was not such distribution for the year ended 31 December 2020.

6 Investment income

	2020	2019
	£000	£000
Dividends and interest	160	197
Rental income	683	813
	843	1,010

7 Other income

	2020 £000	2019 £000
Unrestricted funds:- General		
Sundry income	8	32
	8	32

8 Analysis of Total Expenditure

(a) Expenditure on raising funds

	Staff Costs £000	Depreciation and Impairment £000	Management and Support Costs £000	Other £000	2020 Total £000	2019 Total £000
Unrestricted funds:- General						
Expenditure on raising funds	839	-	205	675	1,719	2,999
Total expenditure on raising funds	839	-	205	675	1,719	2,999

(b) Expenditure on charitable activities

	Staff Costs £000	Depreciation and Impairment £000	Management and Support Costs £000	Other £000	2020 Total £000	2019 Total £000
Restricted funds:						
Expenditure on charitable activities	33	351	-	16	400	575
Unrestricted funds:- Designated						
Expenditure on charitable activities	54	339	-		393	77
Unrestricted funds:- General						
Expenditure on charitable activities	3,812	-	1,128	581	5,521	7,042
Total expenditure on charitable activities	3,899	690	1,128	597	6,314	7,694

(c) Other Expenditure

	Staff Costs £000	Depreciation and Impairment £000	Management and Support Costs £000	Other £000	2020 Total £000	2019 Total £000
Unrestricted funds:- Designated						
Loss on disposal of tangible fixed assets	-	-	-	7	7	-
Unrestricted funds:- General						
Loss on disposal of fiscal investments	-	-	-	25	25	-
Total other expenditure	-	-	-	32	32	-
Total Expenditure	4,738	690	1,333	1,304	8,065	-

(a) **Expenditure on raising funds**

	Staff Costs £000	Depreciation and Impairment £000	Management and Support Costs £000	Other £000	2019 Total £000	2018 Total £000
Unrestricted funds:- General						
Expenditure on raising funds	1,094	-	190	1,715	2,999	3,019
Total expenditure on raising funds	1,094	-	190	1,715	2,999	3,019

(b) **Expenditure on charitable activities**

	Staff Costs £000	Depreciation and Impairment £000	Management and Support Costs £000	Other £000	2019 Total £000	2018 Total £000
Restricted funds:						
Expenditure on charitable activities	122	351	-	102	575	663
Unrestricted funds:- Designated						
Expenditure on charitable activities	77	-	-	-	77	61
Unrestricted funds:- General						
Expenditure on charitable activities	3,770	301	1,920	1,051	7,042	6,663
Total expenditure on charitable activities	3,969	652	1,920	1,153	7,694	7,387
Total expenditure	5,063	652	2,110	2,868	10,693	10,406

Total resources expended include:

	2020 £000	2019 £000
Depreciation	633	652
Impairment of fixed assets	54	-
Governance costs	2	2
Auditor's remuneration:		
Audit of these financial statements	12	11
Audit of financial statements of subsidiary pursuant to legislation	6	5
Other services relating to taxation	6	1
Operating lease charges:		
Other than land and buildings	94	91

Management and support costs included in the table above are analysed below. Support costs are allocated on a basis consistent with the use of resources.

	Expenditure on raising funds £000	Expenditure on Charitable activities £000	2020 Total £000
General management & governance	2	16	18
Finance & administration infrastructure	139	398	537
Human resources	31	147	178
Information technology	24	115	139
Digital, marketing & public relations	3	145	148
Facilities & estates management	6	307	313
Total	**205**	**1,128**	**1,333**

	Expenditure on raising funds £000	Expenditure on Charitable activities £000	2019 Total £000
General management & governance	6	74	80
Finance & administration infrastructure	113	540	653
Human resources	32	151	183
Information technology	16	78	94
Digital, marketing & public relations	11	478	489
Facilities & estates management	12	599	611
Total	190	1,920	2,110

9 Staff numbers and costs

The average number of employees during the year was:

	Number of employees 2020	2019
Historic houses	107	103
Trading activities	49	66
Cultural engagement & participation	50	48
Management and support	51	67
	257	284
Number of part time employees included above	156	175
Full time equivalent of part time employees	66	66

The aggregate emoluments of these employees were as follows:

	2020 £000	2019 £000
Wages and salaries	3,567	4,398
Social security costs	265	307
Pension costs	251	281
Redundancy and reorganisation costs	601	-
FRS102 s28 charge for past service costs	54	77
	4,738	5,063

The number of employees whose emoluments (excluding pension contributions) amounted to more than £60,000 were as follows:

	2020 Number	2019 Number
£130,000-£139,999	1	1
£90,000-£99,999	1	-
£60,000 - £69,999	-	1
	2	2

Emoluments for this purpose include gross salary and benefits in kind. The total amount of employer defined contributions paid on behalf of these employees were £14,925(2019: £10,420).

In 2020 Shakespeare Birthplace Trust paid redundancy and reorganisation costs of £601,000 (2019 £ nil). No ex-gratia payments were paid in either year.

Key management (employee) personnel are deemed to be those having, authority and responsibility delegated to them by the Trustees, for planning, directing and controlling the activities of the Trust. During 2020 they were:

Chief Executive – Tim Cooke

Director of Strategic Projects – Tim Aucott

Acting Director of Operations & Marketing – Debbie Beardall (until 17 April 2020)

Acting Director of Cultural Engagement – Paul Taylor

Director of Visitor Experience & Business Development – Rachael Boyd (from 17 February 2020)

Director of Finance & Resources – Melanie Crooks (from 11 May 2020)

The total emoluments paid to key management personnel in 2020, including pension contributions was £459,319 (2019: £318,814).

9 Trustees

During the year, no Trustee received remuneration as Trustee (2019: £0). No Trustees received travelling and out of pocket expenses, totalling £nil (2019: £2,260 for 6Trustees).

The Shakespeare Birthplace Trust maintained insurance for the Trustees/Directors throughout the financial year ended 31 December 2020 and such indemnity insurance was in place at the date of approval of these financial

statements. For the financial year under review the total group cost of the indemnity insurance for the Trustees/Directors was £1,624 (2019: £1,624) and the cover £2,000,000 (2019: £2,000,000).

11 Intangible fixed assets

Consolidated and charity

	Software £000	Websites £000	Total £000
Cost or valuation			
At 1 January 2020	381	128	509
At 31 December 2020	**381**	**128**	**509**
Depreciation			
At 1 January 2020	330	128	458
Charge for the year	26		26
Impairment provision	11		11
At 31 December 2020	**367**	**128**	**495**
Net book value			
At 31 December 2020	**14**	**-**	**14**
At 31 December 2019	51	-	51

As at 31 December 2020, the Trustees have considered the carrying value of the catering IT software in the light of the current COVID -19 trading conditions for hospitality and have concluded that an impairment provision should be made against this asset.

12 Tangible fixed assets

Consolidated and charity

	Freehold land and buildings £000	Assets under construction £000	Fixtures, fittings and equipment £000	Attractions and exhibitions £000	Motor vehicles £000	Total £000
Cost or valuation						
At 1 January 2020	1,335	8	3,581	1,119	25	6,068
Additions			10			10
Disposals		(8)	(5)			(13)
Revaluation	(62)					(62)
At 31 December 2020	**1,273**	**-**	**3,586**	**1,119**	**25**	**6,003**
Depreciation						
At 1 January 2020	-	-	3,127	893	25	4,045
Charge for the year	-	-	179	77	-	256
Impairment provision	-	-	43	-	-	43
At 31 December 2020	**-**	**-**	**3,349**	**970**	**25**	**4,344**
Net book value						
At 31 December 2020	**1,273**	**-**	**237**	**149**	**-**	**1,659**
At 31 December 2019	1,335	8	454	226	-	2,023

Freehold land and properties were formally valued by Sheldon Bosley Knight (Chartered Surveyors) on an existing use basis as at 31 December 2017. As at 31 December 2020, the Trustees have carried out a review of the carrying value of all freehold land and buildings in the light of the COVID-19 pandemic, this has led to a downward revaluation of the freehold land and buildings of £62,000. The historic cost of freehold land and buildings is £600,610 (2019:£600,610).

As at 31 December 2020, the Trustees have considered the carrying value of its catering equipment in the light of the current COVID -19 trading conditions for hospitality and have concluded that a partial impairment provision should be made against these assets.

13 Heritage assets

Consolidated and charity

	New Place £000
Cost or valuation	
At 1 January 2020	3,513
At 31 December 2020	**3,513**
Depreciation	
At 1 January 2020	1,405
Charge for the year	351
At 31 December 2020	**1,756**
Net book value	
At 31 December 2020	**1,757**
At 31 December 2019	2,108

Heritage assets are defined as tangible property, with historical, artistic, scientific, technological, geophysical or environmental qualities, that is held and maintained principally for its contribution to knowledge and culture. SBT considers its inalienable properties and collections held for preservation to fall within this definition. As further explained in our accounting policies (note 1) to the financial statements inalienable assets have been excluded from the financial statements.

The Heritage assets comprise the Trust's land and buildings and the museum, library and archive collections it holds.

The assets include:

- Shakespeare's Birthplace
- Shakespeare's New Place and Nash's House
- Hall's Croft
- Anne Hathaway's Cottage
- Mary Arden's House and Palmer's Farm
- Hornby Cottage
- Over 1 million archive documents relating to the history of Stratford-upon-Avon, the Royal Shakespeare Company, and the history of the Shakespeare Birthplace Trust itself. These include 31 of the 102 known Shakespeare documents - material from Shakespeare's lifetime that has handwritten mention of his name.
- Over 50,000 books relating to Shakespeare, his works, life, times and legacy, Stratford-upon-Avon and Shakespearian performance. This includes copies of the first folio of Shakespeare's plays, source material for the plays and books showing the breadth of printed knowledge available in the early modern period.
- Over 7,000 museum items mainly relating to the lived experience of Tudor and Stuart people but also including a range of souvenir and artistic material relating to Shakespeare's legacy. The SBT also holds archaeological collections dating back to the Roman and Anglo-Saxon periods which reflect the earlier history of Stratford-upon-Avon.

Whilst it seems unlikely the SBT will add any further historic building assets, the main focus of the Trust's work has been on preserving its existing historic buildings. The Trust has long-term maintenance plans for each of its buildings and annual work programmes of maintenance and repair.

The SBT continues to add material to its museum, library and archive collections in line with its stated acquisition policy. SBT collects for four principal reasons:

- To facilitate research into and understanding of Shakespeare's life, work and times;
- To enhance the displays within the Shakespeare family homes;
- To create permanent and temporary exhibitions;
- To complement existing collections.

Details of notable acquisitions to the collection alongside our normal range of collecting activity is included with the Trustees' report.

All of the SBT's assets are catalogued in order that they can be properly managed and all collections are stored in designated storage areas and kept physically secure. The Trust's buildings in normal circumstances are open to the public and the collections are accessible through on-site display and to researchers through the SBT's publically accessible Reading Room.

Disposals of heritage assets only take place in line with the SBT's stated policies and procedures, which includes the principle that sound curatorial reasons for disposal must be established and only with the final approval of the Board.

14 Investments

Consolidated and charity

	2020	2019
	£000	£000
Analysis of investments		
Designated funds:		
Freehold investment properties	13,595	13,614
Undesignated funds:		
Freehold investment properties	3,655	4,691
Listed and other investments	3,574	3,918
	20,824	22,223

All investments are held in the UK. The historic cost of listed and other investments as at 31 December 2020 was £3,407,896 2019:£ £3,358,681). Properties were valued by Sheldon Bosley Knight, Chartered Surveyors, in 2017 on an open market existing use basis. The SBT's policy is to seek formal professional valuations of its investment properties every 5 years with Trustee review in the intervening period. As at 31 December 2020, the Trustees have carried out a review of the carrying value of all freehold land and buildings in the light of the COVID-19 pandemic, this has led to a net downward revaluation of the freehold land and buildings of £505,000

Movements in investments	Freehold investment properties Designated £000	Freehold investment properties Undesignated £000	Listed and other investments Undesignated £000	Total £000
As at 1 January 2020	13,614	4,691	3,918	22,223
Additions	-		150	150
Transfers between funds	515	(515)	-	-
Disposals proceeds		(1,711)	(178)	(1,889)
Realised gain/(loss) on disposal		1,160	(25)	1,135
Change in market value	(534)	30	(291)	(795)
As at 31 December 2020	**13,595**	**3,655**	**3,574**	**20,824**

Details of investments comprising more than 5% of the market value of the total investment portfolio are as follows:

	2020		2019	
	£000	%	£000	%
Investment property – "The Hill"	**1,600**	7.7	1,600	7.1
Investment property- 43 Henley Street	**1,427**	6.9	1,466	6.5
Investment property – 4 Shottery Lodge	**1,065**	5.2	1,065	4.8
Investment property – Upton's Orchard & Briar Furlong	**1,010**	4.9	1,010	4.6

Charity

The Trusts owns the entire £1 ordinary share capital of SBT Trading Limited (see note 5).

15 Stocks

	Consolidated		Charity	
	2020 £000	2019 £000	2020 £000	2019 £000
Finished goods and goods for resale	**429**	368	-	-

16 Debtors

	Consolidated		Charity	
	2020	2019	2020	2019
	£000	£000	£000	£000
Receivable within one year:				
Trade debtors	27	261	12	230
Amounts due from subsidiary undertakings	-	-	-	664
Other debtors	1,677	145	1,654	145
Prepayments	65	108	58	96
Accrued income	7	207	7	207
	1,776	721	1,731	1,342
Receivable outside one year:				
Amounts due from subsidiary undertakings	-	-	675	-
Total	1,776	721	2,406	1,342

As at 31 December 2020, the charity entered into a formal loan arrangement with its trading subsidiary. The unsecured loan is repayable over 10 instalments with a 3 year capital repayment holiday. The repayment profile is supported by the trading subsidiary's post COVID-19 recovery business plan, performance against which is monitored by the charity's Finance Committee. Interest is charged on the capital balance at 5% pa

17 Creditors: amounts falling due within one year

	Consolidated		Charity	
	2020	2019	2020	2019
	£000	£000	£000	£000
Trade creditors	92	283	86	247
Taxes and social security	77	113	77	113
Other creditors	6	31	6	31
Accruals	209	232	172	207
Deferred income	266	323	266	323
	650	982	607	921

18 Creditors: amounts falling due after more than one year

	Consolidated		Charity	
	2020	2019	2020	2019
	£000	£000	£000	£000
Deferred income	157	160	157	160
	157	160	157	160

Deferred income relates to a lease premium of £170,000 received in 2018, which is being realised over the life of the lease, 99 years.

19 Financial Instruments

Consolidated

	2020 £000	2019 £000
Financial assets that are debt instruments measured at amortised cost	5,653	3,671
Financial liabilities measured at amortised cost	730	1,029

Charity

	2020 £000	2019 £000
Financial assets that are debt instruments measured at amortised cost	5,371	3,322
Financial liabilities measured at amortised cost	687	968

Financial assets measured at amortised cost comprise cash at bank, trade debtors, and other debtors and accrued income.

Financial liabilities measured at amortised cost comprise trade creditors, other creditors, accruals and deferred income.

20 Movement in Funds

Consolidated and charity	At 1 Jan 2020	Income	Expenditure, gains and losses	Transfers	At 31 Dec 2020
	£000	£000	£000	£000	£000
Restricted income funds:					
Countryside Stewardship Scheme fund	6	-	-	-	6
Louis Marder Scholarship fund	12	3	-	-	15
Education Appeal fund	12	-	(4)	-	8
AQA – Espresso Shakespeare fund	4	-	-	-	4
Shakespeare Week fund	1	-	-	-	1
Young Interpreters Project fund	2	-	-	-	2
Collections fund	1	2	-	-	3
Online Collections fund	9	-	-	-	9
Rural Agency fund	5	-	-	-	5
Arts Council England – Museums and Schools	19	47	(32)	-	34
Levi Fox Archive fund	15	10	-	-	25
Erasmus Project – CUSHA fund	9	5	-	-	14
SBA – Education fund	7	-	-	-	7
The Space – Digital Houses fund	3	-	-	-	3
Disability Access Day fund	1	-	(1)	-	-
Creative Producers International fund	1	-	-	-	1
RSC Cataloguing Project fund	10	-	(10)	-	-
Hall's Croft fund	-	51	-	-	51
Other short term projects fund	4	-	(2)	-	2
	121	118	(49)		190
Restricted capital funds:					
New Place fund	2,108	-	(351)	-	1,757
Stratford on Avon District Council – Will's Kitchen fund	-	14	-	(14)	-
	2,108	14	(351)	(14)	1,757
Total restricted funds	2,229	132	(400)	(14)	1,947

Unrestricted funds

Consolidated	Restated At 1 Jan 2020	Net income/ (expenditure) in the year	Transfers	At 31 Dec 2020
	£000	£000	£000	£000
Designated funds:				
Major property, conservation, development and redevelopment projects fund	2,450	-	-	2,450
Pension reserve	(2,847)	(352)	270	(2,929)
Functional fixed asset fund*	2,074	(407)	6	1,673
Strategic investment fixed asset fund*	13,614	(535)	516	13,595
Working capital fund	2,882	-	1,750	4,632
Total designated funds	18,173	(1,294)	2,542	19,421
Undesignated funds:				
General fund *	6,161	1,664	(2,528)	5,297
Total unrestricted funds	24,334	370	-	24,718
Total funds	26,563	102	-	26,665

The 2019 restatement relates to the categorisation of the pension reserve as a designated fund as opposed to an undesignated fund.

The funds denoted with * include the following revaluation reserves - £9,649,000 within the Strategic investment fixed asset fund (designated), £550,000 within the Functional fixed asset fund (designated) and £3,856,000 within the General fund.

The Charity unrestricted funds are stated above as the charity has made a provision for the net liability position of the Trading company (2019: £6,157,000). The Trading company funds amount to (£263,813) deficit (2019:£4,118).

Prior year comparatives: Consolidated and charity	At 1 Jan 2019	Income	Expenditure, gains and losses	Transfers	At 31 Dec 2019
	£000	£000	£000	£000	£000
Restricted income funds:					
Countryside Stewardship Scheme fund	5	5	(4)	-	6
Louis Marder Scholarship fund	13	-	(1)	-	12
Education Appeal fund	13	2	(3)	-	12
AQA – Espresso Shakespeare fund	4	-	-	-	4
Shakespeare Week fund	1	-	-	-	1
Young Interpreters Project fund	3	-	(1)	-	2
Collections fund	9	1	(9)	-	1
Online Collections fund	17	-	(8)	-	9
Rural Agency fund	5	-	-	-	5
Arts Council England – Museums and Schools	29	39	(49)	-	19
Levi Fox Archive fund	15	-	-	-	15
Erasmus Project – CUSHA fund	10	-	(1)	-	9
SBA – Education fund	7	-	-	-	7
The Space – Digital Houses fund	3	-	-	-	3
Disability Access Day fund	1	-	-	-	1
Creative Producers International fund	3	25	(27)	-	1
RSC Cataloguing Project fund	6	23	(19)	-	10
National Lottery Heritage Fund	-	102	(102)	-	-
Other short term projects fund	-	4	-	-	4
	144	201	(224)	-	121
Restricted capital funds:					
New Place fund	2,459	-	(351)	-	2,108
Stratford on Avon District Council – Will's Kitchen fund	-	201	-	(201)	-
	2,495	201	(351)	(201)	2,108
Total restricted funds	**2,603**	**402**	**(575)**	**(201)**	**2,229**

Unrestricted funds

Consolidated	As originally stated At 1 Jan 2019	As restated At 1 Jan 2019	Net income/ (expenditure) in the year	Transfers	As restated At 31 Dec 2019
	£000	£000	£000	£000	£000
Designated funds:					
Major property, conservation, development and redevelopment projects fund	5,000	5,000	-	(2,550)	2,450
Pension reserve		(2,878)	31	-	(2,847)
Functional fixed asset fund*	-		-	2,074	2,074
Strategic investment fixed asset fund*	-		-	13,614	13,614
Working capital fund	-		-	2,882	2,882
Total designated funds	5,000	2,122	31-	16,020	18,173
Undesignated funds:					
Revaluation reserve	14,897	14,897	-	(14,897)	-
General fund	6,268	6,268	815	(922)	6,161
Pension reserve	(2,878)	-		-	
Total undesignated funds	18,287	21,165	815	(15,819)	6,161
Total unrestricted funds	23,287	23,287	846	201	24,334
Total funds	25,890	25,890	673	-	26,563

The 2019 restatement relates to the categorisation of the pension reserve as a designated fund as opposed to an undesignated fund.

The funds denoted with * include the following revaluation reserves - £13,614,000 within the Strategic investment fixed asset fund (designated) and £1,283,000 with the Functional fixed asset fund (designated).

The Charity unrestricted funds are stated above with the exception of the general fund which amounts to £6,157,000 (2018: £6,265,000). The Trading company funds amount to £4,118 (2018 £3,825).

Details of the major funds are as follows:

Restricted funds

Countryside Stewardship Fund:

Funding to support managing land less intensively to improve biodiversity.

Louis Marder Scholarship Fund:

This fund is for the provision of an annual scholarship working in our library, archive and collections.

Education Appeal/SBA – Education:

Funding raised specifically towards the SBT educational activities.

AQA – Espresso Shakespeare:

Funds received for supporting the development of online resources for the classroom.

Shakespeare Week:

Funding raised specifically towards the provision of Shakespeare Week.

Young Interpreters Project:

Funding received to operate a young people centred interpretation project.

Collections/Online Collections:

Funding raised to support the enhancement and development of the collections including accessibility and digital.

Rural Agency Fund:

Funding to support nature conservation.

Arts Council England – Museums & Schools:

Funding from the Department of Education to deliver the specific museums and schools project which increases children's engagement with museums.

Levi Fox Archive:

Money gifted to the Trust by the family of Levi Fox (Director of SBT, 1945 – 1989) to pay for ongoing work on his archive. It includes cataloguing, digitisation and public access activities.

Erasmus Project – CUSHA:

European funds received to run an intercultural and multilingual learning project.

The Space – Digital Houses:

Funding received to develop organisational digital capability.

Disability Access Day:

Funding received towards the costs of running Disability Access day in 2019.

Creative Producers International:

Funding received from Watershed for professional development and project investment programme.

RSC Cataloguing Project:

Funding for the cataloguing of the archives relating to John Barton, Guy Wolfenden and Cicely Berry. This money is allocated for a Cataloguing Archivist for 18 months and for packaging materials for the long term storage of the archive.

Halls Croft fund:

Funds received specifically towards restoration works at the Halls Croft site.

Unrestricted funds:

The property, conversation and development fund:

This designated fund was set up by the Trustees for the purpose of conserving the Shakespeare Houses and maintaining all of its properties. The Trustees have reviewed the amount set aside and believe it represents the amount of anticipated expenditure over the next five years.

Functional fixed asset fund:

This represents the net book value of functional fixed assets used by the charity in its day to day operations.

Strategic investment fixed asset fund:

This designated fund represents the net book value of fixed asset investment properties which, in addition to their investment return and capital appreciation potential, are held because they are strategically important by virtue to their proximity to the heritage properties.

Working capital fund:

This designated fund represents the year end debtors and creditors and unrestricted cash for day to day operational purposes.

Pensions reserve:

This represents SBT's possible funding obligations in respect of the defined benefit pension scheme.

General fund:

The general fund is SBT's unrestricted, undesignated fund available for any of the Board's purposes without restriction.

Transfers between funds

Details of inter fund transfers in the year are as follows:

	Unrestricted Undesignated £000	Unrestricted Designated £000	Restricted £000
General fund to Functional fixed asset fund(1)	(6)	6	-
General fund to Strategic investment fixed asset fund(2)	(516)	516	-
General fund to Pensions reserve(3)	(270)	270	-
General fund to Working capital fund (4)	(1,750)	1,750	-
SDC Will's Kitchen fund to General fund(5)	14		(14)
Total transfers between funds	**(2,528)**	**2,542**	**(14)**

(1) This represents the transfer of net functional fixed asset additions in the general fund during the year to the functional fixed asset fund.
(2) This represents the transfer of the prior year building works on 43 Henley Street from general fund to strategic investment fixed asset fund to ensure consistency in the fund treatment of the property and associated works.
(3) This represents the transfer of pension deficit contributions made from the general fund to the pension reserve
(4) This represents the transfer from the general fund in the calculation the year end working capital fund.
(5) This represents the transfer of funds from the restricted fund to cover the expenditure on Will's Kitchen expended through the general fund directly.

Prior year comparatives

Details of inter fund transfers in the year ended 31 December 2019 are as follows:

	Unrestricted Undesignated £000	Unrestricted Designated £000	Restricted £000
Revaluation reserve to Strategic investment fixed asset fund(1)	(13,614)	13,614	-
Revaluation reserve to Functional fixed asset fund(2)	(1,283)	1,283	-
Conservation fund to Working capital fund(3)		(2,550)	-
Working capital fund transfer from Conservation fund (3)		2,550	-
General fund to Functional fixed asset fund(4)	(791)	791	-
General fund to Working capital fund(5)	(332)	332	-
SDC Will's Kitchen fund to General fund(6)	201	-	201
Total transfers between funds	**(15,819)**	**16,020**	**201**

(1) This represents the transfer of the balance of the revaluation reserve that relates to the strategic investment fixed assets
(2) This represents the transfer of the balance of the revaluation reserve that relates to the functional fixed assets
(3) This represents the transfer from the conservation fund to establish the day to day working capital fund
(4) This represents the transfer from the general fund to establish the functional fixed asset fund
(5) This represents the transfer from the general fund to establish the working capital fund
(6) This represents the transfer of funds from the restricted fund to cover the expenditure on Will's Kitchen expended through the general fund directly.

21 Analysis of consolidated net assets between funds

	Unrestricted General funds	Unrestricted Designated funds	Restricted funds	Total funds
	£000	£000	£000	£000
Fund balances at 31 December 2020 are represented by:				
Tangible fixed assets	-	1,659	-	**1,659**
Intangible fixed assets	-	14	-	**14**
Heritage assets	-	-	1,757	**1,757**
Investments	4,779	16,045	-	**20,824**
Current assets	675	5,282	190	**6,147**
Current liabilities	-	(650)	-	**(650)**
Liabilities due after more than 1 year	(157)	-	-	**(157)**
Pension liability	-	(2,929)	-	**(2,929**
Total net assets	**5,297**	**19,421**	**1,947**	**26,665**

	Unrestricted General funds	Unrestricted Designated funds	Restricted funds	Total funds
	£000	£000	£000	£000
Fund balances at 31 December 2019 are represented by:				
Tangible fixed assets	-	2,023	-	20,023
Intangible fixed assets	-	51	-	51
Heritage assets	-	-	2,108	2,108
Investments	6,159	16,064	-	22,223
Current assets	162	3,864	121	4,147
Current liabilities	-	(982)	-	(982)
Liabilities due after more than 1 year	(160)	-	-	(160)
Pension liability	-	(2,847)	-	(2,847)
Total net assets	6,161	18,173	2,229	26,563

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	£000	£000	£000	£000
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Pension liability	-	(2,847)	-	(2,847)
Total net assets	6,161	18,173	2,229	26,563

22 Commitments

As at 31 December 2020 SBT was committed to making the following payments under non-cancellable operating leases:

	2020 £000	2019 £000
Land and buildings:		
Within one year	18	33
Between two and five years	19	37
	37	70
Other:		
Within one year	44	40
Between two and five years	6	14
	50	54
Total	87	124

The Trustees lease Harvard House at a peppercorn rent.

As at 31 December 2020, the SBT had capital commitments of £nil which were contracted for but not provided for in the financial statements (2019: £nil).

The Trust has the following commitments in relation to income receivable from freehold investment properties:

	2020 £000	2019 £000
Land and buildings:		
Within one year	186	257
Between two and five years	442	414
More than five years	3,417	2,787
	4,045	3,458

23 Pensions

Defined contribution pension scheme

The SBT operates a defined contribution, money purchase arrangement pension scheme. The pension charge for the period represents contributions payable to the scheme and amounted to £250,985(2019: £262,810).

Defined benefit pension scheme

The SBT also operates a defined benefit pension scheme, Shakespeare's Birthplace Trust Retirement Benefits Scheme, for full-time employees who meet certain eligibility criteria. The scheme was closed to new members in May 2004 and subsequently closed to future accrual in February 2009. The assets of the scheme are held in separate Trustee administered funds.

A valuation of the scheme is carried out once every three years by qualified independent actuaries. The most recent scheme valuation completed was carried out as at 31 March 2019. Following this valuation, SBT agreed with the trustees of the pension scheme a recovery plan to eliminate the resulting deficit over a 10 year period. SBT currently pays additional deficit contributions of £270,000 pa under this recovery plan. The valuation was updated by the actuary on an FRS102 basis as at 31 December 2019 for the purposes of these financial statements.

21 Analysis of consolidated net assets between funds

	Unrestricted General funds	Unrestricted Designated funds	Restricted funds	Total funds
	£000	£000	£000	£000
Fund balances at 31 December 2020 are represented by:				
Tangible fixed assets	-	1,659	-	**1,659**
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	37	70
Other:		
Within one year	44	40
Between two and five years	6	14
	50	54
Total	87	124

The Trustees lease Harvard House at a peppercorn rent.

As at 31 December 2020, the SBT had capital commitments of £nil which were contracted for but not provided for in the financial statements (2019: £nil).

The Trust has the following commitments in relation to income receivable from freehold investment properties:

	2020 £000	2019 £000
Land and buildings:		
Within one year	186	257
Between two and five years	442	414
More than five years	3,417	2,787
	4,045	3,458

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A valuation of the scheme is carried out once every three years by qualified independent actuaries. The most recent scheme valuation completed was carried out as at 31 March 2019. Following this valuation, SBT agreed with the trustees of the pension scheme a recovery plan to eliminate the resulting deficit over a 10 year period. SBT currently pays additional deficit contributions of £270,000 pa under this recovery plan. The valuation was updated by the actuary on an FRS102 basis as at 31 December 2019 for the purposes of these financial statements.

	2020 £000	2019 £000
Present value of funded defined benefit obligations	(10,188)	(9,606)
Fair value of plan assets	7,260	6,759
Deficit in pension scheme – Pension liability	(2,928)	(2,847)

Movements in present value of defined benefit obligation

	2020 £000	2019 £000
At 1 January 2020	9,606	8,963
Interest cost	189	247
Actuarial losses/(gains)	711	687
Benefits paid	(318)	(291)
At 31 December 2020	10,188	9,606

Movements in fair value of plan assets

	2020 £000	2019 £000
At 1 January 2020	6,759	6,085
Expected return on plan assets	135	170
Actuarial gains/(losses)	413	532
Contributions by employer	271	263
Benefits paid	(318)	(291)
At 31 December 2020	7,260	6,759

(Expense)/Income recognised in the consolidated statement of financial activities

	2020 £000	2019 £000
Interest on defined benefit pension plan obligation	(189)	(247)
Expected return on defined benefit pension plan assets	135	170
Total	(54)	(77)

The amount recognised in other recognised gains and losses in the consolidated statement of financial activities in respect of actuarial gains and losses is a loss of £298,000 (2019: a loss of £155,000).

21 Analysis of consolidated net assets between funds

	Unrestricted General funds	Unrestricted Designated funds	Restricted funds	Total funds
	£000	£000	£000	£000
Fund balances at 31 December 2020 are represented by:				
Tangible fixed assets	-	1,659	-	**1,659**
Intangible fixed assets	-	14	-	**14**
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Current liabilities	-	(650)	-	**(650)**
Liabilities due after more than 1 year	(157)	-	-	**(157)**
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Pension liability	-	(2,847)	-	(2,847)
Total net assets	6,161	18,173	2,229	26,563

22 Commitments

As at 31 December 2020 SBT was committed to making the following payments under non-cancellable operating leases:

	2020 £000	2019 £000
Land and buildings:		
Within one year	18	33
Between two and five years	19	37
	37	70
Other:		
Within one year	44	40
Between two and five years	6	14
	50	54
Total	87	124

The Trustees lease Harvard House at a peppercorn rent.

As at 31 December 2020, the SBT had capital commitments of £nil which were contracted for but not provided for in the financial statements (2019: £nil).

The Trust has the following commitments in relation to income receivable from freehold investment properties:

	2020 £000	2019 £000
Land and buildings:		
Within one year	186	257
Between two and five years	442	414
More than five years	3,417	2,787
	4,045	3,458

23 Pensions

Defined contribution pension scheme

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Defined benefit pension scheme

The SBT also operates a defined benefit pension scheme, Shakespeare's Birthplace Trust Retirement Benefits Scheme, for full-time employees who meet certain eligibility criteria. The scheme was closed to new members in May 2004 and subsequently closed to future accrual in February 2009. The assets of the scheme are held in separate Trustee administered funds.

A valuation of the scheme is carried out once every three years by qualified independent actuaries. The most recent scheme valuation completed was carried out as at 31 March 2019. Following this valuation, SBT agreed with the trustees of the pension scheme a recovery plan to eliminate the resulting deficit over a 10 year period. SBT currently pays additional deficit contributions of £270,000 pa under this recovery plan. The valuation was updated by the actuary on an FRS102 basis as at 31 December 2019 for the purposes of these financial statements.

	2020 £000	2019 £000
Present value of funded defined benefit obligations	(10,188)	(9,606)
Fair value of plan assets	7,260	6,759
Deficit in pension scheme – Pension liability	(2,928)	(2,847)

Movements in present value of defined benefit obligation

	2020 £000	2019 £000
At 1 January 2020	9,606	8,963
Interest cost	189	247
Actuarial losses/(gains)	711	687
Benefits paid	(318)	(291)
At 31 December 2020	10,188	9,606

Movements in fair value of plan assets

	2020 £000	2019 £000
At 1 January 2020	6,759	6,085
Expected return on plan assets	135	170
Actuarial gains/(losses)	413	532
Contributions by employer	271	263
Benefits paid	(318)	(291)
At 31 December 2020	7,260	6,759

(Expense)/Income recognised in the consolidated statement of financial activities

	2020 £000	2019 £000
Interest on defined benefit pension plan obligation	(189)	(247)
Expected return on defined benefit pension plan assets	135	170
Total	(54)	(77)

The amount recognised in other recognised gains and losses in the consolidated statement of financial activities in respect of actuarial gains and losses is a loss of £298,000 (2019: a loss of £155,000).

The fair value of the plan assets and the return on those assets were as follows:

	2020 £000	2019 £000
Equities	1,092	1,067
Emerging market equities	421	367
Diversified growth assets	2,726	2,733
Property	715	710
Absolute return	774	707
Cash	87	77
Liability driven investments	1,445	1,098
	7,260	6,759
Actual (deficit)/return on plan assets	(298)	(155)

The expected return on scheme assets is based on market expectation at the beginning of the financial period for returns over the life of the related obligation. The overall expected rate of return is calculated by weighting the individual rates in accordance with the anticipated balance in the plan's investment portfolio.

Principal actuarial assumptions (expressed as weighted averages) at the year-end were as follows:

	2020 %	2019 %
Discount rate	1.40	2.0
Expected return on plan assets:		
Rate of increase in pensions payments	3.0	2.9
Rate of increase in deferred pensions	2.0	2.1
Inflation assumption	2.0	2.1
Mortality tables – imply life expectancy:		
Male retiring in 2020	25.9	26.2
Female retiring in 2020	27.8	28.2
Male retiring in 2040	27.1	27.3
Female retiring in 2040	29.1	29.5

History of plans

The history of plans for the current and prior periods is as follows:

Balance sheet	2020 £000	2019 £000	2018 £000	2017 £000	2016 £000
Present value of scheme liabilities	(10,188)	(9,606)	(8,963)	(9,152)	(9,389)
Fair value of scheme assets	7,260	6,759	6,085	6,491	6,068
Deficit	(2,928)	(2,847)	(2,878)	(2,661)	(3,321)