



## PICKERS

Called thimble pickers picked  
in kiln furniture out after firing  
could be re-used.

all jumbled up in a big  
you had to pick them out...  
so boring I hated that job"

# ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31ST MARCH 2020  
Company No. 3290459 Charity No. 1059662



TRUSTEES  
Stephen Musgrave (Chair)  
Christopher Bartram (appt. 15 July 2020)  
Alison Beardsley  
Manuela Bellè (appt. 15 January 2020)  
Amelia Bright (appt. 15 July 2020)  
Stephen Clarke  
James Furse  
Brian Harris  
James Pullé (appt. 15 January 2020)

The Trustees are the directors of the company for the purposes of the Companies Act 2006.

FOUNDING PATRON                      HRH The Prince of Wales

CHIEF EXECUTIVE                      Clare Wood

COMPANY SECRETARY                      Dave Poulson

REGISTERED OFFICE                      Middleport Pottery  
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ST6 3PE

INDEPENDENT AUDITOR                      Crowe UK LLP  
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BANKERS                                      NatWest Bank  
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## CHAIR'S INTRODUCTION

The political uncertainty and consequent financial unease of 2018 continued unabated into 2019 to create yet further challenges for Re-Form Heritage to overcome. I am pleased to report that the management, staff and Trustees have proven more than equal to the task and we can therefore report continuing progress on nearly all fronts. It seems that in recent years these once in a lifetime challenges have appeared with astonishing regularity and, therefore, we more than ever depend upon the dedication, flexibility and skill of our executive and our committed volunteers. I have been overwhelmed by the support we have received from so many quarters that enables our work to continue and flourish.

In the face of a slowing economy and the financial hardships that many in our communities face, the role of places like our principal asset, Middleport Pottery, becomes ever more important. In addition to the jobs and the pride it brings to its community, it provides a good value, interactive day out for all the family in a safe environment. It is an experience which resonates with and provides a tangible link to the local people of Burslem and also to the wider Stoke community and beyond.

Only by constantly refreshing and imaginatively updating our visitor offer can we continue to thrive. For two years running, Middleport Pottery has achieved the 'Best Tourism Experience' in the Enjoy Staffordshire Tourism Awards after winning the accolade in 2018 for the outstanding success of the 'Weeping Window' poppy commemoration. This year's award went to narrowboat 'Dane' which is moored at Middleport, and has added another dimension both for our visitors and filmmakers and also for the increasingly popular weddings, civil partnerships and business functions we host.

Securing other sources of income is an ongoing effort. We are extremely grateful to the thousands of visitors who support our events, such as the Beer Festival, the Christmas lights switch on (which 1,400 people attended) or the 'Christmas Carol' production. What makes Middleport special is the varied occupiers such as Clay College Stoke, the Tea Room, the on-site makers and artists and, not least, Burleigh Pottery. We thank them too for their support and sometimes necessary patience with the thousands of inquisitive visitors that throng the site. 2019 also marked the launch of Middleport Pottery's and Re-Form Heritage's own exciting retail range which we intend to grow substantially over the years ahead.



The plans for our next significant project, which is to save and restore the Harper Street terrace of housing to the benefit of the Burslem community that surrounds it, have progressed well. The project will see the terrace transformed into a mix of archive, office, workshop and community facilities. Design work has continued and construction tenders sought. The importance of this project is recognised by many bodies, such as the National Lottery Heritage Fund and Historic England, which are enabling this exciting project to become a reality through their financial support.

We continue to seek other opportunities to save heritage at risk. Nowhere better is this exemplified than in Whitechapel London. Here we are a leading part of a team seeking to prevent Britain's oldest industrial heritage asset being turned into a boutique hotel. As the place where Big Ben, the Liberty Bell and the bells of Bow Bells were made, the Whitechapel Bell Foundry site is a place of national and international significance and worth the 4-year campaign that Re-Form Heritage is proud to have been a part of. With our partners, the renowned Factum Foundation who would run a new and revitalised foundry, we have done what we are here to do, which is to strive to save and then repurpose such places when others tasked with similar work stand by and watch. Following the decision by the Tower Hamlets Planning Committee to grant consent to the hotel development, and after many petitions to him, the Secretary of State for Housing, Communities and Local Government called in the application which was heard at a Public Inquiry in October 2020.

Again, this has been a team effort and none of this would have been possible without our outstanding professional advisers who have largely worked for nothing, the 27,000 who signed a petition in protest to the hotel plans and the 900 people who objected to the application.

Whitechapel has engendered much national coverage and it is therefore a very good thing that we changed the name and visual identity of the charity to Re-Form Heritage. The name Re-Form Heritage is now firmly established in the minds of many. It must be emphasised that the roots of the new name go back over many years to the Prince's Regeneration Trust, and the status of our Founding Patron, His Royal Highness The Prince of Wales, is unchanged. He has played a vital role in our history and evolution and his vision is exemplified at Middleport Pottery.

With all this going on, the role of the Trustees becomes ever more complex and I am delighted to say we have been able to broaden our base

with four new recruits with skills drawn from education, property, project management and business. To all our Trustees and our Patrons, our Advisory Group and our Ambassadors goes our thanks. In these times their support, both financial and strategic, is more important than ever. They will probably never know just how much this means to an executive to know that behind them they have the goodwill of so many.

A summary of our response to the Covid-19 pandemic is given in the Trustees' Report. On behalf of all the Trustees, I would like to thank the senior executive team and all the staff and volunteers for their commitment to, and support for, what Re-Form Heritage does and particularly during these most challenging of times.

Stephen Musgrave  
Chair of Trustees



**“ ”**

A jewel in the crown of Stoke-on-Trent. There is a warm welcome to greet you and an incredible experience at Middleport Pottery. Recommended to all.

Facebook, June 2019.

## **TRUSTEES' REPORT**

The Trustees have pleasure in presenting the report and accounts for the year ended 31 March 2020. The structure of the report (pages 7 – 18) follows our organisational objectives:

- 1. STRENGTHEN RELATIONSHIPS WITH OUR LOCAL COMMUNITIES**
- 2. ATTRACT 100,000 VISITS PER ANNUM BY MARCH 2023 (MIDDLEPORT POTTERY)**
- 3. DELIVER LEARNING OUTCOMES TO 9,000 CHILDREN AND YOUNG PEOPLE PER ANNUM BY MARCH 2023 (MIDDLEPORT POTTERY)**
- 4. INCREASE FREE RESERVES**
- 5. APPROPRIATELY MANAGE AND UTILISE HERITAGE**

### **RE-FORM HERITAGE**

Re-Form Heritage (Re-Form or the Charity) specialises in revitalising communities through the regeneration of their historic buildings. We restore heritage buildings at risk of decay and demolition where the resurgence of an existing use, or the creation of a new life and purpose, will have a beneficial effect on the local community.

### **OUR VISION**

Our vision is to be the UK's leading specialist organisation for the restoration and rejuvenation of industrial and commercial heritage buildings at risk, and, through a sustainable business case, and operational delivery, breathe new life into these assets and help drive the regeneration of the local community.

## WHAT WE DO

Re-Form Heritage supports community development through the regeneration of heritage sites of significant importance, identifying and delivering a unique business model for each site, which delivers a long-term benefit to surrounding communities. Re-Form Heritage owns and manages Middleport Pottery and Harper Street in Burslem, Stoke-on-Trent and Old Duchy Palace in Lostwithiel, Cornwall.

Middleport Pottery, located on the Trent and Mersey Canal, was built by Burgess and Leigh in the late nineteenth century as an innovative model pottery. Now the UK's last working Victorian potbank in continuous production, the site remains home to the iconic 'Burleigh' pottery range. Supported by public and private funding, Re-Form Heritage acquired the Grade II\* listed Middleport Pottery in 2011 and undertook sensitive remodelling and renovation. The site opened to the public in 2014 as a heritage visitor attraction and creative business centre and has won numerous awards including a Europa Nostra Award for Conservation.

As a result of Re-Form Heritage's intervention at Middleport Pottery, 50 jobs were saved; a further 70 jobs have been created and Burleigh pottery production continues. The pottery factory which wonderfully preserves and showcases traditional hand manufacturing skills is run by Denby Pottery in space leased from Re-Form Heritage. Alongside the Burleigh working pottery is a heritage visitor centre, creative business space, a ceramics college, a canal-side tea room and an ambitious programme of events attracting thousands of visits annually. The site offer is supported by a team of volunteers who lead tours and support visitors to understand and enjoy the most historically significant areas of the Middleport Pottery site, as well as supporting collections research and the delivery of learning visits and events.

Re-Form Heritage is currently progressing the regeneration of Harper Street, a terrace of eleven former pottery workers' houses directly in front of Middleport Pottery. The terrace, which has been derelict for many years, sits within a conservation area described as being of "outstanding industrial archaeological importance, both nationally and locally". The Harper Street project is a mixed-use solution providing a sustainable future for this historically significant street. Along with restoring the

terrace, the scheme will deliver a new heritage attraction; creative studio and workshop space; a publicly accessible archive; a community centre; and a three-year programme of collaborative activities from and for the local community.

Re-Form Heritage also owns Old Duchy Palace in Lostwithiel, Cornwall. This Grade I listed building is over 700 years old and once formed part of a much larger complex central to the management of the Duchy of Cornwall and the county's tin industry. Re-Form Heritage's project partner, the Cornwall Buildings Preservation Trust, runs the day-to-day operation of the building on a long-term lease.

Re-Form Heritage continues to seek other opportunities to save heritage at risk and in Whitechapel, east London, we are campaigning to return foundry activity to the former site of Whitechapel Bell Foundry. This internationally important site shares much in common with Middleport Pottery, in that it perfectly demonstrates that the traditions, skills and jobs associated with a site are as important as the physical architecture and machinery.

## OUR RESPONSE TO COVID-19

This Trustees' Report for the year ended 31 March 2020 would be incomplete without mention of the Coronavirus-19 pandemic. When the 'stay at home' lockdown restrictions were announced on 23 March management were quick to respond. Emergency virtual Trustee Board meetings were held on a weekly basis and decisions taken to manage the financial and operational risks we faced. The Middleport Pottery site was closed to the public, with only a skeleton staff kept on-site to ensure site security and management. The Chief Executive and Finance Director worked full-time throughout lockdown, either on-site or remotely. The majority of the staff were put on furlough and weekly online meetings held with them, and separately with our volunteer cohort, to manage their wellbeing. The relationship with all our tenants was closely managed, with some rent deferral agreements put in place. Communication with our Patrons, Ambassadors and Advisers was maintained.

## OUR RESPONSE TO COVID-19

(continued)

We were able to access financial support from the government's Coronavirus Job Retention Scheme, covering 80% of the salaries of our furloughed staff, the Small Business Grant Fund, the Retail, Hospitality and Leisure Grant Fund and the Bounce Back Loan Scheme. We were also able to use management's expertise to identify and access specific heritage and architectural grant schemes to obtain additional grant funding. This was no mean feat, given that we were also fundraising for the Harper Street regeneration project. This, together with other smaller funding streams, has been critical in managing our risk and ensuring our ability to re-open when circumstances allowed, and we are very grateful for that support.

We would also like to put on record our thanks to the Re-Form Heritage management for their tenacity and perseverance in identifying and pursuing all available avenues of financial support whilst maintaining the support of our dedicated staff, volunteers and supporters during these challenging times.



## GOVERNANCE

Re-Form Heritage is a company limited by guarantee (number 3290459). It is governed by its Memorandum and Articles of Association. Its governing body, the Board of Trustees, is responsible for the Charity's long-term direction and overall policy. The current Articles of Association were adopted in December 2016. The Articles provide that there shall be a minimum of three and a maximum of eleven Trustees with each Trustee appointed for a term of up to three years from the adoption of the Articles, after which they must retire at the next following board meeting. A retiring Trustee is eligible for re-appointment. The Articles provide that no Trustee shall serve for more than nine consecutive years, save in exceptional circumstances.

The Trustees, and those who acted during the year, are listed at the start of this report. New Trustees are given an induction on the work of the Charity, are briefed on responsibilities and recommended practice as set out in the Charity Governance Code and are encouraged to undertake appropriate training to aid them in undertaking their role. The Trustees are recruited for their knowledge and experience of heritage regeneration, charity administration, finance, legal, education, HR matters or commerce. The Trustees usually meet five to six times a year. The Trustees set strategy, which is executed by the Re-Form Heritage executive and management team. The Charity has an audit committee to support the Re-Form Heritage board in its responsibilities for ensuring the adequacy of internal control and governance arrangements. The audit committee is a committee of the Board. Re-Form Heritage is also a charity registered in England and Wales (number 1059662) and a conservation body prescribed under section 38 (4) of the Title Conditions (Scotland) Act 2003.

## APPROACH TO FUNDRAISING

In seeking the support of organisations and individuals to pursue its charitable objectives, Re-Form Heritage seeks to develop honest relationships, retain independence and avoid over-reliance upon any individual funding source. The Charity aims to be professional in its approach to fundraising and commits to comply with the Fundraising Regulator's Code of Fundraising Practice.

Staff leading fundraising activity undertake six-monthly reviews of the Regulator's Code of Fundraising Practice and endeavour to maintain an awareness of changes in fundraising legislation, regulation and best practice. The Charity aims to achieve positive donor experiences and regularly updates donors on the impact of their support. Re-Form Heritage is committed to ensuring that donors can control and influence their relationship with the Charity.

Re-Form Heritage did not receive any complaints from donors or members of the public about its fundraising practice during 2019/2020. Any enquiries or concerns regarding Re-Form Heritage's fundraising practice should be directed to Clare Wood, Chief Executive.

## PUBLIC BENEFIT

In setting the Charity's objectives and planning its activities, the Trustees have given careful consideration to the Charity Commission's guidance on public benefit. The Charity's activities, as outlined in pages 7 – 18, clearly relate to its legal objectives of securing heritage buildings, advancing education in heritage buildings and the promotion of regeneration in areas of social and economic deprivation for public benefit. Access to Re-Form Heritage's sites is free of charge, welcoming to all and provides free and charged interpretive and educational content throughout the year. Re-Form Heritage presents high quality engagement and partnerships to facilitate public involvement and understanding of some of the UK's most important and unique industrial and commercial heritage. Programmes of activity for children and young people at our principal site of Middleport Pottery aim to develop creativity, confidence and pride in a supportive environment. The above statement demonstrates Re-Form Heritage's compliance with the Charities Act 2006 relating to Public Benefit and Charity Commission Guidance.

## SUSTAINABILITY POLICY

The Charity is committed to observing high environmental standards and has developed a sustainability policy which includes social, economic and environmental policies.

Re-Form Heritage's communities comprise those living and working locally, but also those who work within or visit our heritage sites. The key to our success is fostering good working relationships and identifying mutually beneficial approaches and working practices.

During the year, the principal tenant at Middleport Pottery, Burleigh, has advanced assuredly with commercial partnerships extended and created, introducing Burleigh products to new markets and thus enhancing the profile of Middleport Pottery. This success supports the other independent businesses on site and has enabled them to develop and strengthen, despite what has been an extremely difficult year for retail.

Middleport Pottery's neighbourly connections also continue to flourish, particularly with local community group, Middleport Matters. We look forward to expanding this fruitful partnership as the regeneration of the eleven Harper Street terrace houses in Middleport takes shape. In relation to the work to save the former Whitechapel Bell Foundry site, thriving relationships were developed with Factum Foundation, East London Mosque and London Muslim Centre, University College London, Spitalfields Life and many others.

Local volunteers lie at the heart of what Re-Form Heritage does. This year saw us expand our volunteering team at Middleport Pottery (to 56 regular volunteers) and create new ways to bring the volunteers' expertise to bear on the Charity and the visitors to Middleport Pottery. As well as the irrefutable value that volunteers bring to the Charity, they cite many personal benefits to their involvement with Re-Form Heritage.

## DELIVERY OF OBJECTIVES

### **Deliver school holiday-based informal learning offers for children and families**

Informal learning activities at Middleport Pottery consistently receive a positive response from visitors. The year began with Re-Form Heritage participating in the Stoke Reads Book Bench initiative, a children's literacy project which saw a story-themed bench installed into the garden at Middleport Pottery as part of a trail of benches throughout the city. Spring also saw Middleport Pottery celebrate Staffordshire Day. During the 2019 Easter school holidays, Middleport Pottery hosted a partnership with Stoke-based arts organisation B Arts delivering a two-week creative engagement project for young people from Middleport. The sessions involved the group exploring imaginative responses for future housing against a backdrop of environmental change.

The summer saw Re-Form Heritage take heritage narrowboat 'Dane' along the Trent and Mersey Canal to participate in the Etruria Canal Festival, hosting on-board creative clay sessions for children during the two days of the festival. As we moved into the autumn, we had a successful Heritage Open Day weekend with items from the Middleport Pottery Collection and Archive used to engage families in the heritage of the site. Between informal learning events, school holidays during the year enabled Middleport Pottery to offer clay activities for families, which enjoyed a high point with record breaking numbers participating during the February 2020 half term.

“ ”

My confidence had taken a huge knock as for the past five years I have been virtually housebound as my husband's sole carer. Helping at Middleport Pottery has helped me so much and I can feel the real me returning. I am so grateful to you all for the opportunity.

Margaret, Middleport Pottery volunteer 2019.

## STRENGTHEN RELATIONSHIPS WITH OUR LOCAL COMMUNITIES

### **Undertake contractor procurement and commence delivery of the community engagement programme for the 'Harper Street: Engagement in Heritage' project**

The preparatory work on the Harper Street project was a major element of work undertaken in 2019/20. Alongside extensive fundraising, the pre-qualification questionnaire was widely distributed to construction companies with a positive response. Five companies were taken through to the tendering stage with contractor visits to Harper Street taking place in the autumn. All five companies provided tender returns in mid-March 2020. Due to the degree of steel framing and support needed to stabilise this vulnerable heritage building, the tender returns were significantly above expected levels, which triggered an options analysis and value engineering process taking place during the 2020/21 financial year.

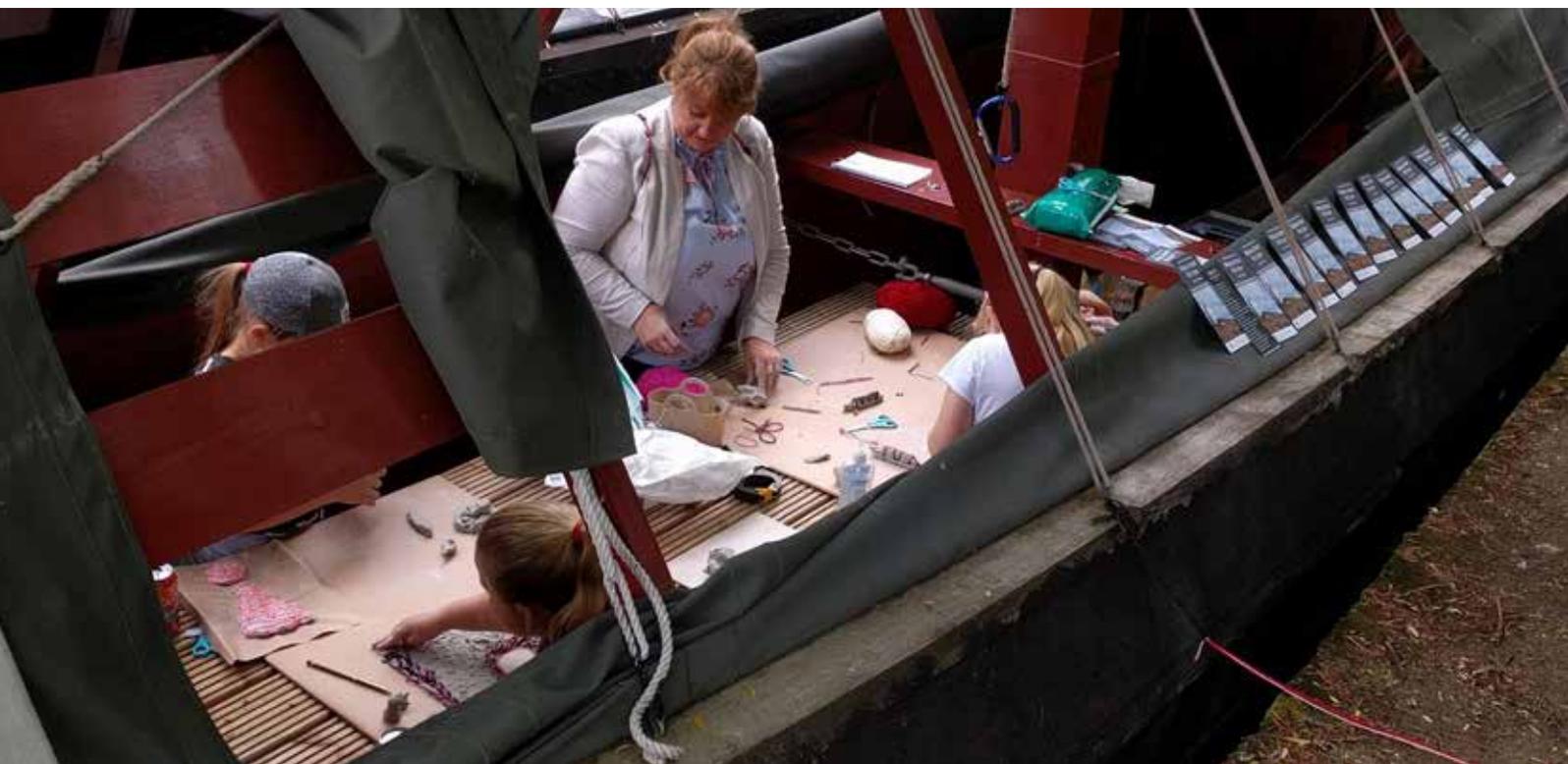
Concurrently with main contractor procurement, we distributed the tender brief for the heritage interpretation consultant. Interviews took place in January 2020, with the Past Present consultancy awarded the contract. The intention was for work to commence relatively quickly, however the detailed review of the tenders for the main contractor meant that Past Present's start date was also reviewed to ensure the heritage interpretation and main contractor's work aligned. The community engagement process was also rescheduled to align with the heritage interpretation and main construction work.

### **Create relationships with and engagement incentives for local large employers to drive audience development**

With much of Re-Form Heritage's attention upon Harper Street and Whitechapel Bell Foundry, this objective received reduced focus during this year. Despite this, progress was made with relationships built with Stoke-based engineering company KMF Group, which saw us collaborating to host a community fundraising event in support of Douglas Macmillan Hospice. We hope to build this relationship in future.

### **Further develop our partnership with local community group Middleport Matters through finalising the signing of the Harper Street tenancy lease**

We took a conscious decision not to progress this objective until we had secured a contractor for the main construction element of the Harper Street project. The relationship was however enhanced through more partnership working, including Re-Form Heritage providing clay activities at the Middleport Matters Community Festival and supplying heritage narrowboat 'Dane' and its crew for community boat trips during the festival.



## ATTRACT 100,000 VISITS PER ANNUM BY MARCH 2023 (MIDDLEPORT POTTERY)

During the year, Re-Form Heritage made good progress in introducing technology at Middleport Pottery to more efficiently record visitor numbers and improve the visitor experience. These developments helped us better serve our visitors, understand them and improve approaches to reaching new visitors. Along with technological improvements, a revision of the communications strategy took place to shine a spotlight onto the heritage and the long-term benefits of Re-Form Heritage's work. This saw some very promising results and will be developed further.

These positive steps were obstructed by significant roadworks on the main access road to Middleport Pottery as a result of a collapsed drain. For over five months the roadworks caused major disruption to access and saw expected visitor numbers at Middleport Pottery reduced by 50%. The impact from the roadworks offset the advances made from the revised communications strategy and other developments resulting in total visits for the year of 43,431. Although this is below our targeted visitor number, it is still within 3% of general site visitor numbers from the previous year. The end of the year saw the looming prospect of the Covid-19 pandemic, with Middleport Pottery closing on 21 March 2020 in line with the national lockdown.

### DELIVERY OF OBJECTIVES

#### **Set up and train staff on new customer relationship management system**

Re-Form Heritage selected the Tenga platform for its electronic point of sale and customer relationship management system, both of which were embedded and integrated into everyday practice.

“ ”

Companionship, shared experience and histories shape our time together. A real sense of worth comes through working together, creating something that others will see and be a part of too. We all need more connection with things and each other to understand ourselves.

#### **Mark the anniversary of 130 years of continuous manufacturing on the Middleport Pottery site**

During the year, an exhibition was curated to mark the 130th anniversary of continuous production on the Middleport Pottery site. Titled 'Middleport Pottery: A Victorian Innovation', the exhibition showcased ceramics, machinery, order books and back-office papers dating from 1889 to the 1960s. This is the first temporary exhibition curated on the Middleport Pottery site since it opened to the public in 2014 and proved valuable in engaging audiences, particularly in new research from papers held in the National Archives undertaken in preparation for the exhibition. In addition, the exhibition drew attention to the features of the Heritage Trail and encouraged further investigation of the site and its most significant heritage features. Children and families were also successfully engaged in the 130th anniversary celebrations with clay for activities during the summer holidays reduced to £1.30 per pack to encourage wide participation.

#### **Secure and deliver high-profile partnership to drive audience development at Middleport Pottery (British Ceramics Biennial)**

During the spring, the British Ceramics Biennial (BCB) led sessions as part of Middleport Pottery's Mini Potters Festival, where participants were able to make a character to join the BCB 'Cast of Thousands' project. Families which took part in this workshop subsequently had their characters fired in time for inclusion in the main BCB festival later in the year.

Re-Form Heritage was pleased to be invited to participate in the 'Ceramic City: Four Sites' project, which extended BCB across four sites: Spode Pottery, Potteries Museum and Art Gallery, World of Wedgwood and Middleport Pottery.

Burslem Jubilee Group, working at Middleport Pottery, British Ceramics Biennial 2019.

## ATTRACT 100,000 VISITS PER ANNUM BY MARCH 2023 (MIDDLEPORT POTTERY)

The partnership enabled a major installation at Middleport Pottery from contemporary artists Guillaume Dujat, Helen Felcey, Kieran Hanson and Joe Hartley. Titled 'Resonating Spaces' the creative intervention inhabited Middleport Pottery's bottle oven, slip house conveyor belt and canal wharf. This was the first-time public access was possible to the conveyor belt and canal wharf area, which gave visitors additional engagement opportunities alongside the explorative BCB interventions. During the BCB period, we were privileged to host a focus weekend, with significant additional participatory content including a programme of small-scale experimental music gigs in the bottle oven.

Media coverage that arose from Middleport Pottery's participation in BCB was excellent and further raised Re-Form Heritage's profile, with national publicity proving a helpful continuation of the high-profile coverage received the previous year in relation to 'Poppies: Weeping Window'.

To build upon the success of BCB, Re-Form Heritage has been seeking new opportunities for creative partnerships and was pleased to be selected for participation in the 'Meeting Place' initiative from Arts and Heritage.

This programme allowed a staff member to undertake professional development training on delivering contemporary art commissions, in addition to Middleport Pottery being funded to host a future commission.

### **Build Middleport Pottery seasonal events programme and deliver five major events (Beer Festival, Craftsmanship Festival, Mini Potters Festival, Christmas Lights Switch-on, Family Christmas Market)**

The seasonal events programme at Middleport Pottery has become an established part of the community and tourism offer in Stoke-on-Trent. The Middleport Pottery Beer Festival was delivered through collaboration with local firm Titanic Brewery and attracted over 1,000 attendees and excellent engagement from the staff and volunteer team. The same was true of the Craftsmanship Festival; although impacted by inhospitable weather, it nevertheless had excellent engagement from makers across the UK and was well attended with an expanded programme of workshops and demonstrations which was extremely well received by audiences.



## ATTRACT 100,000 VISITS PER ANNUM BY MARCH 2023 (MIDDLEPORT POTTERY)

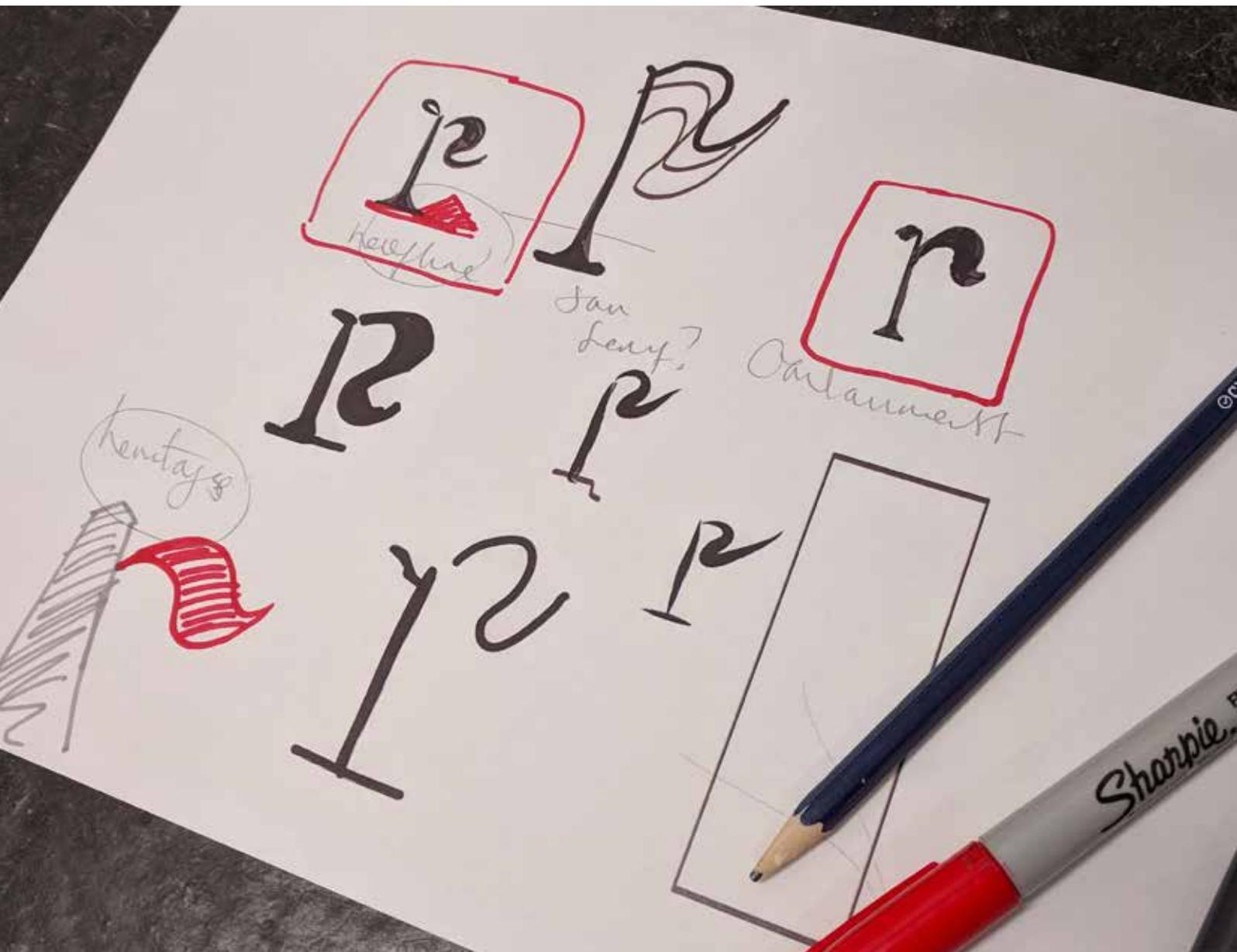
The Mini Potters Festival was designed to engage families in the history and processes of ceramic production. It was unfortunately also impacted by severe weather as it coincided with a rare August storm with gusting winds and sustained rainfall. Despite this, the event attracted over 350 visitors and the response was extremely positive with requests for the festival to be made an annual fixture of the Middleport Pottery event calendar.

Middleport Pottery lends itself extremely well to being dressed for Christmas and this year supported an exceptionally busy programme ably facilitated by the volunteers. The Victorian Christmas Lights Switch On was extremely popular with the lights switched on by Scrooge himself and over 1,400 visitors enjoying the festivities over the course of the evening. Other seasonal events included Claybody Theatre presenting a choral version of Dickens' 'A Christmas Carol', which was exceptionally warmly received by audiences.

Timing for the Christmas Market weekend coincided with a market event by nearby business Cherished Chimneys. A partnership was subsequently developed with free rides on the heritage narrowboat 'Dane' ferrying visitors between the two events.

### Launch the Charity's new branding as 'Re-Form Heritage' and strengthen and develop the brand and messaging

The new name and branding for Re-Form Heritage was formerly launched to the public in December 2019. This work was entirely delivered in-house utilising the talents of the staff team and engaging the Board and volunteers in refining and testing options. This change gave the opportunity to launch a new website and dedicated Re-Form Heritage social media channel via Twitter and Facebook. Further roll-out of the brand began and has proven to be highly effective.



## DELIVER LEARNING OUTCOMES TO 9,000 CHILDREN AND YOUNG PEOPLE PER ANNUM BY MARCH 2023 (MIDDLEPORT POTTERY)

Informal learning continued to develop well during the year, with 1,389 formal learning visits made to Middleport Pottery from schools, Guiding and Scouting groups and home-schooling groups. We also developed a simple tour and activity programme which was rolled out over six weeks for nursery-age children. A partnership was developed with one of Stoke's alternative provision organisations, which resulted in a successful programme of visits to Middleport Pottery from young people accessing education outside of mainstream school. Further formal learning engagements were delivered via participation in the Stoke and North Staffordshire Cultural Education Partnership and other Key Stage 1 and 2 learning outreach activities. Illustrated talks for adult education groups on the history and industrial innovation of Middleport Pottery were also provided alongside the popular local heritage walks. All learning activities were devised and led by the staff team with significant input and support from the Middleport Pottery volunteers, without whom such high-quality learning delivery would not be possible.

### DELIVERY OF OBJECTIVES

#### **Deliver high-profile event learning offer (Ceramic City: Four-Sites, British Ceramics Biennial)**

As part of the BCB partnership, an innovative programme was developed which combined sound and clay to support formal learning visits during the BCB period.

#### **Promote formal learning offer**

This year saw Re-Form Heritage further develop the formal learning offer at Middleport Pottery with promotion of the offer online, at Cultural Education Partnership events and promotion via a direct mail campaign to all primary and secondary schools in Stoke-on-Trent alongside alternative provision educational organisations. This resulted in good uptake in line with participation targets.

#### **Develop communications strategy and collections strategy**

Whilst progressing promotion of the formal learning, venue hire and temporary exhibition offer, overall communications underwent significant development. The Re-Form Heritage website was redeveloped ([www.re-form.org](http://www.re-form.org)) and dedicated Re-Form Heritage Twitter and Facebook channels established. This is the first time that the Charity has had an online presence and it has been helpful in building knowledge in the organisation and the charitable status behind each heritage site.

Based on a hierarchical structure, the website provides a presence for the overarching charity, with the detail of Middleport Pottery, Harper Street, Old Duchy Palace and our involvement in the Whitechapel Bell Foundry complex sitting underneath. The change to communications that place greater emphasis on the Charity's social and heritage value and incorporate more incentives and offers was extremely well received, with resulting evidence of increased interaction from new and returning visitors.



Thank you so much for an extremely well organised trip for our school. Yourself and your team were extremely accommodating to the needs of all of our pupils and we were made very welcome. We all went back to school saying what a brilliant time we had all had. You should all be very proud of what you do at Middleport Pottery and it goes without saying that we shall be recommending you for other school trips to enjoy.

Email feedback, October 2019.



HANLEY

L466

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FMT

## DELIVER LEARNING OUTCOMES TO 9,000 CHILDREN AND YOUNG PEOPLE PER ANNUM BY MARCH 2023 (MIDDLEPORT POTTERY)

### **cont. Develop communications strategy and collections strategy**

The Charity's communication strategy was strengthened through a city-wide engagement programme, 'Cultural Destinations'. Tourism partners also involved in this 3-year programme included Potteries Museum and Art Gallery, Gladstone Pottery, Trentham Gardens, Appetite Stoke and World of Wedgwood. An overarching social marketing campaign entitled 'My Stoke Story' was developed and rolled-out across each venue. This hashtag campaign encouraged visitors to take and share their photos and experiences which were collated on a central online platform aimed at changing perceptions of the visitor offer in Stoke-on-Trent via personal endorsements. This activity culminated with a 'Cultural Weekend' held in March which supported Middleport Pottery in offering 250 free heritage passes and free play-with-clay activities. To support visitors' travel between venues, a free heritage bus service was available throughout the weekend.

Additionally, the Charity targeted opportunities to engage groups and organisations that share our strategic aims and extend our networks. This involved events hosted at Middleport Pottery with Aspire Housing, a National Trust regional board and Unilever. We took forward the opportunity to present a case study of Middleport Pottery at a conference of the All Party Parliamentary Group on Industrial Heritage.

Opportunities to share the work of Re-Form Heritage were also taken up, including roundtable discussions, an interview with Monocle 24 regarding Re-Form's approach to community development and participation in a panel discussion about making great places to live hosted by Arcadis and later distributed as part of the Arcadis podcast series 'Long Story Short'.

Valuable progress was made on developing the strategy to care for and share the Middleport Pottery Collection and Archive. Previously, the collection items accessible to the public comprised simply those on permanent display. During this year, items from the collection were presented within the 'Middleport Pottery: A Victorian Innovation' exhibition and as part of the Heritage Open Day ceramic exploration sessions. Work commenced to identify duplicate ceramic ware within the collection in preparation for establishing a handling collection.

“ ”

The tour guides we had were absolutely fantastic with both groups of adults with learning difficulties. Our guides were ever so informative and did a wonderful job making our visit feel special.

Tripadvisor, January 2020.

## INCREASE FREE RESERVES

During the year, the lessons from analysing past activity were applied and revenue raising activity focused accordingly around venue hire, philanthropy, filming and retail.

Re-Form Heritage maintained tenancies at capacity during the year at both Old Duchy Palace and Middleport Pottery. Two new small creative businesses took on a tenancy within the Middleport Studios units replacing makers whose business requirements had changed. The year also saw us implement regular use of 'Dane', one of the last remaining wooden-built narrowboats, and understand the commercial and heritage potential of this wonderful vessel.

### DELIVERY OF OBJECTIVES

#### **Secure location fees for on-site filming at Middleport Pottery**

Middleport Pottery's use as a film and television location developed well during the year, with the site hosting filming for 'The Strongest Man in History', 'The Great Pottery Throw Down', a new teen-targeted feature film and broadcast of the 'Peaky Blinders' feature filmed at Middleport Pottery.

#### **Commission brand-supporting retail items and deliver new retail offer at Middleport Pottery**

During the summer, Re-Form Heritage launched a new retail range, with a dedicated shop created and items from the retail range incorporated into the Burleigh Factory Shop on the Middleport Pottery site. Approximately 50% of the product range is bespoke stock unique to Re-Form Heritage. The new retail offer was warmly received with sales meeting expectations for a new initiative.

The focus of 2020/21 will be to enhance and develop the range and the retail area and incorporate it more fully into the visitor experience on the Middleport Pottery site.

#### **Research and build Middleport Pottery wedding/civil partnership and venue hire offer and secure bookings**

The wedding and civil partnership offer was developed further during this year, with dedicated packages created and some spectacular celebrations hosted. Relationships with specialist wedding/civil partnership businesses such as music, lighting and decoration were developed, with them becoming increasingly familiar with the potential of Middleport Pottery and building an understanding of the requirements of working within a Grade II\* listed site. The unique opportunities of celebrating a wedding or civil partnership at Middleport Pottery continued to be identified, with one of the celebrations this year seeing the couple arriving via the heritage narrowboat 'Dane'. Toward the end of the year, our work developing the celebration of marriages and civil partnerships was accelerated by generous advice received from a successful wedding hosting business based in Northamptonshire.

#### **Implement revenue fundraising**

Revenue fundraising progressed with two new corporate patrons confirmed and support consolidated from ongoing donors. Fundraising from trusts and foundations was extremely useful with support secured from The Art Fund via the Jonathan Ruffer Curatorial Grant Scheme to support exhibition curation and Tesco funding in support of the clay activities programme.

“ ”

Very enjoyable day, guide Phil and volunteers all knowledgeable and welcoming. Great history, gorgeous things to buy. And the café is excellent too. Recommended.

Tripadvisor, February 2020.



## APPROPRIATELY MANAGE AND UTILISE HERITAGE

Ensuring the appropriate and responsible management of heritage underpins all our work and was actively enhanced during the year. At governance level, the Board expanded with two highly experienced new Trustees joining the Board, two further Trustees joining in July 2020 and a Trustee succession plan established. Re-Form Heritage progressed the work of defending the former Whitechapel Bell Foundry, one of the country's most unique and important heritage sites, against a highly insensitive development plan to make the Grade II\* listed buildings into a boutique hotel.

At the scale of Middleport Pottery with a busy pottery factory at its heart means there are many corners to gather dust. To tackle this, we undertook a site refresh day with staff and volunteers getting hands dirty cleaning some of the lesser touched areas of Middleport Pottery and, after collection care training, refreshing some of the collections on display. This took place alongside work to review running processes for the heritage steam engine on the Middleport Pottery site and continued work reconfiguring the management and storage of the Middleport Pottery Collection and Archive.

## DELIVERY OF OBJECTIVES

### **Establish volunteer job descriptions and formalise volunteer procedures**

This is a long-term objective with some useful work undertaken during the year, including improvements to the process of recruiting volunteers to specific roles. This included volunteers specifically recruited to support the maintenance and running of heritage narrowboat 'Dane', to support the running of the Re-Form Heritage shop and to contribute to the Health and Safety Working Group.

### **Commence the delivery phase of the Harper Street project**

Preparatory works for the delivery of the Harper Street project were undertaken during the year, including ground investigations within the terrace and asbestos survey work. Full commencement cannot proceed until main contractor procurement is complete.





### **Progress the campaign to save the former Whitechapel Bell Foundry site**

Work to save the former Whitechapel Bell Foundry complex from inappropriate conversion to a boutique hotel was a compelling element of Re-Form Heritage's work this year. During the early part of the year, the Re-Form Heritage team and partners finalised planning for how foundry activity could be reinstated within the Grade II\* listed site.

The campaign received extensive supportive media coverage and an active campaign was pursued on social media. An information evening event attracted a positive response with a well-attended presentation held at the East London Mosque and London Muslim Centre in October and a spirited public protest held outside the former Whitechapel Bell Foundry building in November.

The Re-Form Heritage team, alongside many partners and community representatives, attended the London Borough of Tower Hamlets Planning Committee for decision on Raycliff Whitechapel's planning application for hotel conversion. Disappointingly, the Planning Committee approved the hotel conversion scheme on the casting vote of the Chair.

This decision dismayed many people and organisations that wish to see more sensitive and appropriate management of heritage sites and increased focus on the intangible cultural heritage associated with these sites. The approval of planning consent fanned the flames of dissatisfaction within the community at the potential development of the Whitechapel Bell Foundry site and public dissent increased via social media and letters to the parties involved. December 2019 saw The Rt Hon Robert Jenrick MP announce the public planning inquiry to review the future of the site and Re-Form Heritage subsequently prepared for its role as a Rule 6 party at the inquiry.

### **Seek new projects with a high regeneration potential**

This year was filled with preparations in relation to two existing regeneration projects, Harper Street and Whitechapel Bell Foundry and therefore it was not appropriate or necessary to seek further projects at this time. However, support was provided to other parties seeking to save heritage sites at risk of demolition, decay or inappropriate development to share Re-Form Heritage's knowledge and experience.

## OBJECTIVES FOR THE COMING YEAR

With the magnitude of the Covid-19 pandemic having crystallised during the final part of the year, it was apparent that 2020/21 would bring many challenges for Re-Form Heritage. Our objectives include:

### **STRENGTHEN RELATIONSHIPS WITH OUR LOCAL COMMUNITIES**

Expand school holiday-based informal learning provision at Middleport Pottery for children and families

Undertake contractor procurement; and finalise planning and commence delivery of the community engagement programme for the 'Harper Street: Engagement in Heritage' project

Further develop our partnerships with local community groups (Middleport Matters in preparation for delivery of the Harper Street scheme and Whitechapel Bell Foundry supporters community)

### **ATTRACT 100,000 VISITS PER ANNUM BY MARCH 2023 (MIDDLEPORT POTTERY)**

Adapt communications strategy to mitigate the impact of Covid-19 on visitors and visitor numbers

Secure and deliver high-profile creative partnership to drive audience development at Middleport Pottery (Meeting Point)

Reschedule Middleport Pottery seasonal events programme to accommodate impact of Covid-19 and deliver five major events (Beer Festival, Craftsmanship Festival, Mini Potters Festival, Christmas Lights Switch-on and Family Christmas Market)

### **DELIVER LEARNING OUTCOMES TO 9,000 CHILDREN AND YOUNG PEOPLE PER ANNUM BY MARCH 2023 (MIDDLEPORT POTTERY)**

Enable the participation of 3,600 people via the Re-Form Heritage formal learning offer

### **INCREASE FREE RESERVES**

Take the necessary steps to mitigate the financial impact of Covid-19

Secure location bookings for filming at Middleport Pottery

Promote and develop Middleport Pottery wedding/civil partnership and venue hire offer and secure bookings

Continue to seek opportunities to improve operational efficiency, achieve revenue relieving philanthropy and fundraising targets

### **APPROPRIATELY MANAGE AND UTILISE HERITAGE**

Manage and maintain the heritage assets during Covid-19 lockdown

Continue Re-Form Heritage Board recruitment process

Transfer ownership of heritage narrowboat 'Dane' to Re-Form Heritage

Establish volunteer job descriptions and formalise volunteer procedures

Commence the delivery phase of the Harper Street project

Progress the campaign to save the former Whitechapel Bell Foundry site



Group incoming resources (including interest receivable) totalled £616,873 (2019: £520,276), comprising grants and donations of £141,207 and rental and other income of £475,666. In the year, £813,922 (2019: £851,898) was spent on charitable expenditure. Net outgoing Group resources for the year including depreciation charges of £362,169 were £289,599 (2019: £357,706). Net outgoing resources when added to the opening funds of £7,433,924 left the Group with funds of £7,144,325.

The restricted grants and donations received, together with other substantial grants received in previous years, were used to undertake the renovation of Middleport Pottery and Old Duchy Palace. These grants and donations received appear in the Charity's accounts as income, but the expenditure is capitalised in fixed assets. As a result, the net incoming resources in this and previous years arising from these grants and donations do not reflect disposable income available to the Charity.

### RESERVES POLICY AND GOING CONCERN

Total reserves of the Charity at 31 March 2020 amounted to £7,144,325.

The Charity maintains two main types of reserves:

**Restricted funds:** These occur when income is received by a charity for a purpose specified by the donor and only appropriate expenses may be charged against such income. Specific grants and donations for building preservation projects appear in the accounts as income, but they will only be used in connection with the buildings in respect of which they were granted. This expenditure is capitalised where the Charity has (or is likely to have) an ownership interest in the building and so, as noted above, the net incoming resources in this and future years arising from these grants and donations does not reflect disposable income available to the Charity. At 31 March 2020 the Charity and Group had restricted funds of £7,033,464 (2019: £7,336,573), of which £6,960,716 represents net expenditure already incurred in acquiring and investing in the Charity's heritage assets and £72,748 represents funds held for a purpose specified by the donor (note 11).

**Unrestricted funds:** These arise from income received by a charity where there is no specific purpose specified by a donor. The use of such funds is at the discretion of the Trustees, in accordance with the Charity's objects. Within unrestricted funds the Trustees may from time to time designate some funds for use on a specific project. There were no such designations as at 31 March 2020. At 31 March 2020 the Charity's unrestricted funds were £125,618 (2019: £91,630) and its trading subsidiary retained reserves were (£14,759) (2019: £5,719); this resulted in Group unrestricted funds of £110,861 (2019: £97,351). All surpluses generated by the trading subsidiary are gifted to and are fully available to the Charity. The tangible fixed assets included within unrestricted funds amounted to £104,974 (2019: £111,340). The current reserves policy approved by the Re-Form Heritage Board is to establish and maintain sufficient unrestricted funds to cover between three and six months of unrestricted expenditure. At 31 March 2020 Group unrestricted funds were £110,861, which represented 3 months of unrestricted expenditure (2019: £97,351, which represented 3 months of unrestricted expenditure).

As an organisation not in receipt of regular statutory funding and currently very dependent on sources of income which are capable of being affected by factors outside the Charity's control, the Trustees believe that the optimum level of free reserves in the future should be sufficient to cover the impact of a loss of fifteen percent of annual income and intend to allocate a proportion of unrestricted reserves over the two years ending March 2020 and March 2021 accordingly. Free reserves at 31 March 2020 were £5,887 which represents 1.1% of annual income (2019 negative 3.4%).

The Charity's reserves policy is reviewed and adjusted as necessary on an annual basis. Given the current level of reserves, the Trustees consider that it is appropriate for the financial statements to be prepared on a going concern basis.

## RISK MANAGEMENT AND PRINCIPAL RISKS

The Trustees have examined the major strategic, business and operational risks which the Charity faces, and are satisfied that appropriate systems have been established to seek to identify and manage these risks. It is recognised that systems can only provide reasonable but not absolute assurances that major risks have been adequately managed.

The Trustees consider that the principal risks facing the Charity are:

- Failure to meet income targets and manage costs, leading to completed projects not being sustainable.
- Failure to meet capital fundraising targets on new projects leading to insufficient funds to complete the projects currently being undertaken.
- Risks (including insufficient contingency allocation) on capital projects not being adequately identified leading to cost overruns.
- Non-compliance with funders' requirements/agreements leading to clawbacks in grants received.
- Health & safety issues associated with capital projects and the running of operations in old buildings.

## GROUP COMPANIES

Re-Form Heritage has a trading subsidiary, Re-Form Heritage Trading Ltd. This company was established to run commercial activities at Middleport Pottery. All profits of Re-Form Heritage Trading Ltd are gifted to Re-Form Heritage.

## PAY POLICY FOR SENIOR STAFF

The Trustees consider that Clare Wood and Dave Poulson are the key management personnel of the Charity and are in charge of directing and controlling the Charity on a day-to-day basis. Their remuneration is discussed and approved by the board of Trustees, who ensure that the remuneration packages are appropriate for the size and complexity of the role that each of them undertakes.

## TRUSTEES' RESPONSIBILITIES FOR THE FINANCIAL STATEMENTS

The Trustees are responsible for preparing the Annual Report and the Financial Statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice. Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the Charity and of the profit or loss of the Charity for that period. In preparing these financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently.
- Make judgements and estimates that are reasonable and prudent.
- State whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements.
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charity will continue to operate.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the Charity and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

## AUDITOR

Crowe U.K. LLP were appointed as auditors on 12 June 2019.

So far as each of the Trustees of the Charity at the date of approval of this report is aware, there is no relevant audit information (information needed by the Charity's auditors in connection with preparing the audit report) of which the Charity's auditor is unaware. Each Trustee has taken all of the steps that he/she should have taken as a Trustee in order to make himself/herself aware of any relevant audit information and to establish that the Trust's auditor is aware of that information.

This report has been prepared taking advantage of the exemptions available to small companies under the Companies Act 2006.

Approved by the Trustees and signed on their behalf by:

A handwritten signature in black ink, appearing to read 'S. Musgrave', with a horizontal line underneath.

Date: 8 February 2021.

Stephen Musgrave  
Chair of Trustees

# INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF RE-FORM HERITAGE

## OPINION

We have audited the financial statements of Re-Form Heritage for the year ended 31 March 2020 which comprise consolidated statement of financial activities, consolidated balance sheet, consolidated statement of cash flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including Financial Reporting Standard 102 “the financial reporting standard applicable in the UK and Republic of Ireland”.

In our opinion the financial statements:

- give a true and fair view of the state of the Group's and of the charitable company's affairs as at 31 March 2020 and of the Group's incoming resources and application of resources for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

## BASIS FOR OPINION

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

## CONCLUSIONS RELATING TO GOING CONCERN

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you were:

- the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the Trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the Group's or the parent charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

## OTHER INFORMATION

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

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

We have nothing to report in this regard.

## OPINIONS ON OTHER MATTERS PRESCRIBED BY THE COMPANIES ACT 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' Report, which includes the directors' report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' Report has been prepared in accordance with applicable legal requirements.

## MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

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

## RESPONSIBILITIES OF TRUSTEES

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

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

## AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

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

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our Auditor's Report.

# INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF RE-FORM HERITAGE

## USE OF OUR REPORT

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an Auditor's Report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.



Kerry Brown (Senior statutory auditor)

For and on behalf of:

Crowe U.K. LLP  
Statutory Auditor

Black Country House  
Rounds Green Road  
Oldbury  
West Midlands  
B69 2DG

Date: 9 February 2021

**Consolidated Statement of Financial Activities**  
(Incorporating the Consolidated Income and Expenditure Account)

**For The Year Ended 31st March 2020**

	Notes	Unrestricted Funds £	Restricted Funds £	Group Total 2020 £	Total 2019 £
<b>INCOME</b>					
Grants and donations		47,030	94,177	141,207	111,058
Rental and other activities		283,259	-	283,259	285,833
Admissions and tours		81,332	-	81,332	37,497
Events and hires		91,261	-	91,261	75,715
Souvenir sales		19,814	-	19,814	10,170
Investment income		-	-	-	3
Total income	2	<u>522,696</u>	<u>94,177</u>	<u>616,873</u>	<u>520,276</u>
<b>EXPENDITURE</b>					
Expenditure on charitable activities		416,636	397,286	813,922	851,898
Other operating costs		92,550	-	92,550	26,084
Total expenditure	2	<u>509,186</u>	<u>397,286</u>	<u>906,472</u>	<u>877,982</u>
NET INCOME/(EXPENDITURE)		13,510	(303,109)	(289,599)	(357,706)
Transfers		-	-	-	-
Net Movement in Funds		13,510	(303,109)	(289,599)	(357,706)
Funds brought forward at 1 April		97,351	7,336,573	7,433,924	7,791,630
Funds carried forward at 31 March		<u>110,861</u>	<u>7,033,464</u>	<u>7,144,325</u>	<u>7,433,924</u>

*All amounts related to continuing operations.*

This statement includes all gains and losses recognised in the year.

The notes on pages 31 to 43 form part of these financial statements.

**Statement of Financial Activities**  
(Incorporating the Income and Expenditure Account)

**For The Year Ended 31st March 2020**

	Notes	Unrestricted Funds £	Charity		Total 2019 £
			Restricted Funds £	Total 2020 £	
<b>INCOME</b>					
Grants and donations		47,030	94,177	141,207	111,058
<i>Income from charitable activities</i>					
Rental and other income		403,594	-	403,594	294,289
Investment income		-	-	-	3
<b>Total income</b>	2	<u>450,624</u>	<u>94,177</u>	<u>544,801</u>	<u>405,350</u>
<b>EXPENDITURE</b>					
Expenditure on charitable activities		416,636	397,286	813,922	851,898
<b>Total expenditure</b>	2	<u>416,636</u>	<u>397,286</u>	<u>813,922</u>	<u>851,898</u>
NET INCOME/(EXPENDITURE)		33,988	(303,109)	(269,121)	(446,548)
Transfers		-	-	-	-
Net Movement in Funds		33,988	(303,109)	(269,121)	(446,548)
Funds brought forward at 1 April		91,630	7,336,573	7,428,203	7,874,751
Funds carried forward at 31 March		<u>125,618</u>	<u>7,033,464</u>	<u>7,159,082</u>	<u>7,428,203</u>

*All amounts related to continuing operations.*

This statement includes all gains and losses recognised in the year.

The notes on pages 31 to 43 form part of these financial statements.

**Balance Sheets**  
**at 31st March 2020**

	Notes	Group		Charity	
		2020	2019	2020	2019
		£	£	£	£
<b>Fixed assets:</b>					
Tangible fixed assets	5a	18,537	21,271	18,537	21,271
Heritage assets	5b	7,081,288	7,348,810	7,081,288	7,348,810
Investments	7	-	-	1	1
		7,099,825	7,370,081	7,099,826	7,370,082
<b>Current assets:</b>					
Stock	8	10,754	9,379	10,754	-
Debtors	9	203,640	193,010	218,565	171,564
Cash at bank and in hand		43,775	16,093	36,787	-
		258,169	218,482	266,106	171,564
<b>Current liabilities:</b>					
Creditors: amounts falling due within one year	10a	165,419	154,639	158,600	113,443
<b>Net current assets</b>		92,750	63,843	107,506	58,121
Creditors: amounts falling due After more than one year	10b	48,250	-	48,250	-
<b>Total net assets</b>	3	7,144,325	7,433,924	7,159,082	7,428,203
<b>The funds of the charity</b>					
Restricted funds	11	7,033,464	7,336,573	7,033,464	7,336,573
Unrestricted funds	11	110,861	97,351	125,618	91,630
<b>Total charity funds</b>		7,144,325	7,433,924	7,159,082	7,428,203

These accounts have been prepared in accordance with the special provisions of the Companies Act relating to small companies.

The notes on pages 31 to 43 form part of these financial statements.

Approved by the board on 8th February 2021

and signed on their behalf by S Musgrave



**Consolidated Cash Flow Statement**  
**For The Year Ended 31st March 2020**

	Notes	Group 2020 £	2019 £
<b>Cash flows from operating activities</b>			
Net cash provided by (used in) operating activities	12	69,595	51,901
<b>Cash flows from investing activities</b>			
Purchase of heritage assets		(89,329)	(42,289)
Purchase of tangible assets		(2,584)	(14,342)
<b>Net cash provided by (used in) investing activities</b>		<u>(22,318)</u>	<u>(4,730)</u>
<b>Cash flows from financing activities</b>			
Cash inflows from new borrowing		50,000	
<b>Net cash provided by (used in) financing activities</b>		<u>27,682</u>	<u>(4,730)</u>
<b>Change in cash and cash equivalents in the reporting period</b>			
Cash and cash equivalents at the beginning of the reporting period		16,093	20,823
Cash and cash equivalents at the end of the reporting period		<u>43,775</u>	<u>16,093</u>
		<u>27,682</u>	<u>(4,730)</u>

The notes on pages 31 to 43 form part of these financial statements.

## 1 Accounting Policies

### Company information

Re-Form Heritage is a company limited by guarantee and registered in England and Wales, registration number 3290459, and a registered charity number 1059662. The registered office is Middleport Pottery, Port Street, Stoke-on-Trent ST6 3PE.

### Basis of preparation of financial statements

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective January 2015) – (Charities SORP (FRS102)) and the Companies Act 2006.

Re-Form Heritage meets the definition of a public benefit entity under FRS102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note.

### Basis of consolidation

The group financial statements consolidate the financial statements of Re-Form Heritage and all its subsidiary undertakings drawn up to 31 March each year. Subsidiaries are consolidated from the date of their acquisition, being the date on which the Group obtains control and continue to be consolidated until the date that such control ceases. Control comprises the power to govern the financial and operating policies of the investee so as to obtain benefit from its activities.

### Investments

In the parent company financial statements, investments in subsidiaries are accounted for at cost less impairment.

### Going concern

The Charity's financial statements have been prepared on a going concern basis. The Charity's three current heritage projects of Middleport Pottery, Old Duchy Palace and Harper Street are financed either through a combination of grant funding and private donations or from the Charity's own reserves. The Trustees have reviewed the terms of these grants and donations, the Charity's projected future income and expenditure, and the Charity's available reserves and are confident that the Charity will have sufficient funds to continue its activities. Accordingly they deem the going concern basis to be appropriate in preparing these financial statements.

### Critical accounting judgements and estimation uncertainty

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

The Charity makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom exactly equal the related actual results. It is in the opinion of the Trustees that there are no estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

### Revenue

Income is recognised once the Charity has entitlement to income, it is probable that income will be received and the amount of income receivable can be measured reliably. Income from grants and donations is recognised when the cash is received or committed. Income that is received in advance for a future accounting period is deferred. Income from projects is accounted for on the basis of the level of activity completed.

**1 Accounting Policies (contd)****Expenditure and allocation of support costs**

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Support costs and governance costs are split on a time incurred basis between each of the charitable activities.

**Stocks**

Stocks are stated at the lower of cost and net realisable value. Cost includes all costs incurred in bringing each product to its present location and condition. Net realisable value is based on estimated selling price.

**Debtors**

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

**Financial instruments and cash and cash equivalents**

The company only enters into basic financial instruments transactions that result in the recognition of financial assets and liabilities like trade and other accounts receivable and payable. Cash and cash equivalents is comprised of cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours.

**Creditors and provisions**

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

**Tangible assets**

Tangible fixed assets other than freehold land are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost less estimated residual value of each asset over its expected useful life, using the reducing balance method as follows:

Computer equipment	25%
General equipment	25%
Improvements to freehold property	25%

**Heritage assets**

Heritage assets acquired as part of the building preservation objects of the Charity are capitalised at cost or, if donated, at valuation on receipt. Cost includes staff costs which are directly attributable to bringing the assets into working condition for their intended use. The threshold for capitalising heritage assets is £25,000. Heritage assets are depreciated over their estimated economic life. The rate used for completed projects is 4% per annum. The Trustees carry out periodic reviews of the heritage assets held for potential impairment and a provision is made if the continuing value to the charity is determined to be lower than the recorded value of the related asset.

## For The Year Ended 31st March 2020

**1 Accounting Policies (contd)**

In accordance with the SORP, inalienable assets have been excluded from the financial statements as reliable cost information is not available and the Charity considers the cost of obtaining a valuation to be onerous compared with the benefit that could be derived by the users of the financial statements in assessing the Trustees' stewardship of the assets.

The inalienable assets of the Charity comprise:

Middleport Pottery Collections - these comprise the factory records, patterns and general correspondence, pottery samples, moulds, tools and furniture.

**2 Analysis of Income and Expenditure**

Income 2020	Group			Charity		
	Unrestricted £	Restricted £	Total 2020 £	Unrestricted £	Restricted £	Total 2020 £
Grant income	11,983	80,994	92,977	11,983	80,994	92,977
Donation income	35,047	13,183	48,230	35,047	13,183	48,230
Total grant and donation income	47,030	94,177	141,207	47,030	94,177	141,207
Middleport Pottery trading	473,666	-	473,666	401,594	-	401,594
Old Duchy Palace trading	2,000	-	2,000	2,000	-	2,000
Total income from charitable activities	475,666	-	475,666	403,594	-	403,594
Investment income	-	-	-	-	-	-
Total income	522,696	94,177	616,873	450,624	94,177	544,801
<b>Income 2019</b>						
	Unrestricted £	Group Restricted £	Total 2019 £	Unrestricted £	Charity Restricted £	Total 2019 £
Grant income	71,837	(1,079)	70,758	71,837	(1,079)	70,758
Donation income	40,300	-	40,300	40,300	-	40,300
Total grant and donation income	112,137	(1,079)	111,058	112,137	(1,079)	111,058
Middleport Pottery trading	407,215	-	407,215	292,289	-	292,289
Old Duchy Palace trading	2,000	-	2,000	2,000	-	2,000
Total income from charitable activities	409,215	-	409,215	294,289	-	294,289
Investment income	3	-	3	3	-	3
Total income	521,355	(1,079)	520,276	406,429	(1,079)	405,350

## For The Year Ended 31st March 2020

**2 Analysis of Income and Expenditure (contd)**

Expenditure 2020	Group			Charity		
	Unrestricted £	Restricted £	Total 2020 £	Unrestricted £	Restricted £	Total 2020 £
Middleport Pottery trading	396,868	-	396,868	396,868	-	396,868
Middleport Pottery depreciation	-	311,778	311,778	-	311,778	311,778
Support costs	17,250	-	17,250	14,450	-	14,450
<b>Total Middleport Pottery</b>	<b>414,118</b>	<b>311,778</b>	<b>725,896</b>	<b>411,318</b>	<b>311,778</b>	<b>723,096</b>
Old Duchy Palace depreciation	-	45,073	45,073	-	45,073	45,073
<b>Total Old Duchy Palace</b>	<b>-</b>	<b>45,073</b>	<b>45,073</b>	<b>-</b>	<b>45,073</b>	<b>45,073</b>
Whitechapel Bell Foundry	-	40,435	40,435	-	40,435	40,435
Tangible Assets Depreciation	5,318	-	5,318	5,318	-	5,318
Other operating costs	89,750	-	89,750	-	-	-
<b>Total expenditure</b>	<b>509,186</b>	<b>397,286</b>	<b>906,472</b>	<b>416,636</b>	<b>397,286</b>	<b>813,922</b>

## For The Year Ended 31st March 2020

**2 Analysis of Income and Expenditure (contd)**

Expenditure 2019	Group			Charity		
	Unrestricted £	Restricted £	Total 2019 £	Unrestricted £	Restricted £	Total 2019 £
Middleport Pottery trading	477,915	-	477,915	477,915	-	477,915
Middleport Pottery depreciation	-	311,915	311,915	-	311,915	311,915
Support costs	14,695	-	14,695	14,695	-	14,695
<b>Total Middleport Pottery</b>	<b>492,610</b>	<b>311,915</b>	<b>804,525</b>	<b>492,610</b>	<b>311,915</b>	<b>804,525</b>
Old Duchy Palace depreciation	-	45,063	45,063	-	45,063	45,063
<b>Total Old Duchy Palace</b>	<b>-</b>	<b>45,063</b>	<b>45,063</b>	<b>-</b>	<b>45,063</b>	<b>45,063</b>
Tangible Assets Depreciation	2,310	-	2,310	2,310	-	2,310
Other operating costs	26,084	-	26,084	-	-	-
<b>Total expenditure</b>	<b>521,004</b>	<b>356,978</b>	<b>877,982</b>	<b>494,920</b>	<b>356,978</b>	<b>851,898</b>

Support costs	Group		Charity	
	2020 £	2019 £	2020 £	2019 £
Central staff costs	8,000	8,000	8,000	8,000
Governance costs - Audit	9,250	6,695	6,450	6,695
<b>Total support costs</b>	<b>17,250</b>	<b>14,695</b>	<b>14,450</b>	<b>14,695</b>

Notes to the Accounts

For The Year Ended 31st March 2020

3 Net assets	Group			Charity		
	Unrestricted funds 2020	Restricted funds 2020	Total funds 2020	Unrestricted funds 2020	Restricted funds 2020	Total funds 2020
	£	£	£	£	£	£
Current assets	97,194	160,975	258,169	105,131	160,975	266,106
Current liabilities	(91,307)	(74,112)	(165,419)	(84,488)	(74,112)	(158,600)
Creditors falling due after more than 1 year		(48,250)	(48,250)		(48,250)	(48,250)
Free reserves	5,887	38,613	44,500	20,643	38,613	59,256
Tangible assets	18,537	0	18,537	18,537	-	18,537
Heritage assets	86,437	6,994,851	7,081,288	86,438	6,994,850	7,081,288
Investments					1	1
	<u>110,861</u>	<u>7,033,464</u>	<u>7,144,325</u>	<u>125,618</u>	<u>7,033,464</u>	<u>7,159,082</u>

	Group			Charity		
	Unrestricted funds 2019	Restricted funds 2019	Total funds 2019	Unrestricted funds 2019	Restricted funds 2019	Total funds 2019
	£	£	£	£	£	£
Current assets	118,482	100,000	218,482	71,564	100,000	171,564
Current liabilities	(132,471)	(22,168)	(154,639)	(91,275)	(22,168)	(113,443)
Free reserves	(13,989)	77,832	63,843	(19,711)	77,832	58,121
Tangible assets	21,271	-	21,271	21,271	-	21,271
Heritage assets	90,069	7,258,741	7,348,810	90,069	7,258,741	7,348,810
	<u>97,351</u>	<u>7,336,573</u>	<u>7,433,924</u>	<u>91,629</u>	<u>7,336,573</u>	<u>7,428,202</u>

4 Resources expended including staff and trustee costs

Analysis of staff costs:	Group	
	2020	2019
	£	£
Wages and salaries	259,696	200,567
Social security costs	19,823	14,731
Accrued pension contributions	4,938	5,330
	<u>284,457</u>	<u>220,628</u>

The average monthly number of employees during the year was made up as follows:

	Group	
	2020	2019
	No	No
Visitor attraction	13	11
Administration	2	2
	<u>15</u>	<u>13</u>

One of the employees received remuneration of £63,049.

**4 Resources expended including staff and trustee costs (contd)**

## Key management personnel

All directors and certain senior employees who have authority and responsibility for planning, directing and controlling the activities of the Group are considered to be key management personnel. Total remuneration in respect of these individuals is £111,931 (2019 - £107,982).

The Trustees did not receive any remuneration during the year. Reimbursement of their travel and subsistence expenses was £579 to one Trustee (2019: £868 to two Trustees). The Trustees made donations to the charity of £1,000 (unrestricted) and £2,500 (restricted) (2019: £2,316).

**5a Tangible fixed assets**

	Group and Charity			
	Computer Equipment £	General Equipment	Buildings £	Total £
<b>Cost or valuation</b>				
At 1st April 2019	5,026	15,192	4,747	24,965
Additions	1,490	-	1,094	2,584
At 31st March 2020	6,516	15,192	5,841	27,549
<b>Depreciation</b>				
At 1st April 2019	838	2,442	414	3,694
Charge for period	1,047	3,188	1,083	5,318
At 31st March 2020	1,885	5,630	1,497	9,012
<b>Net book value</b>				
At 31st March 2020	4,631	9,562	4,344	18,537
At 31st March 2019	4,188	12,750	4,333	21,271
	2020	2019	2018	2017
	£	£	£	£
Cost	27,549	24,965	10,623	5,086
Depreciation and impairments	(9,012)	(3,694)	(1,384)	
Net book value	18,537	21,271	9,239	5,086

## For The Year Ended 31st March 2020

**5b Heritage assets**

	Group and Charity			
	Middleport Pottery £	Harper Street £	Old Duchy Palace £	Total £
<b>Cost or valuation</b>				
At 1st April 2019	7,793,787	178,348	1,126,829	9,098,964
Additions	652	88,677	-	89,329
At 31st March 2020	7,794,439	267,025	1,126,829	9,188,293
<b>Depreciation</b>				
At 1st April 2019	1,524,843	-	225,311	1,750,154
Charge for period	311,778	-	45,073	356,851
At 31st March 2020	1,836,621	-	270,384	2,107,005
<b>Net book value</b>				
At 31st March 2020	5,957,818	267,025	856,445	7,081,288
At 31st March 2019	6,268,944	178,348	901,518	7,348,810

	2020 £	2019 £	2018 £	2017 £	2016 £	2015 £
Cost	9,188,293	9,098,964	9,056,675	9,909,228	9,437,617	8,999,696
Disposals	-	-	-	(1,021,518)	(77,216)	-
Depreciation and impairments	(2,107,005)	(1,750,154)	(1,393,176)	(1,393,176)	(347,341)	(347,341)
Net book value	7,081,288	7,348,810	7,663,499	7,494,534	9,013,060	8,652,355

**6 Subsidiaries**

Re-Form Heritage owns 100% of the issued share capital of Re-Form Heritage Trading Ltd, a company registered in England with its registered office at Middleport Pottery, Port Street, Stoke-on-Trent ST6 3PE (Co no 07169150)

A summary of the subsidiary results is shown below:

	<b>Re-Form Heritage Trading Ltd</b>	
	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>
Turnover	111,073	153,925
Resources expended	( 131,551)	( 65,084)
Net resources	<u>( 20,478)</u>	<u>88,841</u>
Amount granted or gift aided to the parent	-	-
	<u>( 20,478)</u>	<u>88,841</u>
Funds brought forward	5,719	( 83,122)
Funds carried forward	<u>( 14,759)</u>	<u>5,719</u>
Represented by:		
Current assets	8,414	65,182
Current liabilities	( 23,172)	( 59,462)
Share capital	( 1)	( 1)
	<u>( 14,759)</u>	<u>5,719</u>

**7 Investments****Shares in subsidiary undertaking**

	<b>Charity</b>	
	<b>2020</b>	<b>2019</b>
Dates	<b>£</b>	<b>£</b>
Ordinary shares of £1 each	<u>1</u>	<u>1</u>

**8 Stocks**

	<b>Group</b>		<b>Charity</b>	
	<b>2020</b>	<b>2019</b>	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Books and souvenirs	10,754	8,862	10,754	-
Air dry clay for activities		517	-	-
	<u>10,754</u>	<u>9,379</u>	<u>10,754</u>	<u>-</u>

## Notes to the Accounts

### For The Year Ended 31st March 2020

9 Debtors	Group		Charity	
	2020	2019	2020	2019
	£	£	£	£
Trade debtors	32,001	51,544	31,219	23,143
Amount due from subsidiary company	-	-	16,352	18,262
Accrued income	25,177	19,120	25,177	10,564
Other debtors	127,617	109,883	127,617	109,885
Prepayments	18,845	12,463	18,200	9,710
	203,640	193,010	218,565	171,564
	203,640	193,010	218,565	171,564

#### 10a Creditors: Amounts falling due within one year

	Group		Charity	
	2020	2019	2020	2019
	£	£	£	£
Bank overdraft	-	4,303	-	4,303
Trade creditors	133,132	106,291	132,087	74,326
Accruals	17,619	9,300	14,616	9,300
Other creditors	12,918	34,745	10,147	25,514
Heritage Mortgage	1,750	-	1,750	-
Amount due to subsidiary company	-	-	-	-
	165,419	154,639	158,600	113,443
	165,419	154,639	158,600	113,443

Included in other creditors is an interest free loan of £12,131 (2019 £12,131) from Stoke on Trent City Council. The loan is repayable on demand by monthly instalments.

The Heritage Mortgage is secured by way of a first legal charge over 93-113 Harper Street, ST6 3QT.

#### 10b Creditors: Amounts falling due after more than one year

	Group		Charity	
	2020	2019	2020	2019
	£	£	£	£
Heritage Mortgage	48,250	-	48,250	-
	48,250	-	48,250	-
	48,250	-	48,250	-

**11 Statement of Funds**

Group	1st April 2019	Incoming resources	Expenditure	Depreciation	Transfers	31st March 2020
	£	£	£	£	£	£
<b>Restricted funds</b>						
<b>Heritage assets</b>						
Harper Street	144,396	80,994	-	-	-	225,390
Middleport Pottery	6,251,237	-	-	(311,778)	-	5,939,459
Old Duchy Palace	840,940	-	-	(45,073)	-	795,867
<b>Other</b>						
Shaffer legacy	100,000	-	-	-	-	100,000
Save the Whitechapel Bell Foundry campaign	-	13,183	(40,435)	-	-	(27,252)
<b>Total restricted funds</b>	<b>7,336,573</b>	<b>94,177</b>	<b>(40,435)</b>	<b>(356,851)</b>	<b>-</b>	<b>7,033,464</b>
<b>Unrestricted funds</b>						
Revenue reserve	97,351	522,696	(503,868)	(5,318)	-	110,861
	97,351	522,696	(503,868)	(5,318)	-	110,861
<b>Total funds of the group</b>	<b>7,433,924</b>	<b>616,873</b>	<b>(544,303)</b>	<b>(362,169)</b>	<b>-</b>	<b>7,144,325</b>
<b>Company</b>						
<b>Restricted funds</b>						
<b>Heritage assets</b>						
Harper Street	144,396	80,994	-	-	-	225,390
Middleport Pottery	6,271,237	-	-	(311,778)	-	5,959,459
Old Duchy Palace	820,940	-	-	(45,073)	-	775,867
<b>Other</b>						
Shaffer legacy	100,000	-	-	-	-	100,000
Save the Whitechapel Bell Foundry campaign		13,183	(40,435)	-	-	(27,252)
<b>Total restricted funds</b>	<b>7,336,573</b>	<b>94,177</b>	<b>(40,435)</b>	<b>(356,851)</b>	<b>-</b>	<b>7,033,464</b>
<b>Unrestricted funds</b>						
Revenue reserve	91,630	450,624	(411,318)	(5,318)	-	125,618
<b>Total funds of the company</b>	<b>7,428,203</b>	<b>544,801</b>	<b>(451,753)</b>	<b>(362,169)</b>	<b>-</b>	<b>7,159,082</b>

The Shaffer legacy is a restricted fund as the proceeds of the legacy may only be used for capital projects.

At the year end the Save the Whitechapel Bell Foundry campaign restricted reserve was temporarily in deficit due to the timing of the receipt of donations and expenditure. During April 2020 a grant of £25,000 and a donation of £3,125 cleared the year end deficit.

## Statement of Funds (contd)

Group	1st April 2018	Incoming resources	Expenditure	Depreciation	Transfers	31st March 2019
	£	£	£	£	£	£
<b>Restricted funds</b>						
<b>Heritage assets</b>						
Harper Street	139,396	5,000	-	-	-	144,396
Middleport Pottery	6,569,231	(6,079)	-	(311,915)	-	6,251,237
Old Duchy Palace	886,003	-	-	(45,063)	-	840,940
<b>Other</b>						
Shaffer legacy	100,000	-	-	-	-	100,000
<b>Total restricted funds</b>	<b>7,694,630</b>	<b>(1,079)</b>	<b>-</b>	<b>(356,978)</b>	<b>-</b>	<b>7,336,573</b>
<b>Unrestricted funds</b>						
Revenue reserve	97,000	521,355	(518,694)	(2,310)	-	97,351
	97,000	521,355	(518,694)	(2,310)	-	97,351
<b>Total funds of the group</b>	<b>7,791,630</b>	<b>520,276</b>	<b>(518,694)</b>	<b>( 359,288)</b>	<b>-</b>	<b>7,433,924</b>
<b>Company</b>						
<b>Restricted funds</b>						
<b>Heritage assets</b>						
Harper Street	139,396	5,000	-	-	-	144,396
Middleport Pottery	6,589,231	(6,079)	-	(311,915)	-	6,271,237
Old Duchy Palace	866,003	-	-	(45,063)	-	820,940
<b>Other</b>						
Shaffer legacy	100,000	-	-	-	-	100,000
<b>Total restricted funds</b>	<b>7,694,630</b>	<b>(1,079)</b>	<b>-</b>	<b>(356,978)</b>	<b>-</b>	<b>7,336,573</b>
<b>Unrestricted funds</b>						
Revenue reserve	180,121	406,429	(492,610)	(2,310)	-	91,630
<b>Total funds of the company</b>	<b>7,874,751</b>	<b>405,350</b>	<b>(492,610)</b>	<b>(359,288)</b>	<b>-</b>	<b>7,428,203</b>

## Re-Form Heritage

### Notes to the Accounts

#### For The Year Ended 31st March 2020

#### 12 Reconciliation of cash flows from operating activities

	Group	
	2020	2019
	£	£
<b>Net income (expenditure) for the reporting period</b>	(289,599)	(357,706)
Adjustments for :		
Depreciation charges	362,169	359,288
(Increase) decrease in stocks	(1,375)	5,816
(Increase) decrease in debtors	(10,630)	32,486
Increase (decrease) in creditors	9,030	12,017
<b>Net cash provided by (used in) operating activities</b>	<u>69,595</u>	<u>51,901</u>
<b>Analysis of cash and cash equivalents</b>		
Cash in hand	<u>43,775</u>	<u>16,093</u>

#### 13 Post Balance Sheet Event

The global outbreak of Covid-19 in 2020 and the measures taken by the Government to contain the virus required the Charity's Middleport Pottery site to close to the public from 21 March 2020 until 21 July 2020. Since re-opening, the requirements of the Government for social distancing, has had an impact on the operating capacity of the Middleport Pottery heritage site. All this, alongside the second national lockdown between 5 November 2020 and 2 December 2020, the subsequent tier 3 status and the third national lockdown from 8 January 2021, has resulted in a significant reduction in the number of visitors to the Middleport Pottery heritage site and its admissions and trading income for 2020 financial year (estimated at about £140,000).

Through a combination of cost reduction measures and accessing various forms of funding, including the Government's Job Retention Scheme, its Cultural Recovery Fund, as well as emergency funding from the National Lottery Heritage Fund, the Charity has been able to mitigate the loss of admissions and trading income, such that it remains financially secure at the time of the signing of these financial statements and for the immediate future.

#### 14 Related Party Transactions

There have been no other related party transactions that require disclosure other than transactions with the subsidiary company, Re-form Heritage Trading Ltd, as set out below:

	2020	2019
	£	£
Staff costs	49,419	-
Rent and service charge	39,000	39,000