

Heritage Network Norfolk

England & Wales · Charity number 1161645

Details

Other names MUSEUMS IN NORFOLK GROUP, MUSEUMS NORFOLK

Status Registered

Legal form CIO

Registered 2015-05-13

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

Contact

Address Museum 4 Watton
Wayland Hall
Middle Street
Watton
Norfolk
IP25 6AG

Phone 01263 738331

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Activities

Objects: THE PROMOTION OF THE EFFICIENCY AND EFFECTIVENESS AND THE EFFECTIVE USE OF CHARITABLE RESOURCES OF MUSEUMS, ARCHIVES, ART GALLERIES AND HERITAGE ORGANISATIONS IN NORFOLK WHOSE COLLECTIONS ARE OPEN TO THE PUBLIC AND ARE OPERATED ON A NOT-FOR-PROFIT BASIS WITH THE AIM OF ADVANCING EDUCATION, THE ARTS AND LOCAL HERITAGE FOR THE BENEFIT OF THE PUBLIC BY:A) PROMOTING THE HIGHEST PROFESSIONAL STANDARDS OF WORK AND PUBLIC SERVICE OF SUCH ORGANISATIONS;B) ENCOURAGING PUBLIC EDUCATION THROUGH THE PROMOTION AND MAINTENANCE OF, AND ACCESS TO HIGH QUALITY MUSEUMS, ART GALLERIES AND HERITAGE ORGANISATIONS;C) SUPPORTING THE EDUCATION, TRAINING AND DEVELOPMENT OF THE STAFF AND VOLUNTEERS OF SUCH ORGANISATIONS AND DELIVERING OTHER SERVICES TO SUPPORT THE CHARITABLE WORK OF SUCH ORGANISATIONS;D) ACTING AS A REPRESENTATIVE TO OTHER BODIES; ANDE) MAKING SUCH GRANTS SHALL BE THOUGHT FIR TO SUPPORT THE CHARITABLE WORK OF SUCH ORGANISATIONS.

Activities: We inspire and enable excellence in museums and heritage organisations in Norfolk so they can provide the best possible cultural, educational and enriching experiences for the public, safeguard and share our heritage and culture, and maintain their role as experts. We provide advice, information and networking opportunities, initiate joint projects and act as a unified voice for the sector.

Classification

- **How:** Provides Services, Provides Advocacy/advice/information, Acts As An Umbrella Or Resource Body
- **What:** General Charitable Purposes, Education/training, Arts/culture/heritage/science
- **Who:** The General Public/mankind

Geography

- Norfolk

Finances

Period end	Income	Expenditure	Assets	Employees	
2025-03-31		£107	£439	-	-
2024-03-31		£89	£414	-	-
2023-03-31		£17	£899	-	-
2022-03-31		£1	£112	-	-
2021-03-31		£604	£104	-	-

Trustees

Name	Role	Appointed
Sarah Victoria Coleman	Chair	2022-10-19
Dr Susan Gattuso		2017-04-18
Megan Dennis		2022-02-09
Susan Booth		2018-08-01

Heritage Network Norfolk

England & Wales - Charity number 1161645

Accounts



Heritage Network Norfolk

Registered Charity No: 1161645

**Trustees' Annual Report &
Statement of Financial Activity
for the financial year ended
31 March 2025**

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Trustees Annual Report & Statement of Financial Activity for the financial year ended 31 March 2025

1 Reference and Administration Details

1.1 Charity Name & Registration

Heritage Network Norfolk

The charity is a Charitable Incorporated Organisation, registration no: 1161645, registered with the Charity Commission on 13 May 2015.

The charity is not registered with HM Revenue & Customs.

1.2 Charity's Address

c/o Museum4Watton, Wayland Hall, Middle Street, Watton, Thetford, IP25 6AG
(previously c/o SHARE Museums East, Shirehall, Market Street, Norwich NR1 3JU)
e-mail: museumsnorfolk@gmail.com

1.3 Names of the Trustees of the Charity

Sue Gattuso

Megan Dennis

Chris Hutchings resigned 11.12.2025

Sarah Coleman appointed Chair 19.10.2022

Michelle Gaskin appointed 10.12.2024

Su Booth Ex Officio

1.4 Names of Advisors & Senior Members of Staff

The management of the organisation is the role and responsibility of the Board of Trustees. There are no sub-committees at present.

1.5 Bank

Barclays Business Banking, Leicester, LE87 2BB

2 Structure, Governance & Management

2.1 Type of Governing Document

Heritage Network Norfolk is registered as a Charitable Incorporated Organisation and was set up with an Association Model constitution on 13 May 2015 as Museums Norfolk. On 17 March 2019 the charity's name was changed to Heritage Network Norfolk. Hitherto Museums Norfolk was an unincorporated membership organisation, known as the Museums in Norfolk Group.

2.2 Charitable Objects

Our charitable objectives, as defined in our governing document, are to promote the efficient and effective use of the charitable resources of museums, archives, art

galleries and heritage organisations in Norfolk whose collections are open to the public and operated on a not-for-profit basis with the aim of advancing education, the arts and local heritage for the benefit of the public by:

- (1) Promoting the highest professional standards of work and public service;
- (2) Supporting the education, training and development of staff and volunteers;
- (3) Delivering other services to support the charitable work of such organisations;
- (4) Acting as a representative to other bodies;
- (5) Encouraging public education through the promotion and maintenance of, and access to, high quality museums, art galleries and heritage organisations;
- (6) Making grants to support the charitable work of such organisations.

2.3 Trustee Selection Methods

Appointment to the Board of Trustees is approved by the membership at Annual General Meetings. In accordance with the Constitution, Trustees are appointed or reappointed for a term of three years. Megan Dennis was re-appointed at the 8th AGM on Tuesday 10 December 2024. Michelle Gaskin was appointed as a new trustee at the same meeting. Sarah Coleman was re-appointed at the 9th AGM on Thursday 11 December 2025 and it was agreed she would continue as Chair. Chris Hutchings retired as a Trustee at the same meeting. Trustees are selected by an open recruitment process including advertising, application and interview. In appointing Trustees due consideration is given to ensuring that the Trustees have, between them, the skills and experience necessary to manage the charity effectively and in accordance with charity law. There must be at least three charity trustees. The maximum number is seven. The Norfolk Museum Development Officer, employed by Norfolk Museums Service (Norfolk County Council), is an ex officio trustee. There is a rotation schedule for retiring and reappointing Trustees.

3 Activities

3.1 Statutory Declaration

The Trustees of Heritage Network Norfolk confirm that they have paid due regard to the guidance issued by the Charity Commission on public benefit in deciding which activities the charity should undertake.

4 Achievements & Performance

4.1 Outputs and Outcomes for the Charity's Beneficiaries

In 2025, HNN Members benefited from museum security training thanks to funding from MDSE.

In December 2024 the 8th AGM was held at the Norfolk Record Office. Presentations were given by Angela Graham from the East Anglian Film Archive on using archive film in AV presentations and for screenings and other events at museums and heritage centres; and by Kären Gaffney, who introduced us to the Norfolk Record Office and gave us a tour of the search and strong rooms. The 9th AGM was held in December 2025 at Norwich Castle. Heather Hamilton, Team Leader, Historic Environment Record and Dr Philip Hughes, Team Leader, Finds

Identification and Recording gave presentations outlining the role of Norfolk County Council's archaeology and historic environmental service, and how museums can use it. This was followed later in the day by a talk from Tim Pestell about the curatorial decisions behind the restoration of Norwich Castle keep, and a visit to the keep. Both events were well attended and received.

Many thanks are due to Angela Graham, Kären Gaffney, Heather Hamilton, Phil Hughes, Tim Pestell and the staff at Norwich Castle and the Norfolk Record Office for generously giving us their time.

We are keen to restart the Museums Norfolk tradition of seeking funding for and leading joint projects and sought feedback around potential projects from members at the AGM. A survey will follow up in 2026.

We have full representation at the Museums East of England meeting, our Chair attends on behalf of our network.

We are looking for support from the membership in developing the network further and seeking individuals to volunteer to help with updating our online presence and sharing knowledge among the membership.

The HNN website was taken down in 2024 as we were unable to update it. It will be replaced by a Facebook page for members, and a simpler website serving as promotion for member museums.

A programme of four events for members is being planned for 2026.

The aims, vision, mission and values of Heritage Network Norfolk remain the same.

4.2 How the Public Have Benefitted

We have continued to rebuild the way HNN is organised, and subsequently there has been little short-term benefit to the public. However, by taking the time to make sure we get this right we will be in a better position to support museums to use their resources to provide the best experience for the public. The Charity is no longer reliant on external funding, improving its resilience, and allowing it to concentrate on fundraising for projects directly benefitting its member organisations, rather than for running costs.

4.3 Contributing to Activities Run by Other Organisations

Heritage Network Norfolk worked with SHARE Museums East until March 2024 and continues to support and work with its replacement, Museum Development South East (MDSE).

4.4 Trustee Development

Trustees are encouraged to participate in development opportunities as and when appropriate.

5 Financial Review

5.1 Details of Any Funds Materially in Deficit

The Charity has no funds which are materially in deficit.

5.2 Policy on Reserves

The Charity's policy on reserves is to generate and maintain a balance which is sufficient:

- a) to preserve the financial viability of the Charity in the event that unforeseen and/or unavoidable circumstance precipitate a short-term fall in its income;
- b) to enable the Charity, in the interests of meeting its objectives, to undertake from time to time the setting up of new and innovative projects on a pilot basis to demonstrate the viability and potential benefits of such activities as a precursor to securing the external funding necessary to maintain such projects on an on-going basis.

For these purposes the Charity will endeavour to generate and maintain reserves which are at least £5000.

5.3 Principal Sources of Funding and Outgoings

There has been very little income and expenditure this financial year. Membership fees have been suspended since 2020 and will be re-introduced shortly with new benefits. Expenditure was chiefly on room hire and refreshments for events plus some administration such as the annual payment for the website domain name. All monies are unrestricted with the exception of a wellbeing workshops grant of £600 from SHARE Museums East which remains in the bank. The grant must be spent in line with Arts Council England Investment Principles and will be reported on to MDSE.

5.4 Remuneration of Trustees

All Trustees act in a voluntary capacity and receive no remuneration or other material benefits from their services to the Charity. Out-of-pocket expenses necessarily and reasonably incurred by Trustees in promoting the purposes of the Charity are reimbursed at cost. No expenses were claimed.

5.5 Financial Status

Though modest, Heritage Network Norfolk's current unrestricted resources are more than sufficient to meet its outgoings for at least next year. The re-organisation of the way we manage the charity ensures that we are not reliant on external funding for our core costs in the foreseeable future. Fundraising will be required only for projects and activity. The financial statements for April 2024 – March 2025 were approved by the Trustees and members present at the AGM on 11 December 2025.

5.6 Statutory Statements on Liabilities

The Trustees declare that:

- The charity has given no guarantees where potential liability under the guarantee is outstanding at the date of the statement of assets and liabilities.
- The charity has no debt outstanding at the date of this statement which is owed by the CIO and which is secured by an express charge on any assets of the charity at the date of the statement of assets and liabilities.

Approved by the Trustees and signed on their behalf,
Sarah Coleman
Chair of the Charity Trustees
Date: 22 January 2025

6 Statement of Financial Activity

6.1 Receipts & Payments accounts for the Financial Year Ended 31 March 2025

	Note	2025			2024		
		Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
		£	£	£	£	£	£
Income							
Bank interest		107.03	-	107.03	89.24	-	89.24
Total income		107.03	-	107.03	89.24	-	89.24
Expenditure							
Marketing, admin & office costs		63.77	-	63.77	147.77	-	147.77
Network events		375.65	-	375.65	266.11	-	266.11
Total expenditure		439.42	-	439.42	413.88	-	413.88
Surplus/(Deficit) for the year		(332.39)	-	(332.39)	(324.64)	-	(324.64)
Brought forward							
Wellbeing Workshop grant	1	-	600.00	600.00	-	600.00	600.00
Unrestricted funds		7,130.31	-	7,130.31	7,454.95	-	7,454.95
Total brought forward		7,130.31	600.00	7,730.31	7,454.95	600.00	8,054.95
Funds carried forward		6,797.92	600.00	7,397.92	7,130.31	600.00	7,730.31
Comprising							
Wellbeing Workshops grant	1		600.00	600.00		600.00	600.00
			600.00	600.00		600.00	600.00

Note 1 Wellbeing Workshops grant

This grant was made during the financial year to 31 March 2020 to cover artist fees at events planned for May 2020. The events were cancelled due to the COVID-19 lockdowns. The grant is restricted to artist fees for wellbeing events. The grant must be spent by 31 March 2026.

6.2 Statement of Assets and Liabilities for the Financial Year Ended 31 March 2025

	2025			2024		
	Unrestricted £	Restricted £	Total £	Unrestricted £	Restricted £	Total £
Assets						
Cash funds	6,767.10	600.00	7,367.10	7,022.49	600.00	7,622.49
Prepayments	30.82	-	30.82	107.82	-	107.82
Total assets	6,797.92	600.00	7,397.92	7,130.31	600.00	7,730.31
Liabilities						
Accruals/Creditors	-	-	-	-	-	-
Net assets (agrees to Income and Expenditure Account)	6,797.92	600.00	7,397.92	7,130.31	600.00	7,730.31
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	£	£	£	£	£	£
Prepayments						
Expenditure						
Marketing, admin & office costs	30.82	-	30.82	107.82	-	107.82
Accruals/Creditors						
Expenditure						
Network events	-	-	-	-	-	-

6.3 Notes to the Accounts

a) Accounting Policies

The financial statements have been prepared in accordance with the Charities Act 2011 Section 133, using the Receipts and Payments basis available to small charities and the charity's own simple accounts spreadsheet.

b) Reimbursement of Out-of-Pocket Expenses

Out-of-pocket expenses incurred necessarily, reasonably and incidentally in the course the charity's activities are reimbursed at cost.

No Trustees received any reimbursement of out-of-pocket expenses in the financial year 2024-25.

c) Salaries & Professional Fees

No trustee receives any payments for the services they provide to the charity. In the 2024-25 financial year the charity employed no staff or external contractors.

d) Fixed Assets

The charity has not purchased or disposed of any fixed assets in the current financial year.

e) Creditors & Debtors

Cheques for goods or services purchased, or invoices for goods or services delivered, which are issued prior to the end of the financial year but not appearing in the end of financial year bank statement are reported as outstanding creditors or debtors respectively.

Heritage Network Norfolk

England & Wales - Charity number 1161645

Accounts



Heritage Network Norfolk

Registered Charity No: 1161645

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e-mail: museumsnorfolk@gmail.com

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Sue Gattuso

Megan Dennis

Chris Hutchings

Sarah Coleman appointed Chair 19.10.2022

Michelle Gaskin appointed 10.12.2024

Su Booth Ex Officio

1.4 Names of Advisors & Senior Members of Staff

The management of the organisation is the role and responsibility of the Board of Trustees. There are no sub-committees at present.

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galleries and heritage organisations in Norfolk whose collections are open to the public and operated on a not-for-profit basis with the aim of advancing education, the arts and local heritage for the benefit of the public by:

- (1) Promoting the highest professional standards of work and public service;
- (2) Supporting the education, training and development of staff and volunteers;
- (3) Delivering other services to support the charitable work of such organisations;
- (4) Acting as a representative to other bodies;
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3 Activities

3.1 Statutory Declaration

The Trustees of Heritage Network Norfolk confirm that they have paid due regard to the guidance issued by the Charity Commission on public benefit in deciding which activities the charity should undertake.

4 Achievements & Performance

4.1 Outputs and Outcomes for the Charity's Beneficiaries

A full programme of activity is planned for 2025, including a social event exploring the museums around Sheringham, a session on security, and an event at Norwich Castle Museum.

We are keen to restart the Museums Norfolk tradition of seeking funding for and leading joint projects. We now have full representation at the Museums East of England meeting, our Chair attends on behalf of our network.

We are looking for support from the membership in developing the network further and seeking individuals to volunteer to help with updating our online presence and sharing knowledge among the membership.

The HNN website has not been updated for some time, so the decision was made to take it down. We are looking into establishing a Facebook presence to benefit members while the new website, using the same domain name hnn.org.uk, is in

development. We will be introducing a newsletter with Norfolk specific information. MDSE's newsletter now serves a much wider area and does not contain county specific information.

The 2023 AGM was held in September at Gressenhall Farm and Workhouse and was accompanied by presentations on good practice in collections storage and tours of the Norfolk Museums Service Collections Centre. In December 2024 the 8th AGM was held at the Norfolk Record Office. Presentations were given by Angela Graham from the East Anglian Film Archive on using archive film in AV presentations and for screenings and other events at museums and heritage centres; and by Kären Gaffney, who introduced us to the Norfolk Record Office and gave us a tour of the search and strong rooms. Both events were well attended and received.

Many thanks are due to Wayne Kett, Mercy Yates, Angela Graham, Kären Gaffney and the staff at Gressenhall and the Norfolk Record Office for generously giving us their time.

The aims, vision, mission and values of Heritage Network Norfolk remain the same.

4.2 How the Public Have Benefitted

We have continued to rebuild the way HNN is organised, and subsequently there has been little short-term benefit to the public. However, by taking the time to make sure we get this right we will be in a better position to support museums to use their resources to provide the best experience for the public. The Charity is no longer reliant on external funding, improving its resilience, and allowing it to concentrate on fundraising for projects directly benefitting its member organisations, rather than for running costs.

4.3 Contributing to Activities Run by Other Organisations

Heritage Network Norfolk worked with SHARE Museums East until March 2024 and continues to support and work with its replacement Museum Development South East (MDSE).

4.4 Trustee Development

Trustees are encouraged to participate in development opportunities as and when appropriate.

5 Financial Review

5.1 Details of Any Funds Materially in Deficit

The Charity has no funds which are materially in deficit.

5.2 Policy on Reserves

The Charity's policy on reserves is to generate and maintain a balance which is sufficient:

- a) to preserve the financial viability of the Charity in the event that unforeseen and/or unavoidable circumstance precipitate a short-term fall in its income;
- b) to enable the Charity, in the interests of meeting its objectives, to undertake

from time to time the setting up of new and innovative projects on a pilot basis to demonstrate the viability and potential benefits of such activities as a precursor to securing the external funding necessary to maintain such projects on an on-going basis.

For these purposes the Charity will endeavour to generate and maintain reserves which are at least £5000.

5.3 Principal Sources of Funding and Outgoings

There has been very little income and expenditure this financial year. Membership fees have been suspended since 2020 and will be re-introduced shortly with new benefits. Expenditure was chiefly on room hire and refreshments for events plus some administration such as the annual payment for the website domain name. All monies are unrestricted with the exception of a wellbeing workshops grant of £600 from SHARE Museums East which remains in the bank. The grant must be spent in line with Arts Council England Investment Principles and will be reported on to MDSE.

5.4 Remuneration of Trustees

All Trustees act in a voluntary capacity and receive no remuneration or other material benefits from their services to the Charity. Out-of-pocket expenses necessarily and reasonably incurred by Trustees in promoting the purposes of the Charity are reimbursed at cost. No expenses were claimed.

5.5 Financial Status

Though modest, Heritage Network Norfolk's current unrestricted resources are more than sufficient to meet its outgoings for at least next year. The re-organisation of the way we manage the charity ensures that we are not reliant on external funding for our core costs in the foreseeable future. Fundraising will be required only for projects and activity. The financial statements for April 2023 – March 2024 were approved by the Trustees and members present at the AGM on 10 December 2024.

5.6 Statutory Statements on Liabilities

The Trustees declare that:

- The charity has given no guarantees where potential liability under the guarantee is outstanding at the date of the statement of assets and liabilities.
- The charity has no debt outstanding at the date of this statement which is owed by the CIO and which is secured by an express charge on any assets of the charity at the date of the statement of assets and liabilities.

Approved by the Trustees and signed on their behalf,
Sarah Coleman
Chair of the Charity Trustees
Date: 22 January 2025

6 Statement of Financial Activity

6.1 Receipts & Payments accounts for the Financial Year Ended 31 March 2024

	N o t e s	2024			2023		
		Unrestrict ed	Restric ted	Total	Unrestrict ed	Restric ted	Total
		£	£	£	£	£	£
Income							
Bank interest		89.24	-	89.24	16.80	-	16.80
Total income		<u>89.24</u>	<u>-</u>	<u>89.24</u>	<u>16.80</u>	<u>-</u>	<u>16.80</u>
Expenditure							
Marketing, admin & office costs		147.77	-	147.77	111.76	-	111.76
Network events		266.11	-	266.11	787.50	-	787.50
Total expenditure		<u>413.88</u>	<u>-</u>	<u>413.88</u>	<u>899.26</u>	<u>-</u>	<u>899.26</u>
Surplus/(Deficit) for the year		<u>(324.64)</u>	<u>-</u>	<u>(324.64)</u>	<u>(882.46)</u>	<u>-</u>	<u>(882.46)</u>
Brought forward							
Wellbeing Workshop grant	1	-	600.00	600.00	-	600.00	600.00
Unrestricted funds		7,454.95	-	7,454.95	8,337.41	-	8,337.41
Total brought forward		<u>7,454.95</u>	<u>600.00</u>	<u>8,054.95</u>	<u>8,337.41</u>	<u>600.00</u>	<u>8,937.41</u>
Funds carried forward		<u>7,130.31</u>	<u>600.00</u>	<u>7,730.31</u>	<u>7,454.95</u>	<u>600.00</u>	<u>8,054.95</u>
Comprising							
Wellbeing Workshops grant	1		600.00			600.00	
			<u>600.00</u>			<u>600.00</u>	

Note 1 Wellbeing Workshops grant

This grant was made during the financial year to 31 March 2020 to cover artist fees at events planned for May 2020. The events were cancelled due to the COVID-19 lockdowns. The grant is restricted to artist fees for wellbeing events. The grant must be spent by 31 March 2026.

6.2 Statement of Assets and Liabilities for the Financial Year Ended 31 March 2024

	2024			2023		
	Unrestricted £	Restricted £	Total £	Unrestricted £	Restricted £	Total £
Assets						
Cash funds	7,022.49	600.00	7,622.49	7,224.55	600.00	7,824.55
Prepayments	107.82	-	107.82	80.40	-	80.40
Total assets	7,130.31	600.00	7,730.31	7,304.95	600.00	7,904.95
Liabilities						
Accruals/Creditors	-	-	-	150.00	-	150.00
Net assets (agrees to Income and Expenditure Account)	7,130.31	600.00	7,730.31	7,454.95	600.00	8,054.95

	Unrestricted £	Restricted £	Total £	Unrestricted £	Restricted £	Total £
Prepayments						
Expenditure						
Marketing, admin & office costs	107.82	-	107.82	80.40	-	80.40
Accruals/Creditors						
Expenditure						
Network events	-	-	-	150.00	-	150.00

6.3 Notes to the Accounts

a) Accounting Policies

The financial statements have been prepared in accordance with the Charities Act 2011 Section 133, using the Receipts and Payments basis available to small charities and the charity's own simple accounts spreadsheet.

b) Reimbursement of Out-of-Pocket Expenses

Out-of-pocket expenses incurred necessarily, reasonably and incidentally in the course the charity's activities are reimbursed at cost.

No Trustees received any reimbursement of out-of-pocket expenses in the financial year 2022-23.

c) Salaries & Professional Fees

No trustee receives any payments for the services they provide to the charity. In the 2022-23 financial year the charity employed no staff or external contractors.

d) Fixed Assets

The charity has not purchased or disposed of any fixed assets in the current financial year.

e) Creditors & Debtors

Cheques for goods or services purchased, or invoices for goods or services delivered, which are issued prior to the end of the financial year but not appearing in the end of financial year bank statement are reported as outstanding creditors or debtors respectively.

Heritage Network Norfolk

England & Wales - Charity number 1161645

Accounts



Heritage Network Norfolk

Registered Charity, No: 1161645

**Trustees' Annual Report &
Statement of Financial Activity
for the financial year ended 31
March 2023**

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Trustees Annual Report & Statement of Financial Activity for the financial year ended 31 March 2023

1 Reference and Administration Details

1.1 Charity Name & Registration

Heritage Network Norfolk

The charity is a Charitable Incorporated Organisation, registration no: 1161645, registered with the Charity Commission on 13 May 2015.

The charity is not registered with HM Revenue & Customs.

1.2 Charity's Address

c/o Museum4Watton, Wayland Hall, Middle Street, Watton, Thetford, IP25 6AG
(previously c/o SHARE Museums East, Shirehall, Market Street, Norwich NR1 3JU)

e-mail: museumsnorfolk@gmail.com

website: hnn.org.uk

1.3 Names of the Trustees of the Charity

Sue Gattuso

Megan Dennis

Chris Hutchings

Sarah Coleman appointed Chair 19.10.2022

Su Booth Ex Officio

1.4 Names of Advisors & Senior Members of Staff

The management of the organisation is the role and responsibility of the Board of Trustees. There are no sub-committees at present.

1.5 Bank

Barclays Business Banking, Leicester, LE87 2BB

2 Structure, Governance & Management

2.1 Type of Governing Document

Heritage Network Norfolk is registered as a Charitable Incorporated Organisation and was set up with an Association Model constitution on 13 May 2015 as Museums Norfolk. On 17 March 2019 the charity's name was changed to Heritage Network Norfolk. Hitherto Museums Norfolk was an unincorporated membership organisation, known as the Museums in Norfolk Group.

2.2 Charitable Objects

Our charitable objectives, as defined in our governing document, are to promote the efficient and effective use of the charitable resources of museums, archives, art galleries and heritage organisations in Norfolk whose collections are open to the public and operated on a not-for-profit basis with the aim of advancing education, the arts and local heritage for the benefit of the public by:

- (1) Promoting the highest professional standards of work and public service;
- (2) Supporting the education, training and development of staff and volunteers;
- (3) Delivering other services to support the charitable work of such organisations;
- (4) Acting as a representative to other bodies;
- (5) Encouraging public education through the promotion and maintenance of, and access to, high quality museums, art galleries and heritage organisations;
- (6) Making grants to support the charitable work of such organisations.

2.3 Trustee Selection Methods

Appointment to the Board of Trustees is approved by the membership at Annual General Meetings. In accordance with the Constitution, Trustees are appointed or reappointed for a term of three years. Sue Gatusso was re-appointed at the 7th AGM on Friday 29 September 2023. Trustees are selected by an open recruitment process including advertising, application and interview. In appointing Trustees due consideration is given to ensuring that the Trustees have, between them, the skills and experience necessary to manage the charity effectively and in accordance with charity law. There must be at least three charity trustees. The maximum number is seven. The Norfolk Museum Development Officer, employed by Norfolk Museums Service, is an ex officio trustee. A Board Review was conducted in February 2020 to identify roles for Trustees and identify gaps in skills and experience. There is a rotation schedule for retiring and reappointing Trustees.

3 Activities

3.1 Statutory Declaration

The Trustees of Heritage Network Norfolk confirm that they have paid due regard to the guidance issued by the Charity Commission on public benefit in deciding which activities the charity should undertake.

4 Achievements & Performance

4.1 Outputs and Outcomes for the Charity's Beneficiaries

The trustees worked hard to keep their own museums going post pandemic and continued to meet to plan for a new website, programme of activity for 2023/24 and hosted an in-person AGM in Norwich at the Writer's Centre in King Street which was attended by a range of member organisations from across the heritage sector. The accompanying training sessions explored developing interpretation, wellbeing and mindfulness activities and an introduction to 'The Beaney Health & Wellbeing in Museums Toolkit'. Members were also given a tour of the venue and history of the



development and conservation of the site of Dragon Hall. The 2023 AGM was held in September at Gressenhall Farm and Workhouse and was accompanied by presentations on good practice in collections storage and tours of the Norfolk Museums Service Collections Centre. Many thanks are due to Wayne Kett, Mercy Yates, the staff at Gressenhall and the volunteers at Dragon Hall for generously giving us their time.

The HNN website is currently under reconstruction and will publicise the member organisations under the domain name hnn.org.uk. Megan Dennis has led a review of the site with the aim of improving its use to members in the first instance, along the lines of the Museums Essex website, and building up to a public facing element in the future.

We are developing a programme of activity for 2024-25 so we can deliver benefits to members of the organisation through a programme of four member events per year (split online and in-person) while completing the trustee group and encouraging members to volunteer to support the trustees in whatever capacity they can manage.

As in previous years, information was passed to the membership as applicable by the ex officio trustee as part of her role as Norfolk Museum Development Officer. As it contains similar content, the SHARE newsletter was promoted as an alternative to the old HNN newsletter, avoiding duplication. This situation is currently under review as SHARE will be merging with South East Museum Development from April 2024 so there is likely to be an increased need for more localised information.

4.2 How the Public Have Benefitted

We have continued to rebuild the way HNN is organised, and subsequently there has been little short-term benefit to the public. However, by taking the time to make sure we get this right we will be in a better position to support museums to use their resources to provide the best experience for the public. Moving forward, the Charity will no longer be reliant on external funding, improving its chances of long term survival, and allowing it to concentrate on fundraising for projects directly benefitting its member organisations, rather than for running costs.

4.3 Contributing to Activities Run by Other Organisations

Heritage Network Norfolk continues to support and work with SHARE Museums East.

4.4 Trustee Development

Trustees are encouraged to participate in development opportunities as and when appropriate. For example, one of our trustees is currently working towards an Associateship of the Museums Association.

5 Financial Review

5.1 Details of Any Funds Materially in Deficit

The Charity has no funds which are materially in deficit.

5.2 Policy on Reserves

The Charity's policy on reserves is to generate and maintain a balance which is sufficient:

- a) to preserve the financial viability of the Charity in the event that unforeseen and/or unavoidable circumstance precipitate a short-term fall in its income;
- b) to enable the Charity, in the interests of meeting its objectives, to undertake from time to time the setting up of new and innovative projects on a pilot basis to demonstrate the viability and potential benefits of such activities as a precursor to securing the external funding necessary to maintain such projects on an on-going basis.

For these purposes the Charity will endeavour to generate and maintain reserves which are at least £5000.

5.3 Principal Sources of Funding and Outgoings

There has been very little income and expenditure this financial year. Membership fees were suspended until April 2024. Expenditure was chiefly on room hire and refreshments for events plus some administration such as the annual payment for the website domain name. All monies are unrestricted with the exception of a wellbeing workshops grant of £600 from SHARE Museums East which remains in the bank. The grant must be spent in line with Arts Council England Investment Principles and will be reported on by SHARE Museums East by spring 2024 at the latest.

5.4 Remuneration of Trustees

All Trustees act in a voluntary capacity and receive no remuneration or other material benefits from their services to the Charity. Out-of-pocket expenses necessarily and reasonably incurred by Trustees in promoting the purposes of the Charity are reimbursed at cost. No expenses were claimed.

5.5 Financial Status

Though modest, Heritage Network Norfolk's current unrestricted resources are more than sufficient to meet its outgoings for at least next year. The re-organisation of the way we manage the charity ensures that we are not reliant on external funding for our core costs in the foreseeable future. Fundraising will be required only for projects and activity. The financial statements for April 2022 – March 2023 were approved by the Trustees on 29 September 2023.

5.6 Statutory Statements on Liabilities

The Trustees declare that:

- The charity has given no guarantees where potential liability under the guarantee is outstanding at the date of the statement of assets and liabilities.
- The charity has no debt outstanding at the date of this statement which is owed by the CIO and which is secured by an express charge on any assets of

the charity at the date of the statement of assets and liabilities.

Approved by the Trustees and signed on their behalf,
Sarah Coleman
Chair of the Charity Trustees
Date: 22 December 2023

6 Statement of Financial Activity

6.1 Receipts & Payments accounts for the Financial Year Ended 31 March 2023 Heritage Network Norfolk (formerly Museums Norfolk)

Income & Expenditure Account - 12 months to 31 March 2023

	Notes	2023			2022		
		Unrestricted £	Restricted £	Total £	Unrestricted £	Restricted £	Total £
Income							
Bank interest		16.80	-	16.80	0.76	-	0.76
Supplementary grant adjustment	1	-	-	-	361.06	-	361.06
Total income		16.80	-	16.80	361.82	-	361.82
Expenditure							
Marketing, admin & office costs		111.76	-	111.76	111.76	-	111.76
Network events		787.50	-	787.50	-	-	-
Supplementary grant adjustment	1	-	-	-	-	361.06	361.06
Total expenditure		899.26	-	899.26	111.76	361.06	472.82
Surplus/(Deficit) for the year		(882.46)	-	(882.46)	250.06	(361.06)	(111.00)
Brought forward							
Wellbeing Workshop grant	3	-	600.00	600.00	-	600.00	600.00
Shared Enterprise grant	2	-	-	-	-	(46.00)	(46.00)
Museums Norfolk development grant	1	-	-	-	-	407.06	407.06
Unrestricted funds		8,337.41	-	8,337.41	8,087.35	-	8,087.35

Total brought forward		8,337.4	600.00	8,937	8,337.4	600.00	9,048.
		1		.41	1		41
Funds carried forward		7,454.9	600.00	8,054	8,337.4	600.00	8,937.
		5		.95	1		41
Comprising							
Wellbeing Workshops grant	3		600.00			600.00	
			<u>600.00</u>			<u>600.00</u>	

Notes to Income & Expenditure Account - 12 months to 31 March 2023

Note 1 Museums Norfolk development grant

See year to 31 March 2022 accounts for detailed notes. Briefly, a grant of £2,000 received during the year to 31 March 2020 was unrestricted, not restricted as previously reported. Therefore the £361.06 underspend on the grant c/f is unrestricted and the accounts for year to 31 March 2022 reflected this change.

Note 2 Shared Enterprise grant

See year to 31 March 2022 accounts for detailed notes. The overspend of £46.00 was taken from the Museums Norfolk development grant with permission from the Norfolk Museum Development Officer.

Note 3 Wellbeing Workshops grant

This grant was made during the year to 31 March 2020 to cover artist fees at events planned for May 2020. The events were cancelled due to the COVID-19 lockdowns. The grant is restricted to artist fees for wellbeing events. Artist Donna Thompson was engaged to facilitate these events. The grant must be spent by 31 March 2023.

6.2 Statement of Assets and Liabilities for the Financial Year Ended 31 March 2023

Heritage Network Norfolk (formerly Museums Norfolk)

Statement of Assets and Liabilities as at 31 March 2023

	2023			2022		
	<u>Unrestricted</u> £	<u>Restricted</u> £	<u>Total</u> £	<u>Unrestricted</u> £	<u>Restricted</u> £	<u>Total</u> £
Assets						
Cash funds	7,224.55	600.00	7,824.55	8,291.13	600.00	8,891.13
Prepayments	80.40	-	80.40	46.28	-	46.28
Total assets	7,304.95	600.00	7,904.95	8,337.41	600.00	8,937.41
Liabilities						
Accruals/Creditors	150.00	-	150.00	-	-	-
Net assets (agrees to Income and Expenditure Account)	7,454.95	600.00	8,054.95	8,337.41	600.00	8,937.41
<hr/> <hr/>						
	<u>Unrestricted</u> £	<u>Restricted</u> £	<u>Total</u> £	<u>Unrestricted</u> £	<u>Restricted</u> £	<u>Total</u> £
Prepayments						
Expenditure						
Marketing, admin & office costs	80.40	-	80.40	46.28	-	46.28
Accruals/Creditors						
Expenditure						
Network events	150.00	-	150.00	-	-	-

6.3 Notes to the Accounts

a) Accounting Policies

The financial statements have been prepared in accordance with the Charities Act 2011 Section 133, using the Receipts and Payments basis available to small charities and the charity's own simple accounts spreadsheet.

b) Reimbursement of Out-of-Pocket Expenses

Out-of-pocket expenses incurred necessarily, reasonably and incidentally in the course the charity's activities are reimbursed at cost.

No Trustees received any reimbursement of out-of-pocket expenses in the



financial year 2022-23.

c) Salaries & Professional Fees

No trustee receives any payments for the services they provide to the charity. In the 2022-23 financial year the charity employed no staff or external contractors.

d) Fixed Assets

The charity has not purchased or disposed of any fixed assets in the current financial year.

e) Creditors & Debtors

Cheques for goods or services purchased, or invoices for goods or services delivered, which are issued prior to the end of the financial year but not appearing in the end of financial year bank statement are reported as outstanding creditors or debtors respectively.

Heritage Network Norfolk

England & Wales - Charity number 1161645

Accounts



Heritage Network Norfolk

Registered Charity, No: 1161645

Trustees' Annual Report & Statement of Financial Activity for the financial year ended 31 March 2022

Trustees' Annual Report & Statement of Financial Activity

for the financial year ended 31 March 2022

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Trustees Annual Report & Statement of Financial Activity for the financial year ended 31 March 2022

1 Reference and Administration Details

1.1 Charity Name & Registration

Heritage Network Norfolk

The charity is a Charitable Incorporated Organisation, registration no: 1161645, registered with the Charity Commission on 13 May 2015.

The charity is not registered with HM Revenue & Customs.

1.2 Charity's Address

c/o Museum4Watton, Wayland Hall, Middle Street, Watton, Thetford, IP25 6AG

(previously c/o SHARE Museums East, Shirehall, Market Street, Norwich NR1 3JU)

e-mail: museumsnorfolk@gmail.com

website: hnn.org.uk

1.3 Names of the Trustees of the Charity

	<i>Role</i>	<i>Appointed</i>	<i>Resigned</i>
Sue Gattuso			
Lisa Little			09.02.2022
Megan Dennis		09.02.2022	
Chris Hutchings			
Sarah Coleman	Chair	19.10.2022	
Su Booth	Ex Officio		

1.4 Names of Advisors & Senior Members of Staff

The management of the organisation is the role and responsibility of the Board of Trustees. The end of year financial statement was drawn up by a volunteer who works as a professional accountant. There are no sub-committees at present.

1.5 Bank

Barclays Business Banking, Leicester, LE87 2BB

2 Structure, Governance & Management

2.1 Type of Governing Document

Heritage Network Norfolk is registered as a Charitable Incorporated Organisation and was set up with an Association Model constitution on 13 May 2015 as Museums Norfolk. On 17 March 2019 the charity's name was changed to Heritage Network Norfolk. Hitherto Museums Norfolk was an unincorporated membership organisation, known as the Museums in Norfolk Group.

2.2 Charitable Objects

Our charitable objectives, as defined in our governing document, are to promote the efficient and effective use of the charitable resources of museums, archives, art galleries and heritage organisations in Norfolk whose collections are open to the public and operated on a not-for-profit basis with the aim of advancing education, the arts and local heritage for the benefit of the public by:

- (1) Promoting the highest professional standards of work and public service;
- (2) Supporting the education, training and development of staff and volunteers;
- (3) Delivering other services to support the charitable work of such organisations;
- (4) Acting as a representative to other bodies;
- (5) Encouraging public education through the promotion and maintenance of, and access to, high quality museums, art galleries and heritage organisations;
- (6) Making grants to support the charitable work of such organisations.

2.3 Trustee Selection Methods

Appointment to the Board of Trustees is approved by the membership at Annual General Meetings. In accordance with the Constitution, Trustees are appointed or re-appointed for a term of three years. Sue Gatusso, Lisa Little and Chris Hutchings were re-appointed at the 5th AGM on 22 September 2021. Trustees are selected by an open recruitment process including advertising, application and interview. In appointing Trustees due consideration is given to ensuring that the Trustees have, between them, the skills and experience necessary to manage the charity effectively and in accordance with charity law. There must be at least three charity trustees. The maximum number is seven. The Norfolk Museum Development Officer, employed by Norfolk Museums Service, is an ex officio trustee. A Board Review was conducted in February 2020 to identify roles for Trustees and identify gaps in skills and experience.

3 Activities

3.1 Statutory Declaration

The Trustees of Heritage Network Norfolk confirm that they have paid due regard to the guidance issued by the Charity Commission on public benefit in deciding what activities the charity should undertake.

4 Achievements & Performance

4.1 Outputs and Outcomes for the Charity's Beneficiaries

The three remaining trustees worked hard to keep their own museums going during the COVID-19 pandemic and subsequently faced further difficulties at their museums in the loss of some volunteers and trustees as well as needing time to complete ambitious development projects. However, they continued to meet, to complete the board review and undertake a trustee recruitment campaign, resulting in the appointment of a new Chair and a trustee to replace Lisa Little, who had informed the board of her decision to stand down due to new demands on her time.

We continue to host a website to publicise the member organisations under the domain name hnn.org.uk. Megan Dennis is leading a review of the site with the aim of

improving its use to members in the first instance, along the lines of the Museums Essex website, and building up to a public facing element in the future.

We are developing a programme of activity for 2023 – two virtual and two in-person events – and an outline action plan for 2023-5 so we can deliver benefits to members of the organisation while completing the trustee group and encouraging members to volunteer to support the trustees in whatever capacity they can manage.

In June 2021 we held a virtual coffee morning to discuss school visits to museums. Speakers from the Group for Education in Museums and Festival Bridge were invited. A recording of this session is available to members who were unable to attend. We intend to follow this up with further activity for museums interested in their role as a place for learning and enjoyment.

Information was passed to the membership as applicable by the ex officio trustee as part of her role as Norfolk Museum Development Officer. As it contains similar content, the SHARE newsletter was promoted as an alternative to the old HNN newsletter, avoiding duplication.

4.2 How the Public Have Benefitted

It is safe to say the charity has been largely dormant this year while we rebuild the way it is organised, and subsequently there has been little short-term benefit to the public. However, by taking the time to make sure we get this right we will be in a better position to support museums to use their resources to provide the best experience for the public. The Charity will no longer be reliant on external funding, improving its chances of long term survival, and allowing it to concentrate on fundraising for projects directly benefitting its member organisations, rather than for running costs.

4.3 Contributing to Activities Run by Other Organisations

Heritage Network Norfolk continues to support and work with SHARE Museums East. We worked with Norfolk & Norwich Festival Bridge and the Group for Education in Museums to inform our membership about the current thinking in working with schools and to inform the membership about the role and activities of these organisations.

4.4 Trustee Development

Trustees are encouraged to participate in development opportunities as and when appropriate. A skills analysis was conducted as part of the Board Review in February 2020.

5 Financial Review

5.1 Details of Any Funds Materially in Deficit

The Charity has no funds which are materially in deficit.

5.2 Policy on Reserves

The Charity's policy on reserves is to generate and maintain a balance which is sufficient:

- a) to preserve the financial viability of the Charity in the event that unforeseen and/or unavoidable circumstance precipitate a short-term fall in its income;
- b) to enable the Charity, in the interests of meeting its objectives, to undertake from time to time the setting up of new and innovative projects on a pilot basis to demonstrate the viability and potential benefits of such activities as

a precursor to securing the external funding necessary to maintain such projects on an on-going basis.

For these purposes the Charity will endeavour to generate and maintain reserves which are at least £5000.

5.3 Principal Sources of Funding and Outgoings

There has been very little income and expenditure this financial year. Membership fees were suspended until April 2023. Expenditure was minimal and chiefly on administration such as the annual payment for the website domain name. There is some movement in the accounts this year due to adjustments made to correct a mistake in previous years' accounts. A grant from a local Charitable Trust was reported in previous years as restricted but was in fact unrestricted. The result of this was that the MN Development Grant from SHARE Museums East was reported as underspent. In fact, the MN Development Grant has been spent in full and can now be reported against. All monies are now unrestricted with the exception of a wellbeing workshops grant of £600 from SHARE Museums East which remains in the bank. The grant must be spent in line with Arts Council England Investment Principles and will be reported on by SHARE Museums East by spring 2024 at the latest.

5.4 Remuneration of Trustees

All Trustees act in a voluntary capacity and receive no remuneration or other material benefits from their services to the Charity.

Out-of-pocket expenses necessarily and reasonably incurred by Trustees in promoting the purposes of the Charity are reimbursed at cost. No expenses were claimed.

5.5 Financial Status

Though modest, Heritage Network Norfolk's current unrestricted resources are more than sufficient to meet its outgoings for at least next year.

The re-organisation of the way we manage the charity ensures that we are not reliant on external funding for our core costs in the foreseeable future. Fundraising will be required for projects and activity requiring external support. The financial statements for April 2021 - March 2022 were approved by the trustees on 23 November 2022.

5.6 Statutory Statements on Liabilities

The Trustees declare that:

- ✓ The charity has given no guarantees where potential liability under the guarantee is outstanding at the date of the statement of assets and liabilities.
- ✓ The charity has no debt outstanding at the date of this statement which is owed by the CIO and which is secured by an express charge on any assets of the charity at the date of the statement of assets and liabilities.

Approved by the Trustees and signed on their behalf,

Sarah Coleman
Chair of the Charity Trustees

Date: 27 January 2023

6 Statement of Financial Activity

6.1 Receipts & Payments accounts for the Financial Year Ended 31 March 2022

Heritage Network Norfolk (formerly Museums Norfolk)

Income & Expenditure Account
12 months to 31 March 2022

	Notes	2022			2021		
		Unrestricted £	Restricted £	Total £	Unrestricted £	Restricted £	Total £
Income							
Wellbeing Workshops grant	3	-	-	-	-	600.00	600.00
Bank interest		0.76	-	0.76	3.50	-	3.50
Supplementary grant adjustment	1	361.06	-	361.06	-	-	-
Total income		<u>361.82</u>	<u>-</u>	<u>361.82</u>	<u>3.50</u>	<u>600.00</u>	<u>603.50</u>
Expenditure							
Marketing, admin & office costs		111.76	-	111.76	103.88	-	103.88
Supplementary grant adjustment	1	-	361.06	-	-	-	-
Total expenditure		<u>111.76</u>	<u>361.06</u>	<u>111.76</u>	<u>103.88</u>	<u>-</u>	<u>103.88</u>
Surplus/(Deficit) for the year		<u>250.06</u>	<u>(361.06)</u>	<u>250.06 -</u>	<u>(100.38)</u>	<u>600.00</u>	<u>499.62</u>
Brought forward							
MN Development grant	1	-	407.06	407.06	-	407.06	407.06
Shared Enterprise grant		-	(46.00)	(46.00)	-	(46.00)	(46.00)
Wellbeing Workshops grant		-	600.00	600.00	-	-	-
Unrestricted funds		8,087.35	-	8,087.35	8,187.73	-	8,187.73
Total brought forward		<u>8,087.35</u>	<u>961.06</u>	<u>9,048.41</u>	<u>8,187.73</u>	<u>361.06</u>	<u>8,548.79</u>
Funds carried forward		<u>8,337.41</u>	<u>600.00</u>	<u>8,937.41</u>	<u>8,087.35</u>	<u>961.06</u>	<u>9,048.41</u>
Comprising							
MN Development grant	1	-	-	-	-	407.06	407.06
Shared Enterprise grant	2	-	-	-	-	(46.00)	(46.00)
Wellbeing Workshops Grant	3	-	600.00	600.00	-	600.00	600.00
			<u>600.00</u>			<u>961.06</u>	

Heritage Network Norfolk (formerly Museums Norfolk)

Notes to Income & Expenditure account
12 months to 31 March 2022

Note 1 MN Development grants

	<u>Budgeted</u>	<u>b/fwd</u>	<u>Grants</u>	<u>Spend</u>	<u>c/fwd</u>
	<u>£</u>	<u>£</u>	<u>£</u>	<u>£</u>	<u>£</u>
Development manager Fees	-	5,820.00	-	-	5,820.00
Expenses	-	896.70	-	-	896.70
Network and training events	-	2,358.82	-	-	2,358.82
Admin assistant	-	487.30	-	-	487.30
New website and logo	-	2,500.00	-	-	2,500.00
GDPR training/networking	-	(782.90)	-	-	(782.90)
Volunteering leaflet	-	(129.50)	-	-	(129.50)
Audience development (schools)	-	500.00	-	-	500.00
Small grants to members	-	49.59	-	-	49.59
Transfer to unrestricted funds	-	(135.80)	-	-	(135.80)
Surplus adjustment	-	(107.15)	-	-	(107.15)
Adjustment to reflect grant shortfall against budget	-	(11,050.00)	-	-	(11,050.00)
Shared enterprise grant overspend (note 2)	-	-	-	46.00	(46.00)
	-	407.06	-	46.00	361.06

£2,000 supplementary grant received during the year to 31 March 2000 was in fact unrestricted, not restricted as previously reported. Therefore, the £361.06 underspend on the grant c/fwd is unrestricted.

Note 2 Shared Enterprise grant 2018

It has been agreed by the Norfolk Museum Development Officer that the total overspend b/fwd, £46.00, can be taken from the MN development grant (see note 1 above).

Note 3 Wellbeing Workshops grant

Grant of £600 made in July 2020 to run 3 Wellbeing Workshops that were subsequently cancelled due to COVID-19.

	<u>Budgeted</u>	<u>b/fwd</u>	<u>Grants</u>	<u>Spend</u>	<u>c/fwd</u>
	<u>£</u>	<u>£</u>	<u>£</u>	<u>£</u>	<u>£</u>
Workshops	-	600.00	-	-	600.00
	-	600.00	-	-	600.00

6.2 Statement of Assets and Liabilities for the Financial Year Ended 31 March 2021

Heritage Network Norfolk (formerly Museums Norfolk)

Statement of Assets and Liabilities
as at 31 March 2022

	2022			2021		
	Unrestricted £	Restricted £	Total £	Unrestricted £	Restricted £	Total £
Assets						
Cash funds	8,291.13	600.00	8,891.13	8,041.07	961.06	9,002.13
Prepayments	46.28	-	46.28	46.28	-	46.28
Total assets	8,337.41	600.00	8,937.41	8,087.35	961.06	9,048.41
Liabilities	-	-	-	-	-	-
Net assets (agrees to Income & Expenditure account)	8,337.41	600.00	8,937.41	8,087.35	961.06	9,048.41

Signed on behalf of the Trustees

1. Sue Gattuso 23.11.2022
2. Chris Hutchings 23.11.2022

Prepayments

	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	£	£	£	£	£	£
Expenditure						
Marketing, admin & office costs	46.28	-	46.28	46.28	-	46.28

6.3 Notes to the Accounts

- a) Accounting Policies
The financial statements have been prepared in accordance with the Charities Act 2011 Section 133, using the Receipts and Payments basis available to small charities and the charity's own simple accounts spreadsheet.
- b) Reimbursement of Out-of-Pocket Expenses
Out-of-pocket expenses incurred necessarily, reasonably and incidentally in the course the charity's activities are reimbursed at cost.
No Trustees received any reimbursement of out-of-pocket expenses in the financial year 2021-22.
- c) Salaries & Professional Fees
No trustee receives any payments for the services they provide to the charity.
In the 2021-22 financial year the charity employed no staff or external contractors.
- d) Fixed Assets
The charity has not purchased or disposed of any fixed assets in the current financial year.
- e) Creditors & Debtors
Cheques for goods or services purchased, or invoices for goods or services delivered, which are issued prior to the end of the financial year but not appearing in the end of financial year bank statement are reported as outstanding creditors or debtors respectively.

Heritage Network Norfolk

England & Wales - Charity number 1161645

Accounts



Heritage Network Norfolk

Registered Charity, No: 1161645

Trustees' Annual Report & Statement of Financial Activity for the financial year ended 31 March 2021

Trustees' Annual Report & Statement of Financial Activity for the financial year ended 31 March 2021

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Trustees Annual Report & Statement of Financial Activity for the financial year ended 31 March 2021

1 Reference and Administration Details

1.1 Charity Name & Registration

Heritage Network Norfolk

The charity is a Charitable Incorporated Organisation, registration no: 1161645, registered with the Charity Commission on 13 May 2015.

The charity is not registered with HM Revenue & Customs.

1.2 Charity's Address

c/o Museum4Watton, Wayland Hall, Middle Street, Watton, Thetford, IP25 6AG
(previously c/o SHARE Museums East, Shirehall, Market Street, Norwich NR1 3JU)
e-mail: museumsnorfolk@gmail.com
website: hnn.org.uk

1.3 Names of the Trustees of the Charity

	<i>Role</i>	<i>Appointed</i>	<i>Resigned</i>
Sue Gattuso			
Lisa Little			
Chris Hutchings			
Su Booth	Ex Officio		

1.4 Names of Advisors & Senior Members of Staff

The management of the organisation is the role and responsibility of the Board of Trustees. The end of year financial statements were drawn up by a volunteer who works as a professional accountant. There are no sub-committees at present.

1.5 Bank

Barclays Business Banking, Leicester, LE87 2BB

2 Structure, Governance & Management

2.1 Type of Governing Document

Heritage Network Norfolk is registered as a Charitable Incorporated Organisation and was set up with an Association Model constitution on 13 May 2015 as Museums Norfolk. On 17 March 2019 the charity's name was changed to Heritage Network Norfolk. Hitherto Museums Norfolk was an unincorporated membership organisation, known as the Museums in Norfolk Group.

2.2 Charitable Objects

Our charitable objectives, as defined in our governing document, are to promote the efficient and effective use of the charitable resources of museums, archives, art galleries and heritage organisations in Norfolk whose collections are open to the public and operated on a not-for-profit basis with the aim of advancing education, the arts and local heritage for the benefit of the public by:

- (1) Promoting the highest professional standards of work and public service;
- (2) Supporting the education, training and development of staff and volunteers;
- (3) Delivering other services to support the charitable work of such organisations;
- (4) Acting as a representative to other bodies;
- (5) Encouraging public education through the promotion and maintenance of, and access to, high quality museums, art galleries and heritage organisations;
- (6) Making grants to support the charitable work of such organisations.

2.3 Trustee Selection Methods

Appointment to the Board of Trustees is approved by the membership at Annual General Meetings. In accordance with the Constitution, Trustees are appointed or re-appointed for a term of three years. Sue Gatusso, Lisa Little and Chris Hutchings are due to retire by rotation at the 5th AGM in 2021. Trustees are selected by an open recruitment process including advertising, application and interview. In appointing Trustees due consideration is given to ensuring that the Trustees have, between them, the skills and experience necessary to manage the charity effectively and in accordance with charity law. There must be at least three charity trustees. The maximum number is seven. The Norfolk Museum Development Officer, employed by Norfolk Museums Service, is an ex officio trustee. A Board Review was conducted in February 2020 to identify roles for Trustees and identify gaps in skills and experience.

3 Activities

3.1 Statutory Declaration

The Trustees of Heritage Network Norfolk confirm that they have paid due regard to the guidance issued by the Charity Commission on public benefit in deciding what activities the charity should undertake.

4 Achievements & Performance

4.1 Outputs and Outcomes for the Charity's Beneficiaries

The three remaining trustees have been working hard to keep their own museums going during the COVID-19 pandemic but have continued to meet, formulate and start to deliver a plan for 2021-3, complete the board review and undertake a trustee recruitment campaign. The ex officio Trustee has been passing on information to the membership as part of her role as Norfolk Museum Development Officer. The 2020 Annual General Meeting was not held, due to the COVID-19 pandemic and the Charity Commission approved a delay in reporting until 30 September 2021.

We received a grant of £600 towards wellbeing workshops which were scheduled to be held at Wymondham Heritage Museum, the Museum of the Broads and True's Yard Fisherfolk Museum in May 2020 but were postponed because of the COVID-19 pandemic.

We continue to host a website to publicise the member organisations under the domain name hnn.org.uk.

In March 2021 we sent out a proposal to the Heritage Network Norfolk membership laying out our intended activity in the financial years 2021-3 for comment. We received feedback from eleven member organisations, broadly supportive. The aims, vision, mission and values of Heritage Network Norfolk remain the same as those that were discussed during the 4th Annual General Meeting in 2019.

In June 2021 we held a virtual coffee morning to discuss school visits to museums. Speakers from the Group for Education in Museums and Festival Bridge were invited. A recording of this session is available to members who were unable to attend.

4.2 How the Public Have Benefitted.

We continue to host a website which the public can access to find museums to visit in Norfolk. We have worked with SHARE Museums East to promote activity that will help museums develop, with knock on benefits for the public. Wellbeing workshops for the public at Wymondham Heritage Museum, the Museum of the Broads and True's Yard Fisherfolk Museum in May 2020 were postponed because of the COVID-19 pandemic. This was experimental activity to gather feedback that we could use for advocacy to health professionals to promote our museums as venues for wellbeing activity. Information passed on to the member organisations included advice and guidance on safely reopening museums and heritage sites to the public.

4.3 Contributing to Activities Run by Other Organisations

Heritage Network Norfolk received funding from SHARE Museums East in return for which the activities organised by SHARE are promoted to the membership of Heritage Network Norfolk. We worked with Norfolk & Norwich Festival Bridge and the Group for Education in Museums to inform our membership about the current thinking in working with schools and to inform the membership about the role and activities of these organisations.

The three postponed wellbeing workshops were part of the Wellbeing Week activity promoted by the Culture, Health and Wellbeing Alliance and Norfolk County Council's Cultural Services.

4.4 Trustee Development

Trustees are encouraged to participate in development opportunities as and when appropriate. A skills analysis was conducted as part of the Board Review in February 2020.

5 Financial Review

5.1 Details of Any Funds Materially in Deficit

The Charity has no funds which are materially in deficit.

5.2 Policy on Reserves

The Charity's policy on reserves is to generate and maintain a balance which is sufficient:

- a) to preserve the financial viability of the Charity in the event that unforeseen and/or unavoidable circumstance precipitate a short-term fall in its income;
- b) to enable the Charity, in the interests of meeting its objectives, to undertake from time to time the setting up of new and innovative projects on a pilot basis to demonstrate the viability and potential benefits of such activities as a precursor to securing the external funding necessary to maintain such projects on an on-going basis.

For these purposes the Charity will endeavour to generate and maintain reserves which are at least £5000.

5.3 Principal Sources of Funding and Outgoings

There has been very little income and expenditure this financial year. Membership fees have been suspended until April 2022. A grant from SHARE Museums East paid for the postponed Wellbeing Workshops in full and remains in the bank. Expenditure was minimal and chiefly on administration such as the annual payment for the website domain name. The £961.06 of restricted funding left over from the SHARE Museums East Development Grants, which includes the wellbeing workshop grant, must be spent in line with Arts Council England investment principles and will be reported on by SHARE Museums East.

5.4 Remuneration of Trustees

All Trustees act in a voluntary capacity and receive no remuneration or other material benefits from their services to the Charity.

Out-of-pocket expenses necessarily and reasonably incurred by Trustees in promoting the purposes of the Charity are reimbursed at cost. No expenses were claimed.

5.5 Financial Status

Though modest, Heritage Network Norfolk's current unrestricted resources are more than sufficient to meet its outgoings for at least next year.

The re-organisation of the way we manage the charity ensures that we are not reliant on external funding for our core costs in the foreseeable future. Fundraising will be required for projects and activity requiring external support. The financial statements for April 2019 – March 2020 and April 2020 – March 2021 were approved by the membership at the 5th Annual General Meeting on 22 September 2021.

5.6 Statutory Statements on Liabilities

The Trustees declare that:

- ✓ The charity has given no guarantees where potential liability under the guarantee is outstanding at the date of the statement of assets and liabilities.
- ✓ The charity has no debt outstanding at the date of this statement which is owed by the CIO and which is secured by an express charge on any assets of the charity at the date of the statement of assets and liabilities.

Approved by the Trustees and signed on their behalf,

Christopher Hutchings

Trustee and Chair of the Heritage Network Norfolk 5th AGM

Date: 22 September 2021

6 Statement of Financial Activity

6.1 Receipts & Payments accounts for the Financial Year Ended 31 March 2021

Heritage Network Norfolk (formerly Museums Norfolk)

Income & Expenditure Account
12 months to 31 March 2021

	Notes	2021			2020		
		Unrestricted £	Restricted £	Total £	Unrestricted £	Restricted £	Total £
Income							
Membership subscriptions		-	-	-	981.00	-	981.00
MN Development grant	1	-	-	-	-	2,500.00	2,500.00
Supplementary grant		-	-	-	-	2,000.00	2,000.00
SHARE Museums grant		-	-	-	-	1,100.00	1,100.00
Wellbeing Workshops grant	3	-	600.00	600.00	-	-	-
Bank interest		3.50	-	3.50	5.93	-	5.93
Total income		<u>3.50</u>	<u>600.00</u>	<u>603.50</u>	<u>986.93</u>	<u>5,600.00</u>	<u>6,586.93</u>
Expenditure							
Marketing, admin & office costs		103.88	-	103.88	128.59	-	128.59
NCC grants	1	-	-	-	-	3,571.00	3,571.00
Board review (SHARE Museums grant)		-	-	-	-	1,100.00	1,100.00
Total expenditure		<u>103.88</u>	<u>-</u>	<u>103.88</u>	<u>128.59</u>	<u>4,671.00</u>	<u>4,799.59</u>
Surplus/(Deficit) for the year		<u>(100.38)</u>	<u>600.00</u>	<u>499.62</u>	<u>858.34</u>	<u>929.00</u>	<u>1,787.34</u>
Brought forward							
MN Development grant	1	-	407.06	407.06	-	(521.94)	(521.94)
Shared Enterprise grant		-	(46.00)	(46.00)	-	(46.00)	(46.00)
Unrestricted funds		8,187.73	-	8,187.73	7,329.39	-	7,329.39
Total brought forward		<u>8,187.73</u>	<u>361.06</u>	<u>8,548.79</u>	<u>7,329.39</u>	<u>(567.94)</u>	<u>6,761.45</u>
Funds carried forward		<u>8,087.35</u>	<u>961.06</u>	<u>9,048.41</u>	<u>8,187.73</u>	<u>361.06</u>	<u>8,548.79</u>
Comprising							
MN Development grant	1		407.06			407.06	
Shared Enterprise grant	2		(46.00)			(46.00)	
Wellbeing Workshops Grant	3		600.00			-	
			<u>961.06</u>			<u>361.06</u>	

Heritage Network Norfolk (formerly Museums Norfolk)

Notes to Income & Expenditure account

12 months to 31 March 2021

Note 1 MN Development grants

	<u>Budgeted</u>	<u>b/fwd</u>	<u>Grants</u>	<u>Spend</u>	<u>c/fwd</u>
	<u>£</u>	<u>£</u>	<u>£</u>	<u>£</u>	<u>£</u>
Development manager Fees	-	5,820.00	-	-	5,820.00
Expenses	-	896.70	-	-	896.70
Network and training events	-	2,358.82	-	-	2,358.82
Admin assistant	-	487.30	-	-	487.30
New website and logo	-	2,500.00	-	-	2,500.00
GDPR training/networking	-	(782.90)	-	-	(782.90)
Volunteering leaflet	-	(129.50)	-	-	(129.50)
Audience development (schools)	-	500.00	-	-	500.00
Small grants to members	-	49.59	-	-	49.59
Transfer to unrestricted funds	-	(135.80)	-	-	(135.80)
Surplus adjustment	-	(107.15)	-	-	(107.15)
Adjustment to reflect grant shortfall against budget	-	(11,050.00)	-	-	(11,050.00)
	-	407.06	-	-	407.06

Note 2 Shared Enterprise grant 2018

Total overspend b/fwd and c/fwd (£46.00)

Note 3 Wellbeing Workshops grant

Grant of £600 made in July 2020 to run 3 Wellbeing Workshops that were subsequently cancelled due to COVID-19.

	<u>Budgeted</u>	<u>Grants</u>	<u>Spend</u>	<u>c/fwd</u>
	<u>£</u>	<u>£</u>	<u>£</u>	<u>£</u>
Workshops	600.00	-	-	600.00
	<u>600.00</u>	<u>600.00</u>	<u>-</u>	<u>600.00</u>

6.2 Statement of Assets and Liabilities for the Financial Year Ended 31 March 2021

Heritage Network Norfolk (formerly Museums Norfolk)

Statement of Assets and Liabilities as at 31 March 2021

	2021			2020		
	Unrestricted £	Restricted £	Total £	Unrestricted £	Restricted £	Total £
Assets						
Cash funds	8,041.07	961.06	9,002.13	8,187.73	361.06	8,548.79
Prepayments	46.28	-	46.28	-	-	-
Total assets	<u>8,087.35</u>	<u>961.06</u>	<u>9,048.41</u>	<u>8,187.73</u>	<u>361.06</u>	<u>8,548.79</u>
Liabilities	-	-	-	-	-	-
Net assets (agrees to Income & Expenditure account)	<u>8,087.35</u>	<u>961.06</u>	<u>9,048.41</u>	<u>8,187.73</u>	<u>361.06</u>	<u>8,548.79</u>

Signed on behalf of the Trustees

1.



2.

Christopher Hutchings

Prepayments

	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	£	£	£	£	£	£
Expenditure						
Marketing, admin & office costs	46.28	-	46.28	-	-	-

6.3 Notes to the Accounts

a) Accounting Policies

The financial statements have been prepared in accordance with the Charities Act 2011 Section 133, using the Receipts and Payments basis available to small charities and the charity's own simple accounts spreadsheet.

b) Reimbursement of Out-of-Pocket Expenses

Out-of-pocket expenses incurred necessarily, reasonably and incidentally in the course the charity's activities are reimbursed at cost.

No Trustees received any reimbursement of out-of-pocket expenses in the financial year.

c) Salaries & Professional Fees

No trustee receives any payments for the services they provide to the charity.

In the current financial year the charity employed one member of staff and two external contractors (Admin Assistant and Board Review facilitator).

d) Fixed Assets

The charity has not purchased or disposed of any fixed assets in the current financial year.

e) Creditors & Debtors

Cheques for goods or services purchased, or invoices for goods or services delivered, which are issued prior to the end of the financial year but not appearing in the end of financial year bank statement are reported as outstanding creditors or debtors respectively.