

Charity no. 1165528

The Alfred Gillett Trust
Report and Audited Financial Statements
31 March 2019

The Alfred Gillett Trust

Reference and administrative details

For the year ended 31 March 2019

Charity number	1165528														
Registered office and operational address	The Grange Farm Road Street Somerset BA16 0EJ														
Trustees	<p>The trustees are who served during the year and up to the date of this report were as follows:</p> <table><tr><td>Mrs Cato Pedder</td><td>Chair</td></tr><tr><td>Dr Charles Donald Robertson</td><td>Deputy Chair</td></tr><tr><td>Mr Hugh Pym</td><td></td></tr><tr><td>Mr Martin Lovell</td><td></td></tr><tr><td>Mr Patrick Colton</td><td>(appointed 15 June 2019)</td></tr><tr><td>Mr Richard Clark</td><td></td></tr><tr><td>Mrs Alice Clark</td><td></td></tr></table>	Mrs Cato Pedder	Chair	Dr Charles Donald Robertson	Deputy Chair	Mr Hugh Pym		Mr Martin Lovell		Mr Patrick Colton	(appointed 15 June 2019)	Mr Richard Clark		Mrs Alice Clark	
Mrs Cato Pedder	Chair														
Dr Charles Donald Robertson	Deputy Chair														
Mr Hugh Pym															
Mr Martin Lovell															
Mr Patrick Colton	(appointed 15 June 2019)														
Mr Richard Clark															
Mrs Alice Clark															
Senior Management Team	<p>The day to day management of the trust is delegated to the Senior Management Team as follows:</p> <table><tr><td>Ms Natalie Watson</td><td>Director</td></tr><tr><td>Ms Samantha Bradley</td><td>Office Manager</td></tr><tr><td>Mr Tim Crumplin</td><td>Business Archivist</td></tr></table>	Ms Natalie Watson	Director	Ms Samantha Bradley	Office Manager	Mr Tim Crumplin	Business Archivist								
Ms Natalie Watson	Director														
Ms Samantha Bradley	Office Manager														
Mr Tim Crumplin	Business Archivist														
Bankers	National Westminster 72 High Street Street Somerset BA16 0EJ														
Solicitors	Lancaster Parr Pear Tree House Wanstrow Somerset BA4 4TF														
Auditors	Godfrey Wilson Limited Chartered accountants and statutory auditors 5th Floor Mariner House 62 Prince Street Bristol BS1 4QD														

The Alfred Gillett Trust

Report of the Trustees

For the year ended 31 March 2019

The trustees present their annual report and the financial statements for the year ended 31 March 2019. The financial statements comply with current statutory requirements, the Foundation Constitution, and the Statement of Recommended Practice - Accounting and Reporting by Charities (effective from January 2015).

Objectives and Activities

The Alfred Gillett Trust was established to advance public education through the co-operation and assistance in the foundation and maintenance of a public records centre and museum in Street. The collections are varied and include family and business archives, shoe catalogues, point of sale materials, fossils, artwork and furniture, costume, film and sound archives, and a large collection of historic shoes and shoe making machinery.

Our Mission and Vision

Our mission is to share the rich history of Street's shoe industry, demonstrating the principles of stewardship, integrity and community-mindedness, upon which the collection was founded, and inspiring the next generation of creators, thinkers and innovators.

Our vision is to inform and inspire the public by sharing the cultural history of shoemaking.

Charitable Objectives

1. To advance public education through the co-operation and assistance in the foundation and maintenance of a public records centre and museum in Street in the County of Somerset or such other place as the Trustees may decide for one or more of the following purposes namely:
 - a. the preservation within a library archives and records centre of the historic papers records and exhibits connected with the footwear and shoemaking industry in the town of Street and the surrounding area or elsewhere; and
 - i. those who developed the said industry and trades particularly in Street and the surrounding area;
 - ii. the domestic and social life of the area; and
 - iii. the Religious Society of Friends;
 - b. the exhibition to the public of historic shoes, material, machinery, equipment and buildings used in connection with the said footwear and shoemaking industry and its supply and distribution trades;
 - c. the exhibition to the public of any fossils and other articles of historic interest or articles of artistic merit including paintings, drawings and works of art of all kinds.

Public Benefit

The Trustees confirm they have complied with the duty in section 17(5) of the Charities Act 2011 to have due regard to public benefit guidance published by the Commission. The Trustees confirm that they have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning future activities.

The heritage service gives public access to extensive archival and material culture collections comprising material which relates to the history and manufacture of footwear, the individuals involved in footwear design and production, the development of Street as a company town, and the sociological, political and economic changes which occurred in the nineteenth and twentieth centuries. Public access is facilitated at the Grange by prior appointment and in a drop-in capacity through our programme of open days, tours, events and temporary exhibitions.

We continue to professionalise our heritage service to ensure the best practice management of the vast

The Alfred Gillett Trust

Report of the Trustees

For the year ended 31 March 2019

heritage collection in our custody. Following the conversion to a Charitable Incorporated Organisation (CIO) we continue to assess all our policies and procedures for compliance.

Achievements and Performance

Our strategic aims and objectives were set to guide our development from 2017-2019 and published in the Forward Plan. Five key areas of development were identified which contribute to the long-term development programme, culminating in the construction of a new collections store and a museum on the Grange site. Progress was made on all strategic objectives set in 2018-19, including:

1. IMPROVE THE STANDARDS OF COLLECTIONS CARE, STORAGE AND DOCUMENTATION

Several major **collection moves** were undertaken in 2018-19, focused on retrieving Trust-owned footwear collections from Donnes, including Roger's, Chard's, 1990s and K Shoes. The collections were documented, cleaned and in some cases isolated/quarantined, before being repackaged into more suitable long-term storage materials. Work continued to treat footwear isolated for potential ACMs and other hazards, with 50% of those isolated being safely treated and reintegrated into wider collection. To ensure the proper **storage conditions** were maintained, temperature and humidity levels were monitored in collections storage areas 24/7, light was kept to a minimum, and integrated pest management was undertaken. Monthly reports were compiled, and remedial action taken where possible by the Collections Management team.

Understanding the nature and scope of our varied collections is vital to plan for future development of both our collection and public offer. A key project in 2018-19 to support this work was the **Collections Review** project whereby 680 staff hours were dedicated to undertaking a review of 5% sample of the archival collections and 1% of entire company collection as recorded on Adlib. The results provided statistical data regarding the current condition, ownership and correlation of these collections to our Collections Development Policy. Analysis of the data enabled us to establish the strengths and weaknesses of previous collections management procedures and develop recommendations that will guide the future strategic management of these collections.

We continued to develop Spectrum and ISAD(G)-compliant **collections management plans, policies and procedures**, with the aim of being able to apply for Accreditation in the near future. The key achievements were the implementation of our first Collections Development Policy and a revised Loans Policy, with significant progress made towards developing a set of standardised documentation procedures following Spectrum for both Trust-owned and company-owned collections. Object Entry and Inventory procedures have been completed, with Loans Out, Documentation Planning, Acquisition & Accessioning and Deaccessioning & Disposal in draft format and our first Cataloguing Standard implemented. The procedures being implemented are being prioritised according to the requirements of our Forward Plan, enabling us to meet international standards in collections management in our current collections' management activities.

Our programme of high-quality documentation and digitisation of collections continues. Supported by funding from C & J Clark Limited, the ongoing **Shoe Digitisation Project** progressed onto documenting the 1990s footwear collection, with the photography reaching the 1970s collection. In total 968 shoes were documented and 783 digitised. Quarantine and isolation backlogs were addressed, with half of the isolated collection treated and reintegrated. The similarly funded **Point of Sale Digitisation Project** progressed onto the 1950s collection, with documentation of 1,151 items from 544 sets completed and 755 items photographed. The **Margaret Clark Gillett Digitisation Project**, funded by The Emily Estate, was completed, with the catalogue uploaded to Adlib and National Archives Discovery Catalogue. In total, 1,250 records were created, and 130 high-quality scans of letters and photographed made available.

The Alfred Gillett Trust

Report of the Trustees

For the year ended 31 March 2019

The underused **small fossil collection** which complements the ichthyosaur collection was cleaned, researched, documented and repackaged by our volunteers, enabling the specimens to be handled more easily. Guided tours were given to special interest groups and educational groups, and two Sea Dragons of Street exhibitions were hosted, enhanced with new displays from the collection. We also made significant progress in understanding the collections relating to K Shoes. The **Kendal Heritage Centre**, which displays a range of material from the C & J Clark Limited collection, was closed in January 2019. We were commissioned by the company to undertake an initial inventory, before removing the whole collection for documentation, repackaging and redistribution to original owners. This unscheduled project greatly increased our knowledge of the K Shoes story and enabled disparate collections from across the UK to be brought together for the first time.

2. INCREASE ACCESS TO THE COLLECTIONS THROUGH OUTREACH AND ENGAGEMENT

We continued to provide a wide range of **events and activities** in partnership with local community groups to engage new audiences. In total, 3,244 visitors attended our activities, including 431 children, and attracted £1,480 in donations. A series of five **Twilight Talks** by staff gave 128 attendees the chance to learn about the diverse collections in more detail including the Latin Verse Machine, digitisation techniques and company history. For **Somerset Day**, we presented displays on the various projects being undertaken by staff and volunteers, though the Wildedges art installation due to accompany the exhibition was cancelled at short notice due to illness. In the summer, we hosted the second **annual film festival** in collaboration with Strode Theatre and Clarks Village, which attracted over 1,111 people and significant sponsorship to support its expansion. For Heritage Open Days the **'Footwear in Focus' photography exhibition** featured high-quality prints of a selection of shoe from the digitisation projects. Visitor feedback was excellent, with 589 visitors attending over 10 days. Two further **'Sea Dragons of Somerset'** pop-up exhibitions were held attracting 2,794 visitors and raising £1,018 in donations and £102 in charged services for bookable children's craft activities.

We continued to provide a **research and enquiry service** to the public and company employees, producing a new leaflet and scheme of charges to guide the service. In total, 254 formal enquiries were handled over the year, representing a 40% increase in the use of the service compared to 2017-18. Around 30% of the enquiries came from the employees of C & J Clark Limited, and ranged in scope and complexity from simple requests for digital imagery and facts to more time-consuming requests for access to material and in-depth research to support product development. The **image request and photography** service which offers reproductions of archives and objects served 21 requests from the company and public, providing 802 images. This included photographing objects for a geology conference poster, providing images of footwear to support archive-inspired design work at Clarks and to support an academic article in Canada. Visits to the **reading room** also increased, with staff providing hands-on support to researchers and academics.

The **online channels** used to advertise our work were developed significantly during 2018-19. The website attracted 16,850 views, with updated designs and new sections added. Facebook became the major vehicle for engaging with our global audience, enabling us to gain an additional 169 followers. The **#shoeftheday** social media campaign was launched which showcased the shoe digitisation images with associated facts and was so popular we intend to continue using this campaign method in 2019-20. Twitter, Instagram and Pinterest were also used to share posts, answering queries and promote events. We implemented a quarterly **e-newsletter**, which was circulated to 234 people who signed up to our mailing list. A cross-departmental **Digital Engagement team** was set up to begin developing the digital offer and investigate ways of providing virtual access to both collections data and Trust news in the future.

The Alfred Gillett Trust

Report of the Trustees

For the year ended 31 March 2019

3. FORMALISE THE RELATIONSHIP WITH C & J CLARK LIMITED AND STAKEHOLDERS

We undertook a significant amount of research into potential **ownership** solutions for the company- and family-owned collections, which are currently loaned to us as part of the 2018-21 Collections Loan Agreement. The Collections Review highlighted priority collections for transfer, and paperwork was developed to start discussions with owners. The findings of an **options appraisal** for company-collections ownership were shared with the company, paving the way for further discussions in 2019-20. **Entry procedures** for company donations were drafted and changes made to the collections management systems to accommodate the terms of the new Collections Loan Agreement. Though we have an aim to get formal **transfer of title** for family-owned collections, no existing collections were transferred in the year. However, we did take ownership of a newly donated collection relating to Morlands.

We were unable to secure any additional formal agreements to guide the relationship with Shoe Museum beyond the Grant Funding Agreement and Collection Loan Agreement signed with the company in February 2018. As per the terms of the agreements, Trust staff provided 12 days of **curatorial support** to museum staff, which included completing hazard checks on material in Gallery 2, preparing loans for display in new exhibitions and making recommendations for collections care based on environmental monitoring reports.

4. PROFESSIONALISE THE TRUST'S SERVICES, FACILITIES AND MANAGEMENT

As part of our programme to professionalise our service and management, we undertook a thorough review of all systems and procedures. In total, seven new **policies** were developed in response to the ongoing review, including: Board Expenses Policy; Data Protection Policy; Emergency Plan; Enquiries & Charging Policy; Privacy Policy; Scheme of Delegation and Reserves Policy.

A **staffing review** used comparisons to the wider heritage sector to develop an equitable salary and staff structure, with staff across the board receiving new contracts linked to enhanced job descriptions and clearer areas of responsibility. The staff handbook was revised, and a formal appraisal system implemented to monitor performance. To support the staff's **continuing professional development**, a draft Training Policy was implemented which enables all staff to access seven days of paid CPD time and subsistence costs. In total 67 days of CPD and training were used and included everything from attendance of specialist conferences to training days and work shadowing.

We continued to invest in the development of the facilities to ensure our sites are safe and secure for staff, visitors and collections. A review of the **environmentally controlled stores** revealed that the Building Management System was not operating effectively and that flaws in the original construction were causing frequent flooding and damage to the structure. Similarly, a commissioned **Condition Survey** of the whole Grange site highlighted areas for improvement to the structural fabric and security of the site. Plans to improve the site in line with the recommendations were developed for implementation in 2019-20, and a **caretaker** post created to take on responsibility for this and the General Maintenance Schedule. Improvements were made to the **room hire** offer at the Grange by refurbishing an accessible ground-floor room for hire and by upgrading the equipment and furniture to meet the requirements of users.

Financial Review

Investment Performance

The charity made an unrealised gain of £25,240 (2018: unrealised gain of £27,850) on the units held in the Schroder's funds based upon the market value of these units as at 31 March 2019.

The charity made an unrealised loss of £1,378,228 (2018: unrealised loss of £678,512) on the unlisted investment in C & J Clark Limited shared following the continued significant fall in share value from £5.65 as at 31 March 2018 to £2.40 as at 31 March 2019.

The Alfred Gillett Trust

Report of the Trustees

For the year ended 31 March 2019

The trustees consider the results to be reflective of the wider national economic context and continue to review the performance of our investments. Information relating to changes in investments is given in note 13 of the accounts.

Reserves Policy

We upheld our Reserves Policy from 2016 in order to retain a level of financial reserves to help meet the charity's needs in the event of a reduction in income levels to cover operating costs for a period of 6 months, which is in the region of £250,000.

At the end of the year we had unrestricted reserves of £5,913,382 (2018: £7,242,900). At the year end the charity had 'free' reserves of £1,056,421 (2018: £965,223) being the unrestricted reserves less fixed assets.

Investments

The listed investments with Schroder charity equity funds are included at fair value using the closing quoted market price, being the bid price, and the unlisted investments have been included in the balance sheet at the semi-annual valuation of the shares by Pricewaterhouse Coopers LLP, Chartered Accountants, using a valuation date closest to the balance sheet date in order to be measured at fair value.

Investment Policy

There are no restrictions imposed on the investment policy by our constitution. The Trustees make the investments in accordance with Charity Law.

Trustees Risk Assessment

The Trustees maintain a risk register to identify the risks that we encounter during operation. The risk register is tabled at every Board Meeting and each risk identified is graded low, medium or high. The Trustees consider that adequate controls are in place to mitigate the key risks identified.

Principal Risks and Management Strategy

1. We are unable to continue operating in the long-term if adequate and sustainable financial resources are not in place.
 - a. Our principal income is generated from the shares we hold, which have generated lower than expected income in recent years. Over the coming year we will undertake a full review of our investments with a view to diversifying the portfolio.
 - b. We will develop a 5-year operational business plan to guide our income generation and expenditure.
 - c. We will continue to offer commercial external room hire, events and heritage services to generate further income.

Plans for Future Periods

Following on from the successes of 2017-19, our objectives were revised for 2019 to reflect the completion or review of our previous aims and objectives, such as securing loan status for the Company Collections and a formal agreement with the company outlining the services provided. Progress toward the new actions identified in the 2019-20 Forward Plan will be monitored on an ongoing basis with an update report being prepared for the Trustees for each board meeting. A full review of the plan will be undertaken at the end of January 2020 and action taken accordingly. Implementation of this plan will be the responsibility of the Director overseen and approved by the Board of Trustees, with support on implementation from the Senior Management Team, staff and volunteers.

The Alfred Gillett Trust

Report of the Trustees

For the year ended 31 March 2019

1. IMPROVE THE STANDARDS OF COLLECTIONS CARE, STORAGE AND DOCUMENTATION

1.1. Enhance the storage conditions and care for collections

Our current dilapidated large object store Donnes will be decommissioned, and the collections transferred into a more suitable storage environment. Containing a large proportion of the collections we hold, curatorial staff and volunteers will undertake a major year-long project to document, clean, repack, transfer and finally store thousands of historic objects and archives. A new temporary storage facility in Street will be developed (see Aim 4), and the Grange's current storage areas redeveloped to accommodate the project.

1.2. Undertake collection reviews and reappraisals to inform future development

Significant progress will be made in determining the size and scope of the collections we hold. Through the Donnes Decant Project, ownership and significance of material in the collection will be appraised, and recommendations for acquisition and disposal made. The shoemaking machinery collection will be professionally appraised using a grant awarded to us by the Association of Independent Museums, before being relocated to new temporary storage facilities in Street.

1.3. Implement collections management policies and procedures

The Donnes Decant Project will require us to adopt a range of new collections management procedures, including on Spectrum-compliant procedures for inventorying, object entry, acquisition, disposal, loan and cataloguing. Procedures for the proper management of the company collection, along with our own collections will be developed and staff and volunteers trained on their use.

1.4. Enhance the documentation and knowledge of collections

Our major collections digitisation programme will continue in partnership with the company, with the Shoe Digitisation Project entering its sixth year, and the Point of Sale Digitisation Project entering its second. By the end of the year, all footwear dating to 1980 will be digitised and all Point of Sale dating to 1970. The documentation of the collections will be significantly enhanced by not only the Donnes Decant Project work, but also by a range of other targeted collections-based projects. The Millfield archive collection will be used as the inspiration to develop KS2 resources and activities and the fossil collection will be catalogued, digitised and made accessible to the public. Our historic digitisation assets will be integrated into image libraries, enabling access decades of photography and research.

1.5. Secure formalised ownership status for collections

We will continue to work with the company to develop long-term security for the historic collections, ensuring they are protected and recognised as a nationally and internationally significant collection. The family collections will continue to be catalogued, and we will strive to acquire and dispose of collections based on significance and potential future use.

2. INCREASE ACCESS TO THE COLLECTIONS THROUGH OUTREACH AND ENGAGEMENT

2.1. Provide a research and enquiry service to the public and C & J CLARK LIMITED

The company enquiry service will continue, providing employees with the opportunity to request high-quality research and images supported by the collections. Due to the scale of the Donnes Decant Project and the time requirements on the curatorial staff, the public enquiries service will be greatly reduced in the coming year. We will, however, continue to engage with the public through the social media and online channels, as well as through the events and exhibitions programme.

2.2. Host public events, exhibitions and collaborations

The popular programme of public events and exhibitions will be continued, with the emphasis

The Alfred Gillett Trust

Report of the Trustees

For the year ended 31 March 2019

on partnerships and collaborations with local groups and individuals and engaging with new audiences. The Museum of Somerset in Taunton will feature a painting from our collection for their Tristram Hillier exhibition, and we will begin engaging with local schools with the help of a public engagement placement. The fossil collection will be the focus of two free exhibitions in the year, and we will host a touring exhibition from the Bodleian Library connected to the family collections. The Grange will provide the venue for part of the Street Arts Trail in collaboration with local cultural groups, the third annual outdoor cinema festival in partnership with Strode Theatre and Clarks Village, and the orchard will be transformed into an outdoor theatre for the Wildedges performance by local artists. House tours of the Grange will be provided for the national Heritage Open Days scheme, and a series of winter talks will provide greater insight into the collections we hold. These events will form a basis for us to begin developing knowledge and understanding of our current and potential audiences. A key part of the capital development programme over this year will be the creation of an audience development strategy for the new museum, and an activity plan which will help inform and shape our activities.

2.3. Improve virtual access to collections

We will continue to develop our digital engagement offer, utilising online channels and our vast library of digitised images to reach new audiences. In 2019, the #AGT53 social media campaign will build on the success of the 2018 #ShoeftheWeek campaign by sharing images and stories from across the archive and object collections. A pilot project to enhance our digital engagement offer by creating long-form content will be undertaken, and in support of the capital development project, the website will be upgraded to support access to collections information and income generation opportunities for us.

3. PROFESSIONALISE THE TRUST'S SERVICES, FACILITIES AND MANAGEMENT

3.1. Ensuring sites and facilities are well maintained and fit-for-purpose

In 2018, we commissioned a condition survey of the Grange building to assess its suitability for conversion into a public space. This survey identified several high-risk, high-impact defects to the building which require immediate redress before the planned construction work begins. We aim to begin repair and renovation work to the Grange building, including structural repairs to the roof, orchard walls and portico. Public access onto the site will also be addressed following evaluation of current visitors' feedback, with a new site entrance installed which will support the hosting of large-scale outdoor events in collaboration with local providers and Clarks Village. The Grange site will be further developed for public use in 2019, with the installation across the site of new signage designed using our newly developed branding guidelines. The planned work will complement the existing repair and maintenance schedule done by us on the Grade II listed site.

3.2. Increase income generation potential of activities and services

In 2019-20, we will prioritise developing our income generation potential in order to move us towards a sustainable funding model. This will include undertaking a review of our current investments and the development of a new ethical policy to guide future investments. The original Alfred Gillett Trust charity (#1095901), which was superseded by the CIO set up in 2016, will be officially closed by the Charity Commission and all land assets transferred to the new charity (#1165528). In line with the capital development work shown in Aim 4, we will commission a Business Planning specialist to support the development of a new business model for 2020 onwards. Research into the development of a friends/membership scheme will be conducted, with recommendations made to the board for adoption in 2020. Events and activities scheduled to be held at the Grange shown in Aim 2 will support the income generation for us through ticketing, donations, secondary spending and sponsorship.

3.3. Implement and review management practices, policies and plans

We are a young organisation and as such requires the development of a wide range of plans,

The Alfred Gillett Trust

Report of the Trustees

For the year ended 31 March 2019

policies, and procedures to ensure best practice is achieved and we are working in a safe and legal way. A new auditor will be sourced to undertake the charities annual returns, the insurance policies will be reviewed and updated, and we will move our accounts to a new bank. The GDPR policy and action plan will be fully implemented, ensuring we are compliant with the changes in data protection laws announced in 2018. Our digitisation standards and end-user requirements for collections will be fully developed, enabling the service to be offered externally to support income generation.

3.4. Support the professional development of staff and volunteers

The Training Policy implemented in 2018 will guide the professional development of our staff and volunteers. Each member of staff will be eligible for seven CPD days throughout the year, enabling them to attend training and conferences, as well as undertake site visits and work shadowing in other heritage organisations. A training plan will be developed to ensure the resources are available to support staff, which will be closely aligned to the aims and objectives of the forward plan.

4. REALISE THE TRUST'S CAPITAL DEVELOPMENT ASPIRATIONS

4.1. Develop relationship with C & J CLARK LIMITED and the Shoe Museum

In order to support our aims and objectives and ensure that the capital development projects are fully supported, we will consult and engage with the company. The long-term arrangements for our access to the company collections will be negotiated, enabling the capital development plans to progress. The future of the Shoe Museum will be discussed, and a transition plan for the closure developed with the company in line with the capital development plan. The new large object store leased by the company for our use will be operational by April 2019, and by March 2020, the machinery and furniture collections will be fully transferred to the site.

4.2. Develop a new museum on the Grange site

We have identified a need to understand the current and potential audiences for the new museum and our collections and consult with these audiences on the plans for the development of the museum. Over the coming year we will appoint Audience Development Consultant(s) to undertake this research and consultation, aiming to produce an Audience Development Strategy and costed 5-year Activity Plan we can use to shape our audience development and engagement. Funding will be requested from the R&SBC Capital Grant to support the consultation events and activities, which will include working with the representatives from the family, company, local cultural and community groups, as well as other key stakeholders identified by us in 2018-19.

In order to take forward the recommendations of the Audience Development Strategy and Action Plan we will engage with our identified audiences through events, exhibitions and learning projects. This will help inform the development of the design brief for the museum and the storyline development for the galleries. We also want to reach out to our virtual audiences, which have steadily been growing as we use online channels to promote the collections internationally. In order to do this, we'll develop a Digital Engagement Strategy, and make improvements to our website and social media channels to support the dissemination of rich content and showcase the collections database. In conjunction with the business planning work we will also undertake to improve our financial sustainability and the digital developments will enable us to embed income generation facilities onto the website, such as ticketing and a shop. We are mindful that the current financial climate and restrictions on our income has led to significant sustainability issues, which could jeopardise the long-term future of the eventual museum. Therefore, we aim to appoint Business Planning Consultant(s) to undertake a full review of the current income sources, investments, services and structure, and make recommendations for addressing issues via a Business Plan which accounts for expected future costs of the museum. This work will coincide with the audience development activities and will inform the development of the project budget and the programme of works required to

The Alfred Gillett Trust

Report of the Trustees

For the year ended 31 March 2019

complete the museum development. Pending the outcome of the Business Planning work in December 2019, it may be necessary for the Capital Development Plan to be reviewed.

We anticipate finalising the briefs for the both the architects and the exhibition designers in 2020, and to support the development of the concept a number of research activities will be undertaken. The recruitment of a Project Manager to support the Director is a vital step towards securing the necessary skills and experience to develop the briefs and manage the contractors. A number of surveys on the condition of the buildings on the Grade II listed site will be required to complement those undertaken at our expense in 2018-19. Fees for planning application permissions are also included in the grant request. The Capital Development Project Team have also undertaken significant research into current capital development projects in the UK which would provide valuable learning opportunities, and five site visits are planned.

4.3. Develop a new storage facility for large object collections

Along with the development and construction of the new museum, we have a significant amount of collections development work to complete over the coming years to support the exhibition and storyline requirements. Ownership of the collections must be resolved and formalised before the museum construction can begin, and significant portions of the collections are expected to require stabilisation and conservation work. In order to address this problem, the current large-object store will be decommissioned in 2019 and all contents will be documented, cleaned, repackaged and transported into permanent storage at the Grange. The 500-strong shoemaking machinery collection will be placed in a temporary store secured in partnership with the company according to the recommendations made by an industrial specialist funded by an external grant. The sale of the current store once decommissioned will provide vital funds which will be reinvested into the construction of a publicly accessible permanent large-object store in Street.

Fundraising Policy

Our fundraising activities are conducted by internal staff and volunteers only and constitute providing a room hire service and collecting public donations, with no external agents working on our behalf. Fundraising activity is actively monitored by the trustees through quarterly meetings and intermediate reports. No complaints have been received and the activity is considered to have very little risk of harm to vulnerable people or the wider public.

Structure, Governance and Management

The Alfred Gillett Trust is a Charitable Incorporated Organisation (CIO) with the charity number 1165528. The Trustees set the strategic vision and are guided by the Foundation Constitution of the organisation, dated 30th January 2016, which became operational on 1 April 2016. We were previously established as a charity under a Trust deed dated 2nd October 2002 and its registered charity number was 1095901.

The CIO has the ability to appoint Trustees and must have at least three charity Trustees and a maximum of twelve. Both The Roger and Sarah Bancroft Charitable Trust (registered charity number 211513) and the Joseph and Francis Clark Trust (registered charity number 267441) have the power to appoint and remove one Trustee. C & J Clark Limited also has the power to appoint and remove one Trustee. All Trustees give their time freely and no remuneration was paid in the year.

The induction process for any newly-appointed Trustee comprises an initial meeting with the Chair and the Director. Newly appointed Trustees are briefed on our objectives and details of the constitution. The welcome pack includes a brief history, copies of Board minutes, the latest annual report and accounts, the constitution, the forward plan, the staff handbook, relevant policy documents and the Charity Commission's guidance 'The Essential Trustee: What You Need to Know'. Trustees also keep themselves up to date using information from the Charities Commission and their solicitors.

The Alfred Gillett Trust

Report of the Trustees

For the year ended 31 March 2019

At the Board meetings, the Trustees approve the strategy, including consideration of investment, reserves and risk management policies and performance. The Director and Senior Management Team have the authority to implement the Trustees' decisions, which are communicated through the Trustee meetings, or via email/phone calls during intervening periods.

Due to close links with C & J Clark Limited through shared collections and services, a Grant Funding Agreement and a Collections Loan Agreement was implemented on 6 February 2018 to ensure we are aligned where possible with the company on activities and resource allocation. As signatories to the two key agreements, strategic direction is provided by the Company Secretary and the Chief Executive Officer.

Statement of Responsibilities of the Trustees

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

The law applicable to charities in England and Wales requires the trustees are to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charity and the incoming resources and application of resources, including the net income or expenditure, of the charity for the year. 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 Charities SORP;
- Make judgements and accounting estimates that are reasonable and prudent;
- State whether applicable accounting standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements; and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and which enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008 and the provisions of the constitution. The trustees 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 charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Auditors

Godfrey Wilson Limited were appointed as auditors to the charity during the year and have expressed their willingness to continue in that capacity.

Approved by the Trustees and signed on their behalf on 7 September 2019:

Mrs Cato Pedder (Chair)

Independent auditors' report

To the trustees of

The Alfred Gillett Trust

Opinion

We have audited the financial statements of The Alfred Gillett Trust (the 'charity') for the year ended 31 March 2019 which comprise the statement of financial activities, balance sheet, statement of cash flows, and the related notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 March 2019 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 Charities Act 2011.

Basis for opinion

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

Conclusions relating to going concern

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

- 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 charity'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.

Independent auditors' report

To the trustees of

The Alfred Gillett Trust

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.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charity 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 Charities Act 2011 requires us to report to you if, in our opinion:

- sufficient accounting records have not been kept;
- the financial statements are not in agreement with the accounting records and returns; or
- we have not obtained all the information and explanations necessary for the purposes of our audit.

Responsibilities of the trustees

As explained more fully in the trustees' responsibilities statement set out in the trustees' report, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as they 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 charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charity or to cease operations, or have no realistic alternative but to do so.

Our 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. This description forms part of our auditor's report.

Independent auditors' report

To the trustees of

The Alfred Gillett Trust

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with section 144 of the Charities Act 2011 and the regulations made under section 154 of that Act. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Date:

GODFREY WILSON LIMITED

Chartered accountants and statutory auditors
5th Floor Mariner House
62 Prince Street
Bristol
BS1 4QD

The Alfred Gillett Trust

Statement of financial activities

For the year ended 31 March 2019

	Note	Restricted £	Unrestricted £	2019 Total £	2018 Total £
Income from:					
Donations and legacies	3	150,912	256,322	407,234	751,777
Charitable activities	4	-	3,892	3,892	38,561
Other trading activities	5	-	8,933	8,933	12,084
Investments	6	-	133,767	133,767	64,903
Total income		<u>150,912</u>	<u>402,914</u>	<u>553,826</u>	<u>867,325</u>
Expenditure on:					
Raising funds		-	2,196	2,196	4,057
Charitable activities:					
<i>Archive and collection care</i>		187,325	371,603	558,928	481,490
<i>Exhibition and educational projects</i>		-	5,645	5,645	4,915
Total expenditure	7	<u>187,325</u>	<u>379,444</u>	<u>566,769</u>	<u>490,462</u>
Net income / (expenditure) before losses		(36,413)	23,470	(12,943)	376,863
Net losses on investments		-	(1,352,988)	(1,352,988)	(650,662)
Net movement in funds	8	(36,413)	(1,329,518)	(1,365,931)	(273,799)
Reconciliation of funds:					
Total funds brought forward		<u>127,390</u>	<u>7,242,900</u>	<u>7,370,290</u>	<u>7,644,089</u>
Total funds carried forward		<u><u>90,977</u></u>	<u><u>5,913,382</u></u>	<u><u>6,004,359</u></u>	<u><u>7,370,290</u></u>

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 18 to the accounts.

The Alfred Gillett Trust

Balance sheet

As at 31 March 2019

	Note	£	2019 £	2018 £
Fixed assets				
Tangible assets	11		1,992,127	2,059,855
Heritage assets	12		12,000	12,000
Investments	13		2,852,834	4,205,822
			4,856,961	6,277,677
Current assets				
Debtors	14	516,890		458,215
Cash at bank and in hand		667,857		682,957
		1,184,747		1,141,172
Liabilities				
Creditors: amounts falling due within 1 year	15	37,349		48,559
Net current assets			1,147,398	1,092,613
Net assets	17		6,004,359	7,370,290
Funds	18			
Restricted funds			90,977	127,390
Unrestricted funds				
General funds			5,913,382	7,242,900
Total charity funds			6,004,359	7,370,290

Approved by the trustees on 7 September 2019 and signed on their behalf by

Mrs Cato Pedder (Chair)

The Alfred Gillett Trust

Statement of cash flows

For the year ended 31 March 2019

	2019	2018
	£	£
Cash used in operating activities:		
Net movement in funds	(1,365,931)	(273,799)
Adjustments for:		
Depreciation charges	73,477	74,272
(Gains) / losses on investments	1,352,988	650,662
Dividends and interest from investments	(133,767)	(64,839)
Decrease / (increase) in debtors	(58,675)	(404,693)
Increase / (decrease) in creditors	(11,210)	21,992
Net cash provided by / (used in) operating activities	<u>(143,118)</u>	<u>3,595</u>
Cash flows from investing activities:		
Dividends and interest from investments	133,767	122,686
Purchase of tangible fixed assets	(5,749)	(1,659)
Net cash provided by investing activities	<u>128,018</u>	<u>121,027</u>
Increase / (decrease) in cash and cash equivalents in the year	(15,100)	124,622
Cash and cash equivalents at the beginning of the year	<u>682,957</u>	<u>558,335</u>
Cash and cash equivalents at the end of the year	<u><u>667,857</u></u>	<u><u>682,957</u></u>

The Alfred Gillett Trust

Notes to the financial statements

For the year ended 31 March 2019

1. Accounting policies

a) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities in preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

The Alfred Gillett Trust meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note.

b) Going concern basis of accounting

The accounts have been prepared on the assumption that the charity is able to continue as a going concern, which the trustees consider appropriate having regard to the current level of unrestricted reserves. There are no material uncertainties about the charity's ability to continue as a going concern.

c) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the item of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Income from grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Income received in advance of provision of sponsorship and event income is deferred until criteria for income recognition are met.

d) Interest receivable

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

e) Funds accounting

Unrestricted funds are available to spend on activities that further any of the purposes of the charity. Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose. Restricted funds are donations which the donor has specified are to be solely used for particular areas of the charity's work or for specific projects being undertaken by the charity.

f) Expenditure and irrecoverable VAT

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.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

The Alfred Gillett Trust

Notes to the financial statements

For the year ended 31 March 2019

g) Allocation of support and governance costs

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Governance costs are the costs associated with the governance arrangements of the charity, including the costs of complying with constitutional and statutory requirements and any costs associated with the strategic management of the charity's activities. These costs have been allocated between cost of raising funds and expenditure on charitable activities on the following basis:

	2019	Restated 2018
Raising funds	0.0%	0.0%
Archive and collection care	99.0%	99.0%
Exhibition and educational projects	1.0%	1.0%

h) Tangible fixed assets

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

Freehold property	50 years
Fixtures and fittings	15 - 20 years
Equipment	3 - 5 years

No depreciation has been charged on freehold land.

Items of equipment are capitalised where the purchase price exceeds £500.

i) Heritage assets

The charity holds heritage assets, which are tangible fixed assets of historical, artistic or scientific importance that are held to advance the preservation and conservation objectives of the charity. Newly purchased heritage assets are capitalised and included at cost including any incidental expenses of acquisition.

Where heritage assets were acquired in past accounting periods and not capitalised, it can be difficult or costly to attribute a cost or value to them. In such cases, these assets are excluded from the balance sheet if reliable cost information is not available and conventional valuation approaches lack sufficient reliability or significant costs are involved in the reconstruction or analysis of past accounting records or in valuation, which are onerous compared with the additional benefit derived by users of the accounts in assessing the trustees' stewardship of the assets.

The Trust has a number of collections and historical artefacts which it manages and is in the process of cataloguing and digitising some of these historic collections, which are being held to advance the preservation, conservation and educational objects of the Trust. The majority of these collections are currently on loan to the Trust from C&J Clark Limited, the Clark family and others and therefore do not belong to the Trust itself. These assets on loan are not capitalised within these financial statements although some of the expenditure relating to their use and maintenance is included in the Statement of Financial Activities.

The Alfred Gillett Trust

Notes to the financial statements

For the year ended 31 March 2019

i) Heritage assets (continued)

The very long expected life of heritage assets (comprising works of art), due to their nature, value, and need to be protected and preserved, means that depreciation is not material and is, therefore, not provided. The trustees will review its value at the end of each financial accounting period and consider whether there has been any impairment in its value at which point an impairment charge will be processed.

j) Listed and unlisted investments

Investments listed or traded on a recognised stock exchange are stated at fair value at the reporting date, which is deemed to be their market value. Any gain or loss, whether realised or unrealised, is taken to the Statement of Financial Activities.

Unlisted investments have been revalued to reflect valuations carried out by Pricewaterhouse Coopers at a date closest to the balance sheet date, which is deemed to be their fair value. Any gain or loss, whether realised or unrealised, is taken to the Statement of Financial Activities.

k) 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.

l) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

m) Creditors

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.

n) Financial instruments

The trust only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently recognised at amortised cost using the effective interest method.

o) Pension costs

The trust operates a defined contribution pension scheme for its employees. There are no further liabilities other than that described in note 21 and that already recognised in the SOFA.

The charity participates in a defined benefit pension scheme. The scheme is a multi-employer pension scheme. During the current period, the scheme was closed to new and existing members. The charity is no longer making contributions into the scheme, but as the scheme is in deficit, the charity has disclosed a contingent liability for its share of the deficit.

The Alfred Gillett Trust

Notes to the financial statements

For the year ended 31 March 2019

p) Accounting estimates and key judgements

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

The key sources of estimation uncertainty that have a significant effect on the amounts recognised in the financial statements are described below.

Depreciation

As described in note 1(h) to the financial statements, depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life.

Heritage assets

As described in note 1(i) to the accounts, many of the charity's heritage assets are too impractical to value and are therefore excluded from the accounts. Where practicable, heritage assets are valued at cost.

Investment assets

As described in note 1(j) to the financial statements, unlisted investments are revalued to reflect valuations carried out by Pricewaterhouse Coopers at a date closest to the balance sheet date, which is deemed to be their fair value.

The Alfred Gillett Trust

Notes to the financial statements

For the year ended 31 March 2019

2. Statement of financial activities: prior period comparative

	Restricted £	Unrestricted £	Restated 2018 Total £
Income from:			
Donations and legacies	150,000	601,777	751,777
Charitable activities	-	38,561	38,561
Other trading activities	-	12,084	12,084
Investments	-	64,903	64,903
Total income	150,000	717,325	867,325
Expenditure on:			
Raising funds	-	4,057	4,057
Charitable activities:			
<i>Archive and collection care</i>	56,336	425,154	481,490
<i>Exhibition and educational projects</i>	-	4,915	4,915
Total expenditure	56,336	434,126	490,462
Net income before losses	93,664	283,199	376,863
Net losses on investments	-	(650,662)	(650,662)
Net movement in funds	93,664	(367,463)	(273,799)

3. Income from donations and legacies

	Restricted £	Unrestricted £	2019 Total £
C&J Clark Limited annual grant	150,000	100,000	250,000
Roger And Sarah Bancroft Clark Charitable Trust grant	-	156,000	156,000
Other donations	912	322	1,234
Total income from donations and legacies	150,912	256,322	407,234
Prior period comparative			2018 Total £
C&J Clark Limited annual grant	150,000	100,000	250,000
Other donations	-	476,900	476,900
C&J Clark Limited donation for digitisation project	-	24,877	24,877
Total income from donations and legacies	150,000	601,777	751,777

The Alfred Gillett Trust

Notes to the financial statements

For the year ended 31 March 2019

4. Income from charitable activities

	Restricted £	Unrestricted £	2019 Total £	2018 Total £
Talks	-	1,019	1,019	1,020
Heritage services	-	2,450	2,450	37,500
Other	-	423	423	41
Total income from charitable activities	-	3,892	3,892	38,561

All income from charitable activities received in the prior period was unrestricted.

5. Income from other trading activities

	Restricted £	Unrestricted £	2019 Total £	2018 Total £
Sponsorship	-	1,747	1,747	-
Room lettings	-	7,186	7,186	12,084
Total income from other trading activities	-	8,933	8,933	12,084

All income from other trading activities received in the prior period was unrestricted.

6. Income from investments

	Restricted £	Unrestricted £	2019 Total £	2018 Total £
Investments listed on a recognised stock exchange	-	55,129	55,129	64,839
Other unlisted securities	-	78,328	78,328	-
Bank interest receivable	-	310	310	64
Total income from investments	-	133,767	133,767	64,903

All income from investments received in the prior period was unrestricted.

The Alfred Gillett Trust

Notes to the financial statements

For the year ended 31 March 2019

7. Total expenditure

	Raising funds £	Archive and collection care £	Exhibition and educational projects £	Support and governance costs £	2019 Total £
Wages and salaries	-	306,412	-	26,553	332,965
Training and conferences	-	7,864	57	-	7,921
Premises costs	-	58,589	53	-	58,642
Insurance	-	14,322	-	-	14,322
Health and safety	-	3,767	314	-	4,081
Other motor / travel costs	-	2,592	62	-	2,654
Other staff costs	-	1,067	-	-	1,067
Advertising	-	1,325	930	-	2,255
Depreciation	-	73,477	-	-	73,477
Subscriptions	-	179	-	-	179
Archivist costs	-	4,750	-	-	4,750
Sundry purchases	-	2,263	2,857	-	5,120
Communications and IT	-	-	-	5,858	5,858
General office	-	-	160	16,926	17,086
Accounting	-	-	-	860	860
Bank charges	-	-	-	318	318
Room hire costs	2,196	-	-	-	2,196
Professional fees	-	-	381	26,147	26,528
Audit	-	-	-	4,800	4,800
Legal	-	-	-	1,650	1,650
Trustee meetings	-	-	-	40	40
Sub-total	2,196	476,607	4,814	83,152	566,769
Allocation of support and governance costs	-	82,321	831	(83,152)	-
Total expenditure	2,196	558,928	5,645	-	566,769

Total governance costs were £6,490.

The Alfred Gillett Trust

Notes to the financial statements

For the year ended 31 March 2019

7. Total expenditure: prior period comparative

	Raising funds £	Archive and collection care £	Exhibition and educational projects £	Support and governance costs £	Restated 2018 Total £
Wages and salaries	-	229,786	-	9,478	239,264
Training and conferences	-	4,554	-	-	4,554
Premises costs	-	58,509	1,106	-	59,615
Insurance	-	16,765	-	-	16,765
Health and safety	-	2,047	-	-	2,047
Other motor / travel costs	-	4,857	65	-	4,922
Other staff costs	-	3,883	-	-	3,883
Advertising	-	1,049	1,298	-	2,347
Depreciation	-	74,271	-	-	74,271
Subscriptions	-	791	100	-	891
Archivist costs	-	20,500	-	-	20,500
Sundry purchases	-	2,675	1,715	-	4,390
Communications and IT	-	-	-	4,697	4,697
General office	-	-	-	18,444	18,444
Accounting	-	-	-	5,829	5,829
Bank charges	-	-	-	333	333
Room hire costs	4,057	-	-	-	4,057
Professional fees	-	-	-	11,222	11,222
Audit	-	-	-	4,052	4,052
Legal	-	-	-	8,240	8,240
Trustee meetings	-	-	-	139	139
Sub-total	4,057	419,687	4,284	62,434	490,462
Allocation of support and governance costs	-	61,803	631	(62,434)	-
Total expenditure	4,057	481,490	4,915	-	490,462

Total governance costs were £12,431.

The prior period has been restated to show expenditure on charitable activities under two headings on the statement of financial activities, where previously these costs were separated in the notes to the accounts. The prior period has also been restated to recognise staff costs spent on support activities. There has been no effect on total expenditure.

The Alfred Gillett Trust

Notes to the financial statements

For the year ended 31 March 2019

8. Net movement in funds

This is stated after charging:

	2019 £	2018 £
Depreciation	73,477	74,271
Operating lease payments	1,636	1,425
Trustees' remuneration	Nil	Nil
Trustees' reimbursed expenses	445	92
Auditors' remuneration:		
▪ Statutory audit and accounts preparation (including VAT)	<u>4,800</u>	<u>4,052</u>

Trustees' reimbursed expenses relates to reimbursed travel costs for two trustees of £445 (2018: £92 for two trustees). During the year, £40 was spent on subsistence for trustee meetings (2018: £47).

9. Staff costs and numbers

Staff costs were as follows:

	2019 £	2018 £
Salaries and wages	286,866	204,132
Social security costs	20,941	14,445
Pension costs	<u>25,158</u>	<u>20,687</u>
	<u>332,965</u>	<u>239,264</u>

No employee earned more than £60,000 during the year (2018: none).

The key management personnel of the charity comprise the Trustees, Director, Office Manager and Business Archivist. The total employee benefits of the key management personnel were £128,696 (2018: £116,958).

	2019 No.	2018 No.
Average head count	<u>14</u>	<u>11</u>
Average number of full-time equivalent employees	<u>11</u>	<u>8</u>

10. Taxation

The charity is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

The Alfred Gillett Trust

Notes to the financial statements

For the year ended 31 March 2019

11. Tangible fixed assets

	Land and buildings £	Fixtures and fittings £	Equipment £	Total £
Cost				
At 1 April 2018	1,748,826	691,299	45,271	2,485,396
Additions in year	-	-	5,749	5,749
At 31 March 2019	<u>1,748,826</u>	<u>691,299</u>	<u>51,020</u>	<u>2,491,145</u>
Depreciation				
At 1 April 2018	200,539	194,940	30,062	425,541
Charge for the year	29,187	35,776	8,514	73,477
At 31 March 2019	<u>229,726</u>	<u>230,716</u>	<u>38,576</u>	<u>499,018</u>
Net book value				
At 31 March 2019	<u>1,519,100</u>	<u>460,583</u>	<u>12,444</u>	<u>1,992,127</u>
At 31 March 2018	<u>1,548,287</u>	<u>496,359</u>	<u>15,209</u>	<u>2,059,855</u>

12. Heritage assets

	Artwork £	Total £
Cost		
At 1 April 2018 and 31 March 2019	<u>12,000</u>	<u>12,000</u>
Depreciation		
At 1 April 2018 and 31 March 2019	-	-
Net book value		
At 31 March 2019	<u>12,000</u>	<u>12,000</u>
At 31 March 2018	<u>12,000</u>	<u>12,000</u>

The Trust has a number of collections and historical artefacts which it manages and is in the process of cataloguing and digitising. These historic collections are being held to advance the preservation, conservation and educational objects of the Trust. The majority of these collections are currently on loan to the Trust from C&J Clark Limited, the Clark family and others and therefore do not belong to the Trust itself. These assets on loan are not capitalised within these financial statements although some of the expenditure relating to their use and maintenance is included in the Statement of Financial Activities. The trust occasionally receives additions to the collections, and these acquisitions are invariably classified as heritage assets but are not included in the balance sheet as it would be both difficult and costly to attribute a value to them.

Heritage assets therefore comprises one item held outside the main collection which is considered practicable to be held at cost in the accounts. Recent professional valuations have suggested that the fair value is significantly higher.

The Alfred Gillett Trust

Notes to the financial statements

For the year ended 31 March 2019

13. Investments

	2019 £	2018 £
Market value at 1 April 2018	4,205,822	4,856,484
Unrealised losses	<u>(1,352,988)</u>	<u>(650,662)</u>
Market value at 31 March 2019	<u>2,852,834</u>	<u>4,205,822</u>

Investments comprise:

	2019 £	2018 £
Market value		
C and J Clark ordinary shares	1,017,768	2,395,996
Investments via Schrodgers	<u>1,835,066</u>	<u>1,809,826</u>
	<u>2,852,834</u>	<u>4,205,822</u>

The unlisted investments in C&J Clark Limited are revalued based on semi-annual valuations of the shares by PricewaterhouseCoopers, Chartered Accountants. The valuation incorporated in the accounts was prepared on 3 May 2019, valuing the shares as of 5 April 2019, the valuation closest to the balance sheet date.

At the year end the value of unlisted investments was £1,017,768 at £2.40 per share (2018: £5.65 per share).

Listed investments held by Schrodgers are shown at the market value at the balance sheet date.

14. Debtors

	2019 £	2018 £
Prepayments	11,055	28,466
Dividends receivable	17,842	13,490
Other debtors	<u>487,993</u>	<u>416,259</u>
	<u>516,890</u>	<u>458,215</u>

15. Creditors : amounts due within 1 year

	2019 £	2018 £
Trade creditors	8,427	23,670
Accruals	14,473	18,673
Deferred income (see note 16)	8,000	-
Other taxation and social security	<u>6,449</u>	<u>6,216</u>
	<u>37,349</u>	<u>48,559</u>

The Alfred Gillett Trust

Notes to the financial statements

For the year ended 31 March 2019

16. Deferred income

	2019 £	2018 £
At 1 April 2018	-	-
Deferred during the year	8,000	-
Released during the year	-	-
	<u>-</u>	<u>-</u>
At 31 March 2019	<u>8,000</u>	<u>-</u>

Deferred income relates to sponsorship income for events to be held after year end.

17. Analysis of net assets between funds

	Restricted funds £	Unrestricted funds £	Total funds £
Tangible fixed assets	-	1,992,127	1,992,127
Heritage assets	-	12,000	12,000
Investments	-	2,852,834	2,852,834
Current assets	90,977	1,093,770	1,184,747
Current liabilities	-	(37,349)	(37,349)
	<u>-</u>	<u>(37,349)</u>	<u>(37,349)</u>
Net assets at 31 March 2019	<u>90,977</u>	<u>5,913,382</u>	<u>6,004,359</u>

Prior period comparative

	Restricted funds £	Unrestricted funds £	Total funds £
Tangible fixed assets	-	2,059,855	2,059,855
Heritage assets	-	12,000	12,000
Investments	-	4,205,822	4,205,822
Current assets	127,390	1,013,782	1,141,172
Current liabilities	-	(48,559)	(48,559)
	<u>-</u>	<u>(48,559)</u>	<u>(48,559)</u>
Net assets at 31 March 2018	<u>127,390</u>	<u>7,242,900</u>	<u>7,370,290</u>

The Alfred Gillett Trust

Notes to the financial statements

For the year ended 31 March 2019

18. Movements in funds

	At 1 April 2018 £	Income £	Expenditure £	Gains and losses £	At 31 March 2019 £
Restricted funds					
Emily Estate	3,500	-	(3,500)	-	-
Getting to know the Grange project	5,216	912	(6,018)	-	110
C&J Clark collection care and digitisation project	118,674	150,000	(177,807)	-	90,867
Total restricted funds	127,390	150,912	(187,325)	-	90,977
Unrestricted funds					
General funds	7,242,900	402,914	(379,444)	(1,352,988)	5,913,382
Total unrestricted funds	7,242,900	402,914	(379,444)	(1,352,988)	5,913,382
Total funds	7,370,290	553,826	(566,769)	(1,352,988)	6,004,359

Purposes of restricted funds

Emily Estate

Funding received from the Emily Estate to catalogue archival material relating to Emily Hobhouse and South Africa from Trust-owned collections and digitise key items. The grant was awarded to employ a professional archivist on a fixed-term contract to manage the project. The outcomes of the project were shared with the Emily Estate upon completion and submitted to the National Archives Discovery Catalogue.

Getting to know the Grange project

Funding received from Clark Foundation to improve the Grange's public appeal and facilitate consultation and learning on the site over a number of years. The grant was awarded to create new exhibition spaces, host community events and outreach projects, make improvements to publicly accessible rooms and install public facilities and furniture.

C&J Clark collection care and digitisation project

Funding received from C & J Clark Ltd as part of the 2018-21 Grant Funding Agreement to undertake the Digitisation Project. £150,000 of the annual grant is allocated to digitise portions of the company collection loaned to the Trust including footwear, point of sale, shoe catalogues, newspapers and the audio-visual collections. The Digitisation Project commenced in 2013 and is projected to finish at the end of the Grant Funding Agreement in 2021.

The Alfred Gillett Trust

Notes to the financial statements

For the year ended 31 March 2019

18. Movements in funds (continued): prior period comparative

	At 1 April 2017 £	Income £	Expenditure £	Gains and losses £	At 31 March 2018 £
Restricted funds					
Emily Estate	24,000	-	(20,500)	-	3,500
Getting to know the Grange project	9,726	-	(4,510)	-	5,216
C&J Clark collection care and digitisation project	-	150,000	(31,326)	-	118,674
Total restricted funds	33,726	150,000	(56,336)	-	127,390
Unrestricted funds					
General funds	7,610,363	717,325	(434,126)	(650,662)	7,242,900
Total unrestricted funds	7,610,363	717,325	(434,126)	(650,662)	7,242,900
Total funds	7,644,089	867,325	(490,462)	(650,662)	7,370,290

19. Financial instruments

	2019 £	2018 £
Financial assets measured at fair value	2,852,834	4,205,822
Financial assets measured at amortised cost	948,690	1,112,706
Financial liabilities measured at amortised cost	(22,900)	(48,559)

Financial assets measured at fair value comprise listed and unlisted investments.

Financial assets measured at amortised cost comprise cash and cash equivalents, accrued income and other debtors.

Financial liabilities measured at amortised cost comprise trade creditors, accruals, and other creditors.

The Alfred Gillett Trust

Notes to the financial statements

For the year ended 31 March 2019

20. Operating lease commitments

The charity had operating leases at the year end with total future minimum lease payments as follows:

	2019	2018
	£	£
Amount falling due:		
Within 1 year	1,636	1,636
Within 1 - 5 years	<u>3,679</u>	<u>5,315</u>
	<u><u>5,315</u></u>	<u><u>6,951</u></u>

21. Contingent liabilities

During the year, the trust changed pension provider from one operated by C&J Clark Limited to a private provider. Prior to year end, the trust was notified of an outstanding section 75 debt which related to the previous scheme. Discussions are ongoing regarding the removal of this deficit, and no creditor or provision is recognised in the accounts. The indicated maximum liability for the charity is £13,000.

22. Related party transactions

During the period, the Clark Foundation provided accounting services to the trust amounting to £238 (2018: £3,075). The Clark Foundation also made a donation of £912 (2018: £15,585) to be used for the "Getting to know the Grange Project" as detailed in Note 18. Two of the trustees, Martin Lovell and Richard Clark, are also trustees of the Clark Foundation.

The Trust works very closely with C&J Clark Limited and some of the projects being undertaken are funded in part by the company as per note 18. C&J Clark Limited also has the power under the Trust Deed to appoint one trustee to the board of trustees and for the current year and the prior year this was Martin Lovell.

Grant funding of £156,000 (2018: £Nil) was received during the year from the Roger And Sarah Bancroft Clark Charitable Trust. Two of the trustees, Alice Clark and Martin Lovell, are also trustees of the Roger And Sarah Bancroft Clark Charitable Trust.

During the year, £72 was paid to the Crispin Hall Trust for health and safety training (2018: £Nil). Two of the trustees, Martin Lovell and Richard Clark, are also trustees of the Crispin Hall Trust.

A donation of £475,000 (2019: Nil) from the Whitenights Charitable Settlement was recognised in the prior year with £225,000 included in debtors at 31 March 2018. At 31 March 2019, this £225,000 remains included in debtors. One of the trustees, Richard Clark, is also a trustee of this trust.