



**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 9<sup>th</sup> 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
		£	£	£	£	£	£
<b>Income</b>							
Bank interest		107.03	-	107.03	89.24	-	89.24
<b>Total income</b>		<b>107.03</b>	<b>-</b>	<b>107.03</b>	<b>89.24</b>	<b>-</b>	<b>89.24</b>
<b>Expenditure</b>							
Marketing, admin & office costs		63.77	-	63.77	147.77	-	147.77
Network events		375.65	-	375.65	266.11	-	266.11
<b>Total expenditure</b>		<b>439.42</b>	<b>-</b>	<b>439.42</b>	<b>413.88</b>	<b>-</b>	<b>413.88</b>
<b>Surplus/(Deficit) for the year</b>		<b>(332.39)</b>	<b>-</b>	<b>(332.39)</b>	<b>(324.64)</b>	<b>-</b>	<b>(324.64)</b>
<b>Brought forward</b>							
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
<b>Total brought forward</b>		<b>7,130.31</b>	<b>600.00</b>	<b>7,730.31</b>	<b>7,454.95</b>	<b>600.00</b>	<b>8,054.95</b>
<b>Funds carried forward</b>		<b>6,797.92</b>	<b>600.00</b>	<b>7,397.92</b>	<b>7,130.31</b>	<b>600.00</b>	<b>7,730.31</b>
Comprising							
Wellbeing Workshops grant	1		600.00			600.00	
			<b>600.00</b>			<b>600.00</b>	

### 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**

	<b>2025</b>			<b>2024</b>		
	<u>Unrestricted</u>	<u>Restricted</u>	<u>Total</u>	<u>Unrestricted</u>	<u>Restricted</u>	<u>Total</u>
	£	£	£	£	£	£
<b>Assets</b>						
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
<b>Total assets</b>	<b>6,797.92</b>	<b>600.00</b>	<b>7,397.92</b>	<b>7,130.31</b>	<b>600.00</b>	<b>7,730.31</b>
<b>Liabilities</b>						
Accruals/Creditors	-	-	-	-	-	-
<b>Net assets</b> (agrees to Income and Expenditure Account)	<b>6,797.92</b>	<b>600.00</b>	<b>7,397.92</b>	<b>7,130.31</b>	<b>600.00</b>	<b>7,730.31</b>

  

	<u>Unrestricted</u>	<u>Restricted</u>	<u>Total</u>	<u>Unrestricted</u>	<u>Restricted</u>	<u>Total</u>
	£	£	£	£	£	£
<b>Prepayments</b>						
Expenditure						
Marketing, admin & office costs	30.82	-	30.82	107.82	-	107.82
<b>Accruals/Creditors</b>						
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.