



The Brontë Society

**Report of the Trustees and
Consolidated Financial Statements
for the Year Ended 31 December 2016
for
The Brontë Society**

CHARITY COMMISSION
FIRST CONTACT

13 APR 2017

ACCOUNTS
RECEIVED

REGISTERED COMPANY NUMBER: 00073855 (England and Wales)
REGISTERED CHARITY NUMBER: 529952

The Brontë Society

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for the Year Ended 31 December 2016**

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The Brontë Society
Report of the Trustees
for the Year Ended 31 December 2016

The Trustees, who are also Directors of the charity for the purposes of the Companies Act 2006, present their report (including Directors' report) with the consolidated financial statements of the charity and its subsidiary for the year ended 31 December 2016.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and 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 1 January 2015.

OBJECTIVES AND ACTIVITIES

Objectives and aims

The Brontë Society was formed in December 1893 for the purpose of promoting interest in the Brontë family of Haworth and their works. From the beginning the Society sought to acquire and preserve manuscripts and artefacts, and from April 1895 the Society opened its first Museum in Haworth. In 1928, Haworth Parsonage was gifted to The Brontë Society, which has run the Brontë Parsonage Museum since then.

The charitable objects of the Society are:

1. The promotion of interest in the life and works and preservation of artefacts of whatever nature of the Brontë family, formerly resident in Haworth, Yorkshire;
2. The establishment and maintenance of a permanent museum for the promotion of such interest and the enjoyment of the public and widest possible audience;
3. The examination, preservation, publication and illustration of the memoirs and literary remains of the Brontë family and if thought fit, of other authors, and the collection, conservation, renovation and preservation of books, pamphlets, manuscript, engravings, paintings, drawings, photographs, clothing, furniture and other artefacts and objects relating to the same;
4. The acquisition by donation, purchase, or otherwise of a library and museums and galleries, and the use, maintenance, management and extension thereof;
5. The holding of meetings at and for the inspection and examination of places rendered interesting by their association with the aims of the Society, and
6. To do all such things as are incidental or conducive to the attainment of the above objects or any of them.

The Society's vision is:

'To bring the Brontës to the world and the World to Yorkshire'

Its mission statement is:

To celebrate the lives and works of the Brontës and their contemporary significance to a global audience. We will seek to grow Society membership and preserve and care for the Parsonage Museum. We will conserve, interpret, display, expand and promote creative engagement with our world-class collections and the landscape that inspired the Brontës.

The Society seeks to promote the following values:

Excellence - will underpin all our endeavours, we will be informed, authoritative, consistent and constantly benchmarking to ensure we raise standards to become acknowledged as the world's leading authority on Brontë literature and history, dedicated to maintaining their legacy and consistently operating with financial and organisational efficiency. We aim to have the highest professional standards in all that we do.

The Brontë Society
Report of the Trustees
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OBJECTIVES AND ACTIVITIES (continued)

Objectives and aims (continued)

Inspiration - will ensure that all our activities have the maximum impact on our audiences, welcoming them physically and digitally, stimulating and engaging them at all levels with memorable experiences and enriching their lives through the Brontë experience. Enthusiasm will be at the heart of our inspirational message.

Creativity - we will be imaginative, responsive, progressive and original in the way we approach our activities and operations bringing the widest audiences to the Brontës' story and their works through creative displays, exhibitions and programming.

Our values - we will be promoted by our Council members, staff and volunteers and will inform and support our working practices, creating a working environment that is challenging, creative and rewarding. We will invest in our Council members and staff, providing training, support, opportunity and encouragement, and restructuring appropriately. We will also commit to governance and staff reviews to ensure we have the right people with the required skills sets in the appropriate places, to enable us to achieve our objectives.

The Society's strategic objectives are:

- To achieve financial sustainability with an expanded income profile;
- To grow and widen the membership of the Society in terms of numbers, profile and financial contribution and to offer members the best possible service and opportunities to enjoy their membership of a literary society;
- To reach the widest possible audience;
- To maintain and further develop public programmes in education and contemporary arts;
- To conserve, protect and expand the Museum's collection and make it accessible through physical, digital and on-line access.
- To build partnerships locally, regionally and nationally and internationally and with universities and other professional bodies;
- To provide visitors to the museum with the best possible experience;
- To preserve and maintain the Brontë Parsonage Museum building and its environs;
- To develop a positive and supportive culture for all staff and Trustees.

Public Benefit

The Charity's aims and achievements are set out within this report. The activities set out in this report have been undertaken to further the Charity's charitable purposes for the public benefit. The Trustees have complied with the duty under Section 4 of the Charities Act 2011 to have due regard to public benefit guidance published by the Charity Commission and the Trustees have paid due regard to this guidance in deciding what activities the Charity should undertake.

The Charity considers that it satisfies the public benefit requirement as the Brontë Parsonage Museum is open to all members of the United Kingdom and worldwide, making its collections accessible for scholars and the general visitor, via its public programmes, and use of digital technologies.

The Brontë Society

Report of the Trustees for the Year Ended 31 December 2016

STRATEGIC REPORT

Achievement and performance

Charitable objectives

Many of our charitable objectives are achieved through the Museum, Library and associated learning programmes but the Society also runs a programme of publications, events, scholarships and conferences, and maintains relationships with scholars around the world. In addition the Society presents a Contemporary Art programme (CAP), which offers contemporary artists the opportunity to respond to the lives and works of the Brontë family. These are consistent with the objectives set out in the Memorandum and Articles of Association.

Strategic Objectives

During 2016 the following achievements were recorded against our strategic objectives:

Achieving financial sustainability with an expanded income profile

2016 saw the launch of the Society's five year bicentennial festival which offered opportunities to expand income through increased profile resulting in a growth in visitor numbers and membership. Diversification of income streams was achieved through an expanded events programme and the development of the online element of the Society's retail offer. This led to an increase in sales which was supported by the introduction of new products and merchandise exclusive to the Brontë Society.

Growing and widening the membership of the Society

2016 saw a growth in the number of people joining the Brontë Society. In the autumn, a survey of the membership was undertaken and work on the implementation of several of the recommendations has already started. Following some changes to the staff structure, the Membership Officer is now part of the wider audience development team and works closely with the new post of Outreach and Events Officer to programme events to expand and diversify the membership.

Reaching the widest possible audience

Marketing and communications

Following the appointment of a Marketing and Communications Officer in 2015, the Society reviewed its marketing materials and distribution channels during 2016. A more strategic approach to the distribution of leaflets was adopted and achieved positive results. A new twice-yearly Events Guide was introduced leading to repeat visits and cross-fertilisation of audiences.

Our social media platforms continued to flourish, growing our online community throughout 2016. Twitter campaigns delivered in partnership with Tracy Chevalier, such as #JaneandMe, #Brontë TwitterTour and #BrontëAdvent were hugely successful and the website saw an increase in traffic compared to 2015.

PR and media

The Brontë Society and Brontë Parsonage Museum attracted a significant amount of media coverage during 2016. Much of this was inspired by an interest in the bicentenary celebrations, but the year also saw an increase in articles by literary bloggers and travel writers. Our Head of Communications and Marketing worked closely with Welcome to Yorkshire and Visit England to host press visits and journalists from across the world, resulting in articles and features in the US, Australia, Japan and most European countries.

During 2016, the Brontë Parsonage Museum featured in the following programmes: BBC Radio 4's *Front Row* and *Open Country*; *Being the Brontës*; *The Brontës at the BBC*; *Celebrity Masterchef*; *Great Canal Journeys* and *Travels with Darley* (US travel show). A large part of the year was spent working with the BBC on Sally Wainwright's *To Walk Invisible* – a highly-acclaimed Brontë biopic which aired at the end of 2016.

The Brontë Society
Report of the Trustees
for the Year Ended 31 December 2016

STRATEGIC REPORT (continued)
Achievement and performance (continued)

Maintaining and developing public programmes in education and contemporary arts

Education and engagement

Our award-winning learning programme continued to be successful in its provision of educational visits, workshops, talks and walks for groups of all ages and backgrounds. A new workshop on Jane Eyre for GCSE students was devised to meet changes to the national curriculum.

A new post, Outreach and Events Officer, was created mid-way through 2016 to work across the Learning and Arts Officer posts to develop new partnerships and bring new audiences to the Museum and the Brontës.

At the end of 2016, our Learning Officer undertook training via Cape UK in the delivery of the Arts Award.

Events and contemporary arts

During 2016 the Brontë Society marked the bicentenary of the birth of Charlotte Brontë. A GfA grant awarded by Arts Council England enabled the Museum to appoint novelist Tracy Chevalier as a creative partner. Tracy curated an exhibition, *Charlotte Great and Small*, which ran in the Bonnell Room throughout the year. In addition, works by contemporary artists including Tamar Stone, Serena Partridge and Ligia Bouton were installed throughout the house.

Charlotte's birthday on 21 April was celebrated in a variety of ways including: a tea party for Brontë Society members, museum visitors and local residents; a performance of scenes from Jane Eyre by pupils from Haworth Primary School; readings and the planting of a commemorative rose.

The Museum also expanded its events programme during 2016. A programme of monthly free talks, each on a different aspect of Charlotte's life, proved very popular and will continue during 2017. In addition, a new series of exclusive evening events, Parsonage Unwrapped, offered varied opportunities to engage with the collection and were enjoyed by many.

Conserving, protecting and expanding the Museum's collection and making it accessible through physical, digital and on-line access

Acquisitions made in 2016

C.B. autograph envelope to Gaskell

Charlotte Brontë autograph envelope to Elizabeth Gaskell in frame. Gaskell authenticates the handwriting. Dated 27 December 1853.

Purchased from Schubertiade Music & Arts, MA, USA (£2,950).

Chamber stick

One brass chamber stick said to have belonged to Branwell Brontë, passed to the landlady of the Black Bull.

Donated by Mrs Audrey Hall.

Presentation key

Gold key presented to Lady Roberts at the opening ceremony held at the Brontë Parsonage Museum. The key is engraved with the following: 'LADY ROBERTS / HAWORTH / PARSONAGE / AUG. 4TH / 1928.' Contained in a black/blue box.

Donated by Sir James Aykroyd.

The Brontë Society
Report of the Trustees
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STRATEGIC REPORT (continued)

Achievement and performance (continued)

Shirley adaptation typescript

Typescript of dramatisation of Shirley by Novis More in collaboration with Stanley Groome.

Donated by Tony Yablon.

Props from To Walk Invisible

Props from the set of BBC drama To Walk Invisible including: bonnets, costumes, recreation of the Gun Group portrait, plans and drawings of set designs, replicas of dog collars, facsimile manuscripts, drawings, paintings and books.

Donated by the BBC.

Burder letters

Three letters from Patrick Brontë to Mary Burder: 21 April 1823; 1 January 1825; and a letter by Mary Burder to Patrick Brontë, 8 July 1823.

Purchased from Penelope Lowe (£16,275).

'Poems' by Currer, Ellis and Acton Bell

One copy of 'Poems' by Currer, Ellis and Acton Bell. First edition, second issue; Smith, Elder & Co.

Donated by Lucy Haskell.

William Carus Wilson publications

33 unbound copies of The Children's Friend; 7 bound volumes of The Children's Friend; 7 volumes of The Friendly Visitor; 6 bound volumes of The Cottage Magazine; Cook's Voyages; Psalms and Hymns; bound copy of Wilson's Sermons; Genealogical Memoirs of the Carus-Wilson Family; Memoir of a Beloved and Long Afflicted Sister; one sermon by W. Carus Wilson and one autograph letter by W. Carus Wilson.

Donated by Tony Yablon.

Francis Leyland biography

One copy of The Brontë Family with Special Reference to Patrick Branwell Brontë by Francis Leyland; Hirst and Blackett, London (1886) in two volumes. Inscribed by the author to William Wood, joiner of Haworth.

Purchased from Hatchards and Daughters (£130).

C.B. autograph envelope to Ellen Nussey

Charlotte Brontë envelope addressed to Ellen Nussey with black border; dated 30th January 1849.

Purchased by Maggs Bros (£3,325).

Lord Nelson autograph letter

Autograph letter signed by the Lord Nelson as the Duke of Bronte, 1804.

Purchased from Richmond Autographs (£5,500).

Peter Brears artworks

Twelve mounted illustrations by Peter Brears of Top Withins, Timmy Feather's cottage, Middle Withins and Lower Withins. Displayed in the exhibition 'The Real Wuthering Heights' held at Cliffe Castle in 2016. Also used as illustrations in the book of the same title by Peter Brears and Steven Wood.

Donated by Peter Brears.

The Brontë Society
Report of the Trustees
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STRATEGIC REPORT (continued)

Achievement and performance (continued)

Touring exhibitions and loans

2016 saw a special loan of Charlotte Brontë's 'Thackeray dress' to the Sir John Soane's Museum in London, along with some other objects from the collection which linked Charlotte with the capital city. The Society also loaned the Brontë patchwork quilt to the Bankfield Museum in Halifax as part of 'Splendid Shreds of Silk and Satin', an exhibition of quilts marking Charlotte's bicentenary. Gawthorpe Hall near Burnley loaned from us a selection of costume items belonging to Charlotte (a parasol, a shawl and some shoes) for their exhibition 'Literary Lions' and to mark the friendship between Charlotte Brontë and the Kay-Shuttleworths.

The society made two major loans to the National Portrait Gallery in London and the Morgan Library and Museum in New York for their respective exhibitions celebrating the life and work of Charlotte Brontë. 25 items from the collection went to London for the NPG exhibition and once this finished, 14 of those, plus another 15 from the Parsonage were transported (accompanied by our Curator) to New York to be displayed alongside the Morgan's own Brontë manuscripts. Of these, Charlotte's 'Thackeray dress', her writing desk, paint box and a selection of drawings and manuscripts were in New York for the first time and our Curator worked closely with the staff at the Morgan on the installation of the exhibition. As a result of the loans mentioned above, items from the Brontë Parsonage Museum's collection were on display in other museums on almost every single day of 2016.

Publications and Conferences

2016 saw the publication of *Celebrating Charlotte: Transforming Life into Literature in Jane Eyre* by Christine Alexander and Sara L Pearson. The publication was funded by a legacy from Mr Frank Milner and 3,000 copies were printed to mark the bicentenary of Charlotte Brontë. The book has sold well in the UK and as far afield as Australia, Canada and the United States.

In August 2016, the Brontë Society held a conference entitled "...the business of a woman's life" – Charlotte Brontë and the Woman Question' at the Midland Hotel in Manchester. Speakers included Germaine Greer, Claire Harman, Sally Shuttleworth and Christine Alexander. Over 120 delegates attended.

Building partnerships

Our partnership with Keighley & Worth Valley Railway, a neighbouring visitor attraction, continued during 2016. This took the form of a contribution towards the provision of the heritage bus service and a joint ticketing promotion during the summer months. We also attended the Go Travel North show in Leeds with KWVR and collaborated on a special promotional offer for groups.

We increased our participation in community events in Haworth eg the 1940s weekend and Christmas events and continued to collaborate with cultural programmes in the region, including Welcome to Yorkshire's Yorkshire Festival.

During 2016, the Brontë Society hosted the AGM of the Alliance of Literary Societies and the Lit Houses 2016 conference. We also partnered with West Yorkshire Playhouse on their Brontë Season, offering a specially-commissioned audio drama at the Parsonage and supported the Brontë strand of events at Bradford, Ilkley and Cheltenham Literature Festivals. Members of Museum staff also gave talks and participated in panel discussions at a number of events in venues across the region.

A partnership with the National Theatre was formed in the autumn of 2016, which will see us involved in the promotion of their national tour of *Jane Eyre* in 2017.

A significant partnership in 2016 was that brokered with the BBC and the production team of Sally Wainwright's *To Walk Invisible*. The team made several visits to the Museum and spent considerable time with the curatorial team carrying out extensive research into costumes, props and details about the house. The BBC were immensely grateful for the Society's support and the partnership will continue during 2017 through a special exhibition and events inspired by the drama.

The Brontë Society
Report of the Trustees
for the Year Ended 31 December 2016

STRATEGIC REPORT (continued)

Achievement and performance (continued)

Providing visitors to the Museum with the best possible experience

Comments collected via TripAdvisor and our visitor books indicate that the visitor experience at the Brontë Parsonage Museum is overwhelmingly positive. Investment in staff training (including away days at other attractions, interpretation training and disability awareness training) has been a major factor in generating repeat visits and complimentary feedback as has our expanded programme of free talks and holiday activities. The Museum was shortlisted for a White Rose Award in the Best Large Attraction category and was presented with a discretionary 'Highly Commended' award in November 2016. We were also shortlisted for a Hudson's Heritage Award and a Visit England Award.

In order to ensure the increase in footfall was not detrimental to the visitor experience, additional resource was invested in Front of House operations, ensuring that the museum has sufficient cover at busy times and also providing a handover day between the two Museum Managers.

Preserving and maintaining the Brontë Parsonage Museum building and its environs

During the annual January 'closed period', necessary work identified by the quinquennial report was undertaken. In addition, the Society carried out a complete review of the security and fire alarm systems which resulted in the installation of new state-of-the-art systems, ensuring the security of the Museum for the future. Facilities in the Education space were also upgraded during the 'closed period' to improve the visitor experience for visitors attending talks and workshops.

Developing a positive culture that supports staff, volunteers and trustees

The appointment of an experienced, well-connected arts professional to the post of Executive Director in May 2016 was a significant achievement of the year. The organisation has fostered a learning culture, embedding evaluation and review at the heart of its activities. An 'away weekend' attended by trustees and the senior management team was held in October 2016, resulting in a new bilateral way of working across many areas of the organisation.

Financial Review

Financial Sustainability

The Brontë Society welcomed 79,853 visitors in 2016, compared with 69,452 in 2015 which reflects, among other factors, the increased interest in Charlotte Brontë during her bicentenary year, the first in our five year bicentenary festival.

In September 2016 an application for grant funding for the Society's 2017/2018 Contemporary Arts programme was submitted to the Arts Council England. The application was successful and in December 2016 the first instalment of the grant of £49,581 was received. Also in December, the final instalment of the Arts Council grant for the 2015/2016 Contemporary Arts programme of £9,917 was received. The Society is very grateful for the continuing support from the Arts Council which enables us to explore new ways of interpreting and pushing the boundaries in the area of Contemporary Art.

During 2016 a legacy was received from Mr David Havens, who had been a Diamond member and long-term supporter of the Society. Notification of a bequest from Mr William Townsley, a Canadian member and supporter, was received during 2016 and the interim payment was received in March 2017. Provision has been made in the 2016 accounts for this bequest in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice'. The support from these legacies is very much appreciated and these bequests will be put to good use during our five-year bicentennial festival celebrations as we take the opportunity to further our charitable aims and improve our services to members, visitors and all Brontë enthusiasts, enabling future generations to continue to enjoy the Brontë legacy.

The Brontë Society
Report of the Trustees
for the Year Ended 31 December 2016

STRATEGIC REPORT (continued)

Financial Review (continued)

Investment policy and objectives

The objectives of the investment policy are as follows:

- To provide for on-going cash needs to support the operation of the Society and the Parsonage Museum on a day-to-day basis;
- To ensure the continued protection of the fabric of the Parsonage house;
- To provide for, or contribute towards, the purchase of new acquisitions for the Museum and its collections;
- To provide a basis for future financial planning that will carry forward the Charity's objectives

Financial Review

During 2016 the Treasurer and Finance Committee members have met with Charles Stanley, the Society's Investment Managers, for a regular review of the management of the Society's investments and its goals. It was agreed that Finance Committee should continue to monitor the performance of investments in the current climate of uncertainty whilst maintaining the existing overall risk level.

During the year realised and unrealised gains on investments totalled £67,641 and the cost of managing the investments was £2,594.

Reserves policy

At 31 December 2016 the group held unrestricted reserves of £2,520,989, of which £1,550,986 were Heritage Assets, £237,386 were other tangible assets and £588,538 were investments. Restricted reserves at the year end amounted to £84,012. The Trustees agreed that the Society should hold six months' worth of operating costs in reserve. At 31 December 2016 free reserves amounted to £144,079. These are funds in cash and investments that the Council of Trustees is able to designate for specific purposes.

Plans for future periods

In line with the Society's objectives, the following aims for the year ahead have been agreed:

To continue to be a financially stable and sustainable organisation in 2017 by building on the success of the first year of the bicentennial festival. We will strive to diversify our income through our events programme, our retail offer and by the development of a Patrons' Scheme.

To continue to reach the widest possible audience. We will do this by developing events and projects (through partnerships and guided by our audience development plan) that will attract those with whom we have had little engagement in the past. There is also huge potential for digital engagement. A business process analysis which will scope this potential is being undertaken in early 2017. Activity we intend to explore includes: streaming live performance events from the Parsonage to partner venues; redevelopment of our website and a new approach to content development and online sales; improved online access to collections including 360 degree viewing of objects; room mapping and increased communications on all major social media platforms.

To grow and widen the membership of the Society. We will also explore ways of making our organisation itself more diverse. We have the power to co-opt proactively to Council as vacancies arise. For a more diverse staff profile, we will work through our diverse partnerships to encourage applications from within their communities.

To maintain and further develop public programmes in education and contemporary arts. We have recently become a member of the Bradford LCEP and will be working closely with the local education sector in order to improve cultural education for children and young people in the local area. Bradford LCEP is establishing a baseline for cultural education in the Bradford area, identifying how children are currently engaging with culture through schools and colleges. By the end of 2017, we will be a delivery partner in the resulting programme. We will support Artsmark schools by establishing ourselves as an Arts Award delivery centre. We will continue to develop our festivals: Poetry at the Parsonage and the Brontë Festival of Women's Writing. The pilot poetry festival in 2016 was well-attended by local poets, and our evaluation told us that it attracted a new poetry audience to our other Museum events. We want to develop our Women's Writing Festival so that it becomes an immersive weekend writing experience, with additional public events, paving the way for our launch of a national centre of contemporary women's writing in 2018. 2017 will also see us participating in the Meeting Point 2 programme, working with Arts & Heritage to develop our approach to the CAP programme.

The Brontë Society
Report of the Trustees
for the Year Ended 31 December 2016

STRATEGIC REPORT (continued)
Plans for future periods (continued)

To provide visitors with the best possible experience. We will continue to invest in our staff, identifying training that will enable them to deliver exceptional customer service and enhance the visitor experience. We will implement the learning points of the formal evaluation of 2016; the evaluation of our contemporary arts programme 2015-16 and the survey of Brontë Society membership;

To continue to build partnerships. 2017 will see us work closely with other literary societies (including Bradford and Ilkley), festivals, arts organisations and public bodies including Bradford Metropolitan District Council; Cross Roads, Haworth and Stanbury Parish Council; Welcome to Yorkshire; Brontë Spirit.

To continue to preserve and maintain the Brontë Parsonage Museum building and its environs. We will seek to expand and appropriately store the Museum's collections and, having achieved accreditation for the Museum, work towards designated status. We will continue to pursue the development of a 'Brontë Quarter' including the creation of a National Centre for Contemporary Women's Writing on the site of the Victorian reservoir owned by the Society.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

The Charity is controlled by its governing document, a deed of trust, and constitutes a limited company, limited by guarantee, as defined by the Companies Act 2006.

The Brontë Society was established in 1893 and opened its first museum in 1895. It is a company limited by guarantee (number 73855) having been incorporated in 1902 and is registered as a charity (number 529952). The affairs of the Society are governed by its Articles of Association. The Articles of Association were revised and adopted by the Society at the Annual General Meeting on 4 June 2011. The liability of the Members in the event of the Society being wound up is limited to a sum not exceeding £1 each. The number of Members at 31 December 2016 was 1,750 of whom 600 were Life Members.

Organisational Structure

The governing body of the Brontë Society is a Board of Directors of the Company who are also Trustees of the Charity, known as the Council. In addition to a Chair, an Honorary Treasurer, an Honorary Secretary to the Council and an Honorary Publications Officer, there is provision for the appointment to the governing body of a maximum of nine Ordinary Trustees. The Council appoints committees to give advice and recommendations but without executive powers. It may also appoint one of the Ordinary Members of Council as Heritage and Conservation Representative to fulfil the important function of monitoring planning applications and other local proposals affecting the Museum and the local area.

Currently there are three committees and two groups: Finance and Audit Committee, Governance Committee, Heritage and Legacy Committee, Publication Development Group and Events Development Group. Other committees may be set up from time to time at the discretion of Council.

The day-to-day running of the Brontë Parsonage Museum is delegated to the Executive Director, who leads the Senior Management Team.

The Brontë Society
Report of the Trustees
for the Year Ended 31 December 2016

STRUCTURE, GOVERNANCE AND MANAGEMENT (continued)

Appointment, induction and training of new Trustees

The Trustees are elected by the members of the Brontë Society. Any person not disqualified for legal reasons from acting as a Company Director or Charity Trustee, who is a member of the Brontë Society at the date of their nomination, is eligible to stand for election. Nominees must have a proposer and a seconder, who must both be paid-up members of the Brontë Society. All Trustees are elected for a term of three years. No Trustee, whether an Honorary Officer or an Ordinary Trustee may stand for more than three consecutive terms of office. There is provision in the Articles of Association for Council to appoint up to two trustees to fill casual vacancies caused by mid term resignations on the basis that the person(s) so appointed offer themselves for election by the membership at the next following AGM if they wish to continue. At the first meeting of the Council following the Annual General Meeting the Trustees elect one of their number to serve as Chairman of Council.

All new Trustees are expected to attend an induction training session and to undertake appropriate training during their period of office.

Key Management Remuneration

The Trustees consider the Senior Management Team, led by the Executive Director, to form the key management personnel of the Society, in charge of directing and controlling, running and operating the Society on a day to day basis. The pay of the senior staff is reviewed annually and normally increased in accordance with inflation. In view of the nature of the Society, the Trustees benchmark against pay levels in other similar charities.

Related parties

The charity operates a wholly owned trading subsidiary, The Brontë Genius Company Limited. This company operates the gift shop of the Brontë Society. During the year the company made a profit of £52,912 (2015: £13,061) which was donated to the charity through gift aid.

Risk management

The Trustees have a duty to identify and review the risks to which the Charity is exposed and to ensure appropriate controls are in place to provide reasonable assurance against fraud and error.

The Trustees have assessed the major risk to which the Society is currently exposed as being the reliance on income from visitors to the Parsonage Museum. The Society is working hard to diversify income streams to mitigate the effect of this on-going risk.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number

00073855 (England and Wales)

Registered Charity number

529952

Registered office

The Brontë Parsonage Museum
Church Street
Haworth
Keighley
West Yorkshire
BD22 8DR

The Brontë Society
Report of the Trustees
for the Year Ended 31 December 2016

REFERENCE AND ADMINISTRATIVE DETAILS (continued)

Trustees

John Thirlwell, Chair
Susan Aykroyd
Sir James Aykroyd Bart
David Broadley
Patricia Gurney (appointed 11 June 2016)
Janice Lee
Imelda Marsden (appointed 11 June 2016, resigned 2 January 2017)
Rev Peter Mayo-Smith, Hon Treasurer
Catherine Rayner, Hon Publications Officer
Michelle Rogers
Anne Simpson

Advisors to the Board of Trustees

Jane Sellars (appointed 29 October 2016)

President

Dame Judi Dench CH DBE FRSA (appointed 16 April 2016)

Executive Director

M (Kitty)Wright (appointed 17 May 2016)

Senior Management Team

M K Wright
C Dewhirst
A Dinsdale
R Yorke

Senior Statutory Auditor

Christopher Beaumont BA(Hons) FCA DChA

Auditors

Clive Owen LLP
Chartered Accountants
& Statutory Auditors
140 Coniscliffe Road
DARLINGTON
Co Durham
DL3 7RT

Solicitors

Wrigleys
19 Cookridge Street
LEEDS
LS2 3AG

Investment Advisers

Charles Stanley
14 King Street
LEEDS
LS1 2HL

The Brontë Society

Report of the Trustees for the Year Ended 31 December 2016

STATEMENT OF TRUSTEES RESPONSIBILITIES

The Trustees (who are also the directors of The Brontë Society for the purposes of Company Law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and the group and of the incoming resources and application of resources, including the income and expenditure of the charitable company and the group for that period. In preparing those financial statements, the Trustees are required to

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

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

In so far as the Trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware; and
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

STATEMENT AS TO DISCLOSURE OF INFORMATION TO AUDITORS

So far as the Trustees are aware, there is no relevant information (as defined by Section 418 of the Companies Act 2006) of which the charitable company's auditors are unaware, and each Trustee has taken all the steps that they ought to have taken as a Trustee in order to make them aware of any audit information and to establish that the charitable company's auditors are aware of that information.

AUDITORS

The auditors, Clive Owen LLP, will be proposed for re-appointment at the forthcoming Annual General Meeting.

Report of the trustees, incorporating a strategic report, approved by order of the board of trustees, as the company directors, on 1 April 2017 and signed on the board's behalf by:



J Thirlwell - Trustee

Report of the Independent Auditors to the Members of The Brontë Society

We have audited the consolidated financial statements of The Brontë Society for the year ended 31 December 2016 on pages fifteen to thirty six. 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).

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 auditors' 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 the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of trustees and auditors

As explained more fully in the Statement of Trustees Responsibilities set out on page twelve, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the charitable company and group's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the trustees; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the Report of the Trustees to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company and group's affairs as at 31 December 2016 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Opinion on other matter prescribed by the Companies Act 2006

In our opinion the information given in the Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements.

**Report of the Independent Auditors to the Members of
The Brontë Society**

Matters on which we are required to report by exception

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

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

Clive Owen WP

Christopher Beaumont BA (Hons) FCA DChA (Senior Statutory Auditor)
for and on behalf of Clive Owen LLP
Chartered Accountants
& Statutory Auditors
140 Coniscliffe Road
DARLINGTON
Co Durham
DL3 7RT

1 April 2017

The Brontë Society

**Consolidated Statement of Financial Activities
(Incorporating an Income and Expenditure Account)
for the Year Ended 31 December 2016**

		Unrestricted funds £	Restricted funds £	2016 Total funds £	2015 Total funds £
	Notes				
INCOME AND ENDOWMENTS FROM					
Donations and legacies	2	99,831	4,297	104,128	93,079
Charitable activities	5				
Operation of Brontë Parsonage Museum		602,544	59,768	662,312	1,313,079
Other trading activities	3	318,847	-	318,847	219,715
Investment income	4	<u>16,682</u>	<u>-</u>	<u>16,682</u>	<u>14,697</u>
Total		1,037,904	64,065	1,101,969	1,640,570
 EXPENDITURE ON					
Raising funds	6	284,008	-	284,008	235,615
Charitable activities	7				
Operation of Brontë Parsonage Museum		<u>769,332</u>	<u>76,376</u>	<u>845,708</u>	<u>621,928</u>
Total		1,053,340	76,376	1,129,716	857,543
Net (expenditure)/income before gains/(losses) on investments		(15,436)	(12,311)	(27,747)	783,027
Net gains/(losses) on investments		<u>67,641</u>	<u>-</u>	<u>67,641</u>	<u>(13,465)</u>
NET INCOME/(EXPENDITURE)		52,205	(12,311)	39,894	769,562
Transfers between funds	19	<u>(5,966)</u>	<u>5,966</u>	<u>-</u>	<u>-</u>
 Net movement in funds		46,239	(6,345)	39,894	769,562
 RECONCILIATION OF FUNDS					
Total funds brought forward		<u>2,474,750</u>	<u>90,357</u>	<u>2,565,107</u>	<u>1,795,545</u>
 TOTAL FUNDS CARRIED FORWARD		<u>2,520,989</u>	<u>84,012</u>	<u>2,605,001</u>	<u>2,565,107</u>

CONTINUING OPERATIONS

All income and expenditure has arisen from continuing activities.

Income from charitable activities during the year included grants towards the acquisition of heritage assets of £nil
(2015: £780,586)

The notes form part of these financial statements

The Brontë Society
Consolidated Balance Sheet
At 31 December 2016

	Notes	Unrestricted funds £	Restricted funds £	2016 Total funds £	2015 Total funds £
FIXED ASSETS					
Tangible assets	13	237,386	3,701	241,087	240,514
Heritage assets	14	1,550,986	-	1,550,986	1,490,849
Investments	15	<u>588,538</u>	<u>31,863</u>	<u>620,401</u>	<u>639,281</u>
		2,376,910	35,564	2,412,474	2,370,644
CURRENT ASSETS					
Stocks	16	51,304	-	51,304	50,125
Debtors	17	79,729	-	79,729	230,743
Cash at bank and in hand		<u>105,315</u>	<u>48,448</u>	<u>153,763</u>	<u>175,246</u>
		236,348	48,448	284,796	456,114
CREDITORS					
Amounts falling due within one year	18	(92,269)	-	(92,269)	(261,651)
NET CURRENT ASSETS					
		<u>144,079</u>	<u>48,448</u>	<u>192,527</u>	<u>194,463</u>
TOTAL ASSETS LESS CURRENT LIABILITIES					
		<u>2,520,989</u>	<u>84,012</u>	<u>2,605,001</u>	<u>2,565,107</u>
NET ASSETS					
		<u>2,520,989</u>	<u>84,012</u>	<u>2,605,001</u>	<u>2,565,107</u>
FUNDS					
Unrestricted funds	19			2,520,989	2,474,750
Restricted funds				<u>84,012</u>	<u>90,357</u>
TOTAL FUNDS					
				<u>2,605,001</u>	<u>2,565,107</u>

The financial statements were approved by the Board of Trustees on 1 April 2017 and were signed on its behalf by:



J Thirlwell – Trustee

The notes form part of these financial statements

The Brontë Society

**Society Balance Sheet
At 31 December 2016**

	Notes	Unrestricted funds £	Restricted funds £	2016 Total funds £	2015 Total funds £
FIXED ASSETS					
Tangible assets	13	233,486	3,701	237,187	240,514
Heritage assets	14	1,550,986	-	1,550,986	1,490,849
Investments	15	<u>613,638</u>	<u>31,863</u>	<u>645,501</u>	<u>664,381</u>
		2,398,110	35,564	2,433,674	2,395,744
CURRENT ASSETS					
Stocks	16	6,191	-	6,191	5,832
Debtors	17	153,452	-	153,452	289,157
Cash at bank and in hand		<u>50,931</u>	<u>48,448</u>	<u>99,379</u>	<u>132,431</u>
		210,574	48,448	259,022	427,420
CREDITORS					
Amounts falling due within one year	18	(87,695)	-	(87,695)	(258,057)
NET CURRENT ASSETS					
		<u>122,879</u>	<u>48,448</u>	<u>171,327</u>	<u>169,363</u>
TOTAL ASSETS LESS CURRENT LIABILITIES					
		<u>2,520,989</u>	<u>84,012</u>	<u>2,605,001</u>	<u>2,565,107</u>
NET ASSETS					
		<u>2,520,989</u>	<u>84,012</u>	<u>2,605,001</u>	<u>2,565,107</u>
FUNDS					
Unrestricted funds	19			2,520,989	2,474,750
Restricted funds				<u>84,012</u>	<u>90,357</u>
TOTAL FUNDS					
				<u>2,605,001</u>	<u>2,565,107</u>

The financial statements were approved by the Board of Trustees on 1 April 2017 and were signed on its behalf by:



J Thirlwell – Trustee

The notes form part of these financial statements

The Brontë Society

**Consolidated Cash Flow Statement
for the Year Ended 31 December 2016**

	Notes	2016 £	2015 £
Cash flows from operating activities:			
Cash generated from operations	1	<u>(5,140)</u>	<u>601,303</u>
Net cash (used in)/provided by operating activities		<u>(5,140)</u>	<u>601,303</u>
 Cash flows from investing activities:			
Purchase of tangible fixed assets		(59,409)	(14,399)
Purchase of heritage assets		(60,137)	(657,146)
Purchase of fixed asset investments		(329,551)	(493,943)
Sale of fixed asset investments		416,072	547,911
Dividends received		16,591	14,471
Interest received		<u>91</u>	<u>226</u>
Net cash used in investing activities		<u>(16,343)</u>	<u>(602,880)</u>
 Change in cash and cash equivalents in the reporting period		 (21,483)	 (1,577)
Cash and cash equivalents at the beginning of the reporting period		<u>175,246</u>	<u>176,823</u>
 Cash and cash equivalents at the end of the reporting period		<u><u>153,763</u></u>	<u><u>175,246</u></u>

The notes form part of these financial statements

The Brontë Society

**Notes to the Consolidated Cash Flow Statement
for the Year Ended 31 December 2016**

1. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2016 £	2015 £
Net income for the reporting period (as per the statement of financial activities)	39,894	769,562
Adjustments for:		
Depreciation charges	58,836	67,203
(Gain)/losses on investments	(67,641)	13,465
Interest received	(91)	(226)
Dividends received	(16,591)	(14,471)
Increase in stocks	(1,179)	(12,075)
Decrease/(increase) in debtors	151,014	(206,833)
Decrease in creditors	<u>(169,382)</u>	<u>(15,322)</u>
Net cash (used in)/provided by operating activities	<u>(5,140)</u>	<u>601,303</u>

The Brontë Society

Notes to the Consolidated Financial Statements for the Year Ended 31 December 2016

1. ACCOUNTING POLICIES

Basis of preparing the financial statements

The financial statements of the charitable group, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) '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 (FRS 102) (effective 1 January 2015)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention with the exception of investments which are included at market value, as modified by the revaluation of certain assets.

Income

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

Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Allocation and apportionment of costs

Support costs directly attributable to an activity have been allocated to that activity. Where support costs cannot be directly attributed to any activity they have been allocated in proportion to direct expenditure.

Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Fixtures and fittings	- 15% on cost
Computer equipment	- 33% on cost

No depreciation is charged on freehold property because the trustees consider its value to be not less than original cost.

No depreciation is charged on assets in the year of purchase.

Stocks

Stocks are valued at the lower of cost and net realisable value, after making due allowance for obsolete and slow moving items.

Taxation

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

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees. Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Hire purchase and leasing commitments

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

The Brontë Society

Notes to the Consolidated Financial Statements - continued for the Year Ended 31 December 2016

1. ACCOUNTING POLICIES - continued

Pension costs and other post-retirement benefits

The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

Preparation of consolidated financial statements

The financial statements consolidate the financial statements of The Brontë Society and its subsidiary undertaking The Brontë Genius Company Limited. Both entities' financial statements were made up to 31 December 2016 and transactions between group companies have been eliminated in consolidation. No separate statement of financial activities for The Brontë Society is presented as permitted by Section 406 of the Companies Act 2006

Irrecoverable VAT

The charity was partially exempt for VAT purposes for the year ended 31 December 2016. Irrecoverable VAT has been included in the Statement of Financial Activities during the year within support costs

Heritage assets

The charity's collection comprises assets of historical importance recognised as heritage assets previously under FRS 30 (Heritage Assets) and now under the provision of SORP 2015 and FRS102 which require such assets to be reported in the balance sheet where information is available regarding cost or value. Items purchased for the collection are capitalised as heritage assets and included at cost or value at acquisition in the balance sheet. Items purchased prior to the implementation of SORP 2005 are not capitalised. Items donated to the collection are capitalised as heritage assets at market value at the point of donation where material. Depreciation has not been provided on Heritage assets on the basis that their residual value is such that any depreciation charge would be immaterial. A description of the collection, its management and developments during the year is given in note 14 to the financial statements

Investments

Listed investments are included in the financial statements at market value at the balance sheet date.

Critical accounting judgements and key sources of estimation uncertainty

In the application of the charity's and the group's accounting policies the trustees are required to make judgements, estimates and assumptions about the carrying amounts of certain assets and liabilities. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. These include the valuation of donated heritage assets as outlined within the heritage asset accounting policy.

Financial Liabilities

Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in the statement of financial activities in expenditure.

2. DONATIONS AND LEGACIES

	2016	2015
	£	£
Education donations	1,229	1,580
Bequests and donations	100,831	89,633
Contemporary arts donation fund	415	410
Collections care donations and grants	35	35
Purchase fund donations and grants	1,551	1,361
Museum redecoration scheme	67	60
	<u>104,128</u>	<u>93,079</u>

The Brontë Society

**Notes to the Consolidated Financial Statements - continued
for the Year Ended 31 December 2016**

3. OTHER TRADING ACTIVITIES

	2016	2015
	£	£
Income from sales	292,464	208,829
Royalties, licensing and repro fees	<u>26,383</u>	<u>10,886</u>
	<u><u>318,847</u></u>	<u><u>219,715</u></u>

4. INVESTMENT INCOME

	2016	2015
	£	£
Dividends receivable	16,591	14,471
Bank interest receivable	<u>91</u>	<u>226</u>
	<u><u>16,682</u></u>	<u><u>14,697</u></u>

5. INCOME FROM CHARITABLE ACTIVITIES

	2016	2015
	£	£
Museum admission donations	434,181	373,470
Museum admission gift aid tax	45,029	38,167
Grants receivable	59,768	820,258
Contemporary arts income	8,052	3,362
Education group admission	44,472	44,536
Events	17,555	9,754
Subscription from members	21,613	23,532
Conference	<u>31,642</u>	<u>-</u>
	<u><u>662,312</u></u>	<u><u>1,313,079</u></u>

Grants received, included in the above, are as follows:

	2016	2015
	£	£
Arts Council England	59,768	39,672
National Heritage Memorial Fund	-	753,920
Victoria and Albert Purchase Fund	-	16,666
Friends of the National Libraries	<u>-</u>	<u>10,000</u>
	<u><u>59,768</u></u>	<u><u>820,258</u></u>

6. RAISING FUNDS

Other trading activities

	2016	2015
	£	£
Purchases	140,552	103,082
Staff costs	68,635	65,135
Support costs	72,227	63,119
Investment management costs	<u>2,594</u>	<u>4,279</u>
	<u><u>284,008</u></u>	<u><u>235,615</u></u>

The Brontë Society

**Notes to the Consolidated Financial Statements - continued
for the Year Ended 31 December 2016**

7. RESOURCES EXPENDED

	Direct Costs £	Support Costs £	Total Costs 2016 £	Total Costs 2015 £
Raising funds	211,781	72,227	284,008	235,615
Charitable activities	484,095	361,613	845,708	621,928
	<u>695,876</u>	<u>433,840</u>	<u>1,129,716</u>	<u>857,543</u>

	Direct Costs £	Payroll Costs £	Support Costs £	Total Costs 2016 £	Total Costs 2015 £
Museum and curatorial	41,861	162,904	152,957	357,722	362,195
Contemporary arts	66,159	31,063	72,624	169,846	160,714
Education	3,918	21,825	19,230	44,973	49,924
Membership	3,135	8,503	8,693	20,331	26,077
Events	6,290	23,609	22,334	52,233	10,636
Exhibition and display	5,109	-	3,816	8,925	7,289
Bicentenary costs	72,148	-	53,894	126,042	-
Other	37,571	-	28,065	65,636	5,093
	<u>236,191</u>	<u>247,904</u>	<u>361,613</u>	<u>845,708</u>	<u>621,928</u>

8. SUPPORT COSTS

	2016 £	2015 £
Management	358,305	317,823
Governance	<u>75,535</u>	<u>64,147</u>
	<u>433,840</u>	<u>381,970</u>

Support costs directly attributable to an activity have been allocated to that activity. Support payroll costs have been allocated in proportion to estimated time spent on tasks relating to each category of activity. Other support costs which cannot be directly attributed to any activity have been allocated in proportion to direct expenditure.

The Brontë Society

**Notes to the Consolidated Financial Statements - continued
for the Year Ended 31 December 2016**

9. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging:

	2016	2015
	£	£
Auditors' remuneration	6,265	5,850
Depreciation - owned assets	<u>58,836</u>	<u>67,203</u>

10. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 December 2016 nor for the year ended 31 December 2015.

Trustees' expenses

Trustees' expenses of £4,177 (2015: £6,144) were paid for the year ended 31 December 2016.

11. STAFF COSTS

	2016	2015
	£	£
Wages and salaries	461,049	374,401
Social security costs	28,753	21,147
Other pension costs	<u>12,502</u>	<u>8,773</u>
	<u>502,304</u>	<u>404,321</u>

The average monthly number of employees during the year was 38 (2015: 34).

The average number of full time equivalent staff during the year was 23 (2015: 19)

No employee received emoluments in excess of £60,000.

	2016	2015
	£	£
Key management personnel costs	<u>149,072</u>	<u>87,892</u>

The Brontë Society

**Notes to the Consolidated Financial Statements - continued
for the Year Ended 31 December 2016**

12. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds £	Restricted funds £	Total funds £
INCOME AND ENDOWMENTS FROM			
Donations and legacies	77,153	15,926	93,079
Charitable activities			
Operation of Brontë Parsonage Museum	492,821	820,258	1,313,079
Other trading activities	219,715	-	219,715
Investment income	<u>14,697</u>	<u>-</u>	<u>14,697</u>
Total	804,386	836,184	1,640,570
 EXPENDITURE ON			
Raising funds	235,615	-	235,615
Charitable activities			
Operation of Brontë Parsonage Museum	<u>555,276</u>	<u>66,652</u>	<u>621,928</u>
Total	790,891	66,652	857,543
Net income before losses on investments	13,495	769,532	783,027
Net losses on investments	<u>(13,465)</u>	<u>-</u>	<u>(13,465)</u>
NET INCOME	30	769,532	769,562
Transfers between funds	<u>780,636</u>	<u>(780,636)</u>	<u>-</u>
Net movement in funds	780,666	(11,104)	769,562
 RECONCILIATION OF FUNDS			
Total funds brought forward	<u>1,694,084</u>	<u>101,461</u>	<u>1,795,545</u>
 TOTAL FUNDS CARRIED FORWARD	<u><u>2,474,750</u></u>	<u><u>90,357</u></u>	<u><u>2,565,107</u></u>

The Brontë Society

**Notes to the Consolidated Financial Statements - continued
for the Year Ended 31 December 2016**

13. TANGIBLE FIXED ASSETS (GROUP)

	Freehold property £	Fixtures and fittings £	Computer equipment £	Totals £
COST				
At 1 January 2016	18,640	579,289	80,192	678,121
Additions	<u>-</u>	<u>46,333</u>	<u>13,076</u>	<u>59,409</u>
At 31 December 2016	<u>18,640</u>	<u>625,622</u>	<u>93,268</u>	<u>737,530</u>
DEPRECIATION				
At 1 January 2016	-	370,480	67,127	437,607
Charge for year	<u>-</u>	<u>52,398</u>	<u>6,438</u>	<u>58,836</u>
At 31 December 2016	<u>-</u>	<u>422,878</u>	<u>73,565</u>	<u>496,443</u>
NET BOOK VALUE				
At 31 December 2016	<u>18,640</u>	<u>202,744</u>	<u>19,703</u>	<u>241,087</u>
At 31 December 2015	<u>18,640</u>	<u>208,809</u>	<u>13,065</u>	<u>240,514</u>

TANGIBLE FIXED ASSETS (SOCIETY)

	Freehold property £	Fixtures and fittings £	Computer equipment £	Totals £
COST				
At 1 January 2016	18,640	550,184	72,502	641,326
Additions	<u>-</u>	<u>46,333</u>	<u>9,176</u>	<u>55,509</u>
At 31 December 2016	<u>18,640</u>	<u>596,517</u>	<u>81,678</u>	<u>696,835</u>
DEPRECIATION				
At 1 January 2016	-	341,375	59,437	400,812
Charge for year	<u>-</u>	<u>52,398</u>	<u>6,438</u>	<u>58,836</u>
At 31 December 2016	<u>-</u>	<u>393,773</u>	<u>65,875</u>	<u>459,648</u>
NET BOOK VALUE				
At 31 December 2016	<u>18,640</u>	<u>202,744</u>	<u>15,803</u>	<u>237,187</u>
At 31 December 2015	<u>18,640</u>	<u>208,809</u>	<u>13,065</u>	<u>240,514</u>

The Brontë Society

Notes to the Consolidated Financial Statements - continued for the Year Ended 31 December 2016

14. HERITAGE ASSETS (GROUP AND SOCIETY)

	Total £
MARKET VALUE	
At 1 January 2016	1,490,849
Additions	<u>60,137</u>
At 31 December 2016	<u><u>1,550,986</u></u>
 NET BOOK VALUE	
At 31 December 2016	<u><u>1,550,986</u></u>
At 31 December 2015	<u><u>1,490,849</u></u>

The Society owns the Parsonage at Haworth which was the home of the Brontë family from 1820 to 1861 and which was gifted to the Society in 1928. The Parsonage houses a world class collection of artefacts and documents associated with the Brontë Family and their literary works. The collection is maintained in order to promote interest in the life and works of the Brontë family and consists of material which belonged to the Brontë family, their friends and associates. It includes books, manuscripts, letters, paintings, drawings, furniture, household items and personal possessions. The Research Library Collection, also housed within the Parsonage building, contains secondary source material and a wide range of biographical, critical, topographical and related works on the Brontë family. Today the Brontë Society continues to carry out its founding aim; collecting and exhibiting material relating to the Brontës' lives and works and making them known to the widest audience through display, online access, appointments to view and a lifelong learning programme.

Under the Statement of Recommended Practice (SORP) 2005 and FRS30 Heritage Assets items purchased for the collection were capitalised and included at cost in the balance sheet and this has continued under SORP 2015.

The Society maintains its collection for its historical and literary value. Any valuation is completed within the confines of the requirements of the management and preservation of the collection and for no other purpose. In accordance with the provisions of the SORP, no value has been attributed to items acquired prior to the implementation of the SORP 2005 due to the lack of reliable information regarding cost or valuation. Heritage asset acquisitions reported in the balance sheet totalled £60,137 in 2016, £857,146 in 2015, £28,770 in 2014, £89,366 in 2013, £245,665 in 2012, £43,900 in 2011 and £226,002 prior to this date. Additions in 2016 included the kind donation by the BBC of items used in the production of 'To Walk Invisible'.

Access to the collection is promoted through educational workshops, tours as well as through general admissions to the museum. The collection is detailed in the Society's online catalogue which can be accessed via the website at www.bronte.org.uk

The Brontë Society

**Notes to the Consolidated Financial Statements - continued
for the Year Ended 31 December 2016**

15. FIXED ASSET INVESTMENTS (GROUP)

	Listed investments £	Cash and settlements pending £	Totals £
MARKET VALUE			
At 1 January 2016	601,924	37,357	639,281
Additions	210,446	119,105	329,551
Disposals	(316,072)	(100,000)	(416,072)
Revaluations	<u>67,641</u>	<u>-</u>	<u>67,641</u>
At 31 December 2016	<u>563,939</u>	<u>56,462</u>	<u>620,401</u>
 NET BOOK VALUE			
At 31 December 2016	<u>563,939</u>	<u>56,462</u>	<u>620,401</u>
At 31 December 2015	<u>601,924</u>	<u>37,357</u>	<u>639,281</u>

There were no investment assets outside the UK.

FIXED ASSET INVESTMENTS (SOCIETY)

	Shares in group undertakings £	Listed investments £	Cash and settlements pending £	Totals £
MARKET VALUE				
At 1 January 2016	25,100	601,924	37,357	664,381
Additions	-	210,446	119,105	329,551
Disposals	-	(316,072)	(100,000)	(416,072)
Revaluations	<u>-</u>	<u>67,641</u>	<u>-</u>	<u>67,641</u>
At 31 December 2016	<u>25,100</u>	<u>563,939</u>	<u>56,462</u>	<u>645,501</u>
 NET BOOK VALUE				
At 31 December 2016	<u>25,100</u>	<u>563,939</u>	<u>56,462</u>	<u>645,501</u>
At 31 December 2015	<u>25,100</u>	<u>601,924</u>	<u>37,357</u>	<u>664,381</u>

There were no investment assets outside the UK.

The historical cost of listed investments at 31 December 2016 was £518,248 (2015: £602,721).

The Brontë Society

**Notes to the Consolidated Financial Statements - continued
for the Year Ended 31 December 2016**

15. FIXED ASSET INVESTMENTS (SOCIETY) - continued

The company's investments at the balance sheet date in the share capital of companies include the following:

The Brontë Genius Company Limited

Nature of business: Trading subsidiary

Class of share:	% holding	2016	2015
Ordinary	100	£	£
Aggregate capital and reserves		<u>25,100</u>	<u>25,100</u>

16. STOCKS (GROUP)

	2016	2015
	£	£
Stocks	<u>51,304</u>	<u>50,125</u>

STOCKS (SOCIETY)

	2016	2015
	£	£
Stocks	<u>6,191</u>	<u>5,832</u>

17. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR (GROUP)

	2016	2015
	£	£
Trade debtors	3,333	4,164
Prepayments	28,730	21,625
Accrued income	<u>47,666</u>	<u>204,954</u>
	<u>79,729</u>	<u>230,743</u>

DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR (SOCIETY)

	2016	2015
	£	£
Trade debtors	3,278	4,164
Amounts owed by group undertakings	73,778	58,414
Prepayments	28,730	21,625
Accrued income	<u>47,666</u>	<u>204,954</u>
	<u>153,452</u>	<u>289,157</u>

The Brontë Society

**Notes to the Consolidated Financial Statements - continued
for the Year Ended 31 December 2016**

18. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR (GROUP)

	2016	2015
	£	£
Trade creditors	47,960	219,693
Social security and other taxes	7,449	27,212
Accruals	32,504	3,386
Deferred income	<u>4,356</u>	<u>11,360</u>
	<u>92,269</u>	<u>261,651</u>

CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR (SOCIETY)

	2016	2015
	£	£
Trade creditors	47,758	219,485
Social security and other taxes	7,449	7,034
Accruals	28,132	20,178
Deferred income	<u>4,356</u>	<u>11,360</u>
	<u>87,695</u>	<u>258,057</u>

The Brontë Society

**Notes to the Consolidated Financial Statements - continued
for the Year Ended 31 December 2016**

19. MOVEMENT IN FUNDS (GROUP)

	At 1.1.16 £	Net movement in funds £	Transfers between funds £	At 31.12.16 £
Unrestricted funds				
General fund	2,039,597	131,410	(108,331)	2,062,676
Collection	140,000	-	-	140,000
Daphne Carrick	18,726	-	-	18,726
Fund-raising development	21,285	-	-	21,285
Other Strategic projects	36,194	-	-	36,194
Tielman Fund	46,293	-	-	46,293
Bicentenaries	69,280	(40,356)	41,075	69,999
Celebrating Charlotte	33,375	(33,221)	(154)	-
New Building Fund	60,000	-	20,000	80,000
Quinquennial Fund	10,000	(5,628)	5,628	10,000
Museum Lighting Upgrade Fund	-	-	21,816	21,816
Extension Reconfiguration Fund	-	-	14,000	14,000
	<u>2,474,750</u>	<u>52,205</u>	<u>(5,966)</u>	<u>2,520,989</u>
Restricted funds				
Sir Tresham Lever	2,000	-	-	2,000
Top Withens	2,129	-	-	2,129
Collections Care	3,412	35	-	3,447
Contemporary Arts Donations	410	415	(825)	-
Education	8,758	(172)	-	8,586
Purchases	1,361	1,551	-	2,912
Parsonage Rooms Development Project	12,674	(8,973)	-	3,701
British Library	12,789	-	-	12,789
Museum redecoration fund	127	(127)	-	-
Contemporary Arts 2015	38,453	(45,044)	6,591	-
Reception Furniture Fund	244	-	-	244
Piano Maintenance Fund	8,000	-	200	8,200
Contemporary Arts 2017	-	39,004	-	39,004
Taylor and Francis Prize Fund	-	1,000	-	1,000
	<u>90,357</u>	<u>(12,311)</u>	<u>5,966</u>	<u>84,012</u>
TOTAL FUNDS	<u><u>2,565,107</u></u>	<u><u>39,894</u></u>	<u><u>-</u></u>	<u><u>2,605,001</u></u>

The Brontë Society

**Notes to the Consolidated Financial Statements - continued
for the Year Ended 31 December 2016**

19. MOVEMENT IN FUNDS (GROUP) - continued

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Gains and losses £	Movement in funds £
Unrestricted funds				
General fund	1,037,904	(974,135)	67,641	131,410
Bicentenaries	-	(40,356)	-	(40,356)
Celebrating Charlotte	-	(33,221)	-	(33,221)
Quinquennial Fund	-	(5,628)	-	(5,628)
	<u>1,037,904</u>	<u>(1,053,340)</u>	<u>67,641</u>	<u>52,205</u>
Restricted funds				
Collections Care	35	-	-	35
Contemporary Arts Donations	415	-	-	415
Education	1,229	(1,401)	-	(172)
Purchases	1,551	-	-	1,551
Museum redecoration fund	67	(194)	-	(127)
Contemporary Arts 2015	9,917	(54,961)	-	(45,044)
Contemporary Arts 2017	49,851	(10,847)	-	39,004
Taylor and Francis Prize Fund	1,000	-	-	1,000
Parsonage Rooms Development Project	-	(8,973)	-	(8,973)
	<u>64,065</u>	<u>(76,376)</u>	<u>-</u>	<u>(12,311)</u>
TOTAL FUNDS	<u><u>1,101,969</u></u>	<u><u>(1,129,716)</u></u>	<u><u>67,641</u></u>	<u><u>39,894</u></u>

The Brontë Society

**Notes to the Consolidated Financial Statements - continued
for the Year Ended 31 December 2016**

19. MOVEMENT IN FUNDS (SOCIETY)

	At 1.1.16 £	Net movement in funds £	Transfers between funds £	At 31.12.16 £
Unrestricted funds				
General fund	2,039,597	131,410	(108,331)	2,062,676
Collection	140,000	-	-	140,000
Daphne Carrick	18,726	-	-	18,726
Fund-raising development	21,285	-	-	21,285
Other Strategic projects	36,194	-	-	36,194
Tielman Fund	46,293	-	-	46,293
Bicentenaries Fund	69,280	(40,356)	41,075	69,999
Celebrating Charlotte	33,375	(33,221)	(154)	-
New Building Fund	60,000	-	20,000	80,000
Quinquennial Fund	10,000	(5,628)	5,628	10,000
Museum Lighting Upgrade Fund	-	-	21,816	21,816
Extension Reconfiguration Fund	-	-	14,000	14,000
	<u>2,474,750</u>	<u>52,205</u>	<u>(5,966)</u>	<u>2,520,989</u>
Restricted funds				
Sir Tresham Lever	2,000	-	-	2,000
Top Withens	2,129	-	-	2,129
Collections Care	3,412	35	-	3,447
Contemporary Arts Donations	410	415	(825)	-
Education	8,758	(172)	-	8,586
Purchases	1,361	1,551	-	2,912
Parsonage Rooms Development Project	12,674	(8,973)	-	3,701
British Library	12,789	-	-	12,789
Museum redecoration fund	127	(127)	-	-
Reception Furniture Fund	244	-	-	244
Contemporary Arts 2015	38,453	(45,044)	6,591	-
Piano Maintenance Fund	8,000	-	200	8,200
Contemporary Arts 2017	-	39,004	-	39,004
Taylor and Francis Prize Fund	-	1,000	-	1,000
	<u>90,357</u>	<u>(12,311)</u>	<u>5,966</u>	<u>84,012</u>
TOTAL FUNDS	<u><u>2,565,107</u></u>	<u><u>39,894</u></u>	<u><u>-</u></u>	<u><u>2,605,001</u></u>

The Brontë Society

**Notes to the Consolidated Financial Statements - continued
for the Year Ended 31 December 2016**

19. MOVEMENT IN FUNDS (SOCIETY) - continued

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Gains and losses £	Movement in funds £
Unrestricted funds				
General fund	819,650	(755,881)	67,641	131,410
Bicentenaries Fund	-	(40,356)	-	(40,356)
Celebrating Charlotte	-	(33,221)	-	(33,221)
Quinquennial Fund	-	(5,628)	-	(5,628)
	<u>819,650</u>	<u>(835,086)</u>	<u>67,641</u>	<u>52,205</u>
Restricted funds				
Collections Care	35	-	-	35
Contemporary Arts Donations	415	-	-	415
Education	1,229	(1,401)	-	(172)
Purchases	1,551	-	-	1,551
Museum redecoration fund	67	(194)	-	(127)
Contemporary Arts 2015	9,917	(54,961)	-	(45,044)
Contemporary Arts 2017	49,851	(10,847)	-	39,004
Taylor and Francis Prize Fund	1,000	-	-	1,000
Parsonage Rooms Development Project	-	(8,973)	-	(8,973)
	<u>64,065</u>	<u>(76,376)</u>	<u>-</u>	<u>(12,311)</u>
TOTAL FUNDS	<u><u>883,715</u></u>	<u><u>(911,462)</u></u>	<u><u>67,641</u></u>	<u><u>39,894</u></u>

The Brontë Society

Notes to the Consolidated Financial Statements - continued for the Year Ended 31 December 2016

19. MOVEMENT IN FUNDS (GROUP AND SOCIETY) - continued

Unrestricted Funds can be used in accordance with the charitable objects at the discretion of the Trustees.

Designated Funds are those funds designated by the Trustees for specific purposes. The allocations are reviewed and adjusted on an annual basis.

The Tielman fund is a bequest received from France. The Society has been advised not to use the funds until any potential tax liability has been resolved and has therefore included it in the financial statements as a designated fund.

New Designated Funds have been allocated to cover the cost of upgrading the lighting in parts of the Parsonage Museum ('Museum Lighting Upgrade Fund') and the reconfiguration of part of the ground floor extension to create office and janitorial space to accommodate staff ('Extension Reconfiguration Fund').

Restricted Funds are those funds where monies have been received for a specific purpose. The restrictions placed on the funds as shown above are as follows;

Sir Tresham Lever monies are only to be used to purchase flowers for the local parish Church;

Top Withens fund is restricted to expenditure for the maintenance of the Top Withens site;

Collections Care - Expenditure is restricted to cleaning, repairing and conserving the Collection;

Contemporary Arts Donations are restricted to supporting the Contemporary Arts programme;

Education - Expenditure is restricted to supporting the education programme;

Purchases - Expenditure is restricted to funding acquisitions for the Collection;

Parsonage Rooms Development Project - this fund holds the net book value of fixed assets relating to the refurbishment of the original Parsonage rooms, a project completed in 2010. The assets are depreciated annually in line with current depreciation policy;

British Library - Expenditure is restricted to a "literature in context" project;

Museum redecoration - donations received towards maintaining the decoration of the Parsonage;

Reception Furniture Fund - donations received for the refurbishment of the admissions area of the museum;

Contemporary Arts 2015 – was the grant awarded by the Arts Council England towards the funding of the Society's Contemporary Arts programme for 2015 and 2016. The final grant payment was received during 2016 and this programme has now been completed.

Piano Maintenance Fund - donation from society member John Hennessy for the future costs of maintaining the Brontë piano.

The Brontë Society

**Notes to the Consolidated Financial Statements - continued
for the Year Ended 31 December 2016**

19. MOVEMENT IN FUNDS (GROUP AND SOCIETY) - continued

Contemporary Arts 2017 – is the grant awarded by the Arts Council England towards the funding of the Society's Contemporary Arts programme for 2017 and the first part of 2018.

Taylor & Francis Prize Fund – consists of an annual donation from Taylor & Francis to fund the cost of a Brontë Society competition.

Transfers between funds

Transfers between funds are discussed and approved by Trustees at Council Meetings. The principal transfers during the year concern the creation and use of designated funds as set out above.

20. RELATED PARTY DISCLOSURES

The charitable company has taken advantage of exemption, under the terms of Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland', not to disclose related party transactions with wholly owned subsidiaries within the group.