

**BIRMINGHAM CONSERVATION TRUST  
ANNUAL REPORT AND ACCOUNTS  
TO 31 MARCH 2015**



Birmingham Conservation Trust, P O Box 28, Birmingham, B1 1TU Web: [www.birminghamconservationtrust.org](http://www.birminghamconservationtrust.org)

Tel: 0121 303 2664 E-mail: [simon.a.buteux@birmingham.gov.uk](mailto:simon.a.buteux@birmingham.gov.uk)

Twitter: [birminghamCT](https://twitter.com/birminghamCT) [facebook.com/birminghamconservationtrust](https://facebook.com/birminghamconservationtrust)

Registered Charity No: 1063124 Company Registration No: 3380637 VAT Registration No: 754115055

## ***Newman Brothers Coffin Works***

**Joint winner:** Birmingham Civic Society *Renaissance Award* 2014

**Winner:** RICS West Midlands – best building conservation project 2015

**Winner:** RICS West Midlands – best tourism & leisure project 2015

**Winner:** Historic England Angel Award – ‘People’s Favourite’ award 2015

*With thanks to our funders in 2014/15:*

Heritage Lottery Fund

English Heritage

Greater Birmingham & Solihull Local Enterprise Partnership

Esmée Fairbairn Foundation

Birmingham City Council

Bournville Village Trust

Ruskin Mill Trust

Jewellery Quarter Development Trust

Jane Arthur

Ian Clark Restoration

Outer Circle Bus Tours

## CONTENTS

1. Our Mission and Aims
2. Who We Are
3. Projects 2014/15
4. Trust Development 2014/15
5. Ambitions for 2015/16 and Beyond
6. Financial Statements – the year to 31 March 2015

### Contact details

Website: [www.birminghamconservationtrust.org](http://www.birminghamconservationtrust.org)

Simon Buteux, Director

Postal address of registered office: P.O Box 28, Birmingham B1 1TU

Location: 1 Lancaster Circus, Queensway, Birmingham B4 7DJ

Tel: 0121 303 2664

Email: [simon.a.buteux@birmingham.gov.uk](mailto:simon.a.buteux@birmingham.gov.uk)

The Trust also has offices at: The Coffin Works, 13-15 Fleet Street, Birmingham B3 1JP

Tel: 0121 233 4785

## 1. OUR MISSION AND AIMS

The charitable purposes of Birmingham Conservation Trust are:

- To preserve and enhance Birmingham's threatened architectural heritage
- To promote an enjoyment and understanding of the city's historic buildings

We work **for** the benefit of the people of Birmingham and its visitors and believe in working **with** local people to find imaginative, sustainable solutions to secure the long-term future of buildings at risk.

We aim to:

- return historic buildings to a place in people's lives
- enhance local distinctiveness and create an identity for the city that integrates the best of the old with the new
- form partnerships with local communities, with business, industry and the voluntary sector
- empower communities within the city to help improve their environment for the better
- act as a catalyst for urban regeneration in rundown areas of the city
- contribute to the local economy by drawing funds into the city and encouraging tourism and leisure
- combine the best of modern design with the use of traditional construction skills
- encourage people to visit and engage with their built heritage
- provide a forum for discussion and exchange of information about Birmingham's heritage
- sustain the operation of the Trust for the long-term benefit of the people of Birmingham.

## 2. WHO WE ARE

Birmingham Conservation Trust is a charitable company limited by guarantee that was set up on 29<sup>th</sup> May 1977. It is governed by a Memorandum and Articles of Association, which were last amended on 21<sup>st</sup> November 2011, when a new constitution was adopted based on the updated Architectural Heritage Fund template.

The management of the business and the control of the Trust is vested in its Governing Body – a board of Trustee Directors of up to 13 members, which meets bi-monthly. There are no formal sub-committees but smaller groups of Trustee Directors meet as required to discuss specific tasks. The Trust Director is appointed by the Trustees to manage the day-to-day operation of the Trust. All new Trustee Directors receive an induction pack containing the Memorandum and Articles of Association, Annual Report and Accounts, and supporting information on roles and responsibilities.

Historically the Trust has had close ties with Birmingham City Council. The Trust's registered office is at the City Council's office at Lancaster Circus, although from September 2014 we have also had an office at the newly repaired and restored Newman Brothers Coffin Works in the Jewellery Quarter.

Close ties are maintained with key heritage organisations such as Historic England and the Heritage Lottery Fund. The Trust also has very good relationships with the Jewellery Quarter Development Trust and Birmingham Civic Society. Birmingham Conservation Trust is a building preservation trust and a member of the UK Association of Preservation Trusts (UKAPT), the Heritage Alliance and Birmingham Heritage Forum. As owners and operators of an independent museum – Newman Brothers at the Coffin Works – we are also members of the Association of Independent Museums (AIM) and the Museums Association.

**The Trustee Directors serving in the year to 31 March 2015 were:**

Cllr Bob Beauchamp – Chairman (resigned 2<sup>nd</sup> February 2015)  
Cllr Carol Jones  
Cllr Martin Gladstone Straker Welds  
Ms Jane Arthur  
Ms Carol Bowsher  
Mr Kenneth Clive Fisher  
Ms Katie Kershaw  
Mr Shane Anthony Kelleher  
Mr Andrew William Thomas Moody – Secretary  
Ms Jennifer Price  
Ms Helen Amy Shute  
Ms Sally Szarka – Vice Chair (appointed 2<sup>nd</sup> February 2015)  
Ms Jenni Waugh

**Staff during the year to 31 March 2015 were:**

Director: Simon Buteux BA Hons MPhil MCIfA FSA

Development Officer: Dr Suzanne Carter BA Hons PhD

Collections & Exhibitions Manager (Coffin Works): Sarah Hayes BA MA (part time)

Volunteer & Operations Manager (Coffin Works): Marie Dufaud BA MPhil (from 22<sup>nd</sup> April 2014 to 5<sup>th</sup> Feb 2015)

Learning Manager (Coffin Works): Lorraine Kenny BSc PGCE (part time, from 19<sup>th</sup> Sept 2014)

### 3. PROJECTS 2014/15

#### The Coffin Works (major project)

Since the completion of the Back to Backs, the Coffin Works in Birmingham's historic Jewellery Quarter has been the Trust's major project. With grant funding from the Heritage Lottery Fund, English Heritage and others, 2014 saw the completion of the programme of repairs, restoration and conversion begun in 2013. At a ceremony on 24<sup>th</sup> October 2014, the Lord Mayor of Birmingham officially declared the Coffin Works open.

Built in 1894, the Newman Brothers coffin fittings factory is a Grade II\* listed building, complete with its historic contents. Until 1998 Newman Brothers produced high-quality coffin fittings initially in solid brass, then in stamped electro-brass, silver and nickel plate, and latterly in moulded resin. Additionally the company sold shrouds and coffin linings, which they also manufactured at the factory from the mid 20<sup>th</sup> century. In its heyday Newman Brothers employed a workforce of around 80 people. They produced goods that were sent out across the world and adorned the coffins of the great and the good, such as Joseph Chamberlain, Winston Churchill, and members of the royal family. When the factory finally closed in 1999 it was left with its machinery, stock, furniture, office equipment etc. in situ, as if at the end of an ordinary working day – a 'time capsule' of Birmingham's industrial heritage.

The Coffin Works project has involved the repair and refurbishment of the Newman Brothers factory to bring it into sustainable new use, to secure the long-term future of the building, and to make a significant contribution to the economic, social and cultural life of Birmingham's Jewellery Quarter. The buildings comprising the former factory now have multiple use:

- *Newman Brothers at the Coffin Works*: a 'living museum' comprising five rooms of the original factory (including the Stamp Room and Shroud Room) with original machinery and stock. The museum, staffed largely by volunteers, is open six days a week with a modest entrance charge (£5 for adults). Most visitors explore the factory on guided tours led by volunteer tour guides, who also demonstrate some of the working machinery, but a self-guided option, using an iBook guide, is also available.
- *The Gallery*: a small gallery space devoted to temporary exhibitions (changed every three months) thematically linked to the museum. Admission to The Gallery is free. The inaugural exhibition was *Shadows & Dust*, an audio-visual installation by award-winning artist Andy Garbi, making use of time-lapse photography of the factory undertaken before the restoration began. The second exhibition was *Remnants & Traces*, in which members of the Midland Textile Forum took the coffin furniture factory as the inspiration for the creation of a diverse range of original exhibits.
- *The Canteen*: a small self-service tea room, themed in the style of a 1960s works canteen.

- *The Green Room* (named after Joyce Green, the last proprietor of Newman Brothers): a meeting room shared between BCT and our tenants. The meeting room is also available for hire, and can be adapted as a small lecture theatre or for the serving of buffet food for events in the courtyard.
- *The Courtyard*: the ranges of factory 'shopping' (workshops) enclose a courtyard, which has been resurfaced in brick pavements and provides a very versatile space. Uses include: a place where visitors are served tea and refreshments – from *Dolly's Trolley* – a fine-weather alternative to The Canteen; a space for plays, musical and spoken word performances; an event space for parties and receptions, including food festivals.
- A store room and conservation workshop for work on the Newman Brothers collection.
- A new office for Birmingham Conservation Trust and an office for the Newman Brothers museum (including work and relaxation space for volunteers).
- Five workshop/office units for let. By January 2015 all the units had been let to the following businesses: City Yoga, The Quarterworkshop (a designer jeweller), Levell's Design, Khoury Architects and Ilira (art therapy).

The first six months of the 2014/15 financial year, from April to September, saw the major effort of the Trust devoted to the completion of the repair, conservation and conversion work at the Coffin Works, and the preparations for opening. For success in achieving the former we gratefully acknowledge the expert efforts of our Project Manager, Kate Dickson of Creative Heritage Consultants Ltd, and our architect/contract administrator, Ed Kepczyk of Rodney Melville & Partners, along with the rest of the professional team.

The biggest job in the preparations for opening was the further conservation and cataloguing of the Newman Brother collection – all the contents of the factory, from the office records to machinery – at the temporary off-site store in Erdington; and the return of the collection to the factory and individual artefacts to their former places, faithfully recreating the factory as it had been left in 1999. Leading this task with great skill and energy was our recently appointed Collections & Exhibitions Manager, Sarah Hayes, supported by a loyal team of volunteers. The repair and conservation of the machinery in the Stamp Room, bringing the drop stamps and fly presses back into working order, was undertaken by Ian Clark Restoration. We developed such a good relationship with Ian that he waived part of his fee in order to help us buy the collections cataloguing software that we needed! A range of other specialists expertly brought back to working order everything from sewing machines to the clocking-in machine.

Another major task was to recruit and train the fifty or so volunteers that would be needed to run the new museum – tour guides, room enablers, machinery demonstrators and 'front of house' staff. This task was led by our Volunteer and Operations Manager, Marie Dufaud. Overseeing all the work necessary to create the new museum, and putting her personal stamp on much that has made it a success, was the Trust's tireless Development Officer, Suzanne Carter.

The second half of the year, from the grand opening on 24<sup>th</sup> October 2014 to the end of

March 2015, saw the Coffin Works and the Newman Brothers museum open and fully operational. This was a steep learning curve as almost every aspect of the venture was new territory for the Trust's staff. In addition to achieving the smooth-running of the museum, a programme of events needed to be organised and our 'offer' developed as a venue for meetings and for corporate and private hire. We also have ambitious targets for our educational, learning and outreach programmes, and particularly for engagement with our ethnically diverse local community. This work is being led by our part-time Learning Manager, Lorraine Kenny, appointed in September 2014.

For the first two and a half years of operation, through to May 2017, the Coffin Works will have continued grant support, principally from the HLF and the Esmée Fairbairn Foundation, but thereafter it must be a sustainable and fully self-financing operation. The period with grant support is being used to fine-tune the operation, and to find out what works and what doesn't, in preparation for this. Very gratifyingly, the Newman Brothers museum has achieved a very high level of visitor satisfaction, with glowing reviews from visitors; within a couple of months of opening it had risen to be ranked #1 of 28 museums in Birmingham on TripAdvisor, with a five-star rating, a position it retains at the time of writing. This achievement is very largely due to the efforts of our team of enthusiastic, knowledgeable and talented volunteers, who carry out all the public-facing roles at the Newman Brothers museum.

*Coffin works community engagement 14/15:*

School children we have engaged with	217
Professionals involved in training and learning activities	182
New volunteers	36
Total engagement of students actively involved with the project	91
Total engagement with unemployed young people given training and employment skills	32
People attending special events at the CW	585
People attending tours	2,419
Total engagement of people attending talks for local community groups	420

*BCT staff involved in Coffin Works project:*

Simon Buteux – overall Project Manager  
 Suzanne Carter – Activity Plan Manager  
 Sarah Hayes – Collections & Exhibitions Manager  
 Marie Dufaud – Volunteers & Operations Manager (to 5<sup>th</sup> February 2015)  
 Lorraine Kenny – Learning Manager

And very special thanks to our brilliant team of volunteers!

**Cadbury Barn, Manor Farm Park: options appraisal** (partnership/consultancy project)

During 2014/15 the Trust completed an 'options appraisal' for the Cadbury Barn at Manor Farm Park. The aim of the work was to find the best option for a sustainable future use for the semi-derelict and at risk Barn and adjacent farm buildings.



The Barn is a quirky, rustic-style timber building built in 1895 for George and Elizabeth Cadbury on their estate at Manor Farm, Northfield. The Barn was built specifically to host large parties, mainly for children from deprived areas of Birmingham and the Black Country. The children would enjoy a day out in the countryside, with activities such as swimming, and including tea in the spacious Barn. During the Second World War the Barn, together with adjacent farm buildings, was used as the national training camp for the Quaker-led Friends Ambulance Unit. The Barn is of architectural and historical significance, particularly through its association with Quaker/Cadbury philanthropy, and is much valued by the local community.

In his will George Cadbury gifted part of his Manor Farm estate, including the Barn and adjacent farm buildings, to the people of Birmingham for use as a public park. Today, the park is maintained by Birmingham City Council Parks Service, who use some of the farm buildings as a depot; at present the Barn is used for ad hoc storage. Concern about the continuing deterioration of the Barn, and its vulnerability to vandalism and arson, prompted the Friends of Manor Farm Park to instigate the options appraisal, which was funded by Bournville Village Trust and carried out in partnership with Bournville Architects. Although the work was carried out with the full and helpful cooperation of Birmingham City Council Parks Service and Property Services, the council does not have the resources to repair and maintain the Barn and associated farm buildings itself.

In addition to contributions by various specialist consultants, the appraisal included community consultation, comprising various public presentations, an open day at the Barn, and an on-line survey. Through these means more than 400 people were consulted from May 2014 to March 2015. This consultation revealed the strong heritage and local importance of the Barn for the community, and overwhelming support for the idea of rescuing and restoring the Barn. The provision of a café/tearoom (with external terrace overlooking the park) and toilets was the most favoured use for the Barn, along with the provision of flexible space for a variety of uses of benefit to the whole community. It was further widely felt that the any development should take account of the original purpose for which the Barn was built and 'Cadbury principles', and that interpretation of the history and heritage of the Barn should be included. A consultant was employed to carry out a market assessment of this option for the use of the Barn, and concluded that, properly executed, it had long-term viability. This is therefore the favoured option for the Barn itself.

For the former farm buildings adjacent to the Barn, the favoured option is conversion to become the new headquarters for the Birmingham and Black Country Wildlife Trust (BBCWT), who state, "*We believe we can bring to the development interesting projects that reflect the heritage of the Barn and the site, in particular the original aim of providing children living in the city with access to the natural environment*".

The next stage of the work will comprise a detailed feasibility study on the favoured option, including identifying potential funding sources.

*BCT staff involved:*

Simon Buteux – project manager, report co-author, report editor  
Suzanne Carter – community consultation, report co-author

## **Jewellery Quarter Cemeteries (consultancy project)**

In 2014 Birmingham Conservation Trust was commissioned by Birmingham City Council to manage the development and submission of a second round Heritage Lottery Fund (HLF) application for a project to carry out major repair and conservation works at the two Jewellery Quarter cemeteries, Key Hill Cemetery and Warstone Lane Cemetery.

Both cemeteries are early examples of 19<sup>th</sup>-century cemeteries built to relieve the pressure on historic churchyards caused by the massive population growth of major towns like Birmingham. They were both laid out on the site of sand quarries on what was then the edge of town. The sheer quarry faces, used for catacombs, and other features of the quarries were used to create dramatic landscapes, enclosed by high cast-iron railings with imposing gates and interlaced with paths, with commanding views over Birmingham Heath.

Key Hill was the first cemetery to be laid out, opening in 1836. It was created for Birmingham's large and influential non-conformist community. The iconography of the cemetery is classical; this was reflected most clearly in the cemetery chapel, which was in the form of an austere Greek temple, unfortunately demolished in 1966. The adjacent Church of England Warstone Lane Cemetery was opened in 1848. Here the iconography is Gothic and although the impressive cemetery chapel was demolished in 1954 and the boundary railings around the same time, the Gothic cemetery lodge still survives. A major feature of Warstone Lane Cemetery is the catacombs, which form a dramatic amphitheatre, formerly linked to the chapel. As well as the differences in symbolism, the two cemeteries differ in other aspects of their character: the access to Key Hill Cemetery is tucked away, and it is leafy and secluded; Warstone Lane Cemetery is prominently visible and easily accessible from Vyse Street, the busiest street in the Jewellery Quarter, and has a much more 'open' character with fewer trees.

The HLF project will involve re-instating the railings and gates around Warstone Lane Cemetery, to the original elaborate Gothic design, so the cemetery is enclosed once again, and the creation of a central garden feature, laid out on the footprint of the former chapel, so that a visitor will get a much better sense of the historic layout of the cemetery. The catacombs at both sites will be repaired and restored, with new safety railings. At both sites there will be repairs to, and resurfacing of, paths, improvements to drainage, provision of many more benches, new interpretation panels, and tree works. The design work has been carried out by the City Council's Landscape Practice Group.

Accompanying the repair, conservation and restoration work will be an ambitious programme of activities, focussing on and drawing inspiration from the rich heritage of the two cemeteries. The aim is to encourage many more people, and a much wider range of people to visit, use and enjoy the cemeteries. Birmingham Conservation Trust has played a large role in the development of the Activity Plan and Interpretation Plan for the project.

The successful outcome of the application was announced by the HLF in October 2015.

### *BCT staff involved:*

Simon Buteux – project manager, development and collation of grant application

Suzanne Carter – development of the Activity Plan (co-author) and Interpretation Plan (author)

### **Jewellery Quarter Townscape Heritage Project** (consultancy project)

In 2014/15 the Jewellery Quarter Development Trust prepared a second round application to the HLF for a major townscape heritage project in the 'Industrial Middle' part of Birmingham's Jewellery Quarter, focussing on Frederick Street and Vittoria Street. Working with the City Council and private owners and developers, the project will restore five listed, derelict or partly vacant properties, three of which are at present too dangerous to enter, making them available once more for commercial, office and residential use.

The project will also include learning opportunities for volunteers, researching the fascinating industrial and social history of the area, and a range of arts events which will bring the stories of the buildings to life. As part of the project team, Birmingham Conservation Trust was commissioned to prepare the Activity Plan.

The successful outcome of the application was announced by the HLF in October 2015.

*BCT staff involved:*

Suzanne Carter – development of the Activity Plan (author).

### **The Standard Works** (consultancy project)

The Standard Works is a Grade II listed former industrial building built in 1878-9 and situated in the heart of the Jewellery Quarter in close proximity to some of the buildings to be tackled by the townscape heritage project. It had been vacant for 20 years before it was bought by the Ruskin Mill Trust, who are renovating the building and converting it into a college, with a focus on practical craft skills, for students with learning difficulties. The project also involves the creation of a Heritage Gallery that would act as a visitor centre for the Jewellery Quarter, plus a community workshop, a café and makers studios available to craftspeople.

In 2014/15 the Ruskin Mill Trust prepared a first round HLF grant application, for funds which it is hoped will meet part of the cost. Birmingham Conservation Trust was commissioned to lead community engagement and consultation activity in preparation for the round one application.

The successful outcome of the application was announced by the HLF in October 2015. It is hoped that Birmingham Conservation Trust will continue to be involved in the development of the round two application in 2015/16.

*BCT staff involved:*

Suzanne Carter – Community Engagement and Consultation Report (author)

## **Jewellery Quarter Heritage at Risk Survey (partnership project)**

Outside London, Historic England's 'Heritage at Risk' register covers only Grade I and Grade II\* listed buildings. There is no comprehensive, systematic assessment of the condition of the much more numerous Grade II listed buildings. To tackle this issue, Historic England (formerly English Heritage) is developing a programme that aims to produce systemic surveys of Grade II buildings throughout the regions, using mainly volunteer surveyors.

In order to create a robust national framework, Historic England has commissioned a number of pilot studies to test and refine the recording and training methods and tools as they are developed. Birmingham City Council and Birmingham Conservation Trust submitted a successful bid to make Birmingham's Jewellery Quarter Conservation Area one of the pilot projects. The JQ Conservation Area covers 95 hectares and contains 207 listed buildings. Despite considerable investment and many positive steps in recent years, dereliction in the Quarter continues to be a problem, with listed buildings disproportionately affected. As well as helping Historic England to develop their national framework, a comprehensive condition survey of the Quarter's listed buildings will also be a valuable tool for local planners tackling the problem of dereliction, and links in with the townscape heritage project described above.

The survey commenced in January 2015 and the bulk of the work was completed by the end of March 2015. Twenty volunteers were involved in the survey, which began with a series of training sessions on the architecture of the Jewellery Quarter, how to record the condition of historic buildings, and how to use the various forms and the software developed by Historic England. Testing the training methods and materials was part of the project. The volunteers then carried out the survey by themselves, usually working in pairs, with specialists (former conservation officers) moderating the survey of each building as 'quality control' and to provide feedback on results.

The survey continued into the 2015/16 financial year, and following the success of the pilot project in the Jewellery Quarter the City Council intends to extend the survey to provide city-wide coverage.

### *BCT Staff involved:*

Simon Buteux – project manager

### 3. TRUST DEVELOPMENT 2014/15

Birmingham Conservation Trust is going through a period of transition, a process which took several important steps forward in 2014/15.

The main context for this transition has been the substantial decrease in funding for local government following the recession of 2008-9 and the change of national government in 2010, which has impacted particularly heavily on Birmingham City Council. BCT is a trust closely associated with the council: historically it has always been chaired by an elected member of the council (a stipulation of our constitution); it has office accommodation provided free of charge by the council; its finances are run through the council, with accountancy services provided free of charge; and it has from time to time received substantial grant support from the council for its charitable work.

The BCT trustees and director recognised that in the current economic climate this was not an arrangement that was likely to continue indefinitely, and that in order to survive and thrive the trust needed to become much more self-reliant, moving from a relationship of dependency on the council to a one of partnership with the council, developing new income streams, and adapting its governance and financial systems to reflect these changes.

In undertaking this transition, the trust was fortunate in 2014/15 to receive a *Transition Grant* from the Heritage Lottery Fund. This project has six main strands, to review and provide new structures and systems for:

1. Business planning – developing and implementing a new business strategy and plan
2. Human Resources – developing and implementing robust new systems and policies independent of the HR systems and policies of the council
3. Accountancy – developing and implementing accountancy and banking systems independent of those of the council
4. IT and data protection – implementing our own IT and data protection systems
5. Contracts and procurement – establishing new robust procedures and model documents
6. Governance – adapting the governance systems, and modifying our constitution, to best reflect the changed circumstances of the trust.

The main contribution of the HLF *Transition Grant* in this process has been to provide funding for the employment of consultants to help us with each of the strands. The consultants are working with and reporting to a 'Transition Group', formed in December 2014, comprising four trustees (Jane Arthur, Sally Szarka, Jenni Waugh and Andy Moody, together with the trust director, Simon Buteux). Sam Hunt was appointed as the project mentor for the HLF project, insightfully providing an overview of the whole process. Significant progress was made on several of the project strands in 2014/15, although the

process has taken much longer than initially envisaged, mainly due to the heavy commitment of the trust director and development officer on income generating project work.

Developing new income streams and achieving financial stability and growth is central to the transition process. One purpose of the Coffin Works project, described above, was to diversify the Trust's income streams. In addition to grant and other income related to building restoration projects and consultancy projects, the Coffin Works provides the following new income streams for the trust.

- Income from admissions to the Newman Brothers museum (including schools)
- Income from events
- Income from the hire of the Meeting Room and/or Courtyard
- Income from rental of the commercial units

The Coffin Works also provides the BCT with its own office, independent of the desk space provided in City Council offices. The latter is being retained, however, for the time being as it facilitates close collaborative working with council officers on several projects. Crucially, having our own premises at the Coffin Works provides the trust with a much better environment for engagement with the public (one of our principal charitable purposes), engagement with businesses, and for the recruitment of volunteers and supporters (see below). The potential for the development of two further income streams was advanced in 2014/15:

- Income from the subscriptions of individual BCT supporters
- Income from corporate supporters

A second grant from the HLF in 2014/15, a *Catalyst Grant*, paid for a consultant, Anthony Oliver, to help us to develop a corporate engagement strategy for the Trust. Due to the exceptionally heavy workload during the year, little progress was made in implementing our corporate engagement, and the growth in numbers for individual supporters was only modest, but the foundations have been laid for development in future years.

## **Volunteers**

We signed up 36 new volunteers during this period as we actively recruited for volunteers to work with us to deliver the visitor experience at Newman Brothers. From July 2014 we put our volunteers through their paces on training programmes which involved tour guiding, till training, customer service, disability awareness, Health & Safety, conservation cleaning, and dealing with bereavement issues. We have an amazing team of people working with us on front of house, as tour guides and room enablers, in the research team and behind the scenes on marketing, admin and DIY tasks. Their loyalty and commitment to the museum and BCT brings with it an incredibly fun, dynamic and supportive environment for everyone. We have taken on 10 work placements during this time, with 5 staying on as regular volunteers; we boast lots of young people amongst our team of volunteers, which really does add to the vibrancy of the organisation.

A further 8 volunteers joined BCT as recruits to deliver the Heritage at Risk project in the Jewellery Quarter, each of whom received training in assessing the condition of the

buildings and data inputting into the Historic England system. This proved to be a very popular activity and the project allowed us to engage with different volunteers outside operating a heritage attraction. We have continued the Friday Photo feature on our website, where volunteers post a photo each week of an aspect of Birmingham's diverse heritage, and we have a volunteer dedicated to our Coffin Works Facebook page.

### **Supporters Group & Newsletter**

In the 12 months to the end of March 2015 the Birmingham Conservation Trust Supporters' Group grew slightly to 37 members. This is a lot lower than we would have hoped after revising the membership scheme to also provide free return visits to Newman Brothers throughout the year, but we have achieved a renewal rate of 90% in the second year of operating the scheme. Members receive a monthly electronic newsletter and 'what's on' and invitations to regular free visits and events, which have included exclusive tours to other museums and heritage sites in the region, together with talks. There is a low turn-out from our Supporters to most of these events, however. At the time of writing we are beginning to review our offer and also introduce a new patron's scheme as part of our fundraising strategy.

### **Website**

The number of Birmingham Conservation Trust website visitors remains steady this year and Google Analytics shows we had 38,512 users, with over 9,600 new users during this 12-month period. 87% of our users are from the UK, with 30% from a local Birmingham audience.

During this period we also launched our Coffin Works website (Oct 2014). Google Analytics only provides data from 10 December, but in just over three months we had 8,708 users, again about a third originating from Birmingham. Traffic to this website has now grown substantially and at the time of writing it has been visited by 25,129 users.

### **Social Media**

We are continuing to grow our presence on social media. In this period we grew our Facebook audience from 473 to 631 'likes'. Twitter followers of @birminghamct grew from 2,468 to 3,007 by the end of March (increase of 539 on last 12-month period). Our @coffinworks twitter account grew more significantly with the opening of the museum to reach 2,369 followers (increase of over 1,000 people). Our Coffin Works Facebook page has also seen a lot more engagement and our 'likes' have increased to a total of 745 'likes'. We received some delightful feedback on this Facebook page from a member of the public who is quoted as saying it is *"so warm and friendly that she has come to feel part of the family [...] the way that subject matter is presented has such warmth and doesn't feel frightening or gloomy"*. This is testament to the hard work and skill of the contributing team.

## 4. AMBITIONS FOR 2015/16 AND BEYOND

### Coffin Works

In 2015/16 we intend to:

- Continue to work hard towards meeting our engagement targets set in our HLF Activity Plan (at the time of writing, some targets, such as those for overall visitor numbers or engagement through our website have already been exceeded; others, such as school visits, need further development)
- Increase the number of volunteers at the Coffin Works in all roles (front of house, tour guides, room enablers, researchers, conservation volunteers)
- Introduce a rewards scheme for long-serving volunteers, recognising that our wonderful volunteers are our greatest resource (as visitor feedback consistently shows)
- Develop and start to implement an integrated marketing and communications plan, with the following objectives:
  - To increase paid annual admissions to Newman Brothers at the Coffin Works to 20,000 by the end of 2017.
  - To diversify the Coffin Works' audience base to include 20% visits (museum or events) from non-traditional audiences (youth, BME) and 20% visits from the local community, by 2017.
  - To raise awareness of, and support for, Birmingham Conservation Trust, increasing participation through growing donations by 30%, increasing volunteer hours to 10,000 a year by 2017 and reviewing the BCT Supporter Group offer to increase its appeal and grow membership in the long term.
- Continue to develop the range of our offer for special events, increase the numbers of people attending events, and increase the income from events
- Continue to develop the range of exhibitions (changed every three months) in our Gallery and increase visitor numbers to the Gallery, learning from past experiences
- Develop our hire offer for our Meeting Room and Courtyard for corporate and private events
- Obtain an Premises licence and create a 'pop up' bar for use at events, with the potential for substantial income generation
- Introduce a tea room at the Coffin Works, themed on a 1960s works canteen, that will complement and extend our existing 'Dolly's Trolley' offer
- Work towards becoming an Accredited museum (target date March 2017)
- Develop our Conservation Strategy and Emergency Plan (seeking grant support



from the AIM Pilgrim Trust Preventative Conservation Grant scheme)

- Apply for grant funding from the AIM Pilgrim Trust Conservation Grant scheme for conservation of the machinery in the Barrelling Shop
- Seek grant funding from the Museums Association Esmée Fairbairn Collections Fund for a project that will open up access to and understanding of the Newman Brothers collection by creating an on-line digital resource
- Produce a souvenir guidebook to the Newman Brothers museum, obtaining corporate sponsorship for the production and printing costs and thus maximising revenue from sales
- Improve the stock range in our shop, and the branding and presentation of the items for sale, improving retail income
- Consider the possibility of developing an on-line shop
- Continue to achieve 100% occupation of our commercial units, encouraging the creative businesses that contribute to the Coffin Works as a whole
- Apply for a range of awards, regional and national, that will acknowledge and celebrate the success of the project
- Through all of the above, strive to ensure that the Coffin Works will be a viable and sustainable venture when grant support ceases in 2017 and will continue to be so for many years to come

## **Projects**

In 2015/16 we hope to:

- Work with our partners to develop the Cadbury Barn project, seeking funding to carry out a detailed feasibility study on the favoured option
- Continue to work with Birmingham City Council in a consultancy capacity to deliver the Jewellery Quarter Cemeteries HLF project
- Continue to work with the Jewellery Quarter Development Trust to deliver the Jewellery Quarter Townscape Heritage project
- Continue to work with the Ruskin Mill Trust in a consultancy capacity to help them to develop their round two HLF application
- Continue to work with Birmingham City Council to complete the Jewellery Quarter Heritage at Risk survey, and potentially roll out the survey to the wider city
- Play a central role in the initiative to achieve a co-ordinated, partnership approach to heritage projects in the Jewellery Quarter, an approach which we did much to

foster and which has been enthusiastically embraced by the HLF

- In a consultancy capacity, following on from the options appraisal we completed in 2012/13, assist Birmingham City Council to establish a new independent trust to run Highbury, the Birmingham home of Joseph Chamberlain, unlock its heritage potential, and to carry out the ambitious programme of restoration work to the house and gardens outlined in the options appraisal
- Continue 'horizon scanning' for future potential major projects to follow on from the Coffin Works (the Cadbury Barn is a particularly promising possibility)
- Insofar as capacity will allow, carry out other consultancy projects for a range of clients

## **Trust Development**

In 2015/16 we intend to:

- Complete the six work strands supported by our HLF Transition grant, so that we will have in place, for the trust as a whole:
  - A ten-year business strategy
  - A three-year business plan
  - A complete set of up-to-date HR policies
  - Accountancy and financial systems independent of Birmingham City Council
  - IT and data protection systems fit for purpose and independent of Birmingham City Council
  - Updated procedures, policies and model documents for contracts and the procurement of goods and services
  - A revised constitution for the trust, reflecting the needs of our new circumstances
- Devise and implement a new approach to growing Birmingham Conservation Trust's supporters, which will include:
  - A revised offer for our individual Supporters
  - A Patrons' scheme
  - A Corporate Supporters scheme
- Complete the fit-out of our Birmingham Conservation Trust and Newman Brothers offices at the Coffin Works, securing the necessary support services for IT, maintenance etc.

## Beyond 2015/16: A Sustainable Future

Provisionally, the trust's Transition Group has defined our key long-term aims, and the action we should take to achieve these aims, as follows:

### *Our key aims:*



### **To achieve financial sustainability**

To do this we need:

- financial systems that give us the right information at the right time
- independence from Birmingham City Council
- to test the cost effectiveness of operating the Coffin Works site/Newman Brothers heritage attraction
- profitable consultancy services (whether in or outwith the city) with a portfolio of projects generating income
- to expand our sources of grant funding for rescue and engagement
- to build up healthy reserves

### **To increase our impact**

To do this we need:

- to promote Newman Brothers and Coffin Works as a showcase for how BCT can return historic buildings to a place in people's lives
- advocates for our work – enthusiastic and committed members, volunteers and supporters
- to cultivate partners and stakeholders who we can work with to rescue Birmingham's threatened architectural heritage
- to communicate our core value with confidence to a wide range of audiences

### **To lead the field as an architectural preservation trust**

To do this we need:

- the right people in place – as trustees, as employees, as volunteers – with effective training and development
- a track record of continuing success recognised by peers, partners, stakeholders and clients
- corporate support and recognition from key stakeholders in the city

**Constitution and objectives**

The Trustees, who are also Directors of the Charity for the purposes of the Companies Act, submit their annual report and the financial (SORP) statements for the year ended 31 March 2015. The Trustees have adopted the provisions of the Statement of Recommended Practice "Accounting and Reporting by Charities" issued in 2005 in preparing the annual report and financial statements of the Charity.

Birmingham Conservation Trust is a charitable company limited by guarantee and was set up on 29 May 1997. It is governed by a Memorandum and Articles of Association, which were last amended on 21 November 2011, when a new constitution based on the updated Architectural and Heritage Fund template was adopted.

Its objects are to preserve for the citizens of Birmingham and in the County of West Midlands and of the nation at large, whatever of the historical, architectural and constructional heritage may exist in and around the City of Birmingham aforesaid in the form of buildings (including any building as defined in Section 336(1) of the Town and Country Planning Act 1990) of particular beauty or historical, architectural or constructional interest and to promote the education of the general public as regards the occupation and use of such buildings throughout their history.

**Directors and trustees**

The directors of the charitable company, Birmingham Conservation Trust, are its Trustees for the purpose of charity law and throughout this report are collectively referred to as the Trustees.

The trustees that served during the year were:

Councillor Bob Beauchamp – Chairman - resigned 9 February 2015  
 Councillor Carol Jones - terminated 15 June 2015  
 Councillor Martin Straker Welds - terminated 15 June 2015  
 Ms Jane Arthur - Chairman - appointed Chair 15 June 2015  
 Ms Carol Bowsher  
 Mr Ken Fisher  
 Mr Shane Kelleher  
 Ms Katie Kershaw  
 Mr Andrew Moody  
 Ms Jennifer Price  
 Ms Helen Shute  
 Ms Sally Szarka - Vice Chair - appointed Vice Chair 2 February 2015  
 Ms Jenni Waugh

<b>Secretary</b>	Mr Andrew Moody
<b>Company Registration Number</b>	03380637
<b>Charity Registration Number</b>	1063124
<b>VAT Registration Number</b>	754 1150 55
<b>Registered Office</b>	1 Lancaster Circus Queensway Birmingham B4 7DJ
<b>Bankers</b>	Barclays Bank plc 15 Colmore Row Birmingham B3 2BH
<b>Solicitors</b>	Gateley 111 Edmund Street Birmingham B3 2HJ
<b>Auditors:</b>	Clement Keys LLP 8 Calthorpe Road Edgbaston Birmingham B15 1QT
<b>Constitution</b>	The charity is a company limited by guarantee and is governed by its memorandum and articles of association.

## **Organisation**

The management of the business and the control of the Trust is vested in its Governing Body, a board of trustees of up to 13 members, who meet bi-monthly. There are no formal sub-committees but smaller groups of Trustees do meet from time to time to discuss specific tasks.

The Trust has close ties to Birmingham City Council. For so long as it remains a member of the Trust, the Council has the right to appoint three councillors to the Trust, including the Chairperson, and to nominate four suitable organisations who are in turn given the right to nominate one of their members to the Board of the Trust.

Each nominating organisation shall:

- 1) be a non-profit organisation (whether charitable or not) the aims and objectives of which are compatible with, or
- 2) have representations within, or carry on at least part of its activities in the City of Birmingham;
- 3) be appointed or removed by notice in writing served upon it by Birmingham City Council.

The Trust also has close links with the National Trust through the partnership on the Back to Backs Project, The Trust maintains close ties with the Heritage Lottery Fund as the funder of several projects.

## **Public Benefit**

The trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the aim and objectives of the trust and in planning any future activities.

## **Induction of Trustees**

All new Trustees receive an induction pack containing its constitution, draft business plan, annual report and accounts and supporting information from the APT Guidance Notes for building preservation trusts.

## **Statement of Financial Activities**

The Statement of Financial Activities for the year is set out within the financial statements. Any surplus funds are invested with Birmingham City Council.

## **Reserves**

The Trustees have reviewed the reserves of the Charity. The Charity undertakes projects with a view to making a surplus that goes towards funding future projects. The reserves at the year end were £1,632,325. (2014: £1,191,751)

## **Risk Management**

The Trustees examine the major strategic, business and operational risks that are associated with undertaking each project. Systems are in place to enable regular reports to be produced so that the necessary steps can be taken to manage these risks.

### Trustees' Responsibilities in Relation to Financial Statements

The Trustees (who are also directors of the Birmingham Conservation Trust for the purpose of company law) are responsible for preparing the Report of the Directors 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 of the incoming resources and application of resources, including the income and expenditure of the charitable company for that period. In preparing these 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 estimates that are reasonable and prudent;
- State whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements, and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company 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.

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 the financial statements may differ from legislation in other jurisdictions.

### Auditors

The auditors Clement Keys LLP will be proposed for re-appointment in accordance with section 485 of the Companies Act 2006.

In preparing this report, the Trustees have taken advantage of the small companies exemptions provided by section 415A of the Companies Act 2006.

Approved by the Board of Trustees and signed on its behalf by

---

Jane Arthur  
Chairman

---

Date

### Contact Details

**Website:** [www.birminghamconservationtrust.org](http://www.birminghamconservationtrust.org)

**Contact:** Simon Buteux, Birmingham Conservation Trust, PO Box 28, Birmingham B1 1TU

**Tel:** 0121 303 2664

**E mail:** [simon.a.buteux@birmingham.gov.uk](mailto:simon.a.buteux@birmingham.gov.uk)

---

## INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF BIRMINGHAM CONSERVATION TRUST

---

We have audited the financial statements of Birmingham Conservation Trust for the year ended 31 March 2015 which comprise the Statement of Financial Activities, Balance Sheet and the related notes. 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 directors and auditors***

As explained more fully in the Trustees' Responsibilities Statement set out on page 18 the directors (who are also the trustees of the charitable company for the purposes of charity 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's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the directors; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the annual report 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's affairs as at 31 March 2015 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
- and have been prepared in accordance with the requirements of the Companies Act 2006.



---

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF  
BIRMINGHAM CONSERVATION TRUST – continued**

---

***Opinion on other matter prescribed by Companies Act 2006***

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

***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 directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemption in preparing the Report of the Directors and take advantage of the small companies' exemption from the requirement to prepare a Strategic Report.

Simon Atkins FCA

Senior Statutory Auditor  
for and on behalf of:

Date: 2015

**CLEMENT KEYS LLP  
Chartered Accountants  
Statutory Auditors  
No.8 Calthorpe Road  
Edgbaston  
Birmingham  
B15 1QT**

## Birmingham Conservation Trust

### Statement Of Financial Activities For The Year Ended 31 March 2015 (Incorporating an income and expenditure account)

	Note	Restricted Fund £	General Fund £	Total Funds 2015 £	Total 2014 £
<b>Incoming Resources</b>					
Investment income - Deposit interest		-	55	55	311
Voluntary income - Donations		5,643	3,179	8,822	1,461
Charitable activities	2	597,599	52,137	649,736	1,106,685
<b>Total Incoming Resources</b>		<b>603,242</b>	<b>55,371</b>	<b>658,613</b>	<b>1,108,457</b>
<b>Resources Expended</b>					
Charitable activities					
Project costs		179,184	25,850	205,034	59,849
<b>Governance Costs</b>		<b>6,496</b>	<b>6,509</b>	<b>13,005</b>	<b>6,195</b>
<b>Total Resources Expended</b>	3	<b>185,680</b>	<b>32,359</b>	<b>218,039</b>	<b>66,044</b>
<b>Net (outgoing) / incoming resources being net (expenditure) / income for the year</b>		<b>417,562</b>	<b>23,012</b>	<b>440,574</b>	<b>1,042,413</b>
<b>Reconciliation of funds:</b>					
<b>Fund Balances brought forward</b>		<b>1,170,586</b>	<b>21,165</b>	<b>1,191,751</b>	<b>149,338</b>
<b>Fund Balances carried forward</b>		<b>1,588,148</b>	<b>44,177</b>	<b>1,632,325</b>	<b>1,191,751</b>

There were no recognised gains or losses for 2015 or 2014 other than the result for the year. Accordingly, a statement of recognised gains and losses has not been prepared. All income and expenditure relates to continuing activities and there is no difference between the reported result and that on an historical cost basis.

## Birmingham Conservation Trust

### Balance Sheet As At 31 March 2015

Company number: 03380637

		Restricted Fund £	General Fund £	2015 Total £	2014 Total £
	Note				
<b>Fixed Assets</b>					
Tangible fixed assets	7	846,950	-	846,950	1,091,000
Heritage assets	8	715,346	-	715,346	-
Investments	9	-	15	15	15
		<u>1,562,296</u>	<u>15</u>	<u>1,562,311</u>	<u>1,091,015</u>
<b>Current Assets</b>					
Debtors	10	61	10,243	10,304	227,369
Cash at Bank		34,871	40,282	75,153	-
		<u>34,932</u>	<u>50,525</u>	<u>85,457</u>	<u>227,369</u>
<b>Creditors: amounts falling due within 1 year</b>	11	<u>9,080</u>	<u>6,363</u>	<u>15,443</u>	<u>126,633</u>
<b>Total Net Assets</b>		<u>25,852</u>	<u>44,162</u>	<u>70,014</u>	<u>100,736</u>
<b>Total Assets</b>		<u>1,588,148</u>	<u>44,177</u>	<u>1,632,325</u>	<u>1,191,751</u>
<b>Funds</b>					
<b>Total Funds</b>	15	<u>1,588,148</u>	<u>44,177</u>	<u>1,632,325</u>	<u>1,191,751</u>

These financial statements have been prepared in accordance with the provisions applicable to small companies within Part 15 of the Companies Act 2006 and in accordance with the Financial Reporting Standard for Smaller Entities (effective April 2008).

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

\_\_\_\_\_  
Jane Arthur  
Chairman

\_\_\_\_\_  
Date

## Birmingham Conservation Trust

### Notes To The Accounts For The Year Ended 31 March 2015

#### 1 Accounting Policies

##### (a) Basis of accounting

The financial statements are prepared under the historical cost convention. The financial statements have been prepared in accordance with the Statment of Recommended Practice (SORP) "Accounting and Reporting by Charities", the Companies Act 2006 and the Financial Reporting standard for Smaller Entities (effective April 2008).

##### (b) Income and Expenditure

Income and expenditure is accounted for on an accruals basis.

##### (c) Grants and Donations

Grants are recognised when approved by the donor. Other donations are recognised in the period in which they are received.

##### (d) Governance Costs

Governance costs comprise all costs involving the public accountability of the charity and its compliance with regulation and good practice. These costs include those related to statutory audit and accountancy fees together with an apportionment of support costs. The apportionments are based on the Trustees' best estimates carried out on a reasonable and consistent basis.

##### (e) Tangible fixed assets and depreciation

Tangible fixed assets are capitalised at cost. Depreciation is provided on all tangible fixed assets so as to write off the cost, less estimated residual value, of each asset on a straight line basis over its expected useful life as follows:-

- Freehold buildings - 30 years
- Fixtures, fittings and equipment - 15 years
- Computer equipment - 10 years

Freehold Buildings held by the BCT, and not considered to be a heritage asset (see below for more details), are shown in the Balance Sheet at a depreciated replacement cost being the current cost of replacing an asset with its modern equivalent asset, less deductions for physical deterioration and all relevant forms of obsolescence and optimisation.

No depreciation is charged in the year on assets still in the course of construction.

##### (f) Heritage assets

The Trustees consider both the museum element of the Freehold buildings at Newman Brothers Coffin Fittings Works, and the collections contained within, to be heritage assets. These heritage assets are held in support of the Trust's objective of preserving and enhancing Birmingham's threatened architectural heritage and promoting an enjoyment and understanding of the city's historic buildings.

The proportion of the Trust's freehold buildings that comprises the Newman Brothers museum is recognised at cost. The Trustees deem this policy appropriate given the historic nature of the buildings and the nature of BCT's activities which ensures that the buildings are maintained in an excellent state of repair to be enjoyed by future generations. The relevant proportion of the freehold buildings has been determine with reference to footprint.

It is the policy of the Trust not to capitalise the heritage assets held in the collections of the Trust. These items were either found within Newman Brothers Coffin Fittings Works after it was purchased or are small items that have been donated by former employees or associates of the previous occupant. Whilst the contents of the factory are a fundamental part of the heritage of the factory and represent a fascinating picture of life in a Victorian factory in Birmingham, there is little or no commercial value to these items and they are mostly irreplaceable. As a result the Trustees believe that any financial based valuation would be misleading to the value and significance of the items, and furthermore the cost of doing of such a valuation is deemed outweigh the benefit as the BCT would not look to dispose of any items.

No depreciation is charged on heritage assets as the assets are deemed to have indeterminate lives. The Trustees will consider at least annually whether there has been any impairment to the carrying value of any capitalised heritage assets.

## Birmingham Conservation Trust

### Notes To The Accounts For The Year Ended 31 March 2015 (continued)

#### (g) Fund Accounting

Funds held by the Charity are:

**Unrestricted Funds:** These are funds which can be used in accordance with the charitable objects at the discretion of the Trustees.

**Restricted Funds:** These are funds represented by grants and donations which are subject to restrictions imposed by the donor on their expenditure.

**Designated Funds:** These are funds which have been put aside out of unrestricted funds at the discretion of the trustees for particular projects. The designation is for administrative purposes only and does not legally restrict the trustees discretion to apply the fund.

#### (h) Cashflow

The charitable company has taken advantage of the exemption in the Financial Reporting Standard for Smaller Entities (effective April 2008) from the requirement to produce a cash flow statement on the grounds it is a small company.

#### 2. Incoming Resources - Charitable Activities - Restricted Fund

Incoming resources on charitable activities came from:

<b>Restricted Fund</b>	<b>2015</b>	<b>2014</b>
	<b>£</b>	<b>£</b>
Other	994	777
Heritage Lottery Fund	318,126	574,339
English Heritage	212,500	237,500
Estmee Fairburn Trust	35,000	35,000
AIM	19,479	25,197
Growing Places	10,000	198,539
Limoges Grant	1,500	-
Charles Haywood Foundation	-	20,000
National Trust	-	5,000
Birmingham City Council	-	2,000
	<b>597,599</b>	<b>1,098,352</b>

<b>General Fund</b>	<b>2015</b>	<b>2014</b>
	<b>£</b>	<b>£</b>
Birmingham City Council	22,289	-
Heritage Lottery Fund	8,100	-
Tenants Rents	9,179	-
Admissions	9,093	-
Room Hire	592	-
Ruskin Mill Trust	2,934	-
Talks and Events (Bad Debt WO)	(50)	8,333
	<b>52,137</b>	<b>8,333</b>

Income from Talks and Events includes: talks, ticket sales at events, calendar sales, supporters subscriptions and donations.

## Birmingham Conservation Trust

### Notes To The Accounts For The Year Ended 31 March 2015

(continued)

#### 3. Resources Expended - Charitable Activities

Project costs in the year were incurred on:	2015	2014
	£	£
Salaries	103,825	25,386
Professional Fees	19,361	-
Equipment and Materials	16,611	-
Insurance	8,845	-
Utilities	5,482	-
Staff/Volunteers/Training	11,367	-
Subscriptions/Licences	1,638	-
Sundries	11,661	8,443
Depreciation	26,244	
Digital Guidebooks	-	9,374
Education	-	7,472
Film Makers	-	5,850
Web and Graphic Design	-	3,324
	<b>205,034</b>	<b>59,849</b>
The governance costs are:	2015	2014
	£	£
Salaries	8,992	3,219
Audit fee	4,000	2,950
Sundry Expenses	13	26
	<b>13,005</b>	<b>6,195</b>

The majority of salary costs are charged to the Coffin Works project this year and so are considerably reduced in General Fund.

#### 4 Trustees' Remuneration and Expenses

One Trustee was paid £1,000 in remuneration for a piece of work carried out regarding monitoring and assessment of project delivery for the HLF Activity Plan. No other remuneration was paid out of the funds of the Charity either directly or indirectly to any Trustee or to any person known to be connected with them (2014 nil).

Two Trustees had their expenses reimbursed during the year, to the value of £235.25 (2014: Three, to the value of £86.80).

## Birmingham Conservation Trust

### Notes To The Accounts For The Year Ended 31 March 2015

(continued)

#### 5 Employees

The Charity employed six people during the year (2014: Three). Employment costs totalled £112,409 (2014: £40,236). Of this, £97,830 was charged to the Coffin Works Project, £5,586 to General Fund and £8,993 to governance costs.

The employment costs comprised:	2015	2014
	£	£
Gross Wages	102,988	36,675
Employers NI	9,421	3,561
	112,409	40,236

#### 6 Taxation

As a charitable company, Birmingham Conservation Trust, is exempt from tax on income and gains falling within section 481-489 of the CTA 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objectives. No tax charges have arisen within the charitable company.

#### 7 Tangible Fixed Assets

	Assets in course of construction	Freehold Buildings	Fixtures & Fittings	IT	Total
	£	£	£	£	£
<b>Cost</b>					
At 1 April 2014	1,091,000	-	-	-	1,091,000
Assets transferred	(1,091,000)	589,140			(501,860)
Additions	-	250,614	30,469	2,971	284,054
	-	839,754	30,469	2,971	873,194
<b>At 31 March 2015</b>					
<b>Depreciation</b>					
At 1 April 2014	-	-	-	-	-
Charge for the year	-	24,754	1,218	272	26,244
	-	24,754	1,218	272	26,244
<b>At 31 March 2015</b>					
<b>NBV</b>					
As at 31 March 2014	1,091,000	-	-	-	1,091,000
	-	815,000	29,251	2,699	846,950
<b>As at 31 March 2015</b>					

The cumulative brought forward value of assets of £1,091,000 at 1 April 2014 was previously shown as an asset under the course of construction. The renovation and development of the Newman Brothers Coffin Fittings Works was completed during the course of the year.

Additions to heritage assets and buildings in the year relate to the final work to complete the Newman Brothers Coffin Fittings Works. These comprise capital works incurred by the projects main contractor £409,822, together with associated design team professional fees £16,626, plus incidental costs of £34,012, all of which total £464,100.

The Newman Brothers Coffin Fittings Works is a 8,748 square foot Grade II\* listed former factory situated in Fleet Street on the edge of the historic Jewellery Quarter of Birmingham. The original three storey premises was built in 1894 as is a typical example of a late 19th Century purpose built factory. A two storey wing was added in the 1960's to increase production capacity.

The renovated building contains the Newman Brothers museum, providing visitors with an experience of Birmingham's industrial heritage, the offices of the Birmingham Conservation Trust and a number of modern workspaces rented out to local members of Birmingham's creative community.

The proportion of the freehold buildings that comprises the museum is recognised at cost and treated as a Heritage Asset with no depreciation being charged. The Trustees deem this policy appropriate given the historic nature of the buildings and the nature of BCT's activities which ensures that the buildings are maintained in an excellent state of repair to be enjoyed by future generations. Depreciation is charged on the proportion of the freehold buildings occupied by the BCT and its tenants.

## Birmingham Conservation Trust

### Notes To The Accounts For The Year Ended 31 March 2015

(continued)

#### Tangible Fixed Assets (continued)

The collections maintained by the BCT are not capitalised. When the BCT acquired the Newman Brothers Coffin Fittings Works, all the factory's contents were left in situ. This included large quantities of stock – handles, screws, breast plates and shrouds, paperwork - sales ledgers and catalogues, the original plant & machinery and a range of domestic and personal items. Whilst the contents of the factory are a fundamental part of the heritage of the factory and represent a fascinating picture of life in a Victorian factory in Birmingham, there is little or no commercial value to these items and they are mostly irreplaceable. As a result the Trustees believe that any financial based valuation would be misleading to the value and significance of the items, and furthermore the cost of completing such a valuation is deemed to outweigh the benefit as the BCT would not look to dispose of any items.

#### 8 Heritage Assets

	Heritage Assets	Total
	£	£
<b>Cost</b>		
At 1 April 2014	-	-
Asset transferred	501,860	501,860
Additions	213,486	213,486
	715,346	715,346
At 31 March 2015	715,346	715,346
<b>Depreciation</b>		
At 1 April 2014	-	-
Charge for the year	-	-
	-	-
At 31 March 2015	-	-
<b>NBV</b>		
As at 31 March 2014	-	-
	-	-
As at 31 March 2015	715,346	715,346

#### 9 Fixed Asset Investments

The Trust holds the whole of the issued share capital of Birmingham Conservation Trust (Trading) Ltd, a dormant company incorporated in England and Wales.

#### Shares in subsidiary undertaking

	2015	2014
	£	£
	15	15
	15	15

#### 10 Debtors and Prepayments: amounts falling due within 1 year

	2015	2014
	£	£
Accrued interest	55	141
Birmingham City Council - Jewellery Quarter Heritage at Risk	10,188	-
Birmingham Conservation Trust Trading Ltd	61	-
HMRC	-	81,021
Heritage Lottery Fund (Coffin Works Project)	-	146,207
	10,304	227,369



## Birmingham Conservation Trust

### Notes To The Accounts For The Year Ended 31 March 2015 (continued)

11 Creditors: amounts falling due within 1 year	2015	2014
	£	£
Bank overdraft	-	123,488
Accountancy charges	4,000	2,950
HMRC	4,363	-
Professional Fees	4,250	-
Consultant	-	195
Tenants rent deposits	2,830	
	<u>15,443</u>	<u>126,633</u>

#### 12 Related Party Transactions

The Birmingham Conservation Trust paid the following amounts to Birmingham City Council in the year:

	2015	2014
	£	£
Staff Remuneration	112,409	40,236
Insurance	2,162	-
Printing and Stationery	407	-
Reimburse Solicitors Fees	-	2,700
	<u>114,978</u>	<u>42,936</u>

#### 13 Liability of the Members

The liability of the members as set out in the Memorandum of Association of the company is as follows:

"Every Company Member promises, if the company is wound up whilst he is a Company Member or within one year after ceasing to be a Company Member, to contribute such amount as is required up to a maximum of £1 towards the costs of winding up the company and liabilities incurred whilst the contributor was a company member."

There were 12 members at the financial year end.

#### 14 Funds

The restricted fund is a fund set aside by the trustees to represents the income and expenditure incurred in connection with the Newman Brothers Coffin Works project.

	At 1 April 2014	Incoming Resources	Outgoing Resources	Transfers	At 31 March 2015
	£	£	£	£	£
<b>Restricted Funds</b>					
Coffin Works	1,170,586	603,242	(185,680)	-	1,588,148
	<u>1,170,586</u>	<u>603,242</u>	<u>(185,680)</u>	<u>-</u>	<u>1,588,148</u>
<b>Unrestricted Funds</b>					
General Fund	21,165	55,371	(32,359)	-	44,177
	<u>1,191,751</u>	<u>658,613</u>	<u>(218,039)</u>	<u>-</u>	<u>1,632,325</u>

## Birmingham Conservation Trust

### Notes To The Accounts For The Year Ended 31 March 2015 (continued)

#### 15 Analysis of net assets between funds

	Restricted Fund	Unrestricted Fund	2015	2014
			Total Funds	Total Funds
Fixed Asset	1,562,296	-	1,562,296	1,091,000
Investments	-	15	15	15
Current assets	34,932	50,525	85,457	227,369
Current liabilities	(9,080)	(6,363)	(15,443)	(126,633)
	<u>1,588,148</u>	<u>44,177</u>	<u>1,632,325</u>	<u>1,191,751</u>