

THE SPODE MUSEUM TRUST

England & Wales · Charity number 519597

Details

Status Registered

Legal form Trust

Registered 1987-12-04

Register [View on the Charity Commission register](#)

Contact

Address Spode Museum Trust
Elenora Street
Stoke-on-Trent
ST4 1QD

Phone 01782411421

Email contact@spodemuseumtrust.org

Website www.spodemuseumtrust.org

Activities

Objects: TO ADVANCE THE EDUCATION OF THE PUBLIC BY THE EXHIBITION OF THE EXISTING COLLECTION WITH SUCH OTHER ITEMS OF ARTEFACTS OF LIKE CHARACTER AS MAY FROM TIME TO TIME BE COMPRISED IN THE TRUST FUND AND TO PRESERVE THE SAME AS A COLLECTION ("THE COLLECTION").

Activities: Museum comprising an extensive collection of ceramics, copper plates, tools, pattern books, paper records and other items recording the history of the manufacture of Spode china from its origin in 1770 all which archive is held upon trust to preserve it as a collection and to advance the education of the public by its exhibition; and a visitor centre on the former factory site at Stoke.

Classification

- **How:** Provides Services, Other Charitable Activities
- **What:** Education/training, Arts/culture/heritage/science, Environment/conservation/heritage, Recreation
- **Who:** The General Public/mankind

Geography

- Stoke-on-trent City

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£376,810	£346,255	-	-
2024-03-31	£57,766	£74,346	-	-
2023-03-31	£97,515	£125,131	-	-
2021-12-31	£132,358	£110,269	-	-
2020-12-31	£63,829	£27,652	-	-

Trustees

Name	Role	Appointed
SMT Trustees Limited		2015-12-17

Accounts

Charity registration number: 519597

The Spode Museum Trust

Annual Report and Financial Statements

for the Year Ended 31 March 2025

The Spode Museum Trust

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The Spode Museum Trust

Reference and Administrative Details

Trustee	SMT Trustees Limited
Charity Registration Number	519597
Principal Office	Elenora Street Stoke-on-Trent ST4 1QD
Independent Examiner	Daryl Denson ACMA VAST The Dudson Centre Hope Street Hanley Stoke-on-Trent ST1 5DD

SPODE MUSEUM TRUST

Report of the Trustee for the Period Ending 31st March 2025

SMT Trustees Limited (CRN 9784876) in its capacity as the trustee of the Spode Museum Trust (“the Trust”) presents the annual report of the Trust covering the year ending on 31st March 2025 along with the financial accounts for such period.

Structure and Charitable Objects

The Trust was established by Royal Worcester Spode Limited under a Trust Deed (“the Trust Deed”) dated 16th November 1987 (as amended on 30th March 1999 and 16th December 2015) to protect the Spode ceramic collection, artefacts and paper archive (“the Collection”) in perpetuity.

The Trust is registered as a charity under registration number 519597. The Trust Deed defines the Charity’s objects as being:

- To advance the education of the public by the exhibition of the Existing Collection together with such other items or artefacts of like character as may from time to time be comprised in the Trust Fund and to preserve the same as a Collection’.
- To make the Collection available as an exhibition to which the public has access without payment or on payment of such reasonable fee as the trustees may determine.

The Collection

Spode's uniqueness lies in its comprehensiveness. Product and Process. Design/Manufacturing/Production. It covers design (archive) process (coppers, moulds) and product (ceramics) on the original factory site. Unlike other factories Spode made everything (tiles, tableware, industrial (mortuary slabs) and pioneered new products (printing, Parian statuary porcelain). It pioneered industrialised production of “high end” tableware. Spode was a global brand for over two hundred years, employed generations of people and was the premier UK ceramics factory in the early 19th century.

Archive (pattern books, designs, photographs and documents)	250,000
Copper plates	40,000
Moulds	70,000+
Ceramics	18,000
Ephemera (equipment, furniture, tools.	unknown
Total estimate	500,000

The Former Spode Factory Site

SMT currently occupies spaces in one of the historic buildings on the former factory site, which is leased from Stoke on Trent City Council and formerly known as the Spode Museum Trust Heritage Centre but now simply known as the Spode Museum (‘the Museum’). The City Council is currently pursuing a long term programme to regenerate and redevelop the whole of the former factory site, promoting a mix of residential, cultural and business uses. The proposed restoration and development approach to the site makes best use of the £10m of Levelling Up resources being made available for the site by the Government and any additional funding that can be sourced. The Trust has, so far, been party to the Levelling-up discussions.

Mission Statement

As part of the organisational development of the Trust, in 2022 trustee members reviewed and developed its mission and vision statement, which now provides a sound and agreed basis for its operations, decision-making and strategic planning. The new Mission Statement reads:

Our Mission Statement

Protect

Preserve

Promote

Our vision for the future:

To develop as a renowned, sustainable and accessible Accredited Museum, combining heritage and contemporary creativity.

To partner with the community, higher education and other creative and heritage organisations in Stoke-on-Trent and beyond.

To offer display and hands-on practice, and be a valued resource for visitors, students, artists, designers and researchers alike.

Governance

The sole trustee of the Trust is a company limited by guarantee known as SMT Trustees Limited (CR No.9784876) and whose express purpose upon creation was and is to act as the trustee of the Trust. Constitutionally, therefore, the Trust is an unincorporated charitable trust governed by a sole corporate trustee, namely, SMT Trustees Limited ('SMTT'). During the period of this report the membership of the company ('Members') increased by the appointment of five additional new members who it was believed would bring to the Trust the various skills needed for the management of the Museum and its Collection and to further its charitable purposes and plans into the future. Accordingly, there are now the following 11 members of the company all of whom have signed the written Code of Conduct which was introduced last year:

Richard Gray, Acting Chair	Museum Consultant (ret.)
Paul William Holdway	Former Spode Employee and author
Kath Holdway	Project Manager (ret.)
Janis Lynne Rodwell	Ceramics expert
Elizabeth Anne McBratney	College Lecturer (ret.)
Neil Brownsword	Artist and Professor of Ceramics
Kate Varley	Regional Change Manager
Janet Miller	CEO, Museum Archaeologist
Spencer Gavin Smith	Contract Compliance Officer
David Laxton	Chartered Accountant
Charlotte Garbett	Professional Solicitor

Sub Committees were set up in key areas comprising Trustees to manage Collections, Communications and Partnerships, Finance and Secretariat. These report to the Board which meets less frequently.

A new role of Associates was created for non-trustees to advise the board. These now include:

Frederick B. Booth - Former Trustee and Solicitor (ret.)

The Board have agreed a Donations Policy and Procedure for non-cash collection gifts

Management

Two ordinary meeting of Members were held including one via Zoom during the period of this report at which Members of the corporate trustee met in general meeting to transact, manage and control the affairs of the Trust and to ensure that the charitable objects of the Trust were carried out for the benefit of the public.

The Museum is run by a Museum Manager who attends the meetings of Members and reports on relevant matters affecting the day to day running of the Museum and its trading operation. A Learning and Engagement Officer and an Administrative and Finance Officer were appointed on part time fixed term contracts. The Manager works a small body of volunteers.

Tenure

The museum lease was considered further by Members and the Council. Further development plans for the site and the Trust's plans for further NLHF grants are expected to determine the type of lease finally agreed whilst a further planning application to develop the site was considered in 2025 by the Council, who intended to include all stakeholders in their development plans.

Trading – SMT Enterprises Limited

The Trust has made it a central objective to develop sustainable income sources so that it can be independent of subsidies from governmental and other bodies for its day-to-day operating costs. To this end, on 25th March 2015, it formed a wholly owned limited liability company known as SMT Enterprises Limited (CR No. 9510002) ("SMTE") to act as its trading arm. This has had the continuing benefit that trading risk is kept separate from the Trust and the company's profits can be donated tax-efficiently to the Trust. SMTE's trading operation, mainly in selling vintage Spode ceramics, prints taken from old hand engraved Spode copper plates, donated books; and products made by local artists in craft studios on the Spode site, has expanded considerably and is now an important source of the Trust's income.

SMTE generated a trading profit for the year ended 31 March 2025 of £33,617 which will be donated to the Trust.

Financial Accounts

Financial accounts of the Trust have been prepared for the year ended 31 March 2025 and accompany this report.

The Income & Expenditure account shows a net surplus for the year of £30,555. The surplus on unrestricted funds for the year was £27,413 and the surplus on restricted funds was £3,142.

The Trust had total Funds of £97,721 as of 31st March 2025 and there is a reasonable expectation that the Trust has sufficient resources to carry it forward for the foreseeable future.

Summary of Main Activities at the Museum

A programme of changing exhibitions continued in the Museum. The former factory Old Museum was agreed by the Council to be renovated and included in any future lease by the Museum. Funding was secured from the Council led Accelerator scheme to landscape partly glaze the Secret Garden and upgrade areas outside the museum (£56,000). There were Learning and Engagement activities working with Dougie Mac, YMCA and the Museum of Muck.

Public Benefit

In the running of the Museum and its shop, the Trust always endeavours to advance the charitable objects of the Trust and in doing so, pursuant to Section 17 of the Charities Act 2011, always pays due regard to the Charity Commission's guidance on public benefit when exercising any powers or duties to which the guidance is relevant. During the period of this report the Trust has continued to further the charitable purposes contained in its Trust Deed by activities.

The Museum displays were re-designed as part of a UK Prosperity Grant awarded by the City Council. Work was also supported by funds from the Friends of Spode Museum, F. B. Booth and Dog and Bone Properties. The Grant also funded the Museum café, with 64 covers and now operated under a contract for a fixed rent and a percentage of turnover. The Award (£280,000) meant the museum was subject to building works during the year with partial closures at all levels.

A Learning and Engagement Officer, Eve Lovatt, was recruited on a fixed term, part time basis, together with a post advertised for an Administrative and Finance Officer, fixed term and part time, initially funded by the UK Prosperity Grant.

A Safeguarding Policy was drafted and introduced for the museum.

The museum is claiming standard gift aid on small donations made by visitors to the Centre under the Gift Aid Small Donation Scheme.

Objectives in 2024/25

Looking ahead to the next 12 months, the Trust intends to continue the established objectives of 2024 but set out in a Development Timetable and Business Plan which was first introduced in 2022 will now be updated at sub-committee and board meetings throughout the year. The aim of this document is to provide a complete overview of all the key activities that will need to be planned and undertaken, in order to identify any gaps, to plan the sequence and dependencies of activities, to anticipate the likely timetable and deadlines, to identify the sub-committees and individuals responsible for each activity, as well as to monitor progress.

Following the SMT workshop in December 2024, the timetable presents a much simplified set of workstreams, reflecting SMT's intention to focus the Board's effort on a smaller number of key priorities identified in the annual workshop.

The timetable indicates SMT and key strategic development activities only. It does not include the day to day operations of staff and volunteers— including visitor and audience work, exhibitions etc - nor of the ongoing work of committees e.g. finance. However, all this work should be recognised (in board meetings) as important steps in realising the SMT's broader mission.

Approved by the Trustee and signed on its behalf by its Chair.

Richard Gray, Acting Chair

December 2025



The Spode Museum Trust

Independent Examiner's Report to the trustee of The Spode Museum Trust

I report to the trustee on my examination of the accounts of The Spode Museum Trust for the year ended 31 March 2025.

Responsibilities and basis of report

As the charity trustee of The Spode Museum Trust you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ('the Act').

I report in respect of my examination of the The Spode Museum Trust's accounts carried out under section 145 of the 2011 Act and in carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

Independent examiner's statement

Since The Spode Museum Trust's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of , which is one of the listed bodies.

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1. accounting records were not kept in respect of The Spode Museum Trust as required by section 130 of the Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.



.....
Daryl Denson ACMA
VAST

The Dudson Centre
Hope Street
Hanley
Stoke-on-Trent
ST1 5DD

Date: 23/01/2026
.....

The Spode Museum Trust

Statement of Financial Activities for the Year Ended 31 March 2025

		Unrestricted funds £	Restricted funds £	Total 31 March 2025 £
Note				
Income and Endowments from:				
		50,927	314,486	365,413
		11,397	-	11,397
		<u>62,324</u>	<u>314,486</u>	<u>376,810</u>
Expenditure on:				
		(33,636)	(312,619)	(346,255)
		<u>(33,636)</u>	<u>(312,619)</u>	<u>(346,255)</u>
		<u>28,688</u>	<u>1,867</u>	<u>30,555</u>
		28,688	1,867	30,555
Reconciliation of funds				
		<u>44,372</u>	<u>22,794</u>	<u>67,166</u>
	11	<u>73,060</u>	<u>24,661</u>	<u>97,721</u>
		Unrestricted funds £	Restricted funds £	Total 31 March 2024 £
Note				
Income and Endowments from:				
		41,139	16,627	57,766
		<u>41,139</u>	<u>16,627</u>	<u>57,766</u>
Expenditure on:				
		(45,818)	(28,528)	(74,346)
		<u>(45,818)</u>	<u>(28,528)</u>	<u>(74,346)</u>
		<u>(4,679)</u>	<u>(11,901)</u>	<u>(16,580)</u>
		(4,679)	(11,901)	(16,580)
Reconciliation of funds				
		<u>49,051</u>	<u>34,695</u>	<u>83,746</u>
	11	<u>44,372</u>	<u>22,794</u>	<u>67,166</u>

All of the charity's activities derive from continuing operations during the above two periods.

The funds breakdown for 2024 is shown in note 11.

The notes on pages 9 to 16 form an integral part of these financial statements.

The Spode Museum Trust
(Registration number: 519597)
Balance Sheet as at 31 March 2025

	Note	2025 £	2024 £
Current assets			
Debtors	8	108,116	12,394
Cash at bank and in hand	9	<u>6,330</u>	<u>63,790</u>
		114,446	76,184
Creditors: Amounts falling due within one year	10	<u>(16,725)</u>	<u>(9,018)</u>
Net assets		<u>97,721</u>	<u>67,166</u>
Funds of the charity:			
Restricted income funds			
Restricted funds	11	24,661	22,794
Unrestricted income funds			
Unrestricted funds		<u>73,060</u>	<u>44,372</u>
Total funds	11	<u>97,721</u>	<u>67,166</u>

The financial statements on pages 7 to 16 were approved by the , and authorised for issue on 21January 2025 and signed on behalf by:

Richard Gray

.....
SMT Trustees Limited
Trustee

The Spode Museum Trust

Notes to the Financial Statements for the Year Ended 31 March 2025

1 Accounting policies

Statement of compliance

The financial statements have been prepared in accordance with the second edition of the Charities Statement of Recommended Practice issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Charities Act 2011.

Basis of preparation

The Spode Museum Trust meets the definition of a public benefit entity under FRS 102. The accounts (financial statements) have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant note(s) to these accounts.

Going concern

The trustee consider that there are no material uncertainties about the charity's ability to continue as a going concern.

Income and endowments

Voluntary income including donations, gifts, legacies and grants that provide core funding or are of a general nature is recognised when the charity has entitlement to the income, it is probable that the income will be received and the amount can be measured with sufficient reliability.

Donations and legacies

Donations and legacies are recognised on a receivable basis when receipt is probable and the amount can be reliably measured.

Grants receivable

Grants are recognised when the charity has an entitlement to the funds and any conditions linked to the grants have been met. Where performance conditions are attached to the grant and are yet to be met, the income is recognised as a liability and included on the balance sheet as deferred income to be released.

Donated services and facilities

Where services or facilities are provided to the charity as a donation that would normally be purchased from our suppliers, this benefit is included in the financial statements at its fair value unless its fair value cannot be reliably measured, then at the cost to the donor or the resale value of goods that are to be sold.

Expenditure

All expenditure is recognised once there is a legal or constructive obligation to that expenditure, it is probable settlement is required and the amount can be measured reliably. All costs are allocated to the applicable expenditure heading that aggregate similar costs to that category. Where costs cannot be directly attributed to particular headings they have been allocated on a basis consistent with the use of resources, with central staff costs allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use. Other support costs are allocated based on the spread of staff costs.

Charitable activities

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

The Spode Museum Trust

Notes to the Financial Statements for the Year Ended 31 March 2025 (continued)

Governance costs

These include the costs attributable to the charity's compliance with constitutional and statutory requirements, including audit, strategic management and trustee meetings and reimbursed expenses.

Taxation

The charity is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

Trade debtors

Trade debtors are amounts due from customers for merchandise sold or services performed in the ordinary course of business.

Trade debtors are recognised initially at the transaction price. They are subsequently measured at amortised cost using the effective interest method, less provision for impairment. A provision for the impairment of trade debtors is established when there is objective evidence that the charity will not be able to collect all amounts due according to the original terms of the receivables.

Cash and cash equivalents

Cash and cash equivalents comprise cash on hand and call deposits, and other short-term highly liquid investments that are readily convertible to a known amount of cash and are subject to an insignificant risk of change in value.

Trade creditors

are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Accounts payable are classified as current liabilities if the does not have an unconditional right, at the end of the reporting period, to defer settlement of the creditor for at least twelve months after the reporting date. If there is an unconditional right to defer settlement for at least twelve months after the reporting date, they are presented as non-current liabilities.

are recognised initially at the transaction price and subsequently measured at amortised cost using the effective interest method.

Fund structure

Unrestricted income funds are general funds that are available for use at the trustee discretion in furtherance of the objectives of the charity.

Restricted income funds are those donated for use in a particular area or for specific purposes, the use of which is restricted to that area or purpose.

The Spode Museum Trust

Notes to the Financial Statements for the Year Ended 31 March 2025 (continued)

2 Income from donations and legacies

	Unrestricted funds General £	Restricted funds £	Total 31 March 2025 £
Donations and legacies;			
Donations from companies, trusts and similar proceeds	40,352	-	40,352
Donations from individuals	3,248	-	3,248
Grants, including capital grants;			
Grants from other charities	-	314,486	314,486
Donated Product Sales	7,327	-	7,327
	<u>50,927</u>	<u>314,486</u>	<u>365,413</u>
	Unrestricted funds General £	Restricted funds £	Total 31 March 2024 £
Donations and legacies;			
Donations from companies, trusts and similar proceeds	26,717	-	26,717
Donations from individuals	4,553	-	4,553
Grants, including capital grants;			
Grants from other charities	-	16,627	16,627
Donated Product Sales	9,869	-	9,869
	<u>41,139</u>	<u>16,627</u>	<u>57,766</u>

The Spode Museum Trust

Notes to the Financial Statements for the Year Ended 31 March 2025 (continued)

3 Expenditure on charitable activities

		Unrestricted funds General £	Restricted funds £	Total 31 March 2025 £
Support Costs	Note	20,411	250,237	270,648
Staff costs		12,643	62,382	75,025
Governance costs		582	-	582
		<u>33,636</u>	<u>312,619</u>	<u>346,255</u>
		Unrestricted funds General £	Restricted funds £	Total 31 March 2024 £
Support Costs	Note	13,286	23,901	37,187
Staff costs		31,794	4,627	36,421
Governance costs		738	-	738
		<u>45,818</u>	<u>28,528</u>	<u>74,346</u>

	Activity undertaken directly £	31 March 2025 £
Telecoms	594	594
Site Services	108	108
Electricity	8,681	8,681
Gas	5,479	5,479
Bank Charges	62	62
Cleaning	2,646	2,646
Costs of moving the collection	1,029	1,029
Other Expenses	2,734	2,734
Insurance	2,029	2,029
Rates	412	412
UKSPF eneral expenditure	237,272	237,272
FOSM funded	8,747	8,747
Payroll administration	632	632
Subscriptions	223	223
	<u>270,648</u>	<u>270,648</u>

The Spode Museum Trust

Notes to the Financial Statements for the Year Ended 31 March 2025 (continued)

	Activity undertaken directly £	31 March 2024 £
Telecoms	499	499
Site Services	2,500	2,500
Gas	3,395	3,395
Waste Collection	312	312
Security	929	929
Bank Charges	60	60
Cleaning	1,250	1,250
Consultants	18,990	18,990
Hi Stoke Costs	1,318	1,318
Costs of moving the collection	3,147	3,147
Other Expenses	1,670	1,670
Marketing	270	270
Insurance	1,800	1,800
Rates	423	423
	<u>36,563</u>	<u>36,563</u>

4 Analysis of governance and support costs

Governance costs

	Unrestricted funds General £	Total 31 March 2025 £
Independent examiner fees		
Preparation and examination of the financial statements	582	582
	<u>582</u>	<u>582</u>
	Unrestricted funds General £	Total 31 March 2024 £
Independent examiner fees		
Preparation and examination of the financial statements	738	738
	<u>738</u>	<u>738</u>

5 Trustee remuneration and expenses

No trustee, nor any persons connected with them, have received any remuneration from the charity during the year.

The Spode Museum Trust

Notes to the Financial Statements for the Year Ended 31 March 2025 (continued)

6 Staff costs

The aggregate payroll costs were as follows:

	2025 £	2024 £
Staff costs during the year were:		
Wages and salaries	<u>75,025</u>	<u>36,421</u>

No employee received emoluments of more than £60,000 during the year

7 Taxation

The charity is a registered charity and is therefore exempt from taxation.

8 Debtors

	2025 £	2024 £
Trade debtors	<u>108,116</u>	<u>12,394</u>

9 Cash and cash equivalents

	2025 £	2024 £
Cash at bank	<u>6,330</u>	<u>63,790</u>

10 Creditors: amounts falling due within one year

	2025 £	2024 £
Trade creditors	8,295	939
Other creditors	6,485	3,414
Accruals	<u>1,945</u>	<u>4,665</u>
	<u>16,725</u>	<u>9,018</u>

The Spode Museum Trust

Notes to the Financial Statements for the Year Ended 31 March 2025 (continued)

11 Funds

	Balance at 1 April 2024 £	Incoming resources £	Resources expended £	Balance at 31 March 2025 £
Unrestricted funds				
<i>General</i>				
General Fund	44,372	55,746	(27,058)	73,060
Restricted funds				
Headley Trust	16,666	-	(1,029)	15,637
Beaver Arts	1,211	-	-	1,211
HLF	7,813	-	-	7,813
SPF	(2,896)	314,486	(311,590)	-
Total restricted funds	<u>22,794</u>	<u>314,486</u>	<u>(312,619)</u>	<u>24,661</u>
Total funds	<u>67,166</u>	<u>370,232</u>	<u>(339,677)</u>	<u>97,721</u>
	Balance at 1 April 2023 £	Incoming resources £	Resources expended £	Balance at 31 March 2024 £
Unrestricted funds				
<i>General</i>				
General Fund	49,051	41,139	(45,818)	44,372
Restricted				
Headley Trust	19,813	-	(3,147)	16,666
Beaver Arts	79	2,450	(1,318)	1,211
Aim	1,200	300	(1,500)	-
HLF	13,603	9,250	(15,040)	7,813
SPF	-	4,627	(7,523)	(2,896)
Total restricted funds	<u>34,695</u>	<u>16,627</u>	<u>(28,528)</u>	<u>22,794</u>
Total funds	<u>83,746</u>	<u>57,766</u>	<u>(74,346)</u>	<u>67,166</u>

The Spode Museum Trust

Notes to the Financial Statements for the Year Ended 31 March 2025 (continued)

12 Analysis of net assets between funds

	Unrestricted funds General £	Restricted funds £	Total funds at 31 March 2025 £
Current assets	89,785	24,661	114,446
Current liabilities	(16,725)	-	(16,725)
Total net assets	<u>73,060</u>	<u>24,661</u>	<u>97,721</u>
	Unrestricted funds General £	Restricted funds £	Total funds at 31 March 2024 £
Current assets	53,390	22,794	76,184
Current liabilities	(9,018)	-	(9,018)
Total net assets	<u>44,372</u>	<u>22,794</u>	<u>67,166</u>

13 Related party transactions

During the year the charity made the following related party transactions:

SMT Enterprises Limited

(SMT Enterprises Limited is a wholly owned subsidiary of the Spode Museum Trust)

During the year, Spode Museum Trust received a donation of £40,352 (2024: £26,717) from SMT Enterprises limited. At the balance sheet date the amount due to SMT Enterprises Limited was £8,295 (2024 - £939). and the amount due from SMT Enterprises Limited was £34,093 (2024: £12,394)

Accounts

Charity registration number: 519597

The Spode Museum Trust

Annual Report and Financial Statements

for the Year Ended 31 March 2024

The Spode Museum Trust

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Independent Examiner	Daryl Denson ACMA VAST The Dudson Centre Hope Street Hanley Stoke-on-Trent ST1 5DD

SPODE MUSEUM TRUST

Report of the Trustee for the Period Ending 31st March 2024

SMT Trustees Limited (CRN 9784876) in its capacity as the trustee of the Spode Museum Trust (“the Trust”) presents the annual report of the Trust for the year ended 31st March 2024 along with the financial accounts for such period.

Structure and Charitable Objects

The Trust was established by Royal Worcester Spode Limited under a Trust Deed (“the Trust Deed”) dated 16th November 1987 (as amended on 30th March 1999 and 16th December 2015) in order to protect the Spode ceramic collection, artefacts and paper archive (“the Collection”) in perpetuity.

The Trust is registered as a charity under registration number 519597. The Trust Deed defines the Charity’s objects as being:

- To advance the education of the public by the exhibition of the Existing Collection together with such other items or artefacts of like character as may from time to time be comprised in the Trust Fund and to preserve the same as a Collection’.
- To make the Collection available as an exhibition to which the public has access without payment or on payment of such reasonable fee as the trustees may determine.

The Collection

Spode’s uniqueness lies in its comprehensiveness, Product and Process, Design/Manufacturing/Production. It covers design (archive) process (Coppers, moulds) and product (ceramics) on the original factory site. Unlike other factories Spode made everything (tiles, tableware, industrial (mortuary slabs) and pioneered new products (Printing, Parian statuary). It pioneered industrialised production of “high end” tableware. Spode was a global brand for over two hundred years, employed generations of people and was the premier UK ceramics factory in the early 19th century.

Archive (pattern books, designs, photographs and documents)	250,000
Copper plates	40,000
Moulds	70,000+
Ceramics	18,000
Ephemera (equipment, furniture, tools etc)	unknown

Total estimate	400,000
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The Former Spode Factory Site

SMT currently occupies spaces in one of the historic buildings on the former factory site, which is leased from Stoke on Trent City Council and formerly known as the Spode Museum Trust Heritage Centre but now simply known as the Spode Museum (‘the Museum’). The City Council is currently pursuing a long-term programme to regenerate and redevelop the whole of the former factory site, promoting a mix of residential, cultural and business uses. The proposed restoration and development approach to the site makes best use of the £10m of Levelling Up resources being made

available for the site by the Government and any additional funding that can be sourced. The Trust has, so far, been party to the Levelling-up discussions.

Mission Statement

As part of the organisational development of the Trust, in 2022 trustee members reviewed and developed its mission and vision statement, which now provides a sound and agreed basis for its operations, decision-making and strategic planning. The new Mission Statement reads:

Our Mission Statement

- Protect
- Preserve
- Promote

Our vision for the future:

- To develop as a renowned, sustainable and accessible Accredited Museum, combining heritage and contemporary creativity.
- To partner with the community, higher education and other creative and heritage organisations in Stoke-on-Trent and beyond.
- To offer display and hands-on practice, and be a valued resource for visitors, students, artists, designers and researchers alike.

Governance

The sole trustee of the Trust is a company limited by guarantee known as SMT Trustees Limited (CR No.9784876) and whose express purpose upon creation was and is to act as the trustee of the Trust. Constitutionally, therefore, the Trust is an unincorporated charitable trust governed by a sole corporate trustee, namely, SMT Trustees Limited ('SMTT'). There are now the following 11 members of the company all of whom have signed the written Code of Conduct which was introduced last year:

Richard Gray, Acting Chair	Museum Consultant (ret.)
Paul William Holdway	Former Spode Employee and reference book writer
Kath Holdway	Project Manager (ret.)
Janis Lynne Rodwell	Ceramics expert
Elizabeth Anne McBratney	College Lecturer (ret.)
Cynthia Saddington	College Lecturer (ret.)
Neil Brownsword	Artist and University Professor of Ceramics
Kate Varley	Regional Change Manager
Janet Miller	CEO, Museum Archaeologist
Spencer Gavin Smith	Contract Compliance Officer
David Laxton	Chartered Accountant

Sub Committees were set up in key areas comprising Trustees to manage Collections, Communications and Partnerships, Finance and Secretariat. These sub committees report to the Board.

A new role of Associate was created for non-trustees to advise the board. These now include:

Frederick Beverley Booth
Laura Callan

Former Trustee and Solicitor (ret.)
Former Trustee and Digital Manager

The Board have agreed a Donations Policy and Procedure for non-cash collection gifts.

Management

Four ordinary meeting of Members were held via Zoom during the period of this report at which Members of the corporate trustee met in general meeting to transact, manage and control the affairs of the Trust and to ensure that the charitable objects of the Trust were carried out for the benefit of the public. In addition, there was a Business Planning Workshop on 27th October 2023 for Trustees to draft a rolling Development Timetable for the Museum.

The Museum is run by a Museum Manager ('the Manager'), who attends the meetings of Members and reports on relevant matters affecting the day to day running of the Museum and its trading operation. The Manager works a small body of loyal volunteers.

The Museum website was re-designed and went live in June 2023.

The Museum is also promoted through various social media pages.

Tenure

The museum lease was not extended whilst a planning application to develop the site was considered in 2023 by the Council. The Application was subsequently withdrawn and lease negotiations withheld until the Council prepared a site Masterplan with tenants and consultants.

Trading – SMT Enterprises Limited

The Trust has made it a central objective to develop sustainable income sources so that it can be independent of subsidies from governmental and other bodies for its day-to-day operating costs. To this end, on the 25th March 2015, it formed a wholly owned limited liability company known as SMT Enterprises Limited (CR No. 9510002) ("SMTE") to act as its trading arm. This has had the continuing benefit that trading risk is kept separate from the Trust and the company's profits can be donated tax-efficiently to the Trust. SMTE's trading operation, mainly in selling vintage Spode ceramics, prints taken from old hand engraved Spode copper plates, donated books; and products made by local artists in craft studios on the Spode site, has expanded considerably and is now an important source of the Trust's income.

SMTE generated a trading profit for the year ended 31 March 2024 of £40,352 which will be donated to the Trust.

Financial Accounts

Financial accounts of the Trust have been prepared for the year ended 31 March 2024 and accompany this report.

The Income and Expenditure account shows a net deficit for the year of £16,580. The deficit on unrestricted funds for the year was £4,679 and the deficit on restricted funds was £11,901.

The Trust had total Funds of £67,166 as of 31st March 2024 and there is a reasonable expectation that the Trust has sufficient resources to carry it forward for the foreseeable future.

Summary of Main Activities at the Museum

A programme of changing exhibitions continued in the Museum. Practical completion of capital works to renovate the Secret Garden and other works to achieve a visitor circulation of the entire Museum was in September 2023. Works were funded by the City Council including grant aid to the Council from Historic England. A conservation audit of the Copper Plates collection by an ICOM registered conservator was completed, funded by a grant from The Association of Independent Museums. A Governance Handbook was completed and approved by the Trustees. The installation of the ceramics collection to the renovated first floor Garrett Rooms was completed.

The Evaluation Report and Final Claim for NLHF grant to The Clay to Treasure Feasibility Study, delayed during the Covid Epidemic, were completed and the Final Report by consultants was delivered.

Public Benefit

In the running of the Museum and its shop, the Trust always endeavours to advance the charitable objects of the Trust and in doing so, pursuant to Section 17 of the Charities Act 2011, always pays due regard to the Charity Commission's guidance on public benefit when exercising any powers or duties to which the guidance is relevant. During the period of this report the Trust has continued to further the charitable purposes contained in its Trust Deed by activities.

With the help of Dog and Bone Projects, at first floor level there is a secure means of access from the newly installed lift in the hotel to the Meeting Room and Blue Room.

The Museum displays were re-designed as part of a UK Prosperity Fund (UKSP) grant awarded by the City Council. The Award (£280,000) is to create room hire/income, education/engagement studios and catering. Works will be supported in kind by another site tenant (Dog and Bone Projects) towards room hire and studio space. UKSP Funding is also for an Engagement Officer and Finance/Admin Officer. Funding will run until March 2025.

The museum is claiming standard gift aid on small donations made by visitors to the Centre under the Gift Aid Small Donation Scheme.

Objectives in 2025

Looking ahead to the next 12 months and beyond, the Trust intends, amongst other things to:

- Conclude the feasibility study with the NLHF and then to seek further funding to move the 'From Clay to Treasure' project on to an initial two-year 'Transition Project' to promote engagement and organisational stability and fund additional staff and consultancies prior to a capital development grant for the Museum costed at £8,000,000.
- Seek new members of the Trust (including one who has legal qualifications) who can bring to the Trust the skills that are needed to take it into the future and, importantly, have the time to devote to the task.
- Successfully negotiate with the City Council and complete a 25-year lease of the Museum premises to ensure the Trust's longer-term future/development on the Spode site and its

eligibility to bid for capital development grant aid from the National Lottery Heritage Fund when the current lottery funded feasibility study is completed.

- To maintain representation on the new Council forums for development replacing High Street Development.
- To start the curation of the Trust's ceramic collection now that it has returned from offsite storage to the newly renovated Garrett Room.

Hold more temporary exhibitions in the Museum to broaden the appeal of the Trust and to attract members of the public who wouldn't ordinarily enter a museum; and give visitors a stimulus for revisits. This will also increase the revenue in the shop which is the Trust's principal form of income.

- Explore additional ways of increasing revenue to support the Trust whilst carefully controlling expenditure.
- To improve the Trust's offer to the public now the works in the 'Secret Garden' are completed by the City Council's contractors and the damp issues in the lower gallery are fully addressed.
- To continue discussions with the City Council over the future of the moulds left on the former Spode site when the factory closed.
- To find a linked home to the museum for The Copper plate Collection and conserve the collection as a priority through grant aid.
- To seek any available grant funding and generally protect and improve the financial position of the Trust.
- Recruit more volunteers and demonstrators to help run the Museum especially after the work on the lower gallery and secret garden is completed.
- To continue talks with representatives of Portmeirion to explore how both the company and the Trust can work more closely together for mutual benefit – so that the Trust can use its collection and Archive in a cultural and commercial context without infringing the Company's copyright and brand.
- To work towards the eventual accreditation of the Museum
- As part of the Trust's organisational development, to introduce a well indexed Document Storage/Retrieval System so that documents can be stored in perpetuity and shared between Members and others.
- To look again at the possibility of, and the likely costs involved, in adopting a charitable incorporated organisation in place of the existing unincorporated charitable trust so that the Trust has a more straightforward, and to third parties, a more understandable constitution.
- If possible, to take forward with the City Council and the V&A the old idea of Stoke being a Ceramic Centre of Excellence.
- To maintain dialogue with the City Council and other bodies such as Historic England, Architectural Heritage Fund, the NLHF and the Arts Council.

Thank You

The Trust wishes to thank the Stoke-on-Trent City Council, the NLHF, the NT Partnership Team, Historic England, the Headley Trust, AIM, the Friends of the Spode Museum, the American Friends of the Spode Museum, the owner of the adjoining hotel and all those, particularly the hardworking Museum Manager Michael Escolme and his small band of loyal volunteers and demonstrators at the museum, who have given support to the Trust and the Museum throughout the period of this report.

Approved by the Trustee and signed on its behalf by its acting chairman:

A handwritten signature in blue ink that reads "Richard Gray". The script is cursive and fluid.

Richard Gray

Acting Chair

December 2024

The Spode Museum Trust

Independent Examiner's Report to the trustee of The Spode Museum Trust

I report to the trustee on my examination of the accounts of The Spode Museum Trust for the year ended 31 March 2024.

Responsibilities and basis of report

As the charity trustee of The Spode Museum Trust you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ('the Act').

I report in respect of my examination of the The Spode Museum Trust's accounts carried out under section 145 of the 2011 Act and in carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

Independent examiner's statement

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1. accounting records were not kept in respect of The Spode Museum Trust as required by section 130 of the Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.



.....
Daryl Denson ACMA
VAST

The Dudson Centre
Hope Street
Hanley
Stoke-on-Trent
ST1 5DD

Date:.....28/01/2025.....

The Spode Museum Trust

Statement of Financial Activities for the Year Ended 31 March 2024

	Note	Unrestricted funds £	Restricted funds £	Total 31 March 2024 £
Income and Endowments from:				
Donations and legacies	2	41,139	16,627	57,766
Total income		41,139	16,627	57,766
Expenditure on:				
Charitable activities	3	(45,818)	(28,528)	(74,346)
Total expenditure		(45,818)	(28,528)	(74,346)
Net expenditure		(4,679)	(11,901)	(16,580)
Net movement in funds		(4,679)	(11,901)	(16,580)
Reconciliation of funds				
Total funds brought forward		49,051	34,695	83,746
Total funds carried forward	11	44,372	22,794	67,166
Total 15 month period to 31 March 2023 £				
	Note	Unrestricted funds £	Restricted funds £	
Income and Endowments from:				
Donations and legacies	2	54,816	42,700	97,516
Total income		54,816	42,700	97,516
Expenditure on:				
Charitable activities	3	(73,267)	(51,864)	(125,131)
Total expenditure		(73,267)	(51,864)	(125,131)
Net expenditure		(18,451)	(9,164)	(27,615)
Net movement in funds		(18,451)	(9,164)	(27,615)
Reconciliation of funds				
Total funds brought forward		67,502	43,859	111,361
Total funds carried forward	11	49,051	34,695	83,746

All of the charity's activities derive from continuing operations during the above two periods.

The funds breakdown for 2023 is shown in note 11.

The notes on pages 11 to 18 form an integral part of these financial statements.

The Spode Museum Trust
(Registration number: 519597)
Balance Sheet as at 31 March 2024

	Note	2024 £	2023 £
Current assets			
Debtors	8	12,394	7,532
Cash at bank and in hand	9	<u>63,790</u>	<u>97,152</u>
		76,184	104,684
Creditors: Amounts falling due within one year	10	<u>(9,018)</u>	<u>(20,938)</u>
Net assets		<u>67,166</u>	<u>83,746</u>
Funds of the charity:			
Restricted income funds			
Restricted funds	11	22,794	34,695
Unrestricted income funds			
Unrestricted funds		<u>44,372</u>	<u>49,051</u>
Total funds	11	<u>67,166</u>	<u>83,746</u>

The financial statements on pages 9 to 18 were approved by the trustee , and authorised for issue on 25/01/2025.. and signed on behalf by:



.....
SMT Trustees Limited
Trustee

The Spode Museum Trust

Notes to the Financial Statements for the Year Ended 31 March 2024

1 Accounting policies

Statement of compliance

The financial statements have been prepared in accordance with the second edition of the Charities Statement of Recommended Practice issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Charities Act 2011.

Basis of preparation

The Spode Museum Trust meets the definition of a public benefit entity under FRS 102. The accounts (financial statements) have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant note(s) to these accounts.

Going concern

The trustee consider that there are no material uncertainties about the charity's ability to continue as a going concern.

Income and endowments

Voluntary income including donations, gifts, legacies and grants that provide core funding or are of a general nature is recognised when the charity has entitlement to the income, it is probable that the income will be received and the amount can be measured with sufficient reliability.

Donations and legacies

Donations and legacies are recognised on a receivable basis when receipt is probable and the amount can be reliably measured.

Grants receivable

Grants are recognised when the charity has an entitlement to the funds and any conditions linked to the grants have been met. Where performance conditions are attached to the grant and are yet to be met, the income is recognised as a liability and included on the balance sheet as deferred income to be released.

Donated services and facilities

Where services or facilities are provided to the charity as a donation that would normally be purchased from our suppliers, this benefit is included in the financial statements at its fair value unless its fair value cannot be reliably measured, then at the cost to the donor or the resale value of goods that are to be sold.

Expenditure

All expenditure is recognised once there is a legal or constructive obligation to that expenditure, it is probable settlement is required and the amount can be measured reliably. All costs are allocated to the applicable expenditure heading that aggregate similar costs to that category. Where costs cannot be directly attributed to particular headings they have been allocated on a basis consistent with the use of resources, with central staff costs allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use. Other support costs are allocated based on the spread of staff costs.

Charitable activities

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

The Spode Museum Trust

Notes to the Financial Statements for the Year Ended 31 March 2024 (continued)

Governance costs

These include the costs attributable to the charity's compliance with constitutional and statutory requirements, including audit, strategic management and trustee meetings and reimbursed expenses.

Taxation

The charity is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

Trade debtors

Trade debtors are amounts due from customers for merchandise sold or services performed in the ordinary course of business.

Trade debtors are recognised initially at the transaction price. They are subsequently measured at amortised cost using the effective interest method, less provision for impairment. A provision for the impairment of trade debtors is established when there is objective evidence that the charity will not be able to collect all amounts due according to the original terms of the receivables.

Cash and cash equivalents

Cash and cash equivalents comprise cash on hand and call deposits, and other short-term highly liquid investments that are readily convertible to a known amount of cash and are subject to an insignificant risk of change in value.

Trade creditors

are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Accounts payable are classified as current liabilities if the does not have an unconditional right, at the end of the reporting period, to defer settlement of the creditor for at least twelve months after the reporting date. If there is an unconditional right to defer settlement for at least twelve months after the reporting date, they are presented as non-current liabilities.

are recognised initially at the transaction price and subsequently measured at amortised cost using the effective interest method.

Fund structure

Unrestricted income funds are general funds that are available for use at the trustee discretion in furtherance of the objectives of the charity.

Restricted income funds are those donated for use in a particular area or for specific purposes, the use of which is restricted to that area or purpose.

The Spode Museum Trust

Notes to the Financial Statements for the Year Ended 31 March 2024 (continued)

2 Income from donations and legacies

	Unrestricted funds General £	Restricted funds £	Total 31 March 2024 £
Donations and legacies;			
Donations from companies, trusts and similar proceeds	26,717	-	26,717
Donations from individuals	4,553	-	4,553
Grants, including capital grants;			
Grants from other charities	-	16,627	16,627
Donated Product Sales	9,869	-	9,869
	<u>41,139</u>	<u>16,627</u>	<u>57,766</u>
			Total 15 month period to 31 March 2023 £
Donations and legacies;			
Donations from companies, trusts and similar proceeds	35,896	-	35,896
Donations from individuals	9,106	-	9,106
Grants, including capital grants;			
Grants from other charities	4,000	42,700	46,700
Donated Product Sales	5,814	-	5,814
	<u>54,816</u>	<u>42,700</u>	<u>97,516</u>

The Spode Museum Trust

Notes to the Financial Statements for the Year Ended 31 March 2024 (continued)

3 Expenditure on charitable activities

	Note	Unrestricted funds General £	Restricted funds £	Total 31 March 2024 £
Support Costs		12,662	23,901	36,563
Staff costs		32,418	4,627	37,045
Governance costs		738	-	738
		<u>45,818</u>	<u>28,528</u>	<u>74,346</u>
	Note	Unrestricted funds General £	Restricted funds £	Total 15 month period to 31 March 2023 £
Support Costs		34,134	51,864	85,998
Staff costs		35,016	-	35,016
Governance costs		4,117	-	4,117
		<u>73,267</u>	<u>51,864</u>	<u>125,131</u>

	Support Costs £	31 March 2024 £
Telecoms	499	499
Site Services	2,500	2,500
Gas	3,395	3,395
Waste Collection	312	312
Security	929	929
Bank Charges	60	60
Cleaning	1,250	1,250
Consultants	18,990	18,990
Hi Stoke Costs	1,318	1,318
Costs of moving the collection	3,147	3,147
Other Expenses	1,670	1,670
Marketing	270	270
Insurance	1,800	1,800
Rates	423	423
	<u>36,563</u>	<u>36,563</u>

The Spode Museum Trust

Notes to the Financial Statements for the Year Ended 31 March 2024 (continued)

	Support Costs	15 month period to 31 March 2023
	£	£
Telecoms	616	616
Site Services	2,445	2,445
Gas	23,942	23,942
Waste Collection	370	370
Security	1,663	1,663
Bank Charges	15	15
Consultants	30,257	30,257
Hi Stoke Costs	1,421	1,421
Costs of moving the collection	20,187	20,187
Other Expenses	273	273
Furbishments	579	579
Displays	700	700
Website	70	70
Subscriptions	176	176
Marketing	301	301
Insurance	1,230	1,230
Rates	1,753	1,753
	<u>85,998</u>	<u>85,998</u>

4 Analysis of governance and support costs

Governance costs

	Unrestricted funds General £	Total 31 March 2024 £
Independent examiner fees		
Preparation and examination of the financial statements	738	738
	<u>738</u>	<u>738</u>
		Total 15 month period to 31 March 2023
	Unrestricted funds General £	£
Independent examiner fees		
Preparation and examination of the financial statements	1,562	1,562
Legal fees	2,555	2,555
	<u>4,117</u>	<u>4,117</u>

The Spode Museum Trust

Notes to the Financial Statements for the Year Ended 31 March 2024 (continued)

5 Trustee remuneration and expenses

No trustee, nor any persons connected with them, have received any remuneration from the charity during the year.

6 Staff costs

The aggregate payroll costs were as follows:

	2024 £	2023 £
Staff costs during the year were:		
Wages and salaries	36,421	34,098
Other staff costs	624	918
	<u>37,045</u>	<u>35,016</u>

No employee received emoluments of more than £60,000 during the year

7 Taxation

The charity is a registered charity and is therefore exempt from taxation.

8 Debtors

	2024 £	2023 £
Trade debtors	<u>12,394</u>	<u>7,532</u>

9 Cash and cash equivalents

	2024 £	2023 £
Cash at bank	<u>63,790</u>	<u>97,152</u>

10 Creditors: amounts falling due within one year

	2024 £	2023 £
Trade creditors	939	789
Other creditors	3,414	-
Accruals	<u>4,665</u>	<u>20,149</u>
	<u>9,018</u>	<u>20,938</u>

The Spode Museum Trust

Notes to the Financial Statements for the Year Ended 31 March 2024 (continued)

11 Funds

	Balance at 1 April 2023 £	Incoming resources £	Resources expended £	Balance at 31 March 2024 £
Unrestricted funds				
<i>General</i>				
General Fund	49,051	41,139	(45,818)	44,372
Restricted funds				
Headley Trust	19,813	-	(3,147)	16,666
Beaver Arts	79	2,450	(1,318)	1,211
Aim	1,200	300	(1,500)	-
HLF	13,603	9,250	(15,040)	7,813
SPF	-	4,627	(7,523)	(2,896)
Total restricted funds	34,695	16,627	(28,528)	22,794
Total funds	83,746	57,766	(74,346)	67,166
	Balance at 1 April 2022 £	Incoming resources £	Resources expended £	Balance at 31 March 2023 £
Unrestricted funds				
<i>General</i>				
General Fund	67,502	54,816	(73,267)	49,051
Restricted				
Headley Trust	-	40,000	(20,187)	19,813
Beaver Arts	-	1,500	(1,421)	79
Aim	-	1,200	-	1,200
HLF	43,859	-	(30,256)	13,603
Total restricted funds	43,859	42,700	(51,864)	34,695
Total funds	111,361	97,516	(125,131)	83,746

The Spode Museum Trust

Notes to the Financial Statements for the Year Ended 31 March 2024 (continued)

12 Analysis of net assets between funds

	Unrestricted funds General £	Restricted funds £	Total funds at 31 March 2024 £
Current assets	53,390	22,794	76,184
Current liabilities	(9,018)	-	(9,018)
Total net assets	44,372	22,794	67,166
	Unrestricted funds General £	Restricted funds £	Total funds at 31 March 2023 £
Current assets	69,989	34,695	104,684
Current liabilities	(20,938)	-	(20,938)
Total net assets	49,051	34,695	83,746

13 Related party transactions

During the year the charity made the following related party transactions:

SMT Enterprises Limited

(SMT Enterprises Limited is a wholly owned subsidiary of the Spode Museum Trust)

During the year, Spode Museum Trust received a donation of £26,717 from SMT Enterprises limited. At the balance sheet date the amount due to SMT Enterprises Limited was £939 (2023 - £Nil). and the amount due from SMT Enterprises Limited was £12,394 (2023: £nil)

Accounts

Spode Museum Trust
Charity Registration Number 519597
Reports and Accounts
for the extended period ended 31 March 2023

Page	Contents
1-12	Trustees' annual report
13	Independent examiner's report
14	Receipts & Payments Account
15	Statement of Assets & Liabilities

Spode Museum Trust

Report of the Trustee for the Extended Period Ending 31st March 2023

SMT Trustees Limited (CRN 9784876) in its capacity as the trustee of the Spode Museum Trust (“the Trust”) presents the annual report of the Trust covering the extended period commencing on 1st January 2022 and ending on 31st March 2023 along with the financial accounts for such period.

Structure and Charitable Objects

The Trust was established by Royal Worcester Spode Limited under a Trust Deed (“the Trust Deed”) dated 16th November 1987 (as amended on 30th March 1999 and 16th December 2015) in order to protect the Spode ceramic collection, artefacts and paper archive (“the Collection”). in perpetuity.

The Trust is registered as a charity under registration number 519597. The Trust Deed defines the Charity’s objects as being:

- To advance the education of the public by the exhibition of the Existing Collection together with such other items or artefacts of like character as may from time to time be comprised in the Trust Fund and to preserve the same as a Collection’.
- To make the Collection available as an exhibition to which the public has access without payment or on payment of such reasonable fee as the trustees may determine.

The Collection

The Collection comprises some 20,000 ceramic items spanning over 200 years of the Spode factory’s production from the late 18th century until it closed in 2008, over 40,000 hand engraved copper plates from which transfer prints were made for printed ceramic wares, a collection of antique factory tools and machinery, vintage photographs and slides, furniture, moulds and ¼ million Spode and Copeland documents including books containing watercolour paintings of some 70,000 ceramic patterns.

In view of the considerable time span covered, and the near completeness of the archive, this assemblage enables unique insights into the history of a world-famous factory and ceramics technology from the Industrial Revolution to the present, its owners and employees, its place in the community of Stoke, as well as the role of ceramics in domestic decoration and the decorative arts. The ceramics collection is of international importance, representing what was for many years the leading British manufacturer and includes many spectacular items made over the centuries for the very wealthy and mass-produced “high-end” wares for domestic markets.

The Former Spode Factory Site

SMT currently occupies spaces in one of the historic buildings on the former factory site, which is leased from Stoke on Trent City Council and formerly known as the Spode Museum Trust Heritage Centre but now simply known as the Spode Museum (‘the Museum’). The City Council is currently pursuing a long-term programme to regenerate and redevelop the whole of the former factory site, promoting a mix of residential, cultural and business uses. This redevelopment is likely to entail new build as well as retention of historic buildings and the Museum is an important component in this mix of uses. In March 2023 the Council issued a public statement saying it was reviewing the overall masterplan for the former factory site and at its conclusion would seek bids from developers and also consider an offer of a fresh partnership with Homes England and Historic England jointly. The Council is eager to make sure that the proposed restoration and development approach to the site makes best use of the £10m of Levelling Up resources being made available for the site by the

Government and any additional funding that can be sourced. The Trust has, so far, been party to the Levelling-up discussions.

Mission Statement

As part of the organisational development of the Trust, in 2022 trustee members reviewed and developed its mission and vision statement, which now provides a sound and agreed basis for its operations, decision-making and strategic planning. The new Mission Statement reads:

Our Mission Statement

- Protect
- Preserve
- Promote

Protect.

The Spode Museum Trust was first established in 1987, and cares for a collection which includes:

- 20,000 ceramic items.
- Over 40,000 engraved copper plates, antique factory tools, machinery and furniture.
- An extensive collection of documents relating to Spode and Copeland, including 70,000 ceramic patterns.
- Unique in its depth, this archive of Spode's history spans 250 years of innovation and creativity, from the company's eighteenth-century beginnings, all the way through to 2008.

Preserve

The Spode Museum Trust's collection and archive holds great potential for exploration and research; to tell the rich vital stories of ceramic and decorative arts, design and technology and the social history of the Spode factory, its workers, and its place in the local community. Some of the collection is displayed in the Spode Museum located on the former Spode factory site and is well used and highly valued by the local community and visitors from further afield.

Promote

Our mission is to protect and conserve the collection in perpetuity and to educate and inspire visitors. We welcome the range of visitors - international and domestic - as well as forging links with the local community and with artists, designers and makers. We strive to make the collection accessible for all.

Our vision for the future:

- To develop as a renowned, sustainable and accessible Accredited Museum, combining heritage and contemporary creativity.
- To partner with the community, higher education and other creative and heritage organisations in Stoke-on-Trent and beyond.
- To offer display and hands-on practice, and be a valued resource for visitors, students, artists, designers and researchers alike.

Governance

The sole trustee of the Trust is a company limited by guarantee known as SMT Trustees Limited (CR No.9784876) and whose express purpose upon creation was and is to act as the trustee of the Trust. Constitutionally, therefore, the Trust is an unincorporated charitable trust governed by a sole corporate trustee, namely, SMT Trustees Limited ('SMTT'). During the period of this report the membership of the company ('Members') increased by the appointment of five additional new members who it was believed would bring to the Trust the various skills needed for the management of the Museum and its Collection and to further its charitable purposes and plans into the future. Accordingly, there are now the following 13 members of the company all of whom have signed the written Code of Conduct which was introduced last year:

Richard Gray, Acting Chair	Museum Consultant (ret.)
Frederick Beverley Booth, Secretary	Solicitor (ret.)
Paul William Holdway	Former Spode Employee and reference book writer
Kath Holdway	Project manager (ret.)
Janis Lynne Rodwell	Ceramics expert
Elizabeth Anne McBratney	College Lecturer (ret.)
Cynthia Saddington	College Lecturer (ret.)
Neil Brownsword	Artist and University Professor of Ceramics
Laura Callan	Digital Manager
Kate Varley	Regional Change Manager
Janet Miller	CEO, Museum Archaeologist
Spencer Gavin Smith	Contract Compliance Officer
David Laxton	Chartered Accountant

The Trust continues to look for suitable new members including a legally qualified replacement for F.B. Booth who has intimated that he will be retiring from the Trust and also as a director and company secretary of SMTT next Year.

The Governance Working Group set up following the delivery of a consultant's final report on Governance and Organisational development last year, interviewed and recommended the appointment of the five additional members and is about to interview a potential sixth new member. In addition, there has been a review of the Trust's policy documents and some have been updated and some mandatory policies, where missing, have been produced e.g., an Equality, Diversity and Inclusion Policy. Further work will be done to build up a comprehensive portfolio of all appropriate policies.

Objectives

The Museum was originally housed and subsidised by the Spode Company on its factory site at Stoke. However, when the Company ceased trading in 2008, the Museum had to close and vacate its premises on the site. Since then, the entire Collection (apart from the items required for the exhibitions and displays in the Museum and the recent return of the Ceramic Collection mentioned later in this report) has remained in safe storage in premises kindly provided rent free by the Stoke-on-Trent City Council. However, the abiding objective of the Trust is still to place the entire

Collection in a safe and appropriate environment which will ensure that it is kept in conditions that will (i) preserve and protect it and (ii) offer full public and academic research access for use by the entire community. As part of its longer-term development planning, it is, therefore, the aim of the Trust with the continuing support of the City of Stoke on Trent Council, who still own most of the former Spode factory site, to organise the return of the entire Collection to the community by re-establishing it on the original Georgian Spode factory site. It is believed that, by placing the Collection back on the site where it was created and within the context of a fine backdrop of listed heritage buildings and with good trust governance, it will facilitate a long term and sustainable home for the Collection by creating the best framework within which to achieve maximum public and academic interest, usage and multiple revenue generating opportunities.

Management

Nine ordinary meeting of Members were held via Zoom during the period of this report at which Members of the corporate trustee met in general meeting to transact, manage and control the affairs of the Trust and to ensure that the charitable objects of the Trust were carried out for the benefit of the public. In addition, there were two onsite meetings held on the 10th September 2022 and the 4th November at which Members attended and these are mentioned later in this report respectively under sections headed 'Spode Museum Trust: From Clay to Treasure' Project and 'Summary of Main Activities at the Museum'.

All Members provide their time freely and receive no remuneration or, except in rare circumstances, payment of expenses; and all meetings are properly minuted.

The Trust operates from buildings which originally formed part of the former Spode factory site at Elenora Street, Stoke and now known simply as the Spode Museum. The postal address of the Trust is the Spode Museum, Elenora Street, Stoke-on-Trent, ST4 1QD. The email address for the Centre is contact@spodemuseumtrust.org

The Museum originally opened back onsite on 19th October 2012 as a two-year exhibition telling the social history of the Spode factory and with some of the Collection returned from store and placed on show to the public. The exhibition was made possible by a £50,000 grant from the Heritage Lottery Fund and by the help of the City of Stoke-on-Trent who, as the new owner of the former factory site, renovated the premises and granted to the Trust an initial two-year lease at a peppercorn rent. The Trust has continued to occupy the premises ever since and, thanks to the continuing support of the City Council, has acquired additional space on the former factory site and has thus been able to significantly expand its exhibition and storage spaces and facilities and add a large retail shop. Entry to the Museum is currently free.

The Museum is run by a Museum Manager ('the Manager'), who attends the meetings of Members and reports on relevant matters affecting the day to day running of the Museum and its trading operation. The Manager works hard with a small body of loyal volunteers to sustain the Museum financially by the generation income from the shop and online sales and by holding small exhibitions.

There have been no serious incidents or other matters at the Museum or anywhere else that the Trust should have reported to the Charity Commission but did not do so. The Trust, being ever mindful of security, maintains CCTV cameras in the Museum to improve security and for the protection of staff and volunteers. The Manager has electronic access to see the site and interior in the event of an alarm activation. Also, the building housing the Museum has both fire and intruder alarms which are linked up to the City Council's monitoring station which will react if, during the night, one of the alarms is triggered. During the period of this report, fire and intruder alarms have been extended within the building.

The Trust runs a website www.spodemuseumtrust.org which sets out details of its function and its Collection. During the period of this report, the website received 33,746 hits and 28,576 unique visitors. For anyone who wishes to read more about the Museum and its displays, they are referred to the Spode Museum Trust Heritage Centre page of the website. However, a new website is currently under construction which will have a digital interactive museum section and a capacity for e-commerce integration. During the period of this report, the Acting Chairman has had several meetings with senior management at Portmeirion regarding retaining the separate identities of the company and the Trust so as to avoid conflict of brands and to agree a different typeface for Trust's logo on the new website. It is hoped that the new website will go live in the summer of 2023.

The Museum is also promoted through various social media pages.

Tenure

On the 18th July 2022, the City Council as landlord granted the Trust a renewal lease of the Museum premises for a further period of two years from the 1st April 2022 at a peppercorn rent but subject to the payment of a service charge and an obligation to reimburse the Council for the premium it pays in insuring the buildings. Following negotiations with the Council and the owner of the adjoining hotel, the new lease also included for the first time a right for the Trust, its volunteers, employees and visitors to gain access to and from the first floor located above the Museum's front of house over part of the adjoining premises of the hotel including the use, free of charge, of a new lift to be installed by the hotel. This new right (to subsist only whilst such first-floor accommodation is occupied and used by the Trust) will be very beneficial to the Trust as it will allow disabled person's access to the Robert Copeland Room and the Blue Room.

In addition, negotiations are still continuing with the City Council to finalise heads of terms for the grant of a 25 years' lease of the Museum premises. It is hoped that negotiations for the grant of this lease will conclude successfully when various property repair issues at the Museum have been addressed satisfactorily.

Trading – SMT Enterprises Limited

The Trust has made it a central objective to develop sustainable income sources so that it can be independent of subsidies from governmental and other bodies for its day-to-day operating costs. To this end, on the 25th March 2015, it formed a wholly owned limited liability company known as SMT Enterprises Limited (CR No. 9510002) ("SMTE") to act as its trading arm. This has had the continuing benefit that trading risk is kept separate from the Trust and the company's profits can be donated tax-efficiently to the Trust. SMTE's trading operation, mainly in selling vintage Spode ceramics, prints taken from old hand engraved Spode copper plates, donated books; and products made by local artists in craft studios on the Spode site, has expanded considerably and is now an important source of the Trust's income.

SMTE's trading performance for the year ended 31 March 2021 was negatively impacted by the Covid pandemic and the resultant lockdowns. Performance recovered well in the year ended 31st March 2022 and SMTE's net profit for that financial year of £35,896 was donated to the Trust in February 2023.

SMTE's trading performance has improved further in the year ended 31 March 2023 with trading turnover increasing from £48,863 to £67,565. The net profit for the year of £26,717 will be donated to the Trust.

Financial Accounts

Since the last financial accounts were presented, the financial year-end of the Trust has been changed from 31st December to 31st March, to accord with the year-end of both SMTE and SMTT. Consequently, financial accounts of the Trust have been prepared for the fifteen months ended 31 March 2023 and accompany this report.

The Income & Expenditure account shows a net deficit for the 15-month period of £27,616. The deficit on unrestricted funds of £18,452 was impacted by a large increase in energy costs for The Spode Museum. The Trust has recently entered into a new electricity contract which will reduce its electricity costs for the next two years. The deficit on restricted funds for the 15-month period ended 31st March 2023 was £9,164.

The Trust had total Cash Funds of £97,152 as of 31st March 2023 and there is a reasonable expectation that the Trust has sufficient resources to carry it forward for the foreseeable future.

Summary of Main Activities at the Museum

Fortunately, due to the acceleration of the Covid booster campaign in December 2021 and Omicron's impact being milder than the previous variants, the Museum was able to re-open to the public on the 8th January 2022 and stay open unaffected by any Covid issues for the period of this report. During this time, it welcomed 5,648 recorded visitors - in busy times not all visitors can be recorded, and it is probable that the total visitor number was closer to 6,000 - and continued to receive many favourable comments in its Visitor' Book from visitors not only from the UK but from visitors as far afield as the USA, Australia, China, Korean and Japan. In addition, the Manager having increased exhibition space by converting a small area of the Museum from retail to a 3D exhibition space, has worked incredibly hard to organise the following temporary exhibitions:

- In March 2022, a fine art display by 2 local artists: Mary Dennis and Joan Chatterton
- In April, an exhibition by Steve Talbot of works of art assembled from broken Spode pottery and printed material.
- May to June, a touring exhibition by Steve Goldman called "Worst Record Covers in the World".
- June - new art installation entitled 'Peace by Piece' made by 400 plus pupils aged 7-11 curated by ceramic artist Serena Cellini.
- July/August - a photographic exhibition entitled 'Pier Closing Time' by well-respected photographer Michael Bennett showing scenes of North Wales in the 1970's followed by an exhibition by the textile artist Holly Searle entitled "The Subversive Stitcher."
- October until 6th November, a touring textile exhibition by artist Wendy Bliss entitled "Covid Chronicles" comprising 140 panels of images recording artistically personal experiences of the Covid pandemic submitted from around the world and curated and stitched together to form what has been described as a 'Bayeux Tapestry' of the 21st century pandemic .
- November to December British Ceramics Biennial Generations Project curated by Emma Price and Rae Downey (ACAVA and BCB artists) comprising an exhibition of work of mixed media by young people and members of the BCB Generations Project, all inspired by photos of the Spode workers' photographic archive.
- November 9th until December 17th a fine art exhibition by 30 plus local artists and members of the Society of Staffordshire Artists entitled "Golden Oldies".
- January 2023 - Exhibition and Sale of vintage and antique prints and paintings

- February 2023 - Exhibition entitled 'My World' of work by 60 local schoolchildren curated by artist Anna Drezova.
- March 2023 - Spode inspired prints by printmaker Alister Shapley.

The rationale behind these temporary exhibitions having nothing to do with ceramics is to broaden the appeal of the Museum including involving the local community and to give visitors a stimulus for revisits. For example, the Record Covers exhibition received a 2-page feature in the local Sentinel newspaper, an interview on Radio Stoke, good comments on social media and brought members of the public into the Museum who wouldn't ordinarily have entered a museum.

Other activities at the Museum organised by the Manager in 2022 have included:

- 2nd February - East Cheshire National Trust volunteers coach party of 40
- 17th March – Dene Valley U3A coach party of approximately 35
- 18th May – A networking event hosted for 30 members of The Potteries Heritage Society
- 24th September – A visit by 20 members of the Lancashire Archaeological Society
- November 5th - "Fabric of Life" – an afternoon of talks celebrating textiles and life stories featuring two textile artists and academics from Keele and Huddersfield Universities
- 17th December – Society of Staffordshire Artists Christmas Party of approximately 50

And finally, during the period of this report there have been multiple virtual shopping events with Japanese visitors and online lectures delivered and translated to Japanese clients via Instagram Live. Regrettably, due to serious penetrating damp, the lower gallery remains closed until the City Council as landlord carries out High Street Action Zone funded work to repair the rainwater drainage in the adjoining area known as the 'Secret Garden'.

During the year, the Acting Chairman of the Trust attended several meetings including those of the High Street Heritage Action Zone regarding Historic England's funding for renovating buildings on the old Spode site including parts of the Museum and also Spode Summits. The purpose of the Spode Summits was to allow stakeholders and community to come together for consultation, to contribute ideas and feedback, and to influence the project's direction, as well as providing local people with opportunities to participate in the Collection's future.

- **Summit One: 20th January 2022 "Spirit of Place"**

This summit aimed to develop a collective understanding of what is unique, distinctive and cherished about Spode, bring key stakeholders together to engage them in the project and ensure the importance of Spode was realised/understood, and to help bring together some of the work done on the project so far and to move to the next steps.

27 stakeholders attended the Summit including key project consultants, several Stoke-on-Trent City Council representatives, heritage organisations, and local members of the community. The workshop combined the work already done on the project around significance of the Collection and Site, research into audiences, and audience feedback, along with attendees' thoughts and ideas about Spode's unique relevance locally, regionally, nationally, and internationally, to help come to a collective view about what makes Spode so special.

The outputs from the summit included some key themes that emerged which could be used by the Trust as guiding principles for its work going forwards. It was decided that a final

Spirit of Place statement would be written following further audience insights being gathered as part of a future commission.

- **Summit Two: 4 November 2022**

This summit brought together Members, National Trust External Partnership Team and external project consultants. The consultants gave an overview of their work to date (collections review, architects proposals, and options appraisal so far), which was signed off by the Members. A short-, medium- and long-term plan for next steps was compiled by the attendees which has fed into the Options Appraisal.

- **Summit Three: 12 June 2023**

This meeting brought together Stoke-on-Trent Council officers (from departments including Levelling Up, archaeology and conservation), Historic England, Homes England, and tenants from the site including the Trust and others.

The meeting covered how the Council should move forward with the plans for using the Levelling Up funds it has for the site, working together with the tenants of the site and ensuring the heritage of the site was recognised. It was an opportunity for the Trust to outline the findings of this project to all those present, gain support for the plans going forward, and to work together with key stakeholders.

‘Spode Museum Trust: From Clay to Treasure’ Project

During the period of this report, with the continuing help of the National Trust External Partnership Team and with Consultant Sara Hilton as mentor, Members have made progress towards the conclusion of the work on this NLHF-funded project which also comprised a number of work consultancy packages. The final version of Sara Hilton’s work package on Governance and organisational Development had already been received as had the first stage Options Appraisal and draft business plan report from Counterculture as well as a draft final report on the Trust’s Collection from the Conservation and Curatorial Consultants Headland Design. In May, following submissions by five architectural practices, OMI Architects were appointed to the architectural package and set to work on its brief and, to accommodate this, the NLHF extended the feasibility study to the 31st March 2023

Following Members observations on the first stage options appraisal, in February Counterculture submitted a second draft business plan focussed on where income and funding might come from to deliver Members’ levels of ambition – in particular, their preferred option of an onsite museum with both a community and a learning aspect and which was experiential and anchored on the wider site and left open the potential for some more contemporary creative activities around it. This showed Members that there was a need to consider the Trust’s priorities in the light of the fiscal challenges and work out an interim plan for staged developments over the next 10 years or so. A development plan spreadsheet was drawn up which would be updated after each monthly meeting to give an overall view and act as a progress tracking tool.

On the 10th September there was an onsite meeting of Members to discuss amongst other things the work streams and timetable necessary to carry forward the Trust’s strategy and development planning in the light of the work carried out by the Clay to Treasure consultants.

The consultants’ reports were drawn together in a Final Report by Counterculture, called “Options Appraisal” which was submitted in March 2023. Subsequently there were a number of revisions in the

light of changing circumstances on the site referred to above (The Former Spode Factory Site) and an Evaluation report was produced for the whole project, in the next financial year.

Renovation of the Garrett Room and Return of the Ceramic Collection

Following the award in December 2022 by the City Council and Historic England of High Street Action Zone funds, work commenced to renovate buildings on the old Spode site including the large derelict space known as the Garrett Room on the first floor of the Museum and the installation of a vitally needed second staircase to comply with fire and building regulations. This renovation, when completed, would mean the Trust could finally fulfil its long-held desire to return its ceramic collection, stored offsite at Tunstall Library, to the Museum and, with appropriate facilities and racking, to store it correctly in the Garrett Room and allow its proper access and curation to take place. The refurbishment, packing, removal and installation of the stored collection was also made possible by a generous grant from the Headley Trust. Additionally, The City Council and Historic England gave a second grant to renovate the 'Secret Garden' area situated at the rear of the Museum and to remedy its blocked surface drainage and create an access from it to the lower gallery of the museum.

By the end of January 2023, the "core and shell" works to the Garrett Room were almost complete and following negotiations with the Council, with limited notice the actual move commenced on the 6th March using a specialist removal firm to transport the china collection to Stoke and up into the Garrett Room and which involved some 10 or so deliveries over 3 days.

Public Benefit

In the running of the Museum and its shop, the Trust always endeavours to advance the charitable objects of the Trust and in doing so, pursuant to Section 17 of the Charities Act 2011, always pays due regard to the Charity Commission's guidance on public benefit when exercising any powers or duties to which the guidance is relevant. During the period of this report the Trust has continued to further the charitable purposes contained in its Trust Deed by activities including:

- The Museum displays a small number of key pieces in the Collection, provides children's activities and live demonstrations of a variety of traditional ceramic technology and craft, and offers a programme of exhibitions of contemporary art works and community interest. In addition, other charitable activities include the ongoing care of the stored main bulk of the Collection, the lending of items to other museums and exhibitions, research and publication of papers and book contributions, a website providing information on the Collection and its history, communications through social media, together with an online identification and information service for Spode and other ceramic enthusiasts worldwide.
- Generating increasing income by selling wares in the shop and online to sustain the finances of the Museum and to keep the Museum open and interesting to visitors from wide backgrounds.
- Submitting successfully various grant applications including an application for an Omicron Leisure and Hospitality grant of £4,000 from the City Council for the general purposes of the Trust; a grant application of £9500 from the City Council's Recovery and Growth Fund to be spent on finishing the Trust's new website and further work on digital marketing; and a grant application for £1500 from AIM to pay for the services of a registered metal conservator to carry out an audit of the copperplate collection.
- Receiving \$5k (£3,648.65) from the American Friends of the Spode Museum as a donation towards the work of the Trust.

- Claiming standard gift aid on small donations made by visitors to the Centre under the Gift Aid Small Donation Scheme
- Continuing Zoom meetings between Members to maintain communication between themselves and with the Manager.
- Publishing a 70-page guidebook for the Blue Room Collection written by the Manager so that visitors to the Room can better understand the blue underglaze wares on display and their history.
- Maintaining dialogue with the City Council regarding the future of the Museum in the buildings available on the old Spode factory site and also their state of repair; and also, representation at Spode Summit meeting with the Council and other interested parties.
- With help from the National Trust External Partnership Team, progressing the 'Spode Museum Trust: From Clay to Treasure' project including appointing the Architectural Consultant.
- Taking steps as outlined previously to improve the governance of the Trust.

Objectives in 2023/24

Looking ahead to the next 12 months, the Trust intends, amongst other things to:

- Conclude the feasibility study with the NLHF and then to seek further funding to move the 'From Clay to Treasure' project on to an initial two-year 'Transition Project' which will be necessary to build up resilience and capacity ahead of any future application to the NLHF to help fund a substantial capital project.
- To review the security at the Museum now that the ceramic collection has returned for storage and curation.
- Seek new members of the Trust (including one who has legal qualifications) who can bring to the Trust the skills that are needed to take it into the future and, importantly, have the time to devote to the task.
- Successfully negotiate with the City Council and complete a 25-year lease of the Museum premises to ensure the Trust's longer-term future/development on the Spode site and its eligibility to bid for capital development grant aid from the National Lottery Heritage Fund when the current lottery funded feasibility study is completed.
- To go live on the Trust's new website which will have the potential for the adding on of an eShop for increasing online sales from the shop.
- To seek funding for the gathering and analysis of data on the Museum's existing audience and its potential for increase to incorporate into a marketing strategy for the Museum.
- To maintain representation on the High Street Action Board, the City Forum and at Spode Summits
- To start the curation of the Trust's ceramic collection now that it has returned from offsite storage to the newly renovated Garrett Room.

- With the help of the owner of the adjoining hotel, to create at first floor level a secure means of access from the newly installed lift in the hotel to the Robert Copeland Room and Blue Room
- Hold more temporary exhibitions in the Museum including ones that have nothing to do with ceramics in order to broaden the appeal of the Trust and to attract members of the public who wouldn't ordinarily enter a museum; and give visitors a stimulus for revisits. This will also increase the revenue in the shop which is the Trust's principal form of income.
- Explore additional ways of increasing revenue to support the Trust whilst carefully controlling expenditure.
- To improve the internal decorative order and the Trust's offer to the public when the works in the 'Secret Garden' are completed by the City Council's contractors and the damp issues in the lower gallery are fully addressed.
- To continue discussions with the City Council over the future of the moulds left on the former Spode site when the factory closed and to seek grants to secure the future of moulds of significant historical interest and, in particular, to renovate the old slip kiln building No.6 as their home and for any more modern moulds that are chosen to be saved.
- To seek any available grant funding and generally protect and improve the financial position of the Trust.
- Recruit more Volunteers and demonstrators to help run the Museum especially after the work on the lower gallery and secret garden is completed.
- To continue talks with representatives of Portmeirion to explore how both the company and the Trust can work more closely together for mutual benefit – so that the Trust can use its collection and Archive in a cultural and commercial context without infringing the Company's copyright and brand.
- To work towards the eventual accreditation of the Museum
- As part of the Trust's organisational development, to introduce a well indexed Document Storage/Retrieval System so that documents can be stored in perpetuity and shared between Members and others.
- To complete a Governance Handbook for the Museum incorporating protocols in pursuance of a key recommendation of the Review of its Governance and to establish sub-committees to ensure that the work of the Trust is carried out efficiently and within its limited resources.
- When the NLHF funded feasibility study concludes, to look again at the possibility of, and the likely costs involved in, adopting a charitable incorporated organisation in place of the existing unincorporated charitable trust so that the Trust has a more straightforward, and to third parties, a more understandable constitution.
- IF possible, to take forward with the City Council and the V&A the old idea of Stoke being a Ceramic Centre of Excellence.
- To maintain dialogue with the City Council and other bodies such as Historic England, Architectural Heritage Fund, the NLHF and the Arts Council.

Thank You

The Trust wishes to thank the Stoke-on-Trent City Council, the NLHF, the NT Partnership Team, Historic England, the Headley Trust, AIM, the Friends of the Spode Museum, the American Friends of the Spode Museum, the owner of the adjoining hotel and all those, particularly the hardworking Museum Manager Michael Escolme and his small band of loyal volunteers and demonstrators at the Museum, who have given support to the Trust and the Museum throughout the period of this report.

Approved by the Trustee and signed on its behalf by its acting chairman:

A handwritten signature in blue ink that reads "Richard Gray".

Richard Gray

Acting Chair

20 January 2024

Independent Examiner's Report to the Trustees of Spode Museum Trust

I report to the charity trustees on my examination of the accounts of the charity for the extended period ended 31 March 2023 which are set out on pages 14 to 15.

Responsibilities and basis of report

As the charity's trustees you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ('the Act').

I report in respect of my examination of the charity's accounts carried out under section 145 of the Act and in carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

Independent examiner's statement

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

- accounting records were not kept in respect of The Spode Museum Trust required by section 130 of the Act; or
- the accounts do not accord with those records; or
- the accounts do not comply with the accounting requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Signed



Daryl Denson ACMA
VAST
The Dudson Centre
Hope Street
Stoke on Trent
ST1 5DD

Date 24 January 2024

Spode Museum Trust
Income and Expenditure Account
For The Fifteen Months Ended 31 March 2023

	31/3/2023 (15 months)			31/12/2021		
	£	£	£	£	£	£
	Unrestricted Funds	Restricted Funds	Total Funds	Unrestricted Funds	Restricted Funds	Total Funds
<u>Income</u>						
Charitable profit donation - SMTE	35,896	0	35,896	40,097	0	40,097
Donations - Other	7,760	0	7,760	177	0	177
HLF Grant	0	0	0	0	55,000	55,000
Beavers Arts Grants	0	1,500	1,500	0	1,900	1,900
Headley Trust Grant	0	40,000	40,000	0	0	0
AIM Grant	0	1,200	1,200	0	0	0
Clay Foundation Grant	0	0	0	700	0	700
Proceeds from sale of donated items	5,814	0	5,814			
Covid Support Grants	4,000	0	4,000	28,572	0	28,572
Receipts From Furlough Reimbursements	0	0	0	4,923	0	4,923
Income From Identifications	1,071	0	1,071	902	0	902
Other	275	0	275	87	0	87
	54,815	42,700	97,515	75,458	56,900	132,358
<u>Expenditure</u>						
Centre Operating Costs						
Staff salary Costs	32,412	0	32,412	22,697	0	22,697
Staff Pension Costs	1,685	0	1,685	1,208	0	1,208
Payroll Administration Costs	918	0	918	1,285	0	1,285
Site Service And Busines Rates	4,568	0	4,568	2,789	0	2,789
Marketing	370	0	370	130	0	130
Telecoms	616	0	616	717	0	717
Security	1,663	0	1,663	3,160	0	3,160
Gas and Electricity	23,943	0	23,943	654	0	654
	66,175	0	66,175	32,640	0	32,640
Other Costs						
Insurance	1,230	0	1,230	1,021	0	1,021
Consultancy	0	30,257	30,257	17,315	53,391	70,706
Costs of Moving the Collection	0	20,187	20,187	0	0	0
Refurbishments	579	0	579	2,896	0	2,896
Legal	4,117	0	4,117	90	0	90
Displays	0	1,421	1,421	65	1,900	1,965
Other Costs	1,165	0	1,165	951	0	951
Total Expenditure	73,267	51,864	125,131	54,978	55,291	110,269
Net of Receipts / (Payments)	(18,452)	(9,164)	(27,616)	20,480	1,609	22,089

Spode Museum Trust
Statement Of Assets And Liabilities
At 31 March 2023

	31/3/2023			31/12/2021		
	£	£	£	£	£	£
	Unrestricted Funds	Restricted Funds	Total Funds	Unrestricted Funds	Restricted Funds	Total Funds
Cash Funds						
HSBC	61,236	34,695	95,931	40,954	43,859	84,813
Paypal	1,221	0	1,221	152	0	152
Total Cash Funds	62,457	34,695	97,152	41,106	43,859	84,965
Other Monetary Assets						
Due From SMT Enterprises Limited	7,532	0	7,532	29,558	0	29,558
Other Debtors	0	0	0	0	0	0
Total Other Monetary Assets	7,532	0	7,532	29,558	0	29,558
Liabilities						
Due to SMT Enterprises Ltd	(788)	0	(788)	0	0	0
Accruals	(17,196)	0	(17,196)	0	0	0
Net Wages	(1,767)	0	(1,767)	(3,161)	0	(3,161)
Payroll Deductions	(1,186)	0	(1,186)	0	0	0
Total Liabilities	(20,938)	0	(20,938)	(3,161)	0	(3,161)
Total Assets Less Liabilities	49,051	34,695	83,746	67,503	43,859	111,362
Total Funds Brought Forward	67,503	43,859	111,362	47,023	42,250	89,273
Net of Receipts / (Payments)	(18,452)	(9,164)	(27,616)	20,480	1,609	22,089
Total Funds Carried Forward	49,051	34,695	83,746	67,503	43,859	111,362

Approved by the trustees on 20 January 2024 and signed on their behalf by

Signed
Mr R Gray (Acting Chair)

Date

Accounts

SPODE MUSEUM TRUST

Report of the Trustee for the year ended 31st December 2021

SMT Trustees Limited (CRN 9784876) in its capacity as the trustee of the Spode Museum Trust (“the Trust”) presents the annual report of the Trust for the year ended 31st December 2021 along with the financial accounts for the year.

Structure and Charitable Objects

The Trust was established by Royal Worcester Spode Limited under a Trust Deed (“the Trust Deed”) dated 16th November 1987 (as amended on 30th March 1999 and 16th December 2015) to protect the Spode ceramic collection, artefacts, and paper archive (“the Collection”) in perpetuity. The Collection comprises some 20,000 ceramic items spanning over 200 years of the Spode factory’s production from the late 18th century until it closed in 2008, some 25,000 hand engraved copper plates from which transfer prints were made for printed ceramic wares, a collection of antique factory tools, vintage photographs and slides, furniture, moulds and ¼ million Spode and Copeland documents including books containing watercolour paintings of some 70,000 ceramic patterns.

The Trust is registered as a charity under registration number 519597. The Trust Deed defines the Charity’s object as being ‘to advance the education of the public by the exhibition of the Existing Collection together with such other items or artefacts of like character as may from time to time be comprised in the Trust Fund and to preserve the same as a collection’.

Mission Statement

The Trust’s Mission Statement states:

“To protect the Spode Collection that we hold in trust and to put it back to work now and forever:

- by making it accessible physically and intellectually,
- by inspiring and promoting enjoyment and learning through the collection, and
- by studying and developing the collection to further the understanding of it and its unique significance.

The Trust also believes that the significance of the Spode Collection is closely bound up with the town of Stoke – its community and its heritage.”

Governance

The sole trustee of the Trust is a company limited by guarantee known as SMT Trustees Limited (CR No.9784876) and whose express purpose upon creation was and is to act as the trustee of the Trust. Constitutionally, therefore, the Trust is an unincorporated charitable trust governed by a sole corporate trustee, namely, SMT Trustees Limited. During the year the membership of the company decreased by one when in November, the Treasurer, John Democratis retired as a member as he could no longer give sufficient time to the role.

Accordingly, there are now the following 8 members of the company:

Richard Gray, Acting Chair	Museum Consultant (ret.)
Frederick Beverley Booth, Secretary	Solicitor (ret.)
Paul William Holdway	Former Spode Employee and reference book author
Kath Holdway	Project manager (ret.)
Janis Lynne Rodwell	Ceramics expert
Elizabeth Anne McBratney	College Lecturer (ret.)
Cynthia Saddington	College Lecturer (ret.)
Neil Brownsword	Artist and University Professor of Ceramics

The age of the members ranges from 51 to 78 and the average age is just under 70. During the year the Trust has been actively seeking to recruit new members, particularly younger members, who can bring to the Trust the various skills needed for the management of its Collection and its Heritage Centre and to further its charitable purposes and plans into the future. The Trust is currently processing several promising applications and it hopes early in the New Year to make new appointments. Following the recommendations of a governance and operations consultant, who is mentioned later, the Trust has introduced a written Code of Conduct that existing members have signed, and which new appointees will have to sign as a condition of their becoming members.

During the year, because of various reasons including the difficulty that third parties have understanding the Trust's constitutional framework, members looked at the possibility of adopting either a charitable company limited by guarantee or a charitable incorporated organisation in place of the existing unincorporated charitable trust. Legal advice was taken from a lawyer experienced in the culture/heritage sector and a CIO was favoured but as there was no simple, convenient, and inexpensive way to convert to such a charitable body the issue was left in abeyance until the conclusion of the NLHF funded feasibility study in 2023 and members had a clear idea of all the costs involved.

Objectives

The Spode Museum was originally housed and subsidised by the Spode Company on its factory site at Stoke. However, when the Company ceased trading in 2008, the museum had to close and vacate its premises on the site. Since then, the entire Collection (apart from the items required for the exhibitions and displays in the heritage centre mentioned later in this report) has remained in safe storage in various premises kindly provided rent free by the Stoke-on-Trent City Council. However, the abiding objective of the Trust is to place the entire Collection in a safe and appropriate environment which will ensure that it is kept in conditions that will (i) preserve and protect it and (ii) offer full public and academic research access for use by the entire community. To achieve this, it is the primary wish of the Trust with the continuing support of the City of Stoke on Trent Council, who own the former Spode factory site, to organise the return of the Collection to the community by re-establishing it on the original Georgian Spode site. It is believed that, by placing the Collection back on the site where it was created and within the context of a fine backdrop of listed heritage buildings, it will facilitate a long term and sustainable home for the Collection by creating the best framework within which to achieve maximum public interest, usage and multiple revenue generating opportunities.

Management

Ten meetings were held via Zoom during the year at which members of the corporate trustee met in general meetings to transact, manage, and control the affairs of the Trust and to ensure that the charitable objects of the Trust were carried out for the benefit of the public.

All members provide their time freely and receive no remuneration or payment of expenses; and all meetings are properly minuted.

The Trust operates from its Heritage Centre ("the Centre") in buildings which originally formed part of the former Spode factory site at Elenora Street, Stoke. The postal address of the Centre is Spode Museum Trust Heritage Centre, Elenora Street, Stoke-on-Trent, ST4 1QQ. The email address for the Centre is contact@spodemuseumtrust.org

The Centre originally opened on 19th October 2012 as a two-year exhibition telling the social history of the Spode factory and with some of the Collection returned from store and placed on show to the public. The exhibition was made possible by a £50,000 grant from the Heritage Lottery Fund and by the help of the City of Stoke-on-Trent who, as the new owner of the former factory site, renovated the premises and granted to the Trust an initial two-year lease at a peppercorn rent. The Trust has continued to occupy the premises ever since and, thanks to the continuing support of the City Council, has significantly expanded its exhibition space and added a shop.

The Centre is run by a Centre Manager ('the Manager'), who reports to a Sub-Committee of three Trust Members attended by a volunteer who works in the shop. This year because of the continuing Covid-19 pandemic and resultant closures and restrictions, there has been no face-to-face meeting of the sub-committee, but the Manager, when working, has attended Zoom meetings of the Members and has reported on relevant matters affecting the Centre whether open or closed and its trading operation.

The Manager was placed on furlough leave as from 18th March 2020 under the Government's Coronavirus Job Retention Scheme and remained on it, with the Trust topping up his salary to 100%, until the scheme came to an end on the 30th September 2021. During periods when part-time working was permitted under flexible furlough, the Manager came back to work part-time and during periods when the Centre was closed to the public, the Manager worked behind the scenes with a small body of loyal volunteers to maintain the Centre and to sell from the shop wares online and by other ways to maintain some incoming revenue for the Centre.

There have been no serious incidents or other matters at the Centre or anywhere else that the Trust should have reported to the Charity Commission but did not do so. The Trust, being ever mindful of security, maintains CCTV cameras in the Centre to improve security and for the protection of staff and volunteers. The Centre Manager has an App on his mobile phone so that if an incident occurs when he is not at the Centre e.g., the fire alarm has gone off, he can see what activity, if any, is going on inside the Centre. Also, the Centre has both fire and intruder alarms which are linked up to the City Council's monitoring station which will react if, during the night, one of the alarms is triggered. The Trust takes very seriously the security of the Centre and the protection of its Centre Manager and its volunteers and the public who visit the Centre.

The Trust runs a website www.spodemuseumtrust.org which sets out details of its function and its Collection. During 2021, this website received 27,569 hits and 20,859 unique visitors. For anyone who wishes to read more about the Centre and its displays, they are referred to the Spode Museum Trust

Heritage Centre page of the website. The Centre is also promoted through various social media pages but because of the period of closure of the Centre it was considered not worthwhile to produce any leaflets for circulation or to pay for the Centre to be advertised to the public through the membership of tourism promotion organisations, VisitStoke and Destination Staffordshire.

Tenure

In March, the City Council as landlord granted a renewal lease of the Centre for a further two years at a peppercorn rent from the date when the existing lease expired at the end of March 2020.

In January, the City Council had confirmed its support for the grant of a much longer lease of say 20 or 25 years subject to exact terms being negotiated. This would ensure the Trust's longer-term future/development on the Spode site and its eligibility to bid for capital development grant aid from the National Lottery Heritage Fund ('NLHF') when the current lottery funded (£97,500) feasibility project 'Spode Museum Trust: From Clay to Treasure' is completed. In March, heads of terms were received from the Council and negotiations will make further progress when various property repair issues at the Centre are resolved.

Trading – SMT Enterprises Limited

The Trust has made it a central objective to develop sustainable income sources so that it can be independent of subsidies from governmental and other bodies for its day-to-day operating costs. To this end, on the 25th March 2015, it formed a wholly owned limited liability company known as SMT Enterprises Limited (CR No. 9510002) ("SMTE") to act as its trading arm. This has had the continuing benefit that trading risk is kept separate from the Trust and the company's profits can be donated tax-efficiently to the Trust. SMTE's trading operation, mainly in selling vintage Spode ceramics, prints taken from old hand engraved Spode copper plates, donated books; and products made by local artists in craft studios on the Spode site has expanded considerably and is now an important source of the Trust's income. Unfortunately, for the trading year ended 31st March 2021 trading and profits were seriously affected by the Covid pandemic which had commenced in March 2020 and the resultant lockdowns and local restrictions which meant a big drop in visitors during the year and key volunteers having to shield. However, some sales turnover was possible in the museum shop between lockdowns, and more was achieved by selling shop stock over the internet on eBay. However, for the year ended 31st March 2021 compared with the previous year, overall sales fell by 70%, its gross profits fell from £42,874 to £12,217, a drop of 72% and net profit before donation to the Trust fell from £14,720 to £399. Fortunately, SMTE's much reduced profit donation to the Trust was compensated by the Covid grants that the Trust was able to receive from the Government. Unfortunately, the Covid pandemic and the resultant lockdowns had an adverse effect on SMTE's operation until the Autumn of 2021.

Financial Accounts

The financial accounts of the Trust on an Income and Expenditure basis for the year ended 31st December 2021 accompany this report.

Summary of Main Activities at the Centre

The start of 2021 saw the third national 'stay at home' lockdown due to the Covid viral pandemic and so the Centre had to remain closed with the uncertainty as to when it would be able to re-open. Members took the view that irrespective of future easing of restrictions the Centre would only re-open when it was both lawful and financially worthwhile to do so. As a result, the Centre remained

mostly closed from January to August although during that period, subject to Covid-19 restrictions permitting, online trading continued to take place in the shop to maintain some flow of revenue and the Centre even hosted virtual visits from clients in Japan via video link.

During closure, however, the opportunity was taken to carry out Improvements to the displays in the front of house including installing 2D displays showcasing 6 key people who had played a significant part in the history of the Spode factory. However, regrettably, due to serious penetrating damp, the lower gallery had to be closed and is currently used only as storage until the City Council as landlord can obtain funding to cure the inherent problem in such an old building.

On the 11th September, the Centre re-opened to coincide with the start of the British Ceramics Biennial which unfortunately had to be held off the Spode site due to asbestos being found in the buildings where the Biennial had been held in previous years. Nonetheless, the Trust played a full part hosting three exhibitions in its Centre, namely, Paul Scott's Cumbrian Blues exhibition centred around his bone china Gardens of Lyra tea service produced for Fortnum and Mason through the collaboration of himself and the Trust; an exhibition of the final degree work of MA ceramic students at Staffordshire University; and an exhibition by a BCB funded group of contemporary artists called Haptic Tacit. The undoubted success of these exhibitions was reflected in the visitor numbers of 140 and 1202 for the months of September and October respectively. During the remaining months of the year the Centre hosted an exhibition by the Society of Staffordshire Artists and so by the end of a year, so badly affected by the Covid pandemic, the total visitor numbers to the Centre came to 1,845.

During the year, the Acting Chairman of the Trust attended several meetings of the High Street Heritage Action Zone along with representative from the City Council and Historic England ('HE') to decide how HE monies could be spent renovating buildings on the old Spode site including parts of the Centre. For the Trust, these meetings culminated in December in the award by HE of funds for, amongst other things, the renovation of the large derelict space known as the Garrett Room on the first floor of the Centre including the installation of a vitally needed second staircase to comply with fire and building regulations. This renovation, when completed in 2023, will mean the Trust can fulfil its long-held desire to return its ceramic collection, presently stored offsite, to the Centre and, with appropriate facilities and racking, to store it correctly in the Garrett Room and allow its proper access and curation to take place. Fortunately, in March, a successful application had been made to the Headley Trust for a grant of £40k to cover the cost of eventually moving the ceramic collection back to the Centre.

During the year, the Trust also supported the planning application of the owner of the aparthotel on the site to extend into part of a building adjoining the Centre and, if successful, the owner has agreed that, free of charge, disabled persons can use its proposed new lift as a means of access to and from the Trust's Conference Room and Blue Room on the first floor of the Centre.

'Spode Museum Trust: From Clay to Treasure' Project

During the year, with the continuing help of the National Trust External Partnership Team ('the NT Partnership Team'), Members made further progress with this NLHF funded project.

In March, the three work packages of Curatorial/Conservation, Options Appraisal and Evaluation were sent out to tender and, after good responses, in May appointments were made: Headland Design were appointed to the Curatorial and Conservation package, Counterculture were appointed consultants for the Options Appraisal package and a David Waterfall was appointed to the Evaluation package. The architectural work package was held back because of the uncertainties of what

buildings the Council would be prepared to lease to the Trust. In July, a meeting was arranged on site so that the three recently appointed consultants could familiarise themselves with the site and buildings.

In September 2021, Sara Hilton, the Governance and Operational Consultant, was appointed to the additional role of mentor to the Trust, the NLHF having agreed that some of the contingency grant monies could be allocated for this purpose.

In October, Counterculture presented its summary of where Phase 1 research had reached and the challenges and opportunities that were facing the Trust and its large collection in deciding its future direction and the different groups and audiences to which it could possibly appeal. After consultations, including with Headland, NT Partnership Team and others, there emerged four broad areas of what the Trust could be in the future, namely, museum, museum within a factory setting, part of a wider leisure and cultural retail offer based around heritage or take the heritage and creativity route and within these broad themes there were many approaches that could be taken. When the options were narrowed down for the Trust, a key consideration would be for members to look at business models for each of the possible routes to see if any offered a financially credible way forward. In December, Counterculture were working on a basic business plan setting what income would be needed to sustain the various routes the Trust might decide to take in the future.

In December, the final version of SH's report on Governance and Organisational Development was circulated to Members and a working group was to be set up so that the recommendations could be considered, and an action plan drawn up to take forward those recommendations chosen. The Trust had already started to take forward some of the recommendations e.g., a Members' Code of Conduct.

Also, in December, the Trust received a draft of a final report on the Trust's Collection from the Conservation and Curatorial consultants Headland Design, the executive summary of which would be added at the end of the feasibility study.

A serious concern for the Trust during the year has been the City Council's desire to sell off parts of the old factory site and some of the buildings that were originally included in the list of scoped buildings in the NLHF Resilient Heritage grant application albeit that the Council do wish to work out a long term (10 years) mixed use strategy for the site which would include cultural components. However, in August, news was received of an anticipated outline planning application from a firm of property developers known as Nimrod to develop major parts of the historic factory site for residential and other uses, to be financed possibly in part from the Government's Levelling Up Fund for the regeneration of poor city centre areas. By the end of the year, no such application had been submitted but when it is, the Trust will make representations as it is keen to see that in any proposed development the heritage of the site is respected and preserved.

Vision and Strategy Working Group

This group had been set up by Sara Hilton to consider the strengths and weaknesses of the Trust and its opportunities and threats, and its present and potential partners and stake holders. The first report was issued in February and set out initial findings and thoughts after looking at how museums and organisations of a similar nature here and abroad had developed and transformed themselves by bringing new life to their collections and archives through engaging with wider audiences. The group had a second meeting in March at which marketing consultants Palmer Squared introduced ideas on

marketing and audience development. In April, Sara Hilton presented a report using other museums and centres as comparators and setting out what the Trust could learn from their experience in developing their raison d'être. For the rest of the year, the Group worked on taking forward the skills audit, preparing recruitment packs and interviewing potential new members.

Marketing and Website

SMT started the year with funding of £3k from the Stoke and Stafford Growth Hub Kickstarting Tourism Fund plus £3k match funding from the Trust to fund consultants to design website improvements with capacity for e-commerce integration and £20k from the NLHF Culture and Recovery for Heritage Fund to help the Trust recover from the economic impact of Covid-19 by funding marketing/audience development and to complete website/ecommerce development. Consultants Palmer Squared were appointed to the marketing and audience development role and David Edwards of Creative Resolve was appointed to the role of developing a new website for the Trust. In April David Edwards produced a preview of the framework for a digital museum site with interactive models and work was ongoing.

In May, Palmer Squared produced an update on the firm's work on marketing and said that work on audience development and areas of particular focus would be finished at the end of June. However, by the end of the year, the new website was still a work in progress and impeded by the lack of a brand identity and the marketing and audience consultants were integrating their marketing strategy with the consultants who were working on curatorial and options appraisal, as yet its work was incomplete without agreement with the Portmeirion Group, the Spode brand owners, on potential intellectual property issues.

Public Benefit

In the activities of the Trust and in the running of the Centre, the Trust has always endeavoured to advance the charitable objects of the Trust but this year it has again been particularly difficult because of the closure period of the Centre, the furloughing of the Manager and the shielding of Members and volunteers alike from the coronavirus. However, as soon as it was possible to reopen the Centre legally, safely, and economically the Trust did so. However, whether the Centre was open or not, in carrying out its charitable purposes the Trust has always, pursuant to Section 17 of the Charities Act 2011, paid due regard to the Charity Commission's guidance on public benefit when exercising any powers or duties to which the guidance was relevant. Despite a difficult year, the Trust has continued to further the charitable objects contained in its Trust Deed by activities including:

- Generating income by selling wares in the shop to sustain the finances of the Centre and when the shop was closed due to the pandemic by selling goods online.
- Claiming the Government's Help to Businesses whether Business Rates relief or lockdown/local Restrictions Support grants to closed businesses and Restart Grant totalling some £28,571.56.
- Applying successfully for registration with HM Revenue & Customs under the Gift Aid Small Donation Scheme so that the Trust in the future can claim standard gift aid on small donations made by visitors to the Centre.

- Successfully applying for the grant of £40k from the Headley Trust to help finance the eventual removal of the Trust's ceramic collection back to the Spode site for proper storage, access and curation.
- Continuing Zoom meetings between Members to maintain communication between themselves and with the Manager when face to face meeting were not possible or necessary.
- Making some improvement to the visitors experience in the front of house.
- Successfully taking part in the 2021 British Ceramic Biennial.
- Maintaining dialogue with the City Council re. the future of the Centre in the buildings available on the old Spode factory site and regarding their state of repair; and registering its interest in buildings on the site that the Council wished to dispose of and which the Trust would ideally like to have
- Maintaining dialogue with and help from the NT Partnership Team in the furtherance of the 'Spode Museum Trust: From Clay to Treasure' project.
- Appointing three more consultants under the NLHF Resilient Heritage Grant, namely, to the consultancy roles of Curatorial/Conservation, Options Appraisal and Evaluation.
- Taking steps to improve the governance of the Trust.

Objectives in 2022

Unfortunately, although in July the final stage of Covid restrictions were lifted in England with the ending of social distancing rules and the wearing of face covering no longer required by law, the 2021 year ended with the threat from the Omicron variant and the mask mandate being extended to cinemas, theatres and similar indoor venues and the Government's advice that employees should work from home, if possible. Accordingly, subject to the spread of the new variant and the need for any further lockdowns or restrictions, the Trust's plans for the year ahead will include the following:

- Appoint the final consultant, namely, the architectural consultant under the NLHF 'From Clay to Treasure' project - this appointment has been delayed because, apart from a building No. 6, it was not known what buildings on the site would be made available to the Trust – and progress the project by receiving and considering the final reports of the consultants.
- Agree the Trust's vision and strategy for the future and appoint several new members of the Trust (including a new treasurer) who can bring to the Trust the skills that are needed to take it into the future and, importantly, have the time to devote to the task.
- Negotiate and complete a further lease of the Centre from the City Council when the existing lease expires on the 31st March 2022 and to continue progress with the Council for the grant of the 25-year lease.
- To go live on a new website for the Trust together with the potential to add on an eShop for increasing online sales from the shop.
- To receive the final report on marketing and audience development.

- Publish the 70-page Guide for the Blue Room written by the Centre Manager which is in course of preparation.
- To see the renovation of the Garrett Room and the installation of a second staircase so that the Trust's ceramic collection can return from offsite storage and be stored in the Room and properly curated with eventual public access.
- By agreement with the owner of the adjoining hotel, to secure lift access to the first floor Blue Room.
- Hold more temporary exhibitions in the Centre including ones that have nothing to do with ceramics to broaden the appeal of the Trust and to attract members of the public into the Centre who wouldn't ordinarily enter a museum; and give visitors a stimulus for revisits. They will also increase the revenue in the shop which is the Trust's principal form of income.
- Explore additional ways to increase the income of the Trust.
- To improve the internal decorative order and the Trust's offer in the front of house when all the repairs and building work in the Centre proposed by the City Council have been carried out.
- To continue discussions with the City Council over the future of the moulds left on the former Spode site when the factory closed and to seek grants to secure the future of moulds of significant historical interest and to renovate the old slip kiln building No.6 as their home and for any more modern moulds that are chosen to be saved.
- To seek any available grant funding and generally protect and improve the financial position of the Trust.
- Recruit more Volunteers and demonstrators to help run the Centre.
- To send a representative to a first Spode Summit on 20th January 2022, such summit to include parties outside the Trust e.g., the City Council, the University, and other potential partners and to look at the Spode site and try to come to some agreement about what it means in terms of its heritage and history and to the wider community so that all parties are seeing its significance in the same way.
- To continue talks with representatives of Portmeirion to explore how both the company and the Trust can work more closely together for mutual benefit – so that the Trust can use its collection and Archive in a cultural and commercial context without infringing the Company's copyright and brand.
- To update the Trust's mission statement

Thank You

The Trust wishes to thank the Stoke-on-Trent City Council, the NLHF, the NT Partnership Team, HE, the Headley Trust, the Friends of the Spode Museum, the American Friends of the Spode Museum, the British Ceramic Biennial, and all those, particularly the Centre Manager Michael Escolme and his small band of loyal volunteers at the Centre, who have given support to the Trust and its Centre during another extraordinarily difficult year.

Approved by the Trustee and signed on its behalf by its acting chairman:

Richard Gray
Acting Chair

28th October 2022

Spode Museum Trust
Income and Expenditure Account
For The Year Ended 31 December 2021

	31/12/2021			31/12/2020
	£	£	£	£
	Unrestricted Funds	Restricted Funds	Total Funds	Total Funds
<u>Income</u>				
Donations -Uk	40,274	0	40,274	15,827
HLF Grant	0	55,000	55,000	46,250
Beavers Arts Limited Grants	0	1,900	1,900	0
Clay Foundation Grant	700	0	700	0
Covid Support Grants	28,572	0	28,572	35,000
Proceeds From Sale of Donated items	0	0	0	1,233
Receipts From Furlough Reimbursements	4,923	0	4,923	10,921
Income From Identifications	902	0	902	848
Other	87	0	87	0
	<u>75,458</u>	<u>56,900</u>	<u>132,358</u>	<u>110,079</u>
<u>Expenditure</u>				
Centre Operating Costs				
Staff salary Costs	22,697	0	22,697	23,635
Staff Pension Costs	1,208	0	1,208	1,266
Payroll Administartion Costs	1,285	0	1,285	1,141
Site Service And Busines Rates	2,789	0	2,789	1,796
Marketing	130	0	130	1,014
Gas / Electricity / Telecoms / Security	4,531	0	4,531	7,136
	<u>32,640</u>	<u>0</u>	<u>32,640</u>	<u>35,988</u>
Less Recharges To SMTE	0	0	0	(10,000)
Net Centre Operating Costs	<u>32,640</u>	<u>0</u>	<u>32,640</u>	<u>25,988</u>
Other Costs				
Insurance, Net Of Reclaims	1,021	0	1,021	1,066
Consultancy	17,315	53,391	70,706	4,000
Refurbishments	2,896	0	2,896	188
Legal	90	0	90	13
Displays	65	1,900	1,965	0
Laptop	760	0	760	0
Other Costs	191	0	191	397
	<u>54,978</u>	<u>55,291</u>	<u>110,269</u>	<u>31,652</u>
Total Expenditure	54,978	55,291	110,269	31,652
Net of Receipts / (Payments)	<u>20,480</u>	<u>1,609</u>	<u>22,089</u>	<u>78,427</u>

Spode Museum Trust
Statement Of Assets And Liabilities
For The Year Ended 31 December 2021

	31/12/2021			31/12/2020
	£	£	£	£
	Unrestricted Funds	Restricted Funds	Total Funds	Total Funds
Cash Funds				
HSBC	40,954	43,859	84,813	66,238
Paypal	152	0	152	6,271
Total Cash Funds	41,106	43,859	84,965	72,509
Other Monetary Assets				
Due From SMT Enterprises Limited	29,558	0	29,558	16,720
Other Debtors	0	0	0	1,233
Total Other Monetary Assets	29,558	0	29,558	17,953
Liabilities				
Net Wages	3,161	0	3,161	0
Payroll Deductions	0	0	0	1,189
Total Liabilities	(3,161)	0	(3,161)	(1,189)
Total Assets Less Liabilities	67,503	43,859	111,362	89,273
Total Funds Brought Forward	47,023	42,250	89,273	10,846
Net of Receipts / (Payments)	20,480	1,609	22,089	78,427
Total Funds Carried Forward	67,503	43,859	111,362	89,273

Signed 
Mr R Gray (Trustee)

Date 26.10.2022.....



CHARITY COMMISSION FOR ENGLAND AND WALES

Independent examiner's report on the accounts

Section A

Independent Examiner's Report

**Report to the
trustees/members of**

Charity Name
Spode Museum Trust

**On accounts for the year
ended**

31st December 2021

**Charity no
(if any)**

519597

Set out on pages

1-2

(remember to include the page numbers of additional sheets)

I report to the trustees on my examination of the accounts of the above charity ("the Trust") for the year ended 31/12/2021.

**Responsibilities and
basis of report**

As the charity trustees of the Trust, you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ("the Act").

I report in respect of my examination of the Trust's accounts carried out under section 145 of the 2011 Act and in carrying out my examination, I have followed the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

**Independent
examiner's statement**

I have completed my examination. I confirm that no material matters have come to my attention (~~other than that disclosed below*~~) in connection with the examination which gives me cause to believe that in, any material respect:

- accounting records were not kept in accordance with section 130 of the Act or
- the accounts do not accord with the accounting records

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in order to enable a proper understanding of the accounts to be reached.

** Please delete the words in the brackets if they do not apply.*

Signed:

S D Burdon

Date:

27/10/22

Name:

Sylvia Burdon (Mrs)

**Relevant professional
qualification(s) or body
(if any):**

Association of Accounting Technicians (AAT)

Address:

1 The Fold, Oulton, Stone, Staffs ST15 8UF

Only complete if the examiner needs to highlight matters of concern (see CC32, Independent examination of charity accounts: directions and guidance for examiners).

Give here brief details of any items that the examiner wishes to disclose.

Accounts

SPODE MUSEUM TRUST

Report of the Trustee for the year ended 31st December 2020

SMT Trustees Limited (CRN 9784876) in its capacity as the trustee of the Spode Museum Trust (“the Trust”) presents the annual report of the Trust for the year ended 31st December 2020 along with the financial accounts for the year.

Structure, Charitable Objects, Mission Statement and Governance

The Trust was established by Royal Worcester Spode Limited under a Trust Deed (“the Trust Deed”) dated 16th November 1987 (as amended on 30th March 1999 and 16th December 2015) in order to protect the Spode ceramic collection, artefacts, and paper archive (“the Collection”) in perpetuity. The Collection comprises some 40,000 ceramic items spanning over 200 years of the Spode factory’s production from the late 18th century until it closed in 2008, some 25,000 hand engraved copper plates from which transfer prints were made for printed ceramic wares, a collection of antique factory tools, vintage photographs and slides, furniture, moulds and ¼ million Spode and Copeland documents including books containing watercolour paintings of some 70,000 ceramic patterns.

The Trust is registered as a charity under registration number 519597. The Trust Deed defines the Charity’s object as being ‘to advance the education of the public by the exhibition of the Existing Collection together with such other items or artefacts of like character as may from time to time be comprised in the Trust Fund and to preserve the same as a collection’.

The Trust’s Mission Statement states:

“To protect the Spode Collection that we hold in trust and to put it back to work now and forever:

- by making it accessible physically and intellectually,
- by inspiring and promoting enjoyment and learning through the collection, and
- by studying and developing the collection to further the understanding of it and its unique significance

The Trust also believes that the significance of the Spode Collection is closely bound up with the town of Stoke – its community and its heritage.”

The Spode Museum was originally housed and subsidised by the Spode Company on its factory site at Stoke. However, when the Company ceased trading in 2008, the museum had to close and vacate its premises on the site. Since then, the entire Collection (apart from the items required for the exhibitions and displays in the heritage centre mentioned later in this report) has remained in safe storage in premises kindly provided rent free by the Stoke-on-Trent City Council.

The sole trustee of the Trust is a company limited by guarantee known as SMT Trustees Limited (CR No.9784876) and whose express purpose upon creation was and is to act as the trustee of the Trust. Constitutionally, therefore, the Trust is an unincorporated charitable trust governed by a sole corporate trustee, namely, SMT Trustees Limited. At the end of the year, the membership of the company decreased when two members who could no longer give sufficient time to their role retired from being involved with the Trust and the present 9 members of the company are:

Richard Gray, Acting Chairman	Museum Consultant (ret.)
Frederick Beverley Booth, Secretary	Solicitor (ret.)
John William Democratis, Treasurer	Accountant/company director (ret.); ceramics expert
Paul William Holdway	Former Spode Employee and reference book writer
Kath Holdway	Project manager (ret.)
Janis Lynne Rodwell	Ceramics expert
Elizabeth Anne McBratney	College Lecturer (ret.)
Cynthia Saddington	College Lecturer (ret.)
Neil Brownsword	Artist and University Professor of Ceramics

The age of the members ranges from 51 to 78 and the average age is 70. The Trust is increasingly aware that it needs to seek additional members, particularly younger members, who can complement the various skills needed for the management of the Trust's Collection and its Heritage Centre and for the furtherance of its charitable purposes and plans. It is, therefore, planning to undertake a recruitment drive in 2021

Objectives

The abiding objective of the Trust remains to place the entire Collection in a safe and appropriate environment which will ensure that it is kept in conditions that will (i) preserve and protect it and (ii) offer full public and academic research access for use by the entire community. To achieve this, it is the primary wish of the Trust with the support of the City of Stoke on Trent Council, who purchased the former Spode factory site in 2009, to organise the return of the Collection to the community by re-establishing it on the original Georgian Spode site. It is believed that, by placing the Collection back on the site where it was created and within the context of a fine backdrop of listed heritage buildings, it will facilitate a long term and sustainable home for the Collection by creating the best framework within which to achieve maximum public interest, usage and multiple revenue generating opportunities.

Management

Before the Covid-19 pandemic struck in March, the members of the corporate trustee met each month in general meeting (with the Centre Manager ('the Manager') in attendance) to transact, manage and control the affairs of the Trust and to ensure that the charitable objects of the Trust were carried out for the benefit of the public. However, because of the impossibility of holding face to face meetings due to the pandemic, on the 6th August 2020 the Members commenced holding meetings on Zoom and this method of holding meetings has continued for the rest of the year.

All members provide their time freely and receive no remuneration or payment of expenses; and all meetings are properly minuted.

The Trust operates from its Heritage Centre ("the Centre") in buildings which originally formed part of the former Spode factory site at Elenora Street, Stoke. The postal address of the Centre is Spode Museum Trust Heritage Centre, Elenora Street, Stoke-on-Trent, ST4 1QQ. The email address for the Centre is contact@spodemuseumtrust.org

The Centre opened on 19th October 2012 as a two-year exhibition telling the social history of the Spode factory, with some of the Collection returned from store and placed on show to the public - funded by a £50,000 award from the Heritage Lottery Fund and with the help of the City of Stoke-on-Trent who, as the new owner of the former factory site, renovated the premises and granted to the Trust an initial two-year rent-free lease in respect of same. The Trust has continued to occupy the

premises ever since then and, thanks to the continuing support of the City Council, significantly expanded its exhibition.

The Centre is run by the Manager who reports to a Sub-Committee of three Trust Members attended by a volunteer who works in the shop. This year because of the Covid-19 pandemic and resultant closures and restrictions, there has been no face-to-face meeting of the sub-committee, but the Manager, when working, has attended Zoom meetings of the Members, and has reported on relevant matters affecting the Centre whilst closed.

The Manager was placed on furlough leave as from 18th March with the Government paying 80% of his salary but the Trust has topped up his salary to 100%. When the Government's Coronavirus Job Retention Scheme was extended to reflect continuing Covid-19 lockdown measures the Manager stayed on the scheme but when the Government introduced 'flexible furlough' the Manager came back to work part-time working for one day per week from the 1st July and which became 2 days per week from August 2020 and then 3 days per week from November and the Trust continued to top up his full salary and pay the employers' national insurance and employers' pension contributions. The Centre remained substantially closed but behind the scenes when restrictions permitted, he and a small body of loyal volunteers worked at the Centre to sell wares online and by other ways from the shop and to maintain some incoming revenue for the Centre.

There have been no serious incidents or other matters that the Trust should have reported to the Charity Commission but did not do so. However, ever mindful of security, in February 2019 CCTV cameras were installed in the Centre to improve security and for the protection of staff and volunteers and the Centre Manager now has an App on his mobile phone so that if an incident occurs when he is not at the Centre e.g., the fire alarm has gone off, he can see what activity, if any, is going on inside the Centre. Also, during the year, both fire and intruder alarms at the Centre were linked up to the City Council's monitoring station who will react if, during the night, one of the alarms is triggered.

The Trust runs a website www.spodemuseumtrust.org which sets out details of its function and its Collection. During 2020, this website received 33,163 hits and 22,581 unique visitors. The Trust also promoted the Centre through an additional website www.spodeworks.org and various social media pages but because of the pandemic no leaflets were produced for circulation although the Centre was still advertised to the public through the Trust's membership of the tourism promotion organisations of VisitStoke and Destination Staffordshire.

Tenure

During 2019, negotiations had been successfully conducted with the City Council as landlord for a renewal lease of two years duration at a peppercorn rent of the Centre when the existing lease expired at the end of March 2020. This lease has yet to be granted by the City Council, but negotiations have already commenced for the grant of a 25-year lease of the Centre which, if successfully concluded, will give the Trust its desired security of a lengthy tenure and a better position to attract grant funding.

Trading – SMT Enterprises Limited

The Trust has made it a central objective to develop sustainable income sources so that it can be independent of subsidies from governmental and other bodies for its day-to-day operating costs. To this end, on the 25th March 2015, it formed a wholly owned limited liability company known as SMT Enterprises Limited (CR No. 9510002) ("SMTE") to act as its trading arm. This has the benefit that

trading risk is kept separate from the Trust and the company's profits can be donated tax-efficiently to the Trust. SMTE's trading operation, mainly in selling vintage Spode ceramics, prints taken from old hand engraved Spode copper plates, donated books, and products made by local artists in craft studios on the Spode site has expanded considerably and is now an important source of the Trust's income. Unfortunately, such trading was interrupted in March 2020 by the start of the Covid-19 pandemic and by the consequent closure of the shop to visitors for most of the year due to the National Lockdowns in March and November, local restrictions in Stoke-on-Trent and key volunteers having to shield. However, for the year ended 31st March 2020, SMTE had had a record trading year with a trading margin of £42,874 up from £34,229 in the previous 12 months. This was due in part to higher visitor numbers from the BCB exhibition in the Autumn of 2019. In view of this, SMTE was able to absorb an apportionment of the Trust's staffing and overhead costs amounting to £23,325 and donate a further £14,720 from its 2019/20 profits to the Trust.

The Covid pandemic and the resultant lockdowns had a serious effect on SMTE's operation from March 2020 until the Autumn of 2021, and its margins in the year ended 31st March 2021 fell from £42,874 to £12,217, a drop of 72%. It performed as well as it did by selling stock over the internet from September 2020. The implications for the Trust of this drop in margin are considered under Financial Matters below.

Summary of Main Activities at the Centre

The New Year had started with the re-opening of the Centre on the 11th January for a sale in the shop; and by the Trust planning a major project to celebrate the 250th anniversary of the founding of the Spode factory in Church Street, Stoke town by Josiah Spode 1 in 1770 by holding a series of exhibitions in its Centre including the old museum premises to showcase the factory's production over such a long period.

The first meeting of the members of the Trust took place on the 16th January; followed by a further meeting on the 27th February which was given over entirely to planning the 250th Anniversary celebration. Little did the members know that a viral pandemic was coming in March, that the celebration would have to be cancelled, that this would be the last face to face meeting of the members for the year and that following meetings throughout the rest of the year would have to be conducted on Zoom; and that following the Prime Minister's first announcement of a 'stay at home' lockdown on the 23rd March, the Centre would remain substantially closed for the rest of the year.

Unfortunately for the Daniel Ceramic Circle, its special exhibition at the Centre had opened in March but almost straightaway had to close due to the National Lockdown.

Despite the various lockdowns and restrictions, the Members with the help of the National Trust External Partnership Team ('the NT Partnership Team') commenced the work of appointing the first consultant to the Trust under the 'Spode Museum Trust: From Clay to Treasure' project funded by the National Lottery Heritage Fund ('NLHF'). Firstly, the Members carried out a skills audit to identify what skills they had and where deficiencies lay; and briefs were drawn up for the 5 consultants required to be appointed under the project. In September, the Trust considered the submissions of 7 firms of consultants for the first appointment being that to the Governance and Operational Consultancy. After due process of scoring the merits of the applicants, on the 18th October Sara Hilton of Sara Hilton Associates was appointed to the role and at the start of November she commenced work on reviewing the Trust's governance structure and management and by interviewing members by phone calls to learn of the issues facing the Trust. In the light of feedback from the members, Sara organised a Zoom meeting workshop on the 18th December which covered,

amongst other things, the topics of good governance, the role of trustees and proposals to take the Trust forward into 2021. She also produced the terms of reference for a Vision and Strategy Working Group to commence work in 2021 and recommended that a Code of Conduct for Members of the Trust be drawn up.

Financial Matters

The financial accounts of the Trust for the year ended 31st December 2020 are set out in the accompanying Appendix, presented on an Income and Expenditure basis

In 2019, the major UK donor to the Trust was its trading arm, SMTE, whose margin in 2020/21 was severely affected by the Covid situation, and after taking overhead costs into account, it broke even with a profit of just £399.

The Trust's cost structure was alleviated, however, by a range of government support actions including Covid support grants totalling £35,000, a business rates holiday and furlough payments in respect of the Trust's sole employee. Combined with other cost savings made by the Trust, the net effect was to offset the anticipated effect of the drop in donations.

As of 31st December 2020, the Trust's balance sheet showed an overall reserve of £47,023. Of that amount, £17,953 was its debtor balance with SMTE, which was more than cleared during 2021. Despite the adverse effects of the Covid-19 pandemic, there is a reasonable expectation that the Trust has sufficient financial resources to carry it forward for the foreseeable future.

Public Benefit

In the activities of the Trust and in the running of the Centre, the Trust has always endeavoured to advance the charitable objects of the Trust but this year it has been particularly difficult because of the closure of the Centre, the furloughing of the Manager and the shielding of Members and volunteers alike. However, as soon as it is possible to reopen the Centre legally, safely, and economically the Trust will do so and once again in carrying out its charitable purposes it will, pursuant to Section 17 of the Charities Act 2011, pay due regard to the Charity Commission's guidance on public benefit when exercising any powers or duties to which the guidance is relevant. The Trust has nonetheless tried during the year to further the charitable objects contained in its Trust Deed by activities which have had to be restricted to the following due the Covid-19 pandemic:

- Generating income when and where possible during the pandemic by selling wares in the shop online to sustain the finances of the Centre
- Claiming the Government's Help to Business of the 100% Business Rates holiday for 2020/21 and a Retail, Hospitality and Leisure grant of £35,000
- Successfully applying for two grants, namely

£3,000 from the Stoke and Stafford Growth Hub Kickstarting Tourism Fund to 50% fund consultants to initiate designs for a new Trust website with capacity for e-commerce integration

and

£20,000 from the Government's Culture Recovery Fund for Heritage distributed by the NLHF to help the Trust recover from the economic impact of the Covid-19 pandemic by funding marketing/audience development and complete website/e-commerce development

- Commencing Zoom meetings between Members to maintain communication between themselves and with the Manager and thus to be able to reopen the Centre to the public as soon as feasible.
- Maintaining dialogue with the City Council re. the future of the Centre in the buildings available on the old Spode factory site and regarding their state of repair; and registering its interest in buildings on the site that the Council wished to dispose of and which the Trust would ideally like to have
- Maintaining dialogue with the NT Partnership Team re. the furtherance of the 'Spode Museum Trust: From Clay to Treasure' project funded by the NLHF
- Making the first appointment of a consultant under the NLHF Resilient Heritage Grant by awarding the Governance and Operational Consultancy to Sara Hilton.

Objectives in 2021

The start of 2021 saw the third national lockdown and so the Centre remains closed and will continue to remain closed until it is legal, safe, and economic to re-open. However, subject to Covid-19 restrictions permitting, online trading will continue to take place in the shop to maintain some revenue and some of the Trust's plans for the year ahead will include the following:

- Appoint the remaining consultants under the NLHF 'From Clay to Treasure' project
- Seek the appointment of new and additional members of the Trust who can bring to it the skills that are needed to take it into the future and, importantly, have the time to devote to the task
- Complete the renewal lease of the Centre from the City Council and continue negotiations with it for the grant of the 25-year lease
- Create a new website for the Trust together with the potential to add on an eShop for increasing online sales from the shop.
- Seek a report on marketing and audience development
- Publish the 70-page Guide for the Blue Room written by the Centre Manager
- Continue negotiations with the City Council for the provision of a second fire escape in the Garret Room so that it can be made fit and safe for the return of the Ceramic Collection from offsite storage; and seek grant aid where possible to support the costs involved
- By agreement with the owner of the adjoining hotel, to gain lift access to the Blue Room
- Review the Constitutional Structure of the Trust's current unincorporated charitable trust; and, through the appointment of the working group, review the Trust's vision and strategy for the future

- Introduce a Code of Conduct for the Members of the Trust
- Prepare the Centre to take part in the British Ceramic Biennial due to open onsite on the 11th September 2021 and create new displays in support
- Improve the internal decorative order of the Centre including pressing the City Council to attend to some of the areas of disrepair in the fabric of the building
- Secure the future of moulds of significant historical interest left on the former Spode site when the factory closed
- Seek Local Restriction Covid Support Grants for closed businesses and generally protect and improve the financial position of the Trust
- Recruit more Volunteers and demonstrators to help run the Centre

Thank You

The Trust wishes to thank the Stoke-on-Trent City Council, the NLHF, the NT Partnership Team, the Friends of the Spode Museum, the American Friends of the Spode Museum, the British Ceramic Biennial, and all those, particularly the Centre Manager Michael Escolme and his small band of volunteers at the Centre, who have given support to the Trust and its Centre during such an extraordinarily difficult year.

Approved by the Trustee and signed on its behalf by its acting chairman:

Richard Gray
Acting Chairman

14th October 2021

Spode Museum Trust

Income and Expenditure account for the Year Ended 31.12.2020 and Balance Sheet as at 31st December 2020

Income and Expenditure Account	2019 £	2020 £	
Income			
Donations - UK	18461	15827	Note 1
Donations - USA	19438	0	
Covid support grants		35000	Note 2
Proceeds from sales of donated items	2435	1233	
Receipts from furlough reimbursements		10921	
Income from Identifications	936	848	
Other	232	0	
	<u>41502</u>	<u>63829</u>	
Expenditure			
<u>Centre Operating Costs</u>			
Staff salary costs	23926	23635	Note 3
Staff Pension costs		1266	Note 3
Payroll administration costs		1141	Note 3
Site services and business rates	4593	1796	Note 4
Marketing	2314	1014	Note 5
Gas/electricity/telecoms/security	9727	7136	
	<u>40560</u>	<u>35988</u>	
<u>Less Recharges to SMTE</u>	<u>-24583</u>	<u>-10000</u>	
Net Centre operating costs	15976	25988	
<u>Other Costs</u>			
Insurance, net of claims	-1227	1066	
Refurbishments	19614	188	
Legal	3657	13	
Other	1061	397	
total costs	<u>39081</u>	<u>27652</u>	
Net Income/(Expenditure)	<u>2422</u>	<u>36177</u>	

Notes

1. UK Donations includes £14,720 net profit from its 2018/9 operation, donated by SMT Enterprises Ltd (SMTE), the Spode Museum Trust's trading arm
2. During the Covid lockdowns of 2020, the Trust received various UK Government Covid support grants
3. In 1999, costs of staff salaries, pension contributions and payroll administration were reported as a single figure; in 2020, they are reported in their separate components.
4. Business rates were reduced in 2020 due the Government's Business rates holiday
5. Reduced recharges of overheads to SMT Enterprises Ltd reflecting the lower costs incurred in 2020

Balance Sheet

	31.12.19	31.12.20	
	£	£	
<u>Employment of Funds</u>			
Cash	12035	72509	
Debtors SMTE 2020 recharges		10000	Note 6
Debtors SMTE 2019/20 profit donation (part))		6720	Note 6
Debtors Proceeds from sales of donated items		1233	Note 6
HLF grant received not yet spent		-42250	Note 7
Creditors	-1189	-1189	Note 8
Net Employment of Funds	10846	47023	
<u>Funds Employed</u>			
Capital Reserve brought forward	-8424	-10846	
Plus Net Income in 2019 and 2020	-2422	-36177	
Net Funds Employed	-10846	-47023	

Notes

6. These are amounts owed by SMTE which were outstanding as at 31.12.2020. All have been paid during 2021.
7. In 2019 the Trust was awarded a grant from HLF for a feasibility study. The first tranche (£46,250) was received in March 2020 and first disbursement from it (£4,000) was made in December 2020. Because the grant is not for any normal operating purpose, is specific to this one study and any unspent monies will have to be reimbursed to HLF, this grant is not treated in the accounts as income in the Income and Expenditure account.
8. Amounts payable as at 31.12.20 to HMRC and NEST in respect of income taxes and employee pension contributions.

J Democratis BA FCMA
Treasurer

I have examined the transactions of the Spode Museum Trust as set out above and am satisfied that they represent a true and fair view of the organisation's affairs during the period ended 31st December 2020.


P Rodwell
Examiner

4/10/21



CHARITY COMMISSION
FOR ENGLAND AND WALES

Independent examiner's report on the accounts

Section A

Independent Examiner's Report

Report to the trustees/
members of

Charity Name
Spode Museum Trust

On accounts for the year
ended

31 December 2020

Charity no
(if any)

519597

Set out on pages

1 and 2

(remember to include the page numbers of additional sheets)

I report to the trustees on my examination of the accounts of the above charity ("the Trust") for the year ended 31/12/20.

Responsibilities and
basis of report

As the charity's trustees, you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ("the Act").

I report in respect of my examination of the Trust's accounts carried out under section 145 of the 2011 Act and in carrying out my examination, I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

Independent
examiner's statement

[The charity's gross income exceeded £250,000 and I am qualified to undertake the examination by being a qualified member of [insert name of applicable listed body]]. ~~Delete [] if not applicable.~~

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination (~~other than that disclosed below~~ *) which gives me cause to believe that in, any material respect:

- the accounting records were not kept in accordance with section 130 of the Charities Act; or
- the accounts did not accord with the accounting records; or
- the accounts did not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

** Please delete the words in the brackets if they do not apply.*

Signed:

Date:

4 October 2021

Name:

Peter Rodwell

Relevant professional
qualification(s) or body

AIB (Institute and Bankers)

(if any):

Address:

102 Kineton Green Road

Solihull

West Midlands B92 7EE

Section B

Disclosure

Only complete if the examiner needs to highlight material matters of concern (see CC32, Independent examination of charity accounts: directions and guidance for examiners).

Give here brief details of any items that the examiner wishes to disclose.

Independent
examiner's statement

Responsibilities and
basis of report