

WHITSTABLE COMMUNITY MUSEUM AND GALLERY

England & Wales · Charity number 1171101

Details

Status Registered

Legal form CIO

Registered 2017-01-12

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

Contact

Address Whitstable Museum & Gallery
5a Oxford Street
Whitstable
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Activities

Objects: TO ADVANCE EDUCATION IN WHITSTABLE AND THE SURROUNDING AREA BY THE PROMOTION AND SUPPORT OF HERITAGE CENTRES, MUSEUMS, GALLERIES AND LIBRARIES AND BY RELATED PROGRAMMES OF OUTREACH AND RESEARCH, FOSTERING KNOWLEDGE, UNDERSTANDING, APPRECIATION AND ENJOYMENT OF THE ARTS, HISTORY, SCIENCE AND TECHNOLOGY BY RESIDENTS AND VISITORS.

Activities: We operate Whitstable Museum & Gallery. Our unique Whitstable focused collections, connect people to the past and the present engendering a sense of place, identity, pride and belonging. We encourage the exploration of other heritage sites in the area to inspire continued research and learning. As well as exhibitions, our programme includes both historical and contemporary visual art and craft.

Classification

- **How:** Provides Services
- **What:** Education/training, Arts/culture/heritage/science
- **Who:** The General Public/mankind

Geography

- Kent

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£73,590	£58,490	-	-
2024-03-31	£49,696	£61,301	-	-
2023-03-31	£225,991	£56,234	-	-
2022-03-31	£58,938	£29,300	-	-
2021-03-31	£81,879	£37,963	-	-

Trustees

Name	Role	Appointed
Angela Michelle BODDY	Chair	2018-06-06
Gail Rogers		2018-06-06
PETER JOHN BANBURY		2018-06-06
STEVE KEELER		2018-06-06

Accounts



**Peter Cushing
major exhibition**



**Wheels of Time
Every Kent Museum Visited!**



**Dressing
Derrick West**

2024-25 Report and Plan

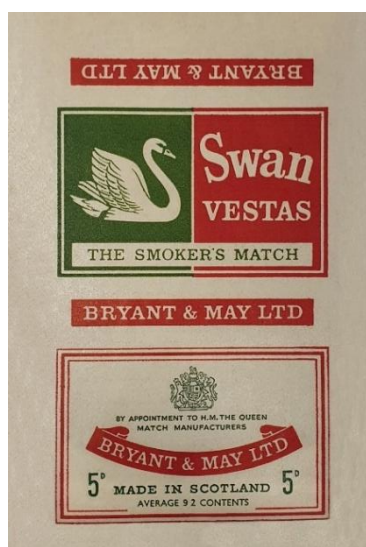


Whitstable Community Museum & Gallery

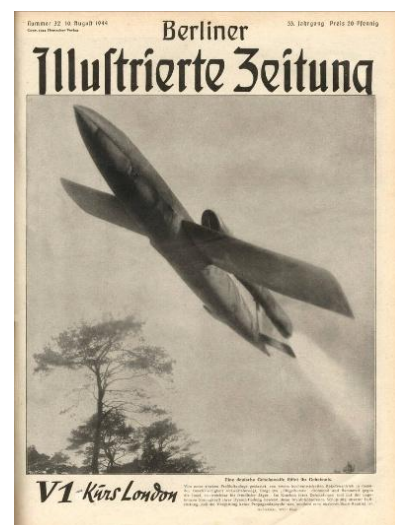
Registered Charity No. 1171101



**Match Label
Exhibition**



**V Weapons
over Whitstable**



**Objects of the
Month**



Collaboration Partners



Supported using public funding by
**ARTS COUNCIL
ENGLAND**



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Report from Angela Boddy, Charity Chair

This has been a year of real progress and renewed confidence for our museum. Thanks to our volunteers' dedication and member and visitor support, we are able to look back with pride on a season of achievement, while also being clear about the challenges that still lie ahead.

After ten years without change, our admission fees were increased in April 2024, yet rather than discouraging visitors, footfall grew. Feedback has been positive, and we continue to offer free entry to students, children and local residents. Shop sales have also risen, reflecting our strong focus on high-quality and relevant items. Together, these developments have given us our best business result in three years and provided a more secure foundation for the future.

Exhibitions remain at the heart of what we do, and this year we enjoyed one of our busiest and most successful programmes. Our major display on Peter Cushing attracted national attention, including BBC coverage plus a special event from Talking Pictures TV, and brought visitors from across the world. Alongside this, a lively sequence of smaller displays ranged from "Wild About Whitstable" and the wartime V-bombs to harbour photography and match labels.

We have published two new books one on the railway, and another on Peter and Helen Cushing, both proving very popular. Our archives and collections team continue to catalogue and conserve important objects, including the stationary winding engine and *Whelk Boat Floreat*, both of which have seen major progress this year.

Education and community engagement remain central to our mission. School projects, work experience placements, Duke of Edinburgh candidates and university students all contribute to the life of the Museum. The Wheels of Time scheme continues to prove a great success, with over 500 diver badges awarded since 2022, helping us reach children and families who may not otherwise have discovered us. Every child who comes through our doors is offered a challenge, and the enthusiasm and creativity they bring is one of the most rewarding aspects of our work.

Our volunteers are the Museum's greatest asset. Over fifty people give their time to keep us open nearly 200 days each year, to greet visitors, manage the shop and archives, develop exhibitions and answer many enquiries. A survey of volunteers showed strong levels of satisfaction and retention but also highlighted the need for more training. We have responded with refresher sessions and plans for first aid training. Membership, too, remains healthy, providing vital financial support and demonstrating the community's commitment to our work. Social events have been particularly popular, with record numbers attending the launch of the Peter Cushing exhibition.

Our gardens also continue to develop as welcoming and peaceful spaces and attractive settings for summer events.

There are, of course, challenges ahead. The long-awaited £175,000 Arts Council grant for urgent building repairs, can only be received once a solution for ownership or leasing of the buildings is concluded which has proved to be a long process. We recognise the need to improve our digital marketing and to create a dedicated volunteer role for communications, ensuring that our work and events are promoted more widely.

Despite these pressures, this year has been marked by resilience, creativity and strong community support. It has been a successful year, and a reminder of how much Whitstable Museum contributes to the town's cultural life. With your continued backing, we will build on this momentum and ensure that the Museum remains a place of learning, inspiration and enjoyment for all generations.

Visitor Numbers

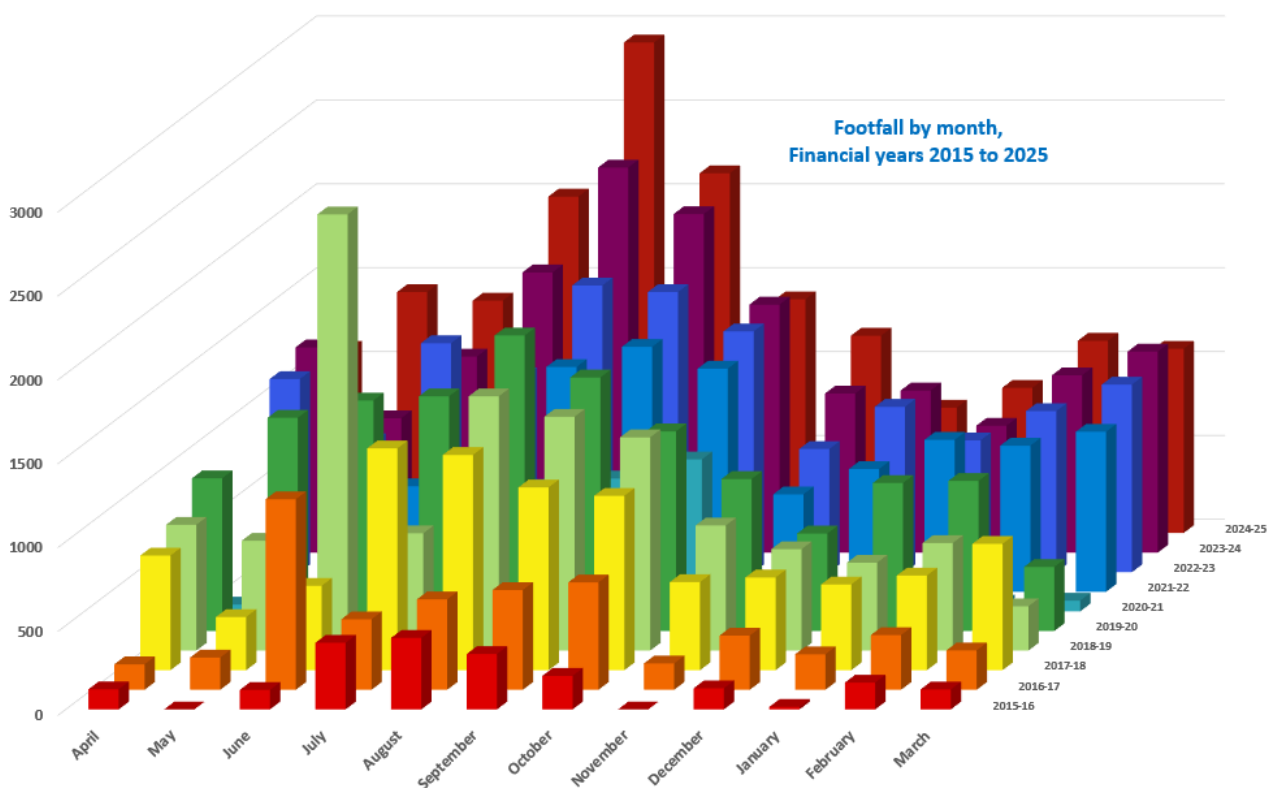
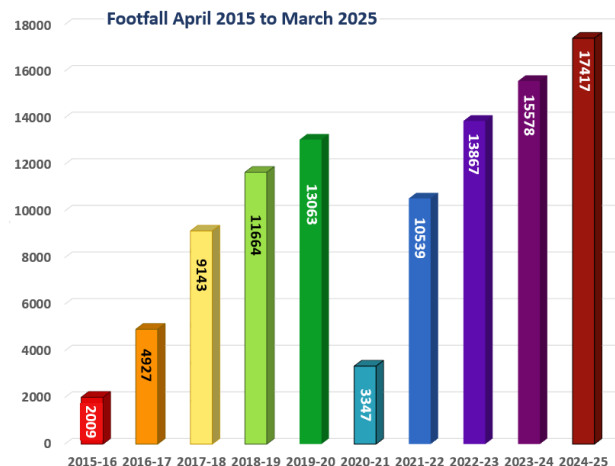
Annual (right)

Museum reception staff record every visitor.
(April to March financial year)

Visitors by Month (below)

(Total visitors):

Red:	2015 – 16	Orange:	2016 – 17
Yellow:	2017 – 18	L. green:	2018 – 19
Dk. green:	2019 – 20	Cyan:	2020 – 21
Lt. blue:	2021 – 22	Dk. Blue:	2022 – 23
Dk. Purpl:	2023 – 24	Magenta:	2024 – 25



Ten Years' of Data in One Chart!

- The front (red) row is the last year of CCC museum operation, 2015-16. Over seven months, the museum only opened in school holiday weeks. Total visitors 2009 for the whole year.
- The orange row shows footfall for 2016-17. A big increase to 4927 visitors, open every month.
- By 2017-18 (yellow) winter months were contributing 41% and summer months 59% of annual footfall. Well worth opening in winter.
- The Covid-19 year 2020-21 (cyan) difficult to see in this type of chart. The museum was able to open for a few months, with precautions, resulting in 3347 visitors.
- The museum was closed the first 2 months of 2021-22 (royal blue) but a bounce back to 10,539 was satisfactory in the circumstances.
- Three subsequent years to 2025 show a 12%pa increase for each year.

A Year on One Page



Whitstable Museum 2024/25

**17,417
Visitors**

**Visitor
increase 11.8%**

30 Countries

**2455
Children**

**Local Visitors
60.5%**

Children's Activities



Collaborations

Arts Council England
Bradbury Grange
Brownies and Rainbows
Canterbury City Council
Canterbury College
Crab & Winkle Trust
Duke of Edinburgh Award
Fun Palace
Heritage Open Days
Horsebridge Arts Centre
Peter Cushing Association
Primary schools
Secondary Schools
South East Museums
Southeastern Railways
Seaside Museum
Special Schools
University of Kent
Wheels of Time
Wild About Whitstable

Books Published

Peter & Helen Cushing
Crab & Winkle Railway

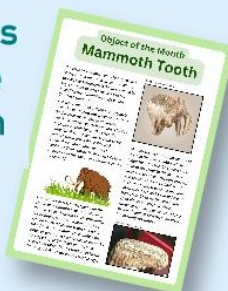
Conservation

Whelk Boat
Stationary Engine
Paper & Oil Paintings

Collection Care

Cataloguing
New donations

Objects of the Month



Museum History

On August 12th 1885, Harbourmaster William London recorded the “Opening of the Whitstable Museum” in his diary. This was probably a ‘cabinet of curiosities’ in the Assembly Rooms, where lectures were given and meetings held. Today, the Horsebridge Arts Centre occupies a similar site.

After WW2, the Whitstable Historical Society began to collect artefacts and documents. Eventually in 1985, the current main museum building (the Foresters’ Hall) was purchased, funded by the Fred Goldfinch Trust. The Foresters’ Hall Trust, the successor charity, with Canterbury City Council (CCC) as the corporate trustee, then owned the main museum building and part of the collection.

In 2024-25, discussions focussed on the transfer of the main museum building to WCM in order for the museum to continue to flourish. The building facing Oxford Street, originally purchased around 2000 for an extension to the museum, is essential to museum artefact storage, offices and the shop. It is owned by CCC but used by WCM in delivering one of CCC’s museums.

In 2014, responding to budget pressures, CCC planned to reduce opening or to close Whitstable Museum. Six charities formed the Whitstable Community Museum Group in August 2014 to seek transfer of museum operation to community volunteers. In January 2017, Whitstable Community Museum & Gallery (WCM) became a Charitable Incorporated Organisation (CIO), registered charity No. 1171101.

WCM, on its own merits, gained Arts Council England accreditation in October 2018. This is the national benchmark by which performance, object loans and grants to museums are based.

Governance

The CIO is limited by guarantee, is governed by a formal Constitution and comprises individual and corporate fee-paying members with voting rights on specific resolutions and election of Trustees.

The membership of the museum charity elects the trustees at the AGM. The elected Trustees form an Executive Board to manage CIO activity with the immediate aim of operating Whitstable Museum on behalf of the community in collaboration with CCC Museums and Galleries.

Day to day operation of the Museum is managed through committees, reporting to the Executive Board.

WCM CIO’s charitable object:

To advance education in Whitstable and the surrounding area by the promotion and support of heritage centres, museums, galleries and libraries and by related programmes of outreach and research, fostering knowledge, understanding, appreciation and enjoyment of the arts, history, science and technology for residents and visitors.

WCM’s immediate objective is to operate Whitstable Museum on behalf of the community and CCC.

WCM statement of purpose:

To use the resources of the museum, the Whitstable area and community, the collections and the experience of the volunteer staff to enthuse and inform visitors and residents in the history and heritage of the local area. The museum will be proactive in recording, conserving and interpreting the history, heritage and culture of Whitstable, the surrounding villages and countryside. Our customer relationship will encompass exhibitions, collection development, research, learning, community engagement and outreach. The widest possible range of users will be provided with access to the museum, collections and opportunities.

Probity: Museum income and expenditure are administered by an elected treasurer reporting directly to the Executive Board. Accounts are externally examined, published annually and submitted to the Charity Commission.

Museum Charity Accounts Financial Year 2024 / 25

Independently examined and submitted to Charity Commission and Museum Charity AGM.

WCMG Accounts 2024-25					Entries to: 31-Mar-25				
					Examined by Wendy Tetley, ACMA, CGMA, MCIPD 22/1/26				
Summary	Unrestricted	Designated	Restricted	TOTAL					
Income	60,356	-	13,234	73,590					
Expend	34,613	8,215	15,662	58,490					
Business Balance	25,744	- 8,215	- 2,429	15,100					
C/F from 2023/24	60,360	68,572	185,002	313,934					
Transfers									
Balance 31 Mar 25	86,104	60,356	182,573	329,033.44	Bank a/c	£329,033.44			
Receipts									
	2023-24 Outturn	Budget Unrestrict	Budget Designated	Budget Restricted	2024-25 TOT Budget	End of Year Unrestricted	To Date Designated	To Date Restricted	TOTAL
Admissions	7,505.85	11,479	-		11,479	15,271.25			
Shop sales	4,634.70	5,330	-		5,330	10,130.15			
Print Sales	10,104.55	11,620	-		11,620	11,497.97			
Membership	1,578.27	1,600			1,600	2,302.16			
Donations	5,088.14	5,851	-		5,851	6,649.79			
Shop rental	6,523.55	6,000	-		6,000	5,165.10			
CCC (Note 1)	-				-	7,500.00			
Gift Aid	-	750			750	1,714.18			
Other income	1,141.90	150			150	125.64			
Grants	13,120.00			17,500	17,500			13,233.50	
Total Receipts	49,696.96	42,780.00	-	17,500.00	60,280.00	60,356.24	-	13,233.50	73,589.74
Note 1		CCC provided an interim grant of £7500 for 2023-24 but this was paid in 2024-25.							
Payments									
	2023-24 Outturn	Budget Unrestrict	Budget Designated	Restricted	Budget TOTAL	End of Year Unrestricted	To Date Designated	To Date Restricted	TOTAL
Services	9,980.18	10,500	-		10,500	7,087.43			
Administration	6,318.24	6,500	-		6,500	7,907.25			
Shop	1,373.63	2,000	-		2,000	4,016.69			
Print Materials	3,394.25	3,500			3,500	4,859.85			
Education / Display	1,764.77	2,000	-		2,000	2,110.54			
Conservation	4,550.52	3,500	-		3,500	1,656.24			
Exhibitions	590.30	2,500			2,500	1,723.33			
Garden Grounds	202.26	500			500	214.00			
Marketing	1,079.25	1,500			1,500	2,353.96			
Staff Development	725.38	2,000			2,000	2,683.26			
Internal Projects	6,775.20		10,680		10,680		8,215.34		
ACE Project	14,424.54	12,000			12,000			480.10	
Intern pay	1,721.00		4,320		4,320			4,952.63	
Goldfinch Trust	5,530.97				-			4,729.40	
Hadlow Bequest	2,871.57				-			5,500.00	
Foresters' Hall Maint									
Transfers									
Revenue Expend	61,302.06	46,500	15,000	-	61,500	34,613	8,215	15,662	58,490
Previous Outturn	2024 / 2025 Balance					Unrestrict	Designated	Restricted	Total
C/F 2022-23	325,538.82	C/F from 2023-24				60360.00	68571.80	185001.92	313933.72
Income - Expend	- 11,605.10	Transfer between funds (ACE)							0.00
		Book balance year start				60360.00	68571.80	185001.92	313933.72
End bal 2023-24	313,933.72	Income - expenditure				25743.69	-8215.34	-2428.63	15099.72
Bank Balance	313,933.72	Book Balance 31 Mar 25				86103.69	60356.46	182573.29	329033.44
		Bank Balance 31 Mar 25							329033.44

Commentary, Financial Year 2024 - 25

In April 2024 admission fees were raised from £3 to £4 (concessions £2 to £3) after ten years without change. Footfall actually increased, with very few complaints at the new charge level, in line with a national report on museum charges. Students, children and local residents have free entry. Museum retail income also improved due to a tight focus on the quality and range of sale items.

Negotiations with CCC about the future of the museum, which started in June 2022, dragged on and the £175k Arts Council (ACE) grant awarded in March 2023 could not be drawn-down without a lease, so repairs and developments were delayed for the second time. Eventually it became clear to CCC, that the Foresters' Hall Charity could not operate the museum and Councillors and senior CCC officers worked with WCM on transferring the main museum building, and its maintenance costs, to WCM.

Day-to-day income and expenditure (revenue) has to be treated separately from grants and legacies (capital). Capital funds are for specific purposes and cannot be used for operating revenue costs. Funds must also be reserved for emergencies, maintenance, projects and ultimately for possible closedown.

Business as Usual (revenue)	22-23	23-24	24-25
Income: retail, donations, admissions etc.	54,112	49,697	73,590
Management contract CCC (in above income)	15,000	7,500	0
Museum operating costs	-56,243	-61,302	-58,490
New maintenance reserve			-12,800
Balance	-2,131	-11,605	2,300

This is the best business result for three years and reflects volunteers efforts to create and sell high quality items and to attract increased donations through providing an enjoyable, family-friendly service.

Major Activities (capital)	22-23	23-24	24-25
Grant income (restricted)	1,600	13,120	13,233
Capital expenditure (ACE planning)	10,652	14,425	23,837

Oil and paper painting conservation has continued, funded by the Goldfinch Trust and the Peter Hadlow bequest. Whelk boat restoration is now complete and selected items have been purchased for the Peter Cushing collection. The winding engine restoration has started. However other major projects have been delayed as volunteer resource has been dedicated to ensure that the future of the museum was secured.

Reserves for Future Projects and Emergencies

Predicting that we will have to maintain the Foresters' Hall building and services, WCM has created a designated reserve for this purpose.

Reserves designated by Trustees and funds restricted by the provider include:

Maintenance	£12,800	designated
Building Reserve – courtyard cover, storage. Target £200k	£40,000	designated
Emergency – a future pandemic, charity close down. etc.	£20,000	designated
Projects – to fund long-term projects over multiple years	£7,132	designated
Peter Hadlow Collection Fund (ACE grant match)	£74,520	restricted
Peter Hadlow Collection Fund (collections)	£89,882	restricted

Performance Indicators

The Trustees regularly monitor performance, reporting progress against the Aims and Objectives. Whitstable Community Museum (WCM) sets performance targets which include CCC key performance indicators in any grant agreement, which are summarised below.

The value of volunteer work set out below is the pay that they would have received, without on-costs, in a paid museum role.

Area	Performance Indicator	2015/16 Baseline	2016/17 (no contract)	2017/18 (no contract)	Report 2018/19	Report 2019/20	Report 2020/21	Report 2021/22	Report 2022/23	Report 2023/24	Report 2024/25
Operation		CMG managed	WCM managed	WCM managed	WCM contracted	WCM contracted	WCM contracted	WCM contracted	WCM contracted	Out of contract	Out of contract
Operational Indicators	Number of visits to Whitstable Museum (Monthly Reporting)	CCC target 6000 (2009 actual footfall in CMG management)	4927 (Increase of 145% on previous year)	9144 Adult +86% Child +137% inc.	Footfall 11,664 (Closed 5 weeks)	Footfall 13063 (closed 2 weeks COVID-19)	Footfall 3347 (closed 38 weeks due to COVID-19)	Footfall 10,539 (closed 6 weeks due to COVID-19)	Footfall 13,867	Footfall 15,563	Footfall 17,417
	Days open to public	CMG proposal 120 CMG actual 96	Actual 124	Actual 150	WCM target 180 Actual 177	WCM target 190 Actual 175	Target 85, Actual 50	Target 150, Actual 160	Target 180, Actual 180	Target 180 Actual 175	Target 180 Actual 175
	Accreditation (Annual Reporting)	Retained by CMG	Retained by CMG	WCM accreditation applied for.	Awarded 4 th October 2018.	Retained by WCM	Retained by WCM	Retained by WCM	Retained by WCM	Retained by WCM	Retained by WCM
Volunteer time	Number volunteers				65	85	75	85	69	59 active	64
	Hours		Est 4,000	5,556	7,008	8,652	3,708	10,169 (6 FTE)	10,611	11,481	10,671
	Value of volunteer support – pay equiv.		£54k	£75k	£95k	£119k	£50k	£146k	£152k	£175k	£174k
WCM Membership	Paid up members		Friends	121	Actual 134	Actual 186	Actual 150	Actual 163	Actual 180	Actual 165	Actual 175
Customer Indicator	Percentage of people satisfied with WCM	New Indicator set by CCC at 85%.	2 adverse comment of 147 Achieved 98%	CCC target 85% 1 adverse in 491. Achieved >99%	WCM target 95% 2 adverse comments in 691 Achieved > 99%	WCM target 95% 1 adverse comment in 678 Achieved > 99%	WCM >> 95% No adverse comments.	WCM >> 95%. No adverse comments.	WCM > 99% Good social media and visitor book comments.	WCM > 99% Social media, verbal & book comments good.	WCM > 99% Social media, verbal & book comments all good.
Finance Indicator (annual)	Council proportion of Museum management income.	CCC target <53% (WCM Income excluding grants)	Income £21,000 CCC fee £20k CCC part 49%	Income £22,000 CCC fee £20k CCC part 48%.	Income £30,737 CCC fee £20k CCC part 39%.	Income £35,634 CCC fee £20k CCC part 36%.	Income £22,568 CCC fee £20k CCC part 47%.	Income £31,407 CCC fee £18k CCC part 36%.	Income £39,012 CCC fee £15k CCC part 28%	Income £49,697 CCC grant £7,500 CCC part 15%	Income £73,590 CCC management grant zero
CCC subsidy per visitor	As described in 2014 CMG annual report.	£9.9 per visitor	£4.06 per visitor	£2.2 per visitor	£1.71 per visitor	£1.53 per visitor	£5.39 per visitor	£1.71 per visitor	£1.08 per visitor	£0.48 per visitor	Zero

CMG = Canterbury Museums & Galleries.

Museum Reports

Exhibitions – Steve Keeler

This past year has been a very busy and successful season for exhibitions. We always aim to present exhibitions professionally and the comments books show that we are doing something right!

Our main exhibition concerned Peter Cushing and has drawn interest from far and wide, with people traveling hundreds of miles just to see our display. The BBC covered the exhibition, broadcasting nationwide. Talking Pictures, the TV station, even arranged an event based around the exhibition; Hammer Films have been involved too.

Our smaller exhibition space has also had a run of successful displays. A 'Wild About Whitstable' display opened many visitors eyes to what is quite often unnoticed. An exhibition on the V1s and V2s that landed in Whitstable between June 1944 and March 1945 took some people by surprise, not realizing that any ever landed here. Photographs of Bert Parker and John Filmer, taken at Whitstable Harbour in the 1950s and 1960s, were displayed and proved very popular. A match label display, a collection from Peter Hadlow was unusual but was enjoyed by everyone. This was followed by a collection of model boats from Whitstable's working past. The current display is focused on the South Eastern's 200th anniversary of the railways, which has spawned railway walks and talks for those interested.

Research – Angela Boddy and David Newman

Whitstable Museum aims to ensure that accurate information is available to academics, the general public and to children. Newspaper archives research and investigating the collection both contribute to publications – this year new books on the Canterbury and Whitstable Railway and Peter & Helen Cushing were published for general audiences. Reprints of both books have been required.

The Museum helped Endowed Junior School pupils to investigate its 180 year history with the first headteacher's evidence of the poor state of public health in 1849, photographs and maps of a growing Whitstable and evidence from the 1895 registers. The pupils responded magnificently.

Enquiries from the public are researched with a strict time limit. Donated and loaned photographs from Whitstable residents, with associated stories, are really valuable historic records, but it is essential that they are catalogued and the material made available to the public.

Children's Activities – Peter Banbury

Nearly every child visiting the museum responds well to our welcoming question "would you like a challenge". Naturally, we have learned how to detect when a child is shy or just fed-up for some reason, and back-off! Our museum's objective is to make a visit interesting and enjoyable, but with a background of learning, sometimes disguised. Certainly the one-to-one interaction between a museum volunteer and a child usually brings out their best side.

Fortunately we have volunteers who are qualified teachers in primary and secondary education and over time a good range of hands-on activities have been developed. Volunteers have mastered the skill of quickly matching an appropriate challenge to the child as they welcome a family.

The "Spot & Dot" observation quizzes continue to evolve, with games based on a single theme such as diving, or oil paintings with levels from 'Easy' to 'Impossible'.

Archive Library and Research Area – Linda Livingstone

Work has begun on cataloguing the Archives Library. Books can be requested to view through Archives volunteers, and more use has been made by professional researchers. The Museum's policy of collecting new books on Whitstable and its local surrounding area continues.

The Education and Research Area itself has seen an increase in use, particularly by individuals, authors and journalists as a starting point using the research folders. Archive volunteers suggest ways in which research can be extended, and point enquirers to additional information sources.

Handling items prove popular and useful during school visits, and to individual child visitors. 'Spot and Dot' sheets have been updated to complement new exhibitions and themes, and appeal to children's competitive natures.

Collections - Roger Livingstone

The conversion of the current inventory system for accessioned artefacts (Ad-lib) to the new system called Axiel has commenced. Aided by the use of an Intern funded by a successful grant application a good start has been made but not without initial difficulties.

The conservation of all the oil paintings on permanent display has been completed. This work, by an accredited conservator, consisted of an initial evaluation, cleaning, some repairs, and re-framing including conservation standard non-reflective glass. This re-display has had favourable comments by visitors.

Volunteer Development – Dinah Hillier

During the months of April to July 2024 a face-to-face survey of ten questions was conducted with front-of-house volunteers, achieving an 89% response rate.

The survey found a good level of retention and satisfaction, but also identified some basic training needs. As a result, refresher training in day-to-day activities such as fire drill and using the cash register have been undertaken, new radios and communication procedures introduced to further improve safety, and several volunteers in key roles have attended online training courses hosted by Kids in Museums and the Museum Association.

The survey results, which were shared in summary with all participants, continue to inform staff development, with a first aid training course being arranged for trustees and operational positions. New recruits are guided through the application process, induction and provided with on-going support.

Museum Gardens – Maggie Banbury

The courtyard garden provides an attractive and peaceful space for visitors and volunteers to relax. The side fence has been cleared and we plan to replant in large pots with climbing plants to attract bees, butterflies and birds to the garden. The courtyard has also been used for events in the summer months and is even used as our only semi-private meeting area, with comfort greatly improved by a donation of garden chairs.

The rear 'hidden' garden is growing well, also providing space and plants for wildlife including birds, butterflies and even a humming-bird hawk moth.

Museum Shops – Maggie Banbury

Sales in the shops continue to do well. Popular items include books, postcards, magnets and children's fossils and rocks. "Crab & Winkle" and "Peter & Helen in Whitstable", two books published by the museum have sold-out and been reprinted this year. Interest in Peter Cushing souvenirs, particularly the character sketch fridge magnets, has boosted sales. Prints also continue to sell well, especially at Christmas time. Railway posters remain the most popular items, both framed and unframed, as well as Canterbury & Whitstable Railway prints. We also sell copies of old photographs for research purposes.

Volunteers – Gail Rogers

Ensuring that the museum is open to the public nearly 200 days per year is a major exercise and we are very grateful to our many regular Front of House volunteers. Volunteer numbers have increased this year with new recruits including University students and assisted by Duke of Edinburgh candidates.

Volunteers continue to ensure the smooth running of the museum by managing the shop, creating new publications, maintaining our exhibits, archiving and cataloguing new donations plus dealing with the many requests for historical information.

As an Arts Council England accredited museum, we must provide a high quality museum experience to every visitor. As visitors arrive, volunteers have to establish in a brief conversation what would be of interest. The railway expert, artist, parent or child may have completely different expectations and we try to suggest ways that the museum visit will work best.

Membership – Jane Crowley

Museum membership remains healthy. Subscriptions are a vital element in supporting the Museum, especially at a time when we are taking on more expenditure from the Council.

Museum Members influence the future direction of the museum through useful feedback at events, during visits and more formally at the AGM. A sound membership also demonstrates the community's support for the museum and helps the charity overcome occasional rough patches.

Social events remain very popular and we had our highest ever attendance at the launch of the Peter Cushing exhibition. Members and volunteers are the first to be invited.

The membership application and renewal forms have been simplified and are available at reception. Membership rates have remained at the same rate as when first introduced.

Internship and University Placement – Lillie Cripps and Georgie Evans

As the home to the Invicta Engine, Whitstable Museum has an extensive collection of Canterbury and Whitstable Railway material. The Archives Team has been working hard to compile a detailed spreadsheet of all the items as well as keeping a log and photographic record of the work completed by Dick Church and Roger Mathews to restore the winding engine.

This is the third year that a University of Kent student has worked at WCM as part of a Museum Studies Course, this time the focus being on "Object of the Month" displays and installing the new computer cataloguing system which has been investigated in detail. We also continue to take both school and college work experience and Duke of Edinburgh award students, currently at bronze and gold levels.

Wheels of Time – David Roberts

The “Wheels of Time Kent” initiative was first launched across the county eleven years ago. We started participating in the scheme in 2022, since then we have presented over 500 children with our unique museum diver badge.

This initiative has clearly captured the imagination of many children and provided them, and the accompanying adults, with an enjoyable and educational experience they may not have otherwise had.

Wheels of Time also serves to promote the Museum more widely through the involvement of the other 50 or so participating museums across the county.

Marketing – Post vacant

Whitstable Museum maintains background, static, information on a web site. However we need to move to a more dynamic method of update, particularly for events. Facebook and Instagram pages are used to advertise and report activities. Good response has been received to many posts – not always those that we expected to be popular. Posters and leaflets are produced in-house as required.

The Whitstable Map leaflet has been revised to add seating and update information. It was created and funded jointly with the Whitstable Improvement Trust as we came out of Covid, to help Whitstable recover as quickly as possible. It remains extremely popular and is in its third reprint at over 15,000 copies distributed by charities and businesses.

WCM realises that we need to further improve marketing and a dedicated volunteer post is required.

Major Projects – Peter Banbury

Invicta – Michael Bailey’s archaeological study of Invicta has been reprinted with the drawings now integral to the binding to avoid having to increase the price. To complement this formal approach we published a new book “Crab and Winkle” which has been designed by volunteer Kate Stilliard for a more general readership, now in its second printing.

Stationary Winding Engine – Volunteers took advice from leading conservators of large industrial machinery and are using hand tools to gently clean and conserve each component. After a huge struggle, the piston has been extracted from the cylinder and to everyone’s surprise it is in remarkably good condition. Detailed measurements have been incorporated in CAD drawings which are being animated to test fit the components together.

Whelk Boat FLOREAT – The restoration of the boat is essentially complete after 5 years work by Roger, Dick and many other volunteers. The traditional skill of copper nailing had to be learned in order to replace many rotten oak frames. The donation of Derrick’s working clothes by the West family will dress a mannikin to be placed in the boat. Safe steps will enable supervised visits by children on special days.



CHARITY COMMISSION
FOR ENGLAND AND WALES

Charity Name
Whitstable Community Museum & Gallery

No (if any)
1171101

CC16a

Receipts and payments accounts

For the period from	Period start date 01/04/2024	To	Period end date 31/03/2025
------------------------	---------------------------------	----	-------------------------------

Section A Receipts and payments

	Unrestricted funds to the nearest £	Restricted funds to the nearest £	Endowment funds to the nearest £	Total funds to the nearest £	Last year to the nearest £
A1 Receipts					
Admissions	15,271	-	-	15,271	-
Shop Sales	21,628	-	-	21,628	-
Membership	2,302	-	-	2,302	-
Donations	6,650	-	-	6,650	-
Shop rental	5,165	-	-	5,165	-
Grants	-	13,234	-	13,234	-
Council grant	7,500	-	-	7,500	-
Other	1,840	-	-	1,840	-
Sub total (Gross income for AR)	60,356	13,234	-	73,590	-
A2 Asset and investment sales, (see table).					
	-	-	-	-	-
	-	-	-	-	-
Sub total	-	-	-	-	-
Total receipts	60,356	13,234	-	73,590	-
A3 Payments					
Services	7,088	-	-	7,088	-
Administration	7,907	-	-	7,907	-
Shop sales	8,877	-	-	8,877	-
Exhibitions	5,490	-	-	5,490	-
Gardens	214	-	-	214	-
Marketing	2,354	-	-	2,354	-
Staff Development	2,683	-	-	2,683	-
Projects internal	8,215	-	-	8,215	-
Project external	-	15,662	-	15,662	-
Sub total	42,828	15,662	-	58,490	-
A4 Asset and investment purchases, (see table)					
	-	-	-	-	-
	-	-	-	-	-
Sub total	-	-	-	-	-
Total payments	42,828	15,662	-	58,490	-
Net of receipts/(payments)	17,528	- 2,428	-	15,100	-
A5 Transfers between funds			-	-	-
A6 Cash funds last year end	128,932	185,002	-	313,934	-
Cash funds this year end	146,460	182,574	-	329,034	-

Section B Statement of assets and liabilities at the end of the period

Categories	Details	Unrestricted funds to nearest £	Restricted funds to nearest £	Endowment funds to nearest £
B1 Cash funds	Bank balance 31 March 2025	146,460	182,574	-
		-	-	-
		-	-	-
	Total cash funds	146,460	182,574	-
	(agree balances with receipts and payments account(s))	OK	OK	OK
		Unrestricted funds to nearest £	Restricted funds to nearest £	Endowment funds to nearest £
B2 Other monetary assets	Details	-	-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-
B3 Investment assets	Details	Fund to which asset belongs	Cost (optional)	Current value (optional)
			-	-
			-	-
			-	-
			-	-
B4 Assets retained for the charity's own use	Details	Fund to which asset belongs	Cost (optional)	Current value (optional)
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-
B5 Liabilities	Details	Fund to which liability relates	Amount due (optional)	When due (optional)
			-	
			-	
			-	
			-	
Signed by one or two trustees on behalf of all the trustees	Signature	Print Name	Date of approval	
	<i>Peter J Banbury</i>	Peter John Banbury	25-Jan-26	



Section A

Independent Examiner's Report

Report to the trustees/
members of

Charity Name

Whitstable Community Museum & Gallery

On accounts for the year
ended

31/03/2025

Charity no
(if any)

1171101

Set out on pages

(remember to include the page numbers of additional sheets)

I report to the trustees on my examination of the accounts of the above charity ("the Trust") for the year ended 31/03/2023

Responsibilities and
basis of report

As the charity trustees of the Trust, you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ("the Act").

I report in respect of my examination of the Trust's accounts carried out under section 145 of the 2011 Act and in carrying out my examination, I have followed the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

Independent
examiner's statement

I have completed my examination. I confirm that no material matters have come to my attention (other than that disclosed below *) in connection with the examination which gives me cause to believe that in, any material respect:

- accounting records were not kept in accordance with section 130 of the Act or
- the accounts do not accord with the accounting records

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in order to enable a proper understanding of the accounts to be reached.

* Please delete the words in the brackets if they do not apply.

Signed:

Date:

02/1/26

Name:

Wendy Tetley ACMA CGMA MCIPD

Relevant professional
qualification(s) or body
(if any):

Chartered Institute of Management Accounts

Address:

123 Harvey Drive Chestfield Whitstable Kent CT5 3QY

Only complete if the examiner needs to highlight matters of concern (see CC32, Independent examination of charity accounts: directions and guidance for examiners).

Give here brief details of any items that the examiner wishes to disclose.

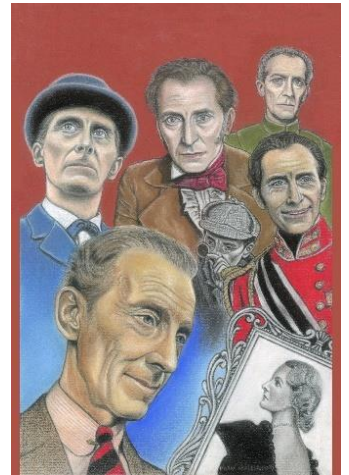
Accounts



Iron Age Stater



Nelson Road 1953



Peter Cushing Roles



Whitstable Community Museum & Gallery

Registered Charity No. 1171101

2023-24 Review & Business Plan

Oil Painting Conservation



AA Gunner WW1



Collaboration Partners



Supported using public funding by
**ARTS COUNCIL
ENGLAND**



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Significant Growth but Major Challenges

Angela Boddy – Charity Chair

Whitstable Museum has achieved significant growth and success this year, with multiple projects and a record 15,563 visitors, nearly 1700 up on our previous best year.

Despite our success, we face challenges because continual efforts on our side have not resulted in a new lease with Canterbury City Council. The lease expired in June 2023 resulting in the loss of the management fee (although a reduced interim grant was subsequently proposed). Without a suitable lease, The Arts Council England grant, awarded in March 2023, cannot be accessed. This prevents the start of urgent repairs and installation of a wheelchair accessible toilet. Both parties are exploring ways forward and WCM trustees continue actively to work for a resolution to allow the grant funds to be drawn down as soon as possible. We hope that the grant funding of £175,000 is not lost.

The museum exhibitions continue to draw in both tourists and residents, with our community exhibition space hosting its rolling programme of mini displays. A new 'object of the month' space has now been created in the entrance hall allowing us to showcase items not usually on display. The next main exhibition for Summer 2024 will be on Peter Cushing and will include some of the new items we purchased at a recent auction, with some donations.

With help from CCC Museum Service and funding from the V&A Museum, the Headley Trust and a bequest, we were able to acquire three locally found Iron Age gold stater coins. These will be included in a new permanent display.

As part of our collections care duties, a review of paper items in the collection is currently under way, whilst the conservation of our oil paintings which was started last year, is nearing completion. The result of this conservation work is now clearly visible in the cleaned, protected and reglazed paintings currently on display in the Maritime Gallery.

The new Stewart Tilley Research Area, a space encouraging and aiding public research through museum and other resources, was opened in February by the Lord Mayor of Canterbury. Research enquiries are regularly received, and we continue to expand our range of collection catalogues to expand public access. Grant funding has allowed us to take on our first intern and we continue to take on university and work experience student placements and host a growing number of school and care home visits.

Membership numbers remain healthy and our volunteer numbers, crucial to the running of the museum, are increasing. Volunteers continue to fulfil all the roles from greeting visitors to curating exhibitions, governance, management, project work, gardening and so much more. A new volunteer development co-ordinator role has been established by trustees to focus on future volunteer training needs.

Overall, Whitstable Museum continues to grow and thrive, attracting increasing numbers of visitors, collaborating with others, investing in improvements and sharing its resources. It is strongly supported by volunteers, members and the wider public.

Visitor Numbers

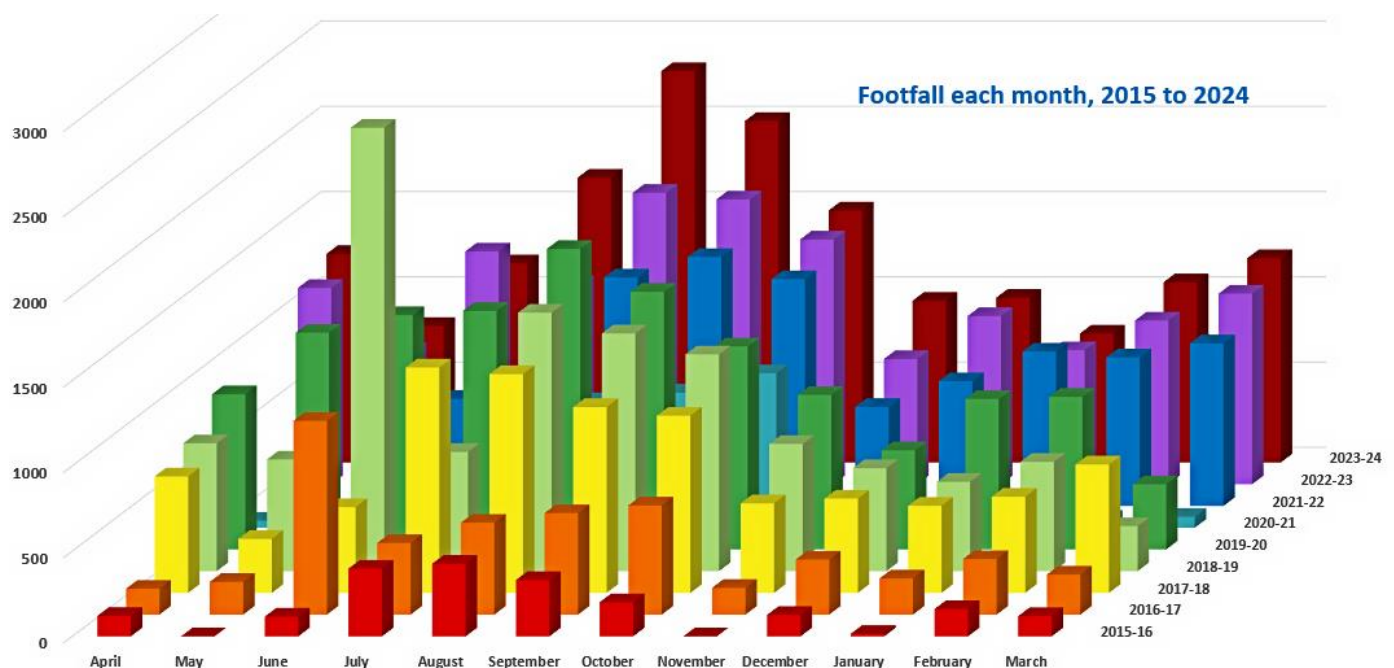
Annual (right)

Museum reception staff record footfall.
(April to March financial year)

Visitors by Month (below)

(Total visitors):

Red:	2015 – 16	Orange:	2016 – 17
Yellow:	2017 – 18	L. green:	2018 – 19
D. green:	2019 – 20	Cyan:	2020 – 21
Blue:	2021 – 22	Purple:	2022 – 23
Magenta	2023 – 24		



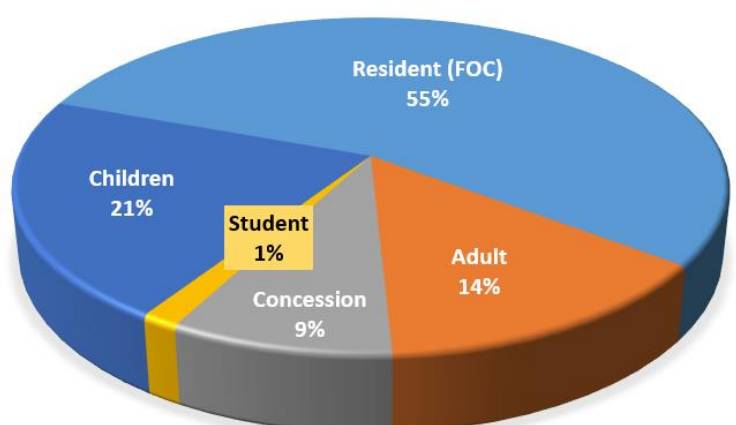
Volunteers' investment of time, energy and thought into the visitor experience is paying dividends. Whitstable museum visitor numbers have bounced back after covid-19, and we can report another record year. Adults increased by 12% and children by 20% compared with the previous year.

'Winter' months October to March contributed 41%, with 'Summer' 59% of the annual footfall.

Locals (postcode CT1 to CT6) are the single largest visitor type, having free entry.

With such a large student population nearby, more could be done to invite students to explore the local history.

Museum Visitors by Type 2023 - 24



A Year on One Page

2023

April	Electrical installation and LED lighting, funded by WCM. Joy Lane Juniors – Stone Age activities.
May	Defence Research Group conference. CCTV installation completed with remote monitoring.
June	Compact Exhibition “Coronation”. St Mary’s Primary and Swalecliffe Juniors.
July	Major exhibition “The Raging Sea” – museum exhibitions group. St Nicholas special school, Kent College Juniors, Endowed Primary, Pilgrims Way CP. Timescapes Kent Conference.
August	Whitstable Carnival float themed on Diving. Wild About Whitstable – open week of activities, history walk.
September	Heritage Open Days – two whole-weekend openings, 801 visitors Talk and exhibition on HMS Cressy by Stuart Heaver and Brian Hadler. St Alphege Infants School.
October	Fun Palace: free activities for children. Swalecliffe Primary 3 classes. John Bevan helmet diving research notes donated to museum. Museum intern funded by South East Museums Development. Annual General Meeting. Polly Saltmarsh oil conservation talk.
November	Building works postponed as CCC had not arranged a lease extension. Westmeads and St Alphege schools.
December	Talk to Bradbury Grange residents.

2024

January	University of Kent student placement. CCTV additional camera. Lighting upgrade to museum shops.
February	Opening of Stewart Tilley Research Centre by the Lord Mayor. New gas boiler fitted by landlord.
March	Compact exhibition “Whitstable at War” by Alan Nutten and the research group. Horsebridge WW1 research group. Visit by Bradbury Grange retirement home. St Alphege Infant School – 2 year-one classes. New record visitor number for the year. International Women’s Day display.

Museum History

On August 12th, 1885 the “Opening of the Whitstable Museum” was recorded by Harbourmaster William London in his diary. This was probably a ‘cabinet of curiosities’ in the Assembly Rooms, where lectures were given and meetings held. Today, the Horsebridge Arts Centre occupies nearly the same site.

After the second World War, the Whitstable Historical Society began to collect artefacts and documents. Eventually in 1985, the current building was purchased to house the collection mainly using funds left in trust by Fred Goldfinch. The Foresters’ Hall Trust, the successor charity of which Canterbury City Council (CCC) is the single corporate trustee, owns the main museum building and part of the collection. The building facing Oxford Street, originally purchased for an extension to the museum, is owned by CCC, which also maintains all the buildings.

In 2014, responding to budget pressures, CCC planned to reduce opening and possibly to close Whitstable Museum. Six charities formed the Whitstable Community Museum Group in August 2014 to seek transfer of the Museum to community operation. In January 2017, Whitstable Community Museum & Gallery (WCM) became a Charitable Incorporated Organisation (CIO), registered charity No. 1171101. WCM CIO signed a lease and management agreement with CCC in June 2018, which ended in June 2023.

WCM, as an independent group, gained Arts Council accredited museum status in October 2018. This is the national benchmark by which performance, object loans and grants to museums are based.

Governance

The CIO is limited by guarantee, is governed by a formal Constitution and comprises individual and corporate fee-paying members with voting rights on specific resolutions and election of Trustees.

The elected Trustees form an Executive Board to manage CIO activity with the immediate aim of operating Whitstable Museum on behalf of the community and CCC Museums and Galleries.

Day to day operation of the Museum is managed through select committees, which report back to the Executive Board.

WCM CIO’s charitable object:

To advance education in Whitstable and the surrounding area by the promotion and support of heritage centres, museums, galleries and libraries and by related programmes of outreach and research, fostering knowledge, understanding, appreciation and enjoyment of the arts, history, science and technology for residents and visitors.

WCM’s immediate objective is to operate Whitstable Museum on behalf of the community and CCC Museums and Galleries. The membership of the museum charity elects the trustees at the AGM.

WCM statement of purpose:

To use the resources of the museum, the Whitstable area and community, the collections and the experience of the volunteer staff to enthuse and inform visitors and residents in the history and heritage of the local area. The museum will be proactive in recording, conserving and interpreting the history, heritage and culture of Whitstable, the surrounding villages and countryside. Our customer relationship will encompass exhibitions, collection development, research, learning, community engagement and outreach. The widest possible range of users will be provided with access to the museum, collections and opportunities.

Probity: Museum income and expenditure are administered by an elected treasurer reporting directly to the Executive Board. All expenditure is subject to approval according to the finance policy and procedures. Accounts are externally examined and published annually.

Museum Charity Accounts Financial Year 2023 / 24

To be independently examined and submitted to Charity Commission and Museum Charity AGM.

WCMG Accounts 2023-24				Entries to: 31-Mar-24	Not examined.	Full Financial Year		
Summary	Unrestricted	Designated	Restricted	TOTAL				
Income	36,577	-	13,120	49,697				
Expend	29,979	6,775	24,548	61,302				
Year Balance	6,598	- 6,775	- 11,428	- 11,605				
C/F from 2022/23	78,313	75,347	171,879	325,539				
Transfers								
Balance 31 Mar 24	84,911	68,572	160,451	313,933.72	Bank a/c	313,933.72		
Reserves - end of year								
Designated	Building	40,000	Target £200k					
Designated	Emergency	20,000	Pandemic etc, charity closure					
Designated	Projects	8,572	Beam engine, Floreat, Cushing					
Restricted	ACE match	60,575	Contracted to match ACE grant					
Restricted	P Hadlow	92,507	Collections display and enhancement					
Restricted	G Trust Art	5,389	Conservation of paintings					
Restricted	SEMD	1,979	Axiell training					
Receipts								
	2022-23 Outturn	Budget Unrestrict	Budget Designated	Budget Restricted	2023-24 TOT Budget	EoY Unrestricted	EoY Designated	EoY Restricted
Admissions	6,147.51	6,500	-		6,500	7,505.85		
Shop sales	5,133.17	5,000	-		5,000	4,634.70		
Print Sales	12,605.03	12,500	-		12,500	10,104.55		
Membership	1,868.35	2,000			2,000	1,578.27		
Donations	5,290.41	4,500	-		4,500	5,088.14		
Shop rental	5,354.95	5,500	-		5,500	6,523.55		
CCC	15,000.00	15,000			15,000	Note 1		
Gift Aid	1,466.91	750			750	-		
Other income	201.00	250			250	1,141.90		
Income from talks	945.00	300			300	-		
Grants	100.00				-			13,120.00
Total Receipts	54,112.33	52,300.00	-	-	52,300.00	36,576.96	-	13,120.00
Note 1		CCC provided an interim grant of £7500, but this was delivered after the end of the financial year						
Payments								
	2022-23 Outturn	Budget Unrestrict	Budget Designated	Restricted	Budget TOTAL	To Date Unrestricted	To Date Designated	To Date Restricted
Services	9,565.86	10,000	-		10,000	9,980.18		
Administration	5,047.70	4,000	-		4,000	6,318.24		
Shop	1,720.54	2,000	-		2,000	1,373.63		
Print Materials	4,189.56	4,500			4,500	3,394.25		
Education / Display	2,834.16	2,500	-		2,500	1,764.77		
Conservation	4,140.71	5,000	-		5,000	4,550.52		
Exhibitions	2,044.75	2,500			2,500	590.30		
Garden Grounds	467.30	600			600	202.26		
Marketing	1,000.88	1,500			1,500	1,079.25		
Staff Development	872.72	1,000			1,000	725.38		
Internal Projects	13,698.40		15,000		15,000		6,775.20	
ACE Project	10,651.80				-			14,424.54
SEMD Intern								1,721.00
Goldfinch Trust								5,530.97
Hadlow Bequest								2,871.57
Revenue Expend	56,234.38	33,600	15,000	-	48,600	29,979	6,775	24,548
Previous Outturn		2023 / 2024 Balance				Unrestrict	Designated	Restricted
C/F 2021-22	155,782.06	C/F from 2022-23				78312.92	75347.00	171878.90
Income - Expend	- 2,122.05	Transfer between funds (ACE)						
Restricted grant	171,878.90	Book balance year start				78312.92	75347.00	171878.90
End bal 2022-23	325,538.91	Income - expenditure				6598.18	-6775.20	-11428.08
Bank Balance	325,538.82	Book Balance 31 Mar 24				84911.10	68571.80	160450.82
		Bank Balance 31 Mar 24						313933.72

Financial Commentary for 2023 - 24

In terms of museum operation, the year was a considerable success with a 12% increase in footfall, additions to the collection plus excellent visitor feedback on the visitor experience.

However, uncertainty in CCC's support for Whitstable Museum disrupted plans. In June 2023 the lease expired and CCC did not activate the planned 5-year lease extension. The management fee of £15,000 ceased, although an interim grant of £7,500 was proposed. The £175k Arts Council (ACE) grant awarded in March 2023 could not be drawn-down without a lease, so repairs and developments are delayed.

The business plan separates day-to-day income and expenditure (revenue) from grants and legacies (capital). Major grants typically cover improvements that can be capitalised on the balance sheet, ie property repairs or new facilities. Capital funds cannot be used for operating revenue costs. Trustees must reserve funds for emergencies such as pandemics, projects and ultimately in case of closedown.

Business as Usual (revenue)	22-23	23-24
Income: retail, donations, admissions etc.	54,112	49,697
Management contract CCC	15,000	0
Museum operating costs (inc. minor projects)	-56,243	-61,302
Balance	-2,231	-11,605

The loss of CCC management fee was the main income drop. The £7500 CCC grant does not show as it was delivered after the financial year end. Building surveys and cost inflation have resulted in an increase in expenditure. The economic situation has reduced retail income slightly, despite improved footfall.

Our business as usual report shows a loss of £11,605. For the second year, WCM has been forced to draw from reserves to cover a deficit, a situation that cannot continue for long.

While it might be suggested that we should cut expenditure sharply to match income, Trustees recognise that this would be a formula for eventual closure. WCM is determined to invest in museum development and the visitor experience in order to achieve sustainability by doubling visitor numbers over time.

Major Activities (capital)	22-23	23-24
Grant income (restricted)	1,600	13,120
Capital expenditure (ACE planning)	10,652	14,425

Potentially, WCM is able to draw on the Peter Hadlow legacy and the Arts Council England grant. Both funds are restricted to specified, capital items. Without a CCC lease, the ACE funds are unavailable and the Hadlow match funding is locked to the ACE funds. WCM projects to re-display the Cushing and Maritime halls require a damp-free building. Nevertheless, investments this year have included oil painting conservation, whelk boat restoration and the purchase of selected items for the collection.

Reserves for Future Projects and Emergencies

Unfortunately WCM has not been able to add to the building reserve. Furthermore, reserves have been depleted by the shortfall in the accounts. CCC indecision has been added to the risk register.

Reserves designated by Trustees and funds restricted by the provider include:

Building Reserve – courtyard cover, storage. Target £200k	£40,000	designated
Emergency – a future pandemic, charity close down. etc.	£20,000	designated
Projects – to fund long-term projects over multiple years	£8,572	designated
Peter Hadlow Collection Fund (inc ACE grant match)	£152,082	restricted

Risks to the Future of Whitstable Museum

Damage by damp to museum objects has been observed for some time and several objects had to be withdrawn from display. Relative humidity monitoring showed that the Peter Cushing and Maritime halls had humidity levels over 70%, which encourages mould and wood rot. WCM commissioned building condition, damp and aerial roof surveys which revealed major floor, wall and roof issues.

The museum building has been maintained by CCC, as the Foresters' Hall Charity Trustee, since the museum was established in 1985. Repairs to a wall and roof areas had lapsed and a wood floor has suffered bare earth contact for 35 years. WCM appreciates that CCC's financial position precluded resolving the repair backlog. For these reasons, WCM, with CCC approval, applied to Arts Council England (ACE) in October 2022 for a substantial grant to cover urgent and essential repairs.

Why did WCM, as tenant, take action to repair the building? WCM Trustees felt this approach necessary to ensure the building could be made fit for purpose as a museum and recognised that CCC was unlikely to have the means to make all the repairs necessary. We expected CCC to welcome and expedite this innovative approach, but the journey has been difficult and expensive.

ACE awarded a £175,000 grant to WCM in March 2023, which WCM will match with £75,000 from the Hadlow legacy. WCM has spent 30 months trying to persuade CCC to resolve the lease situation. Without a lease, ACE cannot release the grant. Dissolving the Foresters' Hall charity (CCC trustee) to pass the building to WCM, is also proposed. ACE would probably accept this approach.

The work to repair the maintenance backlog was planned to start in November 2023 with a grant deadline for this work of September 2024. This deadline cannot now be met, so what may be the consequences?

- CCC is in danger of losing £250,000 to repair the museum building.
- Without repair, the building will become unusable as a museum.
- Without confidence that CCC can resolve lease issues despite intense work by WCM and strong councillor support, WCM trustees may consider Whitstable Museum is unviable and will close.

CCC has suggested that operating costs of their museum are transferred to WCM. While WCM understands CCC's difficult financial situation, trustees cannot accept a settlement that could close the museum within a few years. These proposals could exceed £35k pa and include:

- Transfer of the building maintenance costs to WCM (or through building ownership)
- Transfer of infrastructure maintenance and renewal – alarms, electrical etc.
- Charging WCM rental on the Oxford Street building.
- Increasing WCM management responsibilities. Legal and consultancy costs will increase.

How might this be resolved?

- WCM is discussing with ACE whether the deadline could be extended if new plans, cost estimates and timelines are submitted. Substantial additional work for WCM is required.
- The ACE grant lease conditions are non-negotiable. Alternatively the closure of the Foresters' Hall charity and transferring building ownership to WCM would meet ACE requirements.
- CCC has indicated that they have proposals that could provide a financial transition period.
- Ideally the roof repairs would start in August 2024, making the lease / building transfer urgent.
- For Whitstable Museum to survive, the above items must be resolved as a complete package.

Conclusion (as of March 2024)

CCC will need to convince ACE that they are able to satisfy the ACE property requirements, either by a long lease or by transfer of ownership in a timely manner. CCC also needs to persuade WCM, as the major funding partner, that investing time and money into Whitstable Museum is viable. Otherwise £250,000 funding will be lost, the buildings will further degrade and possibly become unusable as a museum.

Performance Indicators

The Trustees regularly monitor performance, reporting progress against the Aims and Objectives. CCC sets key performance indicators for Whitstable Community Museum (WCM) in the Management Agreement, which are summarised below. WCM sets additional targets.

The value of volunteer work set out below is the pay that they would have received, without on-costs, in a paid museum role.

Area	Performance Indicator	2015/16 Baseline	2016/17 (no contract)	2017/18 (no contract)	Report 2018/19	Report 2019/20	Report 2020/21	Report 2021/22	Report 2022/23	Report 2023/24
Operation		CMG managed	WCM managed	WCM managed	WCM contracted	WCM contracted	WCM contracted	WCM contracted	WCM contracted	Out of contract
Operational Indicators	Number of visits to Whitstable Museum (Monthly Reporting)	CCC target 6000 (2009 actual footfall in CMG management)	4927 (Increase of 145% on previous year)	9144 Adult +86% Child +137% inc.	Footfall 11,664 (Closed 5 weeks)	Footfall 13063 (closed 2 weeks COVID-19)	Footfall 3347 (closed 38 weeks due to COVID-19)	Footfall 10,539 (closed 6 weeks due to COVID-19)	Footfall 13,867	Footfall 15,563
	Days open to public	CMG proposal 120 CMG actual 96	Actual 124	Actual 150	WCM target 180 Actual 177	WCM target 190 Actual 175	Target 85, Actual 50	Target 150, Actual 160	Target 180, Actual 180	Target 180 Actual 175
	Accreditation (Annual Reporting)	Retained by CMG	Retained by CMG	WCM accreditation applied for.	Awarded 4 th October 2018.	Retained by WCM	Retained by WCM	Retained by WCM	Retained by WCM	Retained by WCM
Volunteer time	Number volunteers				65	85	75	85	69	59 active
	Hours		Est 4,000	5,556	7,008	8,652	3,708	10,169 (6 FTE)	10,611	11,481
	Value of volunteer support – pay equiv.		£54k	£75k	£95k	£119k	£50k	£146k	£152k	£175k
WCM Membership	Paid up members		Friends	121	Actual 134	Actual 186	Actual 150	Actual 163	Actual 180	Actual 165
Customer Indicator	Percentage of people satisfied with WCM	New Indicator set by CCC at 85%.	2 adverse comment of 147 Achieved 98%	CCC target 85% 1 adverse in 491. Achieved >99%	WCM target 95% 2 adverse comments in 691 Achieved > 99%	WCM target 95% 1 adverse comment in 678 Achieved > 99%	WCM >> 95% No adverse comments.	WCM >> 95%. No adverse comments.	WCM > 99% Good social media and visitor book comments.	WCM > 99% Social media, verbal & book comments good.
Finance Indicator (annual)	Council proportion of Museum income (excluding grants).	CCC target <53% (WCM Income excluding grants)	Income £21k CCC cost £20k CCC part 49%	Income £22k CCC cost £20k CCC part 48%.	Income £30,737 CCC fee £20k CCC part 39%.	Bus. Inc. £35,634 CCC fee £20k CCC part 36%.	Income £22,568 CCC fee £20k CCC part 47%.	Net Income £31,407 CCC fee £18k CCC part 36%.	Net income 39,012 CCC fee £15k CCC part 28%	Net income £49,697 CCC grant £7,500 CCC part 15%
CCC subsidy per visitor	As described in 2014 CMG annual report.	£9.9 per visitor	£4.06 per visitor	£2.2 per visitor	£1.71 per visitor	£1.53 per visitor	£5.39 per visitor	£1.71 per visitor	£1.08 per visitor	£0.48 per visitor

CMG = Canterbury Museums & Galleries.

Museum Reports

Exhibitions – Steve Keeler

The museum exhibitions continue to draw in both tourists and residents, many as repeat visitors. The current display, featuring primarily the 1953 flood, is a perfect example, where local history cannot be absorbed with a single visit. Visitors are often amazed at the breadth of Whitstable's history, which an exhibition is able to present with both 'in depth' detail as well as spectacular images.

The next major exhibition is to honour Peter Cushing, 30 years after his death, which in the past has drawn people from all over the world.

The small mini exhibition area is also very popular, currently displaying a display about World War I. We have also added an 'object of the month' display, complete with background story, in the entrance foyer.

Research – Angela Boddy and David Newman

WCM continues to receive a steady number of research enquiries, both in person and by email, including increasingly from overseas. To contain the time required we limit research to one hour, except where the person is providing the museum with information in exchange. Cataloguing the collection and providing study guides helps to streamline the process and is working well.

Following on from the successful enhancement of the Douglas West photographic collection, a new catalogue has been produced from our extensive postcard collections. Both are accessible in our newly opened study area and have proved popular, especially for those conducting independent research. We are collaborating with several authors on new books currently as accurate information is essential. Sadly not all publications are historically accurate.

Collections and Archives - Roger Livingstone

The Museum holding of flint tools is being re-assessed to ensure that they are properly recorded with a particular emphasis on the local context. With the help of local experts and possible loans from personal collections, we intend to display items from the Palaeolithic, Mesolithic, Bronze and Iron Ages.

The Seasalter Hoard, discovered by a metal detectorist, comprising a gold stater and two quarter staters from the pre-Roman period, became available through the portable antiquities scheme and the British Museum. With help from CCC Museum Service and funding from the Victoria and Albert Museum, the Headley Trust and the local Hadlow bequest, the Museum was able to acquire these coins. Plans are in hand for the display of this significant acquisition by the Museum.

Children's Activities – Peter Banbury

Every child should have enjoyable and valuable museum experiences to help engender an interest in their local area. Many parents arrange museum visits and tell us how their children enjoy interacting with the volunteers. Unfortunately, we also observe families passing the museum where the children ask to come in, but the parents are dismissive. School visits provide an opportunity for every pupil to have good museum experiences. Therefore, we do not charge local schools to minimise their administration.

Chinese New Year, Spring, Oil Paintings, Halloween and Floods are just some of the topics that we challenge children with. We are now creating more sophisticated challenges around Invicta, science and diving for older children, together with extending the handling object collection.

Conservation - Roger Livingstone

The conservation of the oil paintings is nearing completion. This included an initial examination and review report on all the oil paintings in the Museum's collection by an accredited art restorer. The recommended work included cleaning, canvas repair, frame stabilisation and installing non-reflective conservation glass. The subsequent rehang of the paintings has been well received.

A review process has been started for paper items such as watercolours and maps and this will be continued into next year. The conservation work has been funded by a grant from the Goldfinch Trust matched by money from the Hadlow bequest which is restricted to developing and displaying the museum collection.

Library and Research Area – Linda Livingstone

The Archives Library space is near to capacity and a new catalogue is to be prepared. Books are evaluated, with those of a more general nature being placed in the Stewart Tilley Research Area. The Museum policy of collecting books which are solely or significantly about Whitstable continues. Books from the Archives Library can be made available for onsite supervised perusal by arrangement.

The Stewart Tilley Research Area constructed by volunteer David Roberts was opened officially by the Lord Mayor of Canterbury. Much interest was expressed in its contents – the Douglas West photographs, the library with its new catalogue, and the research folders encouraging and aiding public research. Museum volunteers are on hand to point people in the right direction, and advanced help can be provided by arrangement. Games and handling objects for children on individual or school visits are available in this area.

Volunteer Development – Dinah Hillier

The role of Volunteer Development Coordinator has been established to help increase the focus on volunteer training. This is an important topic for the Museum given the recent intake of new recruits.

A survey of our volunteers is planned to identify training needs, preferred methods of learning, any barriers to participation and current levels of satisfaction with their volunteering experience; all to better understand the specific circumstances of our volunteer base. The results will inform the development programme for the coming year.

Simultaneously, we will investigate how local museums train and retain their volunteers. This will enable any synergies to be identified, providing the possibility of collaboration with other establishments to make the most of resources and training opportunities.

Museum Gardens – Maggie Banbury

The courtyard garden has proved popular with visitors; many reading or chatting on sunny days. A family of sparrows likes to hide in the climbing plants. Butterflies visit and unusually last summer a hummingbird hawk moth was attracted by the shrubs and flowers.

The 'secret' garden at the rear of the museum is growing well and shrubs are now well established. We have planted some roses and a pyracantha which will hopefully grow up the garage wall. Insects especially bees and butterflies and a robin are visiting the garden. We are also visited by a fox. Plans this year include adding some insect boxes and shelter for birds in both gardens.

Museum Shops – Maggie Banbury

The most purchased items are postcards and magnets as our range of unique items is steadily expanded. Recently, customers have shown more interest in books and other publications including the museum walks. Children's gifts are good sellers at weekends and during the school holidays.

The front shop window displays attract interest from many passers-by and some come in for a closer look and may subsequently be persuaded also to visit the museum. The railway posters remain the best sellers in all sizes both framed and unframed. Other regularly-sold items include old maps, aerial panoramas and watercolour prints.

Overall, retail income increased by 2% over last year. While this is a major contribution to museum operation, it has not matched the footfall increase of 12%, presumably due to the economic situation.

Volunteers – Gail Rogers

Our volunteer team has gained several new recruits plus a university student placement. To give visitors the best possible welcome, we have reviewed our best practice guidelines. A new post of Volunteer Development Coordinator will support new recruits as well as our experienced volunteers in gaining new skills and knowledge.

Behind the scenes, volunteers work to maintain our exhibits and archives, to catalogue new donations and deal with the many history requests.

Volunteers welcome many school groups and operate the annual "Fun Palace" event. Our younger visitors are challenged with numerous "Spot and Dot" and children's picture hunts.

Our exhibition group has been busy with setting up our main exhibition together with the many smaller exhibitions which have been well received.

Membership – Martin Prestage

Museum membership has remained healthy at 204. Subscriptions are a vital element in supporting the Museum, especially at a time when local Council support is dwindling.

The Museum likes to maintain a close relationship with members during the year. As well as updates through a quarterly newsletter there are regular invitations to 'members only' talks and presentations. Most recently these have included a talk by oil painting conservator Polly Saltmarsh and the opening by the Lord Mayor of the Stewart Tilley Research area.

Every year we encourage members to switch to standing orders rather than other payments such as cheques or bank transfer. The good news is that we have now passed the 50% mark for standing orders as a percentage of all subscriptions. Membership administration is so much easier with set yearly payments and for members it is one less thing to have to remember.

Internship and University Placement – Angela Boddy

The donation of John Bevan's PhD research papers on early Whitstable helmet diving sparked a new project. Prompt cataloguing and sharing with the global diving community being crucial. However, our volunteer-led museum lacks the capacity for timely completion. In late 2023, we secured funding for an intern to aid our Archives Team, supported by an experienced volunteer and reporting to a trustee. Discoveries have been shared on social media.

Additionally, this is the second year that a University of Kent student has worked at WCM as part of a Museum Studies Course, this time the focus being on significant women in Whitstable history to enrich the museum's narrative with more feminine perspectives. We also continue to take both school work experience and Duke of Edinburgh award students.

Marketing – Post vacant

The museum's website, Facebook (Meta) and Instagram platforms make contact with around 2000 people each, with Lillie and Emily Cripps providing a stream of photographs and reports. Museum exhibition posters are currently exhibited only on museum boards but there is a good passing public. The Membership Newsletter keeps members, volunteers and significant other parties informed.

The Whitstable Map leaflet created and funded jointly with the Whitstable Improvement Trust remains extremely popular and is in its third reprint. The map is distributed by charities without charge, but sold in bulk at cost to businesses.

However we need volunteers to take on the redesign of the website and to co-ordinate the regular placing of posters and leaflets more widely, including local postcodes outside CT5. A leaflet exchange strategy with other museums needs to be implemented.

Projects – Peter Banbury

Invicta – Is an impressive first experience in the museum for all ages. Michael Bailey's archaeological study of Invicta is on its 4th reprint after excellent reviews in specialist magazines.

Whelk Boat FLOREAT – The broken internal frames have been replaced by laminating oak strips in situ, fastened by copper nails as originally constructed. This huge job by Roger and Dick has resolved a problem with distortion of the hull. The bearers for the sole have been replaced. A set of steps for the public to view the boat safely is a next objective.

Stationary Engine – We have conciously delayed work until we are certain as to its status as possibly the earliest railway winding engine in existence. If this is confirmed, the restoration will need to be of 'museum quality' and therefore will require careful planning and no doubt fund raising.



CHARITY COMMISSION
FOR ENGLAND AND WALES

Charity Name
Whitstable Community Museum & Gallery

No (if any)
1171101

CC16a

Receipts and payments accounts

For the period from	Period start date	To	Period end date
	01/04/2023		31/03/2024

Section A Receipts and payments

	Unrestricted funds to the nearest £	Restricted funds to the nearest £	Endowment funds to the nearest £	Total funds to the nearest £	Last year to the nearest £
A1 Receipts					
Admissions	7,506	-	-	7,506	6,148
Shop sales	4,635	-	-	4,635	5,133
Print sales	10,105	-	-	10,105	12,605
Membership	1,578	-	-	1,578	1,868
Donations	5,088	-	-	5,088	5,290
Shop rental	6,524	-	-	6,524	5,355
Grants	-	13,120	-	13,120	15,100
Other income	1,142	-	-	1,142	2,613
Sub total (Gross income for AR)	36,578	13,120	-	49,698	54,112
A2 Asset and investment sales, (see table).					
Legacy grant - restricted	-	-	-	-	171,878
Sub total	-	-	-	-	171,878
Total receipts	36,578	13,120	-	49,698	225,990
A3 Payments					
Utilities and services	9,980	-	-	9,980	9,566
Administration	6,318	-	-	6,318	5,048
Shop stock	1,374	-	-	1,374	1,720
Print materials	3,394	-	-	3,394	4,190
Conservation and display	7,108	-	-	7,108	9,486
Marketing	1,079	-	-	1,079	1,000
Staff Development	725	-	-	725	873
Internal projects	6,775	-	-	6,775	13,698
External projects	-	24,548	-	24,548	10,652
Sub total	36,753	24,548	-	61,301	56,233
A4 Asset and investment purchases, (see table)					
	-	-	-	-	-
Sub total	-	-	-	-	-
Total payments	36,753	24,548	-	61,301	56,233
Net of receipts/(payments)	- 175	- 11,428	-	- 11,603	169,757
A5 Transfers between funds	-	-	-	-	-
A6 Cash funds last year end	129,109	196,430	-	325,539	155,782
Cash funds this year end	128,934	185,002	-	313,936	325,539

Section B Statement of assets and liabilities at the end of the period

Categories	Details	Unrestricted funds to nearest £	Restricted funds to nearest £	Endowment funds to nearest £
B1 Cash funds	Bank account HSBC	128,934	184,999	-
		-	-	-
		-	-	-
	Total cash funds	128,934	184,999	-
H59 agreement error due to rounding, exact figures match.	(agree balances with receipts and payments account(s))	OK	Agreement Error	OK

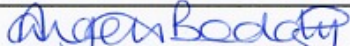
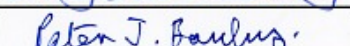
	Details	Unrestricted funds to nearest £	Restricted funds to nearest £	Endowment funds to nearest £
B2 Other monetary assets		-	-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-

	Details	Fund to which asset belongs	Cost (optional)	Current value (optional)
B3 Investment assets			-	-
			-	-
			-	-
			-	-
			-	-

	Details	Fund to which asset belongs	Cost (optional)	Current value (optional)
B4 Assets retained for the charity's own use			-	-
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-

	Details	Fund to which liability relates	Amount due (optional)	When due (optional)
B5 Liabilities			-	
			-	
			-	
			-	
			-	

Signed by one or two trustees on behalf of all the trustees

Signature	Print Name	Date of approval
	ANGELA BODDY	22.5.24
	PETER BAULING	22.5.24



Section A

Independent Examiner's Report

**Report to the trustees/
members of**

Whitstable Community Museum and Gallery

**On accounts for the year
ended**

31st March 2024

**Charity no
(if any)**

1171101

Set out on pages

I report to the trustees on my examination of the accounts of the above charity ("the Trust") for the year ended 31/03/2022

**Responsibilities and
basis of report**

As the charity trustees of the Trust, you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ("the Act").

I report in respect of my examination of the Trust's accounts carried out under section 145 of the 2011 Act and in carrying out my examination, I have followed the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

**Independent
examiner's statement**

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination which gives me cause to believe that in, any material respect:

- accounting records were not kept in accordance with section 130 of the Act or
- the accounts do not accord with the accounting records

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in order to enable a proper understanding of the accounts to be reached.

Signed:

Date:

13/01/2025

Name:

Wendy Tetley ACMA

**Relevant professional
qualification(s) or body
(if any):**

Chartered Institute of Management Accountants

Address:

123 John Wilson Business Park Whitstable Kent CT5 3QY

Section B

Disclosure

Only complete if the examiner needs to highlight matters of concern (see CC32, Independent examination of charity accounts: directions and guidance for examiners).

Give here brief details of any items that the examiner wishes to disclose.

CHARITY COMMISSION FOR ENGLAND AND WALES

Report to the trustees

On accounts for the year ended

Set out on pages

As the charity trustees of the Trust, you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ('the Act').

I report to the trustees on my examination of the accounts of the charity ('the Trust') for the year ended 31/03/2014.

I have completed my examination. I confirm that, in my opinion, the accounts are true and fair, and that the trustees have followed the applicable Accounting Standards given by the Charity Commission under section 145(2)(a) of the Act.

I have no concerns and have given advice on the matters examined with the examination to which attention should be drawn in order to ensure a proper understanding of the accounts to be made.

the accounts do not comply with the applicable requirements of the Act or

accounting records were not kept in accordance with section 145(2)(b) of the Act or

any material report comes to my attention in connection with the examination which gives rise to a concern to believe that, in any material respect,

the accounts do not comply with the applicable requirements of the Act or

I have no concerns and have given advice on the matters examined with the examination to which attention should be drawn in order to ensure a proper understanding of the accounts to be made.

Signed:

Name: Wendy Tolley ACMA

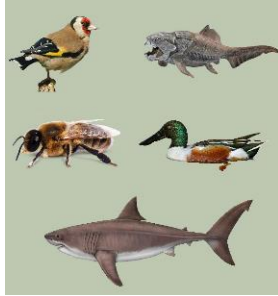
Relevant professional qualification or body: Chartered Institute of Management Accountants

Address: 122 John Wilson Business Park, Whiteley, Kent CT9 3DY

Accounts



Ukraine UNITY Exhibition



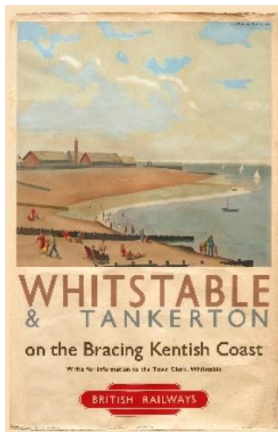
Wild Escape Project



Conserving Oil Paintings



Wildlife Exhibitions



New Whitstable Poster



Whitstable Community Museum & Gallery

Registered Charity No. 1171101

2022-23 Review & Business Plan





Supported using public funding by
**ARTS COUNCIL
ENGLAND**



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Enabling Whitstable Museum to Thrive – Angela Boddy, Chair

Whitstable Museum continues to grow and attract visitors, with a 28% increase in child visitors and a 3% rise in adult visitors compared to pre-pandemic levels. The total visitor count has reached a record high of 13,867.

Exhibitions are vital to attract repeat visitors. As well as the main annual exhibition put on by the exhibitions team, the free compact display area has proved popular with local groups. We were particularly pleased to host the 'Unity' exhibition which celebrated the unity of purpose between Ukrainian refugees living in Whitstable and the people of the town, as demonstrated through a range of community activities.

We continue to welcome schools, clubs and societies year-round as well as hosting talks on various subjects within the museum.

However, financial challenges persist due to increasing costs, as admission income covers only 15% of the museum's revenue expenses. Additional revenue generation is therefore necessary. Retail income and donations cover day-to-day expenses but not development projects.

Prints, including railway posters and local art, are popular among tourists and locals, with sales of some items now reaching international destinations via mail order. Alternate fortnightly rental of the front shop also brings in vital funding to diversify our income streams.

The museum currently relies on Canterbury City Council for management support and building maintenance. In return we are attracting external funds to develop a thriving museum.

To address critical building repairs and improve visitor facilities, the museum has secured a £175,000 grant from Arts Council England to address historic water and damp ingress plus the construction of a wheelchair-accessible visitor toilet. A legacy donation will help make the Maritime and Peter Cushing Halls damp free and better suited to museum displays.

Membership numbers remain stable and we are exploring ways to boost membership further. Volunteer recruitment, crucial to the running of the museum, remains steady, with Duke of Edinburgh award and university students often joining the team. Fortunately, we are able currently to work without paid staff as volunteers fulfil all the roles from greeting visitors to curating exhibitions, governance, management, project work, construction and much more.

Collaborations with local and national agencies have resulted in research studies on historical topics and artefacts have been loaned to other museums. The museum regularly provides research services to the community, academic institutions, and outside organisations and is producing catalogues to help streamline this process.

Aided by an initial grant from South East Museum Development, we have been able review our oil paintings and gain insights for display and interpretation. A conservation review has highlighted the work needed to stabilise and improve paintings. Match funding has been received from the Goldfinch Trust for conservation of several oil paintings.

Overall, Whitstable Museum faces financial challenges but continues to attract visitors, collaborate with agencies and invest in improvements. Our immediate plans include addressing the building issues, expanding membership, continuing research and educational initiatives and conservation of our precious collection to realise our vision for the museum's potential.

Angela Boddy, Chair Whitstable Community Museum & Gallery Charity

Visitor Numbers

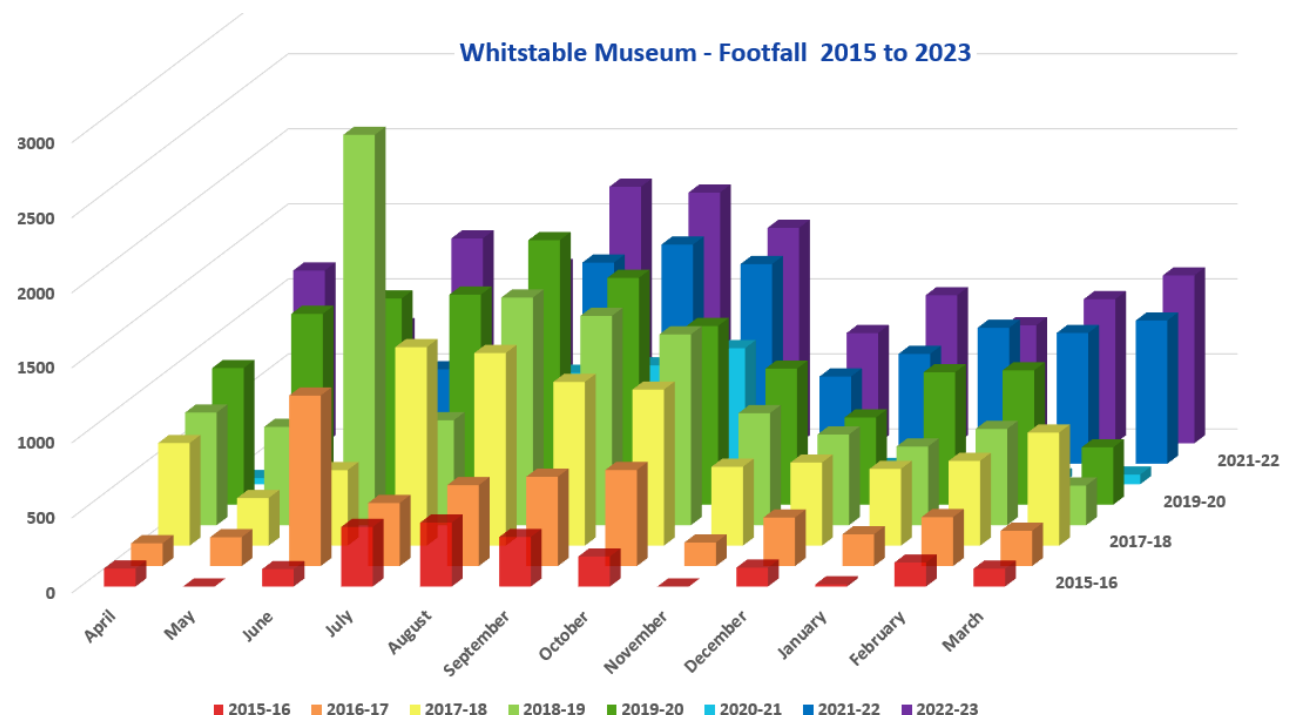
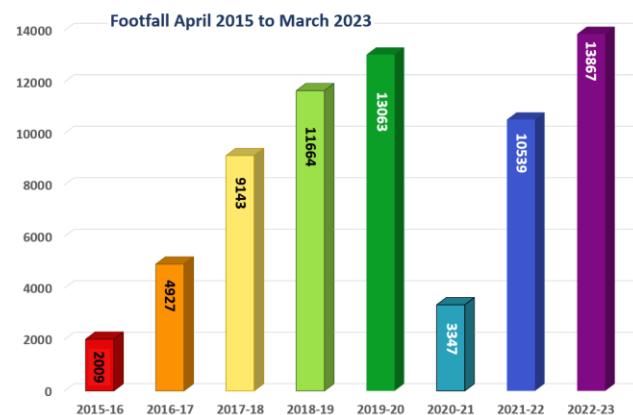
Annual (right)

Museum reception staff record footfall by type of visitor. Up to 2019-20 visitor numbers had increased every year.

Visitors by Month (below)

Adult and child visitors (April to March):

Red:	2015 – 16	Orange:	2016 – 17
Yellow:	2017 – 18	L. green:	2018 – 19
D. green:	2019 – 20	Cyan:	2020 – 21
Blue:	2021 – 22	Purple:	2022 – 23

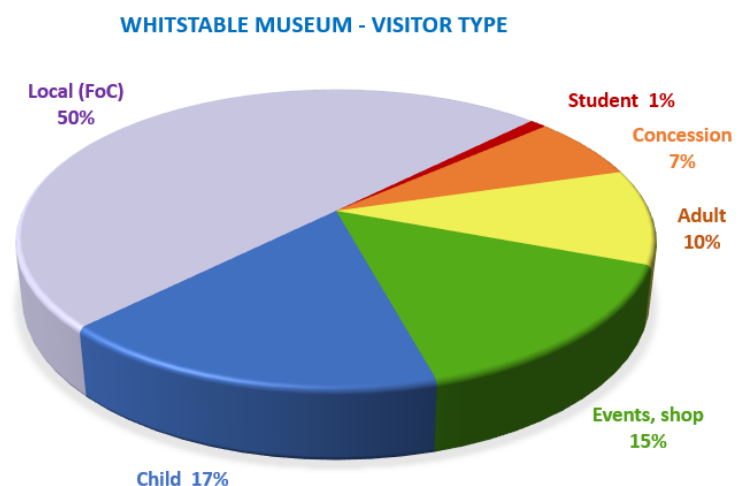


Whitstable museum visitor numbers are bouncing back after covid-19, with a 6% increase over our highest number, pre-pandemic. The increase is 3% for adults, but a larger 28% for child visitors.

As expected, July to September return the highest footfalls, but the rest of the year is a steady contributor. The six months October to March contributed 43% of the annual footfall.

Locals (CT1 to CT6) are the single largest visitor type, having free entry.

With such a large student population nearby, more could be done to invite students to explore the local history.



A Year on One Page

2022

April	Forest of Blean Rotary Club Whitstable Ladies Club
May	New garden on plot behind museum planted and trees trimmed
June	New major exhibition of art “In the Frame” – museum exhibitions group Whitstable Twinning Association Whitstable Biennale performance in garden based on Douglas West photos Palace Wood Primary School Compact Exhibition and community memory project “Queen’s Jubilee”
July	Canterbury Film Makers “Invicta 1980 and 2019” film launch Installation of secure storage on Garden Plot Pilgrim’s Way Primary School
August	Whitstable Carnival float with Invicta model
September	Compact exhibition “Nelson and the Invasion of 1801” Timescapes Kent Heritage Open Days – two whole weekend openings, 390 visitors Talk on HMS Cressey by Stuart Heaver St Alphege Infants School
October	Compact exhibition “70th Anniversary of Whitstable Historical Society” Fun Palace: free activities for children Castle Hill Primary School Swalecliffe Primary School 3 classes. Annual General Meeting
November	St Alphege Infants School
December	Compact exhibition “Flowers of the Sea” by Ian Tittley, Seaside Museum

2023

January	Westmeads Infant School
February	The Wild Escape collaboration with the Horsebridge, children 7 to 11 Steve Keeler talk to Herne Local History Group
March	Compact exhibition “UNITY” by the Ukrainian community in Whitstable Endowed School visit “The Wild Escape” ICON Art Conservator audit of oil paintings Jon Leigh and David Roberts community group talks. ACE MEND grant awarded to Whitstable Community Museum

Museum History

On August 12th, 1885 the “Opening of the Whitstable Museum” was recorded by Harbourmaster William London in his diary. This was probably a ‘cabinet of curiosities’ in the Assembly Rooms, where lectures were given and meetings held. Today, the Horsebridge Arts Centre occupies nearly the same site.

After the second World War, the Whitstable Historical Society began to collect artefacts and documents. Eventually in 1985, the current building was purchased to house the collection mainly using funds left in trust by Fred Goldfinch. The Foresters Hall Trust, the successor charity of which Canterbury City Council (CCC) is the single corporate trustee, owns the main museum building and part of the collection. The building facing Oxford Street, originally purchased for an extension to the museum, is owned by CCC, which also maintains all the buildings.

In 2014, responding to budget pressures, CCC planned to reduce opening and possibly to close Whitstable Museum. Six charities formed the Whitstable Community Museum Group in August 2014 to seek transfer of the Museum to community operation. In January 2017, Whitstable Community Museum & Gallery (WCM) became a Charitable Incorporated Organisation (CIO), registered charity No. 1171101. The Museum CIO signed a lease and management agreement with CCC in June 2018, which ends in June 2023.

WCM, as an independent group, gained Arts Council accredited museum status in October 2018. This is the national benchmark by which performance, object loans and grants to museums are based.

Governance

The CIO is limited by guarantee, is governed by a formal Constitution and comprises individual and corporate fee-paying members with voting rights on specific resolutions and election of Trustees.

The elected Trustees form an Executive Board to manage CIO activity with the immediate aim of operating Whitstable Museum on behalf of the community and CCC Museums and Galleries.

Day to day operation of the Museum is managed through select committees, which report back to the Executive Board

WCM CIO’s charitable object:

To advance education in Whitstable and the surrounding area by the promotion and support of heritage centres, museums, galleries and libraries and by related programmes of outreach and research, fostering knowledge, understanding, appreciation and enjoyment of the arts, history, science and technology for residents and visitors.

WCM’s immediate objective is to operate Whitstable Museum on behalf of the community and CCC Museums and Galleries. The membership of the museum charity elects the trustees at the AGM.

WCM statement of purpose:

To use the resources of the museum, the Whitstable area and community, the collections and the experience of the volunteer staff to enthuse and inform visitors and residents in the history and heritage of the local area. The museum will be proactive in recording, conserving and interpreting the history, heritage and culture of Whitstable, the surrounding villages and countryside. Our customer relationship will encompass exhibitions, collection development, research, learning, community engagement and outreach. The widest possible range of users will be provided with access to the museum, collections and opportunities.

Probity: Museum income and expenditure are administered by an elected treasurer reporting directly to the Executive Board. All expenditure is subject to approval according to the financial policy and procedures. Accounts are externally examined and published annually.

Museum Charity Accounts Financial Year 2022 to 2023

WCMG Accounts 2022-23				Entries to:	31-Mar-23	Not examined.		Full Financial Year (31st March)			
Summary			Notes	2018-19		2019-20	2020-21	2021-22	2022-23		
Income		54,112	Open (m)	12		12	5	10.5	12		
Expenditure		56,234	Retail (Net)	10629		8051	5845	14684	11828		
Income less expenditure		-2,122	Shop Rent	6108		6259	4224	6230	5355		
Carried forward previous year		155,782				Business Income (ex grants)(Gross)			37,545.42		
Restricted Funds		171,879				Business income (Net)			31,635.32		
Balance 31 March 23		325,539									
Designated Funds		Building	40,000	Target £200k, 20% of expected building costs.							
(within above)		MEND	75,000	Contribution to ACE MEND grant							
Reserve		Emergency	20,000	Covid-19 may recurr, charity closure							
Reserve (March '23)		Projects	15,347	Invicta, Floreat, BE, Cushing							
		TOTAL	150,347								
Receipts											
	2021-22 Outturn	Budget Unrestrict	Budget Designated	Budget Restricted	2022-23 TOT Budget	To Date Unrestricted	To Date Designated	To Date Restricted	Income of Budget	Year on Year	Budget 2023/4
Admissions	6,136.86	6,500	-		6,500	6,147.51			95%	0.17%	6500
Shop sales	4,643.31	4,500	-		4,500	5,133.17			114%	10.55%	5000
Print Sales	16,134.15	16,000	-		16,000	12,605.03			79%	-21.87%	12500
Membership	1,927.10	2,000			2,000	1,868.35			93%	-3.05%	2000
Donations	2,003.43	2,500	-		2,500	5,290.41			212%	164.07%	4500
Shop rental	6,230.16	6,250	-		6,250	5,354.95			86%	-14.05%	5500
CCC	18,000.00	15,000			15,000	15,000.00			100%	-16.67%	15000
Gift Aid	-	600			600	1,466.91			244%	n/a	750
Other income	185.72	250			250	201.00			80%	8.23%	250
Income from talks	240.00	250			250	945.00			378%	293.75%	300
Grants	3,438.43				-		100.00				
Total Receipts	58,939.16	53,850.00	-	-	53,850.00	54,012.33	100.00	-	54,112.33		52300
Payments											
	2020-21 Outturn	Budget Unrestrict	Budget Designated	Budget Restricted	Budget TOTAL	To Date Unrestricted	To Date Designated	To Date Restricted	Spend of Budget	Year on Year	Budget 2023/4
Services	7,476.70	9,000	-		9,000	9,565.86			106%	27.94%	10,000
Administration	3,465.85	4,000	-		4,000	5,047.70			126%	45.64%	4000
Shop	865.39	2,000	-		2,000	1,720.54			86%	98.82%	2000
Print Materials	5,228.35	5,500			5,500	4,189.56			76%	-19.87%	4500
Education / Display	2,668.77	2,500	-		2,500	2,834.16			113%	6.20%	2500
Conservation	1,072.74	4,000	-		4,000	4,140.71			104%	285.99%	5000
Exhibitions	1,063.52	2,000			2,000	2,044.75			102%	92.26%	2500
Garden Grounds	643.98	400			400	467.30			117%	-27.44%	600
Marketing	1,549.32	2,000			2,000	1,000.88			50%	-35.40%	1500
Staff Development	21.98	1,000			1,000	872.72			87%	3870.52%	1000
Projects	5,243.35		15,000		15,000		13,698.40		91%	161.25%	20,000
ACE Project	-				-		10,651.80				
Total Expend	29,299.95	32,400	15,000	-	47,400	31,884	24,350	-	56,234.38		53,600
2021 / 2022 Balance		2022 / 2023 Balance				Unrestrict	Designated	Restricted	Total		
C/F 2020-21	126,142.89	C/F from 2021-22				40028.99	115753.07		155,782.06		
Income - Expend	29,639.21	Income - expenditure				22128.15	-24250.20	0.00	2,122.05		
End bal 2021-22	155,782.10	Transfer between funds				-45000.00	45000.00		-	Balance funds	
Bank Balance 31/3/22	155,782.06	Book balance (revenue)				17157.14	136502.87	0.00	153,660.01		
		Restricted fund (capital)						170378.90			
								1500.00			
		Book balance to date				17157.14	136502.87	171878.90	325,538.91	Zettle <> 1.75%	
		Bank Balance 31 Mar 23							325,538.82		
		Designated / Reserve Funds (at start of year)									
		MEND restricted / designated				75,000 WCM contribution to ACE grant					
		Building Fund				40,000 Future major building projects					
		Emergency Reserve				20,000 Further Covid-19 issues, charity closedown					
		Projects Fund reserve				15,347 Invicta interpretation, lighting, Floreat, BE.					
		TOTAL				150,347					
		Restricted Funds									
		Peter Hadlow bequest				170,379 For display and development of collections.					
		SEMD grant for Axiell training				1,500 For CCC when training ordered.					

Financial Year 2022 - 23

Museums are valuable services to the community, preserving and celebrating local history while contributing to wellbeing and attracting visitors to the area. Ideally museums should be free to enable all to visit and it is known that even a low admission fee discourages some. Whitstable Museum provides free entrance to Canterbury City Council area residents but charges visitors. While admission income is increasing it only covers 15% of expenditure. The rest depends on retail and management fees.

Hopefully now post pandemic, we have seen visitor numbers 6% higher than ever before, however retail sales have dropped by 20% , we assume reflecting visitors' concern about inflation and uncertainty.

Fortunately, due to a long fixed price energy contract, we have been able to contain the increase in some utility costs for two years, with a modest overspend in these budgets.

Financial risks include future high utility costs and general inflation. While contingency is included in the MEND building project, we need to plan for the possibility of surprises outside the expected range.

Accountants Achieving Clarity formally examined the 2021-22 accounts which were submitted to the Charity Commission as required. The 2022-23 accounts will be examined once agreed by the Trustees

Business as Usual summary (revenue)	20-21	21-22	22-23	23-24
Income from retail, donations, admissions etc.	22,568	31,406	39,012	37,300
Management contract CCC	20,000	18,000	15,000	7,500
Museum operating costs (inc. minor projects)	-37,964	-24,056	-56,243	-53,600
Balance	4,604	15,350	-2,231	-8,800

Retail income was lower than last year but admissions and donations increased. Project expenditure has returned to pre-pandemic levels plus inflation. A large expenditure on surveys for the Arts Council bid had not been budgeted. Income does not cover general revenue expenditure as the CCC management fee reduced over time and has now been replaced with a one-off grant. WCM is subsidising the museum.

Major Activities summary (capital)	20-21	21-22	22-23
Grant income (Friends, SEMDP, Arts Council)	39,251	3,438	1600
Development projects expenditure	13,601	5,243	10,652

The CCC management fee and building maintenance support are essential to Whitstable Museum operation. Whitstable Museum's poor visitor facilities frustrate families and other sophisticated visitors. WCM has received an offer of a MEND museum maintenance grant from Arts Council England (ACE) of £175k, which will resolve water ingress and damp issues in the Peter Cushing and Maritime halls and build a wheelchair accessible visitor toilet. A legacy from a local collector has enabled a restricted fund tied to developing the collection and its display. A £75k contribution from this legacy to the MEND project will help to make the Maritime and Cushing Halls dry and better suited to museum displays.

Reserves

The museum charity plans formally for future projects, surviving a future emergency or charity closedown and for major building works. Designated and restricted funds are as follows:

Building Reserve – cover the courtyard, create collection storage.	£40,000	designated
Emergency – a future pandemic, fire etc.	£20,000	designated
Projects – to protect funds for completing specific projects	£15,347	designated
Peter Hadlow Collection Fund	£170,379	restricted

Performance Indicators

The Trustees regularly monitor performance, reporting progress against the Aims and Objectives. CCC sets key performance indicators for Whitstable Community Museum (WCM) in the Management Agreement, which are summarised below. WCM sets additional targets.

The value of volunteer work set out below is the pay that they would have received, without on-costs, in a paid museum role.

Area	Performance Indicator	2015/16 Baseline	2016/17 (no contract)	2017/18 (no contract)	Report 2018/19	Report 2019/20	Report 2020/21	Report 2021/22	Report 2022/23
Operation		CMG managed	WCM managed	WCM managed	WCM contracted	WCM contracted	WCM contracted	WCM contracted	WCM contracted
Operational Indicators	Number of visits to Whitstable Museum (<i>Monthly Reporting</i>)	CCC target 6000 (2009 actual footfall in CMG management)	4927 (actual) (Increase of 145% on previous year's visitor number)	WCM target 7800 9144 (actual) Adult +86% Child +137% inc.	WCM target 12000 <i>Footfall 11,664</i> (Closed 5 weeks)	WCM target 15000 <i>Footfall 13063</i> (closed 2 weeks COVID-19)	<i>Footfall 3347</i> (closed 38 weeks due to COVID-19)	<i>Footfall 10,539</i> (closed 6 weeks due to COVID-19)	<i>Footfall 13,867</i>
	Days open to public	CMG proposal 120 CMG actual 96	Actual 124	Actual 150	WCM target 180 Actual 177	WCM target 190 Actual 175	Target 85, Actual 50	Target 150, Actual 160	Target 180, Actual 180
	Accreditation (<i>Annual Reporting</i>)	Retained by CMG	Retained by CMG	WCM accreditation applied for.	Awarded 4 th October 2018.	Retained by WCM	Retained by WCM	Retained by WCM	Retained by WCM
Volunteer time	Number volunteers				65	85	75	85	69
	Hours		Est 4,000	5,556	7,008	8,652	3,708	10,169 (6 FTE)	10,611
	Value of volunteer support – pay equiv.		£54	£75k	£95k	£119k	£50k	£146k	£152k
WCM Membership	Paid up members			121	WCM Target 150 Actual 134	WCM target 160 Actual 186	Actual 150	Actual 163	Actual 180
Customer Indicator	Percentage of people satisfied with WCM (<i>Quarterly Report</i>)	New Indicator set by CCC at 85%.	2 adverse comment of 147 Achieved 98%	CCC target 85% 1 adverse in 491. Achieved >99%	WCM target 95% 2 adverse comments in 691 Achieved > 99%	WCM target 95% 1 adverse comment in 678 Achieved > 99%	WCM >> 95% No adverse comments.	WCM >> 95% Good social media comments. No adverse comments.	WCM > 99% Good social media and visitor book comments.
Finance Indicator (annual)	Council proportion of Museum income (excluding grants).	CCC target <53% (WCM Income excluding grants)	Income £21k Cost to CCC ~ £20k CCC part 49%	Income £22k Cost to CCC ~ £20k CCC part 48%.	Income £30,737 CCC fee £20k CCC part 39%.	Bus. Inc. £35,634 CCC fee £20k CCC part 36%.	Income £22,568 CCC fee £20k CCC part 47%.	Net Income £31,407 CCC fee £18k CCC part 36%.	Net income 39,012 CCC fee £15k CCC part 28%
CCC subsidy per visitor	As described in 2014 CMG annual report.	£9.9 per visitor	£4.06 per visitor	£2.2 per visitor	£1.71 per visitor	£1.53 per visitor	£5.39 per visitor	£1.71 per visitor	£1.08 per visitor

CMG = Canterbury Museums & Galleries.

Museum Reports

Exhibitions – Steve Keeler

As a catalyst that draws in repeat visitors, exhibitions are extremely important. The current main exhibition reveals our important art collection, previously hidden in the museum archives. Exhibitions are an excellent way of displaying collection items that might otherwise seldom be seen.

The compact exhibition space, free to local groups, has rolling displays, of six to eight weeks' showing. Presentations have included Seaweed, the Whitstable Historical Society anniversary, the Queen's Jubilee and recently a photographic display by Ukrainian refugees. Currently Charles III's Coronation is on show and the pipeline includes an RNLI local 60th anniversary display.

The next major exhibition will cover the 1953 flood, with a small team currently researching the topic, with the aim to present a professional display.

Museum Gardens – Maggie Banbury

New life is beginning to show in both the 'Secret Garden' and the courtyard after the drought last year and the winter. The spring bulbs planted earlier in the year are looking attractive and the large echiums are coming into bloom. Most of the pots in the courtyard are beginning to show new growth. We have also purchased a new teak table and four chairs for the garden to encourage use by visitors and volunteers. More planting and general tidying and weeding is planned for the coming months.

Museum Shop and the Front Shop – Maggie Banbury

Sales of books, maps, magnets, postcards and children's items continue to sell well in the museum shop and the front shop. Prints especially railway posters, maps and local art and photographs are very popular with both tourists and locals. A number of these products have also been purchased for taking and sending overseas to countries including Spain, USA, Australia and Fiji. We have also sold a number of the Michael Bailey book about Invicta via mail order.

April sees the start of alternate fortnightly letting out of the shop to local artists.

Collections and Archives - Roger Livingstone

The record of artefacts is currently held within an Adlib system controlled by CCC. These records are to be transferred to a system called Axiell which will give direct access and an amendment facility for the Museum, for which Trustees and volunteers will be trained.

Aided by South Eastern Museums, Whitstable Museum commissioned a review of the oil paintings by Krystyna Matyjaszkiewicz to better understand the collection and develop ideas of how the art can be displayed and understood. From this the Museum commissioned a conservation review by conservator Polly Saltmarsh. This review has been delivered and a follow up workshop given to a group of Trustees and volunteers. Conservation work will continue.

Library – Linda Livingstone

The Archives Library remains a useful tool to deal with online and personal enquiries. Many are related to family history or history of homes, although a few are more wide ranging. Archive volunteers provide a valuable research service to the community, local press and outside organisations. Liaison continues with academic institutions, and through Museum representation on County projects.

The Study and Education Area has benefitted from the building by volunteer David of a bespoke desk and storage cabinets for handling artefacts, as well as the purchase of a new computer. Archive volunteers continue to add research notes to the files held in the area.

Volunteers – Gail Rogers

Despite the Pandemic we have maintained our volunteer numbers with several new recruits including Duke of Edinburgh award and university students. Our “Front of House” guides are crucial in not only welcoming our visitors and relating the many Whitstable stories but also along with our archivists helping to answer the many requests for family history and identifying objects where we can.

Other volunteers work behind the scenes to maintain our exhibits and are currently creating more storage for our archives.

We also have a very active group who set up and welcome our many school groups including the annual “Fun Palace” event. Our regular younger visitors are also encouraged with numerous “Spot and Dot” and children’s picture hunts.

Membership – Martin Prestage

Museum membership has remained stable during the year and we currently have 188 members across all categories. As always, the drive is to encourage members to pay either by standing order or bank transfer to minimise costs. Currently 24% of members pay by standing order, and 8% by bank transfer, so there is work to do!

We are also exploring ways to boost the membership. One way is to encourage volunteers on reception to suggest membership as a great way to support the Museum. This is helped by now being able to take membership payments by card, making it quick and easy.

It was a great pleasure to meet museum members again in the Christmas social and the opening of the Unity exhibition. We plan to have more such events this year.

Research – Angela Boddy and David Newman

WCM is receiving an increasing number of research enquiries, both by email and in person. To contain the time required we limit research to one hour, except where the person is providing the museum with information in exchange.

Cataloguing the collection and providing study guides are helping to streamline the process. Access to the Douglas West photographic collection has been considerably enhanced by the reprinting of 1500 photographs now available for public research and purchase.

Collaborating with local and national agencies has produced a study of 1801 defence of the Swale under Admiral Nelson, artefacts from a Tudor wreck and a study of stone age tools in the museum.

Marketing

The museum’s collection and services are promoted with a museum flyer, posters, web site and social media to maximise the benefits to the museum and contain costs. However we need a volunteer to co-ordinate the placing of posters and leaflets and to edit social media.

Lillie, Ross, Tegan and Dave have contributed pages to the museum Facebook site.

The Whitstable Map leaflet created and funded jointly with the Whitstable Improvement Trust has proved extremely popular and is in its third reprint. The map is distributed by charities without charge, but sold in bulk at cost to businesses.

Projects – Peter Banbury

Invicta – A wide range of ideas contributed to the final positioning and display of Invicta. The contribution of models of the stationary engine, copper fire tube and a bucket of ‘coal’ enhance the interpretation without obscuring Invicta as an imposing exhibit. Sales of Michael Bailey’s archaeological study of Invicta have required reprints after excellent reviews in specialist magazines.

Whelk Boat FLOREAT – The large gazebo erected on stilts to protect the boat and provide a working space has survived two winters with one replacement cover. The rebuilding of the gunwales has been completed. Internal frames are broken in many places and are being replaced by laminating oak strips in situ, fastened by copper nails as originally constructed. Eventually we would like children to be able to enter the boat on supervised days.

Stationary Engine – Possibly the earliest railway winding engine in existence, it is of considerable historic value and we need to ensure a ‘museum quality’ restoration. The erection of a protective cover and general cleaning should be prioritised.

Building Condition – Peter Banbury

Building and internal systems are landlord responsibilities, ie CCC. Nonetheless, WCM has contributed to some repairs and improvements which enhance the visitor experience and where funds are available.

WCM has repaired and improved a wide range of electrical and lighting systems, contractually CCC responsibilities. The full cost of over £2500 has been covered by WCM.

Monitoring of the relative humidity levels over several weeks showed that some areas were very damp to the extent of damaging objects on display, which were withdrawn. A comprehensive building condition survey, M&E survey, damp and wood condition and an aerial roof survey were commissioned at WCM cost.

Issues discovered:

- Damp in the Peter Cushing area is caused by the adjoining ‘smoke house’ that prevents the damaged west wall from being fully repaired. [CCC has agreed to remove the smokehouse.]
- A further cause of damp is rain ingress over the Cushing Hall as the Kent peg roof has degraded and requires rebuilding. (MEND grant)
- Damp in the maritime hall is rising from bare earth underfloor. (MEND grant)
- The leaking flat roof extension to be replaced with a wheelchair accessible visitor toilet. [MEND grant]
- The roof gulleys over the gallery have been cleared of grass, but the displaced mortar has not been repaired. [CCC]
- The alarm system is not working fully in all areas [replacement approved by CCC].

As can be seen, the MEND grant and WCM contribution will resolve some of the major issues. However a number of landlord responsibilities remain and will require attention within a few years.



CHARITY COMMISSION
FOR ENGLAND AND WALES

Charity Name Whitstable Community Museum & Gallery	No (if any) 1171101
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CC16a

Receipts and payments accounts

For the period from	Period start date 4/1/2022	To	Period end date 3/31/2023
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Section A Receipts and payments

	Unrestricted funds to the nearest £	Restricted funds to the nearest £	Endowment funds to the nearest £	Total funds to the nearest £	Last year to the nearest £
A1 Receipts					
Admissions, Donations, Talks	12,383	-	-	12,383	8,140
Membership fees	1,868	-	-	1,868	1,927
Retail Sales	17,940	-	-	17,940	20,963
Room hire	5,355	-	-	5,355	6,230
Grants	100	-	-	100	3,438
Canterbury City Council	15,000	-	-	15,000	18,000
Legacy		171,879	-	171,879	240
Gift Aid	1,467	-	-	1,467	-
Sub total (Gross income for AR)	54,113	171,879	-	225,992	58,938
A2 Asset and investment sales, (see table).					
	-	-	-	-	-
	-	-	-	-	-
Sub total	-	-	-	-	-
Total receipts	54,113	171,879	-	225,992	58,938
A3 Payments					
Retail stock	5,910	-	-	5,910	6,094
Utilities and general	14,614	-	-	14,614	10,943
Exhibitions and Displays	4,879	-	-	4,879	3,732
Conservation	4,141	-	-	4,141	1,073
Marketing	1,001	-	-	1,001	1,549
Garden and grounds	467	-	-	467	644
Prijects fron grants	24,350	-	-	24,350	5,243
Staff development	873	-	-	873	22
	-	-	-	-	-
Sub total	56,235	-	-	56,235	29,300
A4 Asset and investment purchases, (see table)					
	-	-	-	-	-
	-	-	-	-	-
Sub total	-	-	-	-	-
Total payments	56,235	-	-	56,235	29,300
Net of receipts/(payments)	- 2,122	171,879	-	169,757	29,638
A5 Transfers between funds	-	-	-	-	-
A6 Cash funds last year end	155,782	-	-	155,782	126,143
Cash funds this year end	153,660	171,879	-	325,539	155,781

Section B Statement of assets and liabilities at the end of the period

Categories	Details	Unrestricted funds to nearest £	Restricted funds to nearest £	Endowment funds to nearest £
B1 Cash funds	HSBC Bank account	153,660	171,879	-
		-	-	-
		-	-	-
	Total cash funds	153,660	171,879	-
	(agree balances with receipts and payments account(s))	OK	OK	OK
B2 Other monetary assets	Details	to nearest £	to nearest £	to nearest £
		-	-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-
B3 Investment assets	Details	Fund to which asset belongs	Cost (optional)	Current value (optional)
			-	-
			-	-
			-	-
			-	-
B4 Assets retained for the charity's own use	Details	Fund to which asset belongs	Cost (optional)	Current value (optional)
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-
B5 Liabilities	Details	Fund to which liability relates	Amount due (optional)	When due (optional)
			-	
			-	
			-	
			-	
Signed by one or two trustees on behalf of all the trustees	Signature	Print Name	Date of approval	



Section A

Independent Examiner's Report

**Report to the trustees/
members of**

Charity Name
Whitstable Community Museum & Gallery

**On accounts for the year
ended**

31/03/2023

**Charity no
(if any)**

1171101

Set out on pages

(remember to include the page numbers of additional sheets)

I report to the trustees on my examination of the accounts of the above charity ("the Trust") for the year ended 31/03/2023 DD/MM/YYYY.

**Responsibilities and
basis of report**

As the charity trustees of the Trust, you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ("the Act").

I report in respect of my examination of the Trust's accounts carried out under section 145 of the 2011 Act and in carrying out my examination, I have followed the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

**Independent
examiner's statement**

I have completed my examination. I confirm that no material matters have come to my attention (other than that disclosed below *) in connection with the examination which gives me cause to believe that in, any material respect:

- accounting records were not kept in accordance with section 130 of the Act or
- the accounts do not accord with the accounting records

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in order to enable a proper understanding of the accounts to be reached.

* Please delete the words in the brackets if they do not apply.

Signed:

Date:

12/02/2024

Name:

Wendy Tetley ACMA CGMA MCIPD

**Relevant professional
qualification(s) or body
(if any):**

Chartered Institute of Management Accounts

Address:

123 Harvey Drive Chestfield Whitstable Kent CT6 5RD

Only complete if the examiner needs to highlight matters of concern (see CC32, Independent examination of charity accounts: directions and guidance for examiners).

Give here brief details of any items that the examiner wishes to disclose.

None

Accounts



Whitstable Community Museum & Gallery

Registered Charity No. 1171101

2021-22 Review & Business Plan





Supported using public funding by
**ARTS COUNCIL
ENGLAND**



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Whitstable Museum Bouncing Back

Since commencing museum operation, we have seen year-on-year increases in visitor numbers, only to be disrupted by the pandemic closures. This year however, we have been encouraged by the number of visitors, especially in the last 4 months where we have seen records broken. We have also had a resurgence in our school visits, requests for out of hours talks and for the first-time welcomed St Nicholas Special School with two visits that were planned 2 years ago.

We continue to forge strong links with the community, outside agencies, groups and museum professionals and have recently become a member of Wheels of Time, an initiative which encourages children to visit museums throughout Kent.

We continue to deliver high quality exhibitions and now have a dedicated small exhibitions space which the community can use free of charge to put on their own 'compact' exhibitions. We find that having these super revolving exhibitions encourages repeat visits.

The closure at the start of the year created an opportunity to review the use of spaces and we moved our diving display, which created accessible space around the diving and Invicta displays. This is especially useful for group and school visits, as these topics allow for really interactive discussions and hands on activities. Project work has also resumed along with volunteer development.

We are fortunate to be able to operate with no paid staff as our loyal and enthusiastic volunteers have once again fulfilled all the museum roles including front of house, governance, management, display, design & construction, shop operation & gardening, giving over 10,000 hours of their time. This placed us in a much better position to weather the pandemic than charities that rely on paid staff. However, we are keenly aware of financial pressures with increases in utility and materials costs, and general inflation which will increase baseline costs and potentially affect our future plans, especially if income from our existing revenue streams were to reduce. The future regarding the pandemic is still uncertain. Trustees have therefore built-in contingencies for business interruption in the form of reserves.

We continue to use our collections and volunteer experience to enthuse and inform visitors and residents in the history and heritage of Whitstable. However, it is clear that in order to reach our full potential, funding outside of our normal operating income will be required. CCC support is essential to maintain the building and allow us to operate and continue to grow, whilst major work will require income way in excess of standard business income and will be dependent on grants and fundraising.

While we have world class artefacts in Invicta & other collection items, we are competing with other well served venues for visitors who reasonably expect that facilities such as public toilets are available. Sadly, Whitstable Museum does not have this basic facility.

Storage of our collection is far from ideal, with no adequate environmental controls to stabilise and control temperature and humidity. Access to the collection is limited within the building, especially in the archives where people with mobility issues find access difficult or impossible.

Exciting new local history is being discovered such as the Tudor Shipwreck and items are being donated on a regular basis. Whilst we have implemented mitigation measures, work will be required to secure the museum's role in the preservation, protection and access to Whitstable's heritage and history.

Trustees are actively planning for the future of the museum and with the support of volunteers, members, the community and CCC we hope to realise our vision for the museum's potential.

Angela Boddy,

Chair Whitstable Community Museum & Gallery charity

Visitor Numbers

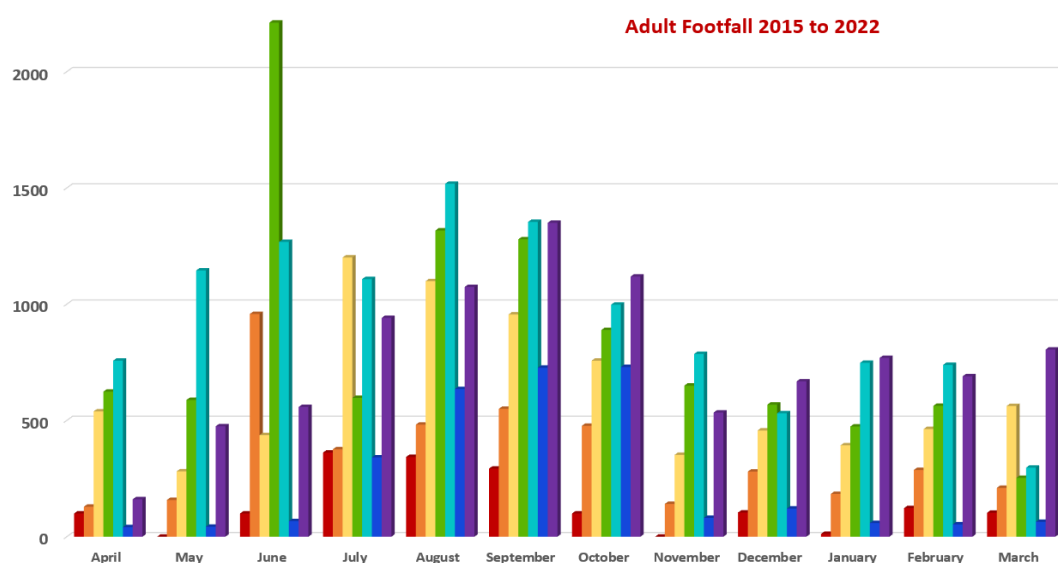
Annual (right)

Museum reception staff record footfall by type of visitor. Up to 2019-20 visitor numbers had increased every year.

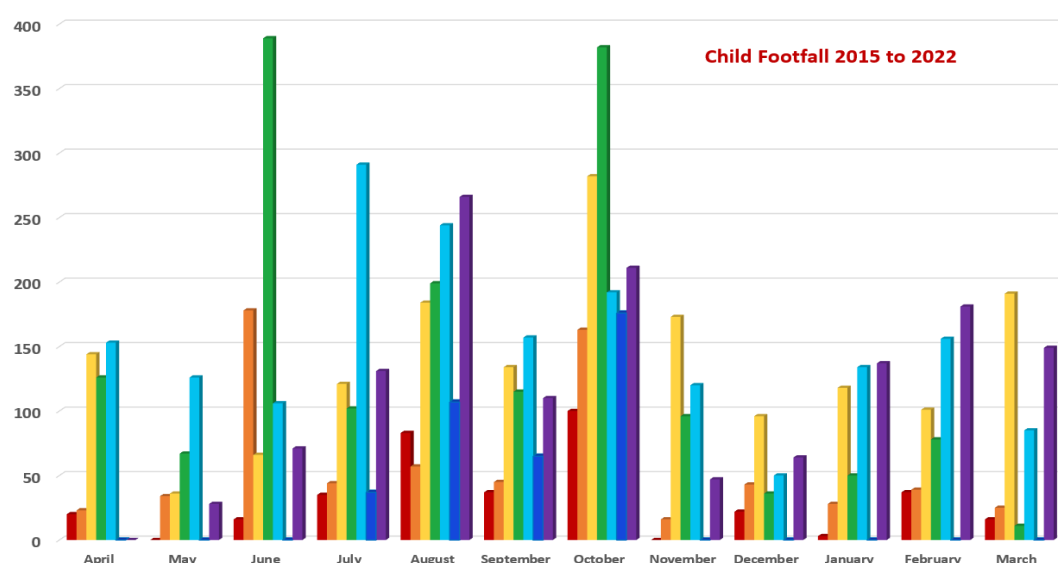
Visitors by Month (below)

Adult and child visitors (April to March):

Red: 2015 – 16	Orange: 2016 – 17
Yellow: 2017 – 18	Green: 2018 – 19
Cyan: 2019 – 20	Blue: 2020 – 21
Purple: 2021 – 22	



Covid-19 impacted adult visitors numbers for the first 5 months (closed to mid May). The last 6 months have been very encouraging, the highest ever winter half year. Over 60's are still under represented.



Child numbers have not recovered as quickly as adults, partly because school visits restarted only in December. Even so, we have had three record months for child footfall this year.

Museum History

On August 12th, 1885 the “Opening of the Whitstable Museum” was recorded by Harbourmaster William London in his diary. This was probably a ‘cabinet of curiosities’ in the Assembly Rooms, where lectures were given and meetings held. Today, the Horsebridge Arts Centre occupies nearly the same site.

After the second World War, the Whitstable Historical Society began to collect artefacts and documents. Eventually in 1985, the current building was purchased to house the collection mainly using funds left in trust by Fred Goldfinch. The Foresters Hall Trust, the successor charity of which Canterbury City Council (CCC) is the single corporate trustee, owns the main museum building and part of the collection. The building facing Oxford Street is owned by CCC, which also maintains all the buildings.

In 2014, responding to budget pressures, CCC planned to further reduce opening and possibly to close Whitstable Museum. Six charities formed the Whitstable Community Museum Group in August 2014 to seek transfer of the Museum to community operation. In January 2017, Whitstable Community Museum & Gallery (WCM) became a Charitable Incorporated Organisation (CIO), registered charity No. 1171101. The Museum CIO signed a five-year lease and management agreement with CCC in June 2018.

WCM, as an independent group, gained Arts Council accredited museum status in October 2018. This is the national benchmark by which performance, object loans and grants to museums are based.

Governance

The CIO is limited by guarantee, is governed by a formal Constitution and comprises individual and corporate fee-paying members with voting rights on specific resolutions and election of Trustees.

The elected Trustees form an Executive Board to manage CIO activity with the immediate aim of operating Whitstable Museum on behalf of the community and CCC Museums and Galleries.

Day to day operation of the Museum is managed through select committees, which report back to the Executive Board

WCM CIO’s charitable object:

To advance education in Whitstable and the surrounding area by the promotion and support of heritage centres, museums, galleries and libraries and by related programmes of outreach and research, fostering knowledge, understanding, appreciation and enjoyment of the arts, history, science and technology for residents and visitors.

WCM’s immediate objective is to operate Whitstable Museum on behalf of the community and CCC Museums and Galleries. The membership of the museum charity elects the trustees at the AGM.

WCM statement of purpose:

To use the resources of the museum, the Whitstable area and community, the collections and the experience of the volunteer staff to enthuse and inform visitors and residents in the history and heritage of the local area. The museum will be proactive in recording, conserving and interpreting the history, heritage and culture of Whitstable, the surrounding villages and countryside. Our customer relationship will encompass exhibitions, collection development, research, learning, community engagement and outreach. The widest possible range of users will be provided with access to the museum, collections and opportunities.

Probity: Museum income and expenditure are administered by an elected treasurer reporting directly to the Executive Board. All expenditure is subject to approval according to the financial policy and procedures. Accounts are externally examined, published annually and presented to Members, the Charity Commission and Canterbury City Council.

Museum Charity Accounts Financial Year 2021 to 2022

WCMG Accounts 2021-22				Entries to:	31-Mar-22	Examined by Achieving Clarity August 2022		
Summary			Notes					
Income		58,939	Includes grants					
Expenditure		29,300						
Income less expenditure		29,639						
Carried forward previous year		126,143						
Account balance 31 Mar 22		155,782						
Reserves included in balance:								
Building Reserve		80,000	Target 20% of expected building costs.					
Emergency Reserve		20,000	Covid-19 effects could last a further year					
Projects Reserve		15,347	Invicta, Floreat, BE, Cushing					
Receipts								
	2020-21 Outturn	Budget Unrestrict	Budget Restricted	2021-22 Budget	To Date Unrestricted	To Date Restricted	Comment	
Admissions	2,188.00	4,500	-	4,500	6,136.86			
Shop sales	2,147.49	3,000	-	3,000	4,643.31			
Print Sales	8,788.67	11,500	-	11,500	16,134.15			
Membership	1,193.15	1,600		1,600	1,927.10			
Donations	1,310.92	3,000	-	3,000	2,003.43		March not included	
Shop rental	4,224.37	4,210	-	4,210	6,230.16		'20 refund '22 deps + 2 payments	
CCC	20,000.00	18,000		18,000	18,000.00		CCC contract Year 4	
Gift Aid	1,178.54	600		600	-		Claim in 2022/23	
Other income	1,597.40	500		500	185.72			
Income from talks	-	-		-	240.00			
Grants	39,250.86		-	-		3438.43	Total of grants	
Total Receipts	81,879.40	46,910.00	-	46,910.00	55,500.73	3,438.43	58,939.16	
Payments								
	2020-21 Outturn	Budget Unrestrict	Budget Restricted	Budget TOTAL	To Date Unrestricted	To Date Restricted	Comment	
Services	6618.63	9,000	-	9,000	7,476.70		Utilities, insurance	
Administration	5,474.07	5,500	-	5,500	3,465.85		General operations	
Shop	1,110.03	2,000	-	2,000	865.39		Stock for shop	
Print Materials	3,980.70	4,500		4,500	5,228.35		Stock for print sales	
Education / Display	2,036.36	2,000	-	2,000	2,668.77		Schools and activities	
Conservation	1,038.18	2,000	-	2,000	1,072.74		Object protection, advice	
Exhibitions	130.00	2,000		2,000	1,063.52		Main and compact exhibitions	
Garden Grounds	148.25	1,000		1,000	643.98		Plants hard landscape new plot	
Marketing	2,014.41	1,200		1,200	1,549.32		Attract back visitors	
Staff Development	1,512.00	1,000		1,000	21.98		Visits, consultants	
Projects	13,901.40		15,000	15,000		5243.35	See accounts for details	
Total Expend	37,964.03	30,200	15,000	45,200	24,056.60	5,243.35	29,299.95	
2020 / 2021 Balance		2021 / 2022 Balance			Unrestrict	Restricted	Total	
C/F 2019-20	82,227.45	C/F from 2020-21			58584.90	67557.99	126,142.89	
Income - Expend	43,915.37	Income - expenditure			31444.13	-1804.92	29,639.21	
End bal 2020-21	126,142.82	Transfer between funds			-50000.00	50000.00	- Appropriate level of reserves.	
Bank Balance 31/3/21	126,142.89	Balances to date			40029.03	115753.07	155,782.10 Zettle rate not exactly 1.75%	
		Bank Balance 31 Mar 22					155,782.06	
Reserves								
Building Reserve						80,000.00	Future major building projects	
Emergency Reserve						20,000.00	Further Covid-19 issues, charity closedown	
Project carry forward						15,347.00	Invicta interpretation, lighting, Floreat, BE.	
TOTAL						115,347.00		

Financial Commentary 2021 - 22

While at first glance the WCM financial position may look strong, the limited business income must be separated from ring-fenced grant income. The main effect of the Covid-19 pandemic has been to delay allocated grant expenditure on projects, now for two financial years. This results in an artificial carry forward of funds which hides a relatively modest and potentially fragile business case.

Our vulnerability to the pandemic has been lower than many charities as we do not currently have any paid staff, which many charities cover by visitor income. Income was limited by low adult visitor numbers in the first six months of the year, but returned to pre-pandemic levels from September. The pandemic has set back by two years our plans to achieve sustainable visitor income. Our aim is 30,000 visitors.

Financial risks include planning for increases in utility costs and the higher rate of inflation. Building costs are increasing faster even than general inflation. A threat to income is that some retail streams depend on the skill-set of a small group of volunteers who will not be available for ever.

Trustees had set a reduced budget in the expectation that the pandemic would continue to hit visitor numbers over an extended period. In the event, recent admissions and retail have considerably exceeded the budget, although donations are disappointing. Membership income is recovering.

Business as Usual summary

	2020-21	2021-22
Net Income from the shop, prints, donations, admissions etc.	22,568	31,406
General Museum operating costs (excluding projects)	23,465	24,056

Our diverse income streams exceeded the Covid-limited budget prediction of £28,910. Expenditure was similar to last year, contained by careful management but limited by our ability to progress projects as volunteers were cautious in team working.

We need to note that business income would not cover a major project such as accessible visitor toilets, which might cost £75,000 with building and drainage costs, and depend on grant income.

Major Activities summary

	2020-21	2021-22
Management contract CCC (decreases to £15,000 in 2022-23)	20,000	18,000
Grant income (Friends, SEMDP, Arts Council)	39,251	3,438
Projects expenditure	13,601	5,243

Grant funding and CCC building maintenance support are essential to Whitstable Museum operation. Whitstable Museum's abysmal visitor facilities disappoints families and other sophisticated visitors. Discussions with the Heritage Lottery Fund have indicated that their priority is in delivering directly to disadvantaged groups rather than funding infrastructure such as accessible visitor toilets. WCM is exploring what packages of benefits would comply with their criteria and is also in discussion with Arts Council England and other major funding agencies.

Reserves

The museum charity plans formally for future projects, surviving a future emergency or charity closedown and for major building works. Trustees have designated three restricted reserves:

Building Reserve – plans to cover the courtyard, create visitor toilet etc.	£80,000
Emergency – a future pandemic, fire etc.	£20,000
Projects – to protect unspent funds designated by donors for specific projects	£15,347

Accountants Achieving Clarity formally examined the 2020-21 accounts which were submitted to the Charity Commission as required. The 2021-22 accounts will be examined once agreed by the Trustees.

Performance Indicators

The Trustees regularly monitor performance, reporting progress against the Aims and Objectives. CCC sets key performance indicators for Whitstable Community Museum (WCM) in the Management Agreement, which are summarised below. WCM sets additional targets.

The value of volunteer work set out below is the pay that they would have received, without on-costs.

Area	Performance Indicator	2015/16 Baseline	2016/17 (no contract)	2017/18 (no contract)	Report 2018/19	Report 2019/20	Report 2020/21	Report 2021/22
Operation		CMG managed	WCM managed	WCM managed	WCM contracted	WCM contracted	WCM contracted	WCM contracted
Operational Indicators	Number of visits to Whitstable Museum (<i>Monthly Reporting</i>)	CCC target 6000 (<i>2009 actual footfall in CMG management</i>)	4927 (actual) (<i>Increase of 145% on previous year's visitor number</i>)	WCM target 7800 9144 (actual) Adult +86% Child +137% inc.	WCM target 12000 <i>Footfall 11,664 (Closed 5 weeks)</i>	WCM target 15000 <i>Footfall 13063 (closed 2 weeks COVID-19)</i>	<i>Footfall 3347 (closed 38 weeks due to COVID-19)</i>	<i>Footfall 10,539 (closed 6 weeks due to COVID-19)</i>
	Days open to public	CMG proposal 120 <i>CMG actual 96</i>	Actual 124	Actual 150	WCM target 180 <i>Actual 177</i>	WCM target 190 <i>Actual 175</i>	<i>Target 85, Actual 50</i>	<i>Target 150, Actual 160</i>
	Accreditation (<i>Annual Reporting</i>)	Retained by CMG	Retained by CMG	WCM accreditation applied for.	Awarded 4 th October 2018.	Retained by WCM	Retained by WCM	Retained by WCM
Volunteer time	Number volunteers				65	85	75	85
	Hours		Est 4000	5556	7008	8652	3708	10,169 (6 FTE)
	Value of volunteer support – pay equiv.		£54	£75k	£95k	£119k	£50k	£146k
WCM Membership	Paid up members			121	WCM Target 150 <i>Actual 134</i>	WCM target 160 <i>Actual 186</i>	<i>Actual 150</i>	<i>Actual 163</i>
Customer Indicator	Percentage of people satisfied with WCM (<i>Quarterly Report</i>)	New Indicator set by CCC at 85%.	2 adverse comment of 147 Achieved 98%	CCC target 85% 1 adverse in 491. Achieved >99%	WCM target 95% 2 adverse comments in 691 Achieved > 99%	WCM target 95% 1 adverse comment in 678 Achieved > 99%	WCM >> 95% No adverse comments.	WCM >> 95% Good social media comments. No adverse comments.
Finance Indicator (annual)	Council proportion of Museum income (excluding grants).	CCC target <53% (<i>WCM Income excluding grants</i>)	Income £21k Cost to CCC ~ £20k CCC part 49%	Income £22k Cost to CCC ~ £20k CCC part 48%.	Income £30,737 CCC grant £20k CCC part 39%.	Bus. Inc. £35,634 CCC grant £20k CCC part 36%.	Income £22,568 CCC grant £20k CCC part 47%.	Net Income £31,407 CCC grant £18k CCC part 36%.
CCC subsidy per visitor	As described in 2014 CMG annual report.	£9.9 per visitor	£4.06 per visitor	£2.2 per visitor	£1.71 per visitor	£1.53 per visitor	£5.39 per visitor	£1.71 per visitor

CMG = Canterbury Museums & Galleries.

Museum Reports

Volunteers – Gail Rogers

Our loyal and enthusiastic front of house guides including several new recruits covered reception for every day the museum was permitted to open under Covid restrictions. The Board decided that a Trustee should also be available on-site each open day to resolve any problems.

Our volunteers also assisted with museum maintenance and improvements when required, including the completion of the Invicta and Helmet Diving displays. Since Christmas 2021, volunteers have enabled school and other community group visits to resume. We plan to expand the Front of House team to three per session to enable more time to interact with visitors.

Volunteer training has resumed with Net Zero Carbon, Heritage Compass and Visitor Experience courses.

Membership and Newsletter – Martin Prestage

Whitstable Community Museum & Gallery charity members provide the stable and supportive structure for museum operation and our democratic base for Trustee elections. Members also fulfil the role of 'Critical Friend' as they can observe and advise independently on the work we do.

Museum membership is recovering from the period of covid, at 150. Our aim has been to increase the number paying by Standing Order which would help greatly with administration. We are also exploring new ways to increase the benefits to Members, such as members-only talks and a more regular newsletter. Social events have been on hold during lockdown, but these will be reinstated during 2022. We will also be focusing on increasing our overall membership.

We are developing the newsletter sent to members. The aim is to give members more insight into the daily life of the Museum, through interviews with volunteers leading projects such as the whelk boat restoration and our long-term exhibitions. The newsletter also alerts members to upcoming events and to how they can be involved.

Garden and Grounds Report – Maggie Banbury

The new plot behind the gallery was cleared of rubbish and dug over and replanted with perennials and shrubs. It has already attracted visits from birds and butterflies as well as a local urban fox. It has been tidied after the winter, some of the plants cut back and more planting planned after garage installation.

Planning permission has been obtained to erect a concrete garage for the storage of furniture and non-artefact objects. A new retaining wall is being built to prevent the earth slipping down onto the gallery wall as well as the construction of steps for safer access into the garden.

The courtyard garden has survived winter but needs tidying, including cutting back some shrubs and replanting several pots. On fine days the garden is a popular place for people to sit.

Shop Sales – Maggie Banbury

Shop sales rose this year mainly due to the redesigned shop display. An increased interest in the history of Whitstable has led to many more books being sold. New postcards are proving popular with the customers. Children's items are also good sellers.

Print sales have brought record income into the museum. The most popular prints are still the Railway Posters, followed by maps and scenes of Whitstable. The window displays attract much attention and draw people into the museum.

The shop is also visited by tourists wanting information and we have started selling books, postcards and walk leaflets in the front shop. The most frequent questions include the Maunsell Forts, the development of Tankerton, Whitstable floods and the delivery of Invicta to the museum.

Museum Library – Linda Livingstone

The Archives Library has continued to receive donations of individual books and small collections. Duplicates are considered for the Study Education Area or handling copy use. The Library aims to obtain one copy of every new relevant publication for its collection.

The Museum continues to liaise with outside bodies such as Whitstable Historical Society, the University of Kent at Canterbury and the Kent History and Heritage Centre at Canterbury Christ Church University, as well as Timescapes Kent and Kent Archaeological Society History Forum to increase the Museum's profile and our knowledge of Whitstable's history. To this end volunteers have attended a Kent History Festival, taken part in filming for Historic England and undertaken research for joint projects.

Research – Angela Boddy and David Newman

WCM is receiving an increasing number of research enquiries, both by email and in person. To contain the time required we limit research to one hour, except where the person is providing the museum with information in exchange.

Cataloguing the collection and providing study guides are helping to streamline the process. Access to the Douglas West photographic collection has been considerably enhanced by the reprinting of 1500 photographs now available for public research and purchase.

Collaborating with local and national agencies has produced a study of 1801 defence of the Swale under Admiral Nelson, artefacts from a Tudor wreck and a study of stone age tools in the museum.

New Collection Items – Roger Livingstone

The Trustees are very pleased that the Museum is regularly offered potential donations. To reduce handling, the Trust has established a procedure to first record and photograph the items which are then considered by a sub-committee of the Trustees to assess whether they are suitable within the terms of the Collections Policy as agreed with CCC. Those donations deemed suitable are physically inspected and subsequently agreed with the CCC Collections' Manager. Recent acquisitions include the Stock Book from 1919 -1952 of the Seasalter and Ham Oyster Fisheries Company, a set of the first Ordnance Survey maps for Kent, the manuscript notes for a published book about local smuggling, and the Billet Head of a ship recovered from the beach.

Marketing – David Roberts

The museum's collection and services are promoted with a museum flyer, posters, web site and social media to maximise the benefits to the museum and contain costs. Through free memberships, modest subscriptions and regular contacts we provide media exposure in targeted national and local publications, and tourist focussed websites.

Promoting heritage benefits both the town and the museum. In partnership with the Whitstable Improvement Trust, part funded by an Arts Council grant, WM produced a town guide and map which is available without charge from local community hubs, hotels and businesses.

Our recent "Invitation to Local Schools" campaign increased visits by teachers, children and subsequently their parents. WM has joined the "Wheels of Time" initiative which encourages children to visit museums and also provides us with useful links with the other 52 member museums in Kent. Group visits are arranged and we attend local social events and exhibitions all of which helps with the museum's exposure.

Exhibitions – Steve Keeler

Exhibitions are an important part of a museum's arsenal, giving the ability to tell a story in depth, as well as encouraging repeat visitors. All our exhibitions have been positively received by visitors to Whitstable as well as residents.

The exhibitions team have put on a large exhibition each year since the volunteers took over the museum, all of local historical interest. Lately a smaller exhibitions area has been created to allow less-complex exhibitions to be erected. This area has already been booked for exhibitions for the next twelve months, with the Coastguards 200th anniversary exhibition currently on display. "Lost & Found", our current large exhibition, is shortly coming to an end to be replaced with an exhibition of art from the museum collection currently being curated.

Projects – Peter Banbury

Invicta – A wide range of ideas contributed to the final positioning and display of Invicta. The contribution of models of the stationary engine, copper fire tube and a bucket of 'coal' enhance the interpretation without obscuring Invicta as an imposing exhibit. Sales of Michael Bailey's archaeological study of Invicta have required several reprints after excellent reviews in specialist magazines.

Whelk Boat FLOREAT – after a covid hiatus we are very pleased that the team renovating Floreat has restarted work. A large gazebo has been erected on stilts to protect the boat and provide a working space. The complex rebuilding of the gunwales is nearing completion and repainting will follow. The team is now replacing internal ribs, which are broken or worn through in several places. Eventually we would like children to be able to enter the boat on supervised days.

Stationary Engine – Progress has been limited but has included discussions with several parties as to its history and the ways such an engine can be restored. Possibly the earliest railway winding engine in existence, it is of considerable historic value and we need to ensure a 'museum quality' restoration. The erection of a protective cover and general cleaning should be prioritised. We need a project manager to research, plan and manage the work to the appropriate standards.

Building Condition – Peter Banbury

As tenants we have an obligation to report building and systems issues to CCC. After concerns about damp, we commissioned an aerial survey of the roof and submitted this with a list of other building issues to CCC in Spring 2021. Most of the items have been resolved, but 12 months later some are outstanding, as reported in WCM's spring 2022 building report to Building Services:

- Damp in the Peter Cushing area, requiring some objects to be removed from display. This is caused by the 'smoke house' that adjoins the museum building and prevents a severely damaged wall from being repaired.
- The roof gulleys over the gallery have been cleared of grass, but the displaced mortar has not been repaired.

WCM has offered to repair and improve several electrical and lighting systems, contractually CCC responsibilities. The full cost would be covered by WCM. This work could also cover recommendations by CCC Fire Officer regarding emergency lighting in several areas. CCC has now responded to our proposals and issued a licence to change.

Whitstable Museum Key Aims

These modified aims were agreed by the Trustees in March 2020 and will be delivered via the set of objectives detailed below.

Effective Governance: Establish and deliver aims for the next five years. Plan for the long-term evolution of the museum. Monitor risks and policies and strategically manage activity and resources. Maintain compliance with the constitution and Arts Council accreditation. Report to Members, CCC, Charity Commission and other bodies as required.

Financial Health and Sustainability: Maintain financial probity. Diversify income streams, in order to fund our objectives. Plan to survive the COVID-19 crisis. Build reserves and seek grants to enable specific projects and museum development. Negotiate extended lease and management contract.

Discovery and Learning: Create rich and accessible experiences that delight, challenge and educate all ages and backgrounds of visitors. Build on internal and external spaces to widen the displays. Liaise with schools to create curriculum enriching activities.

Visitor Experience: Create a memorable visitor experience by understanding visitors' requirements. Build essential visitor facilities appropriate to visitor expectations in response to the Family Friendly Audit.

Communications & Marketing: Market the museum as a family, individual, holiday and enthusiast experience. Keep members, volunteers and supporters informed about Museum developments. Build on Invicta as a nationally important artefact.

Volunteer Development: Manage effectively the valuable resources of volunteers' time and experience. Support volunteer projects and celebrate their successes. Develop their knowledge, skills and confidence using external expertise where appropriate.

Collection Development: Develop archives and collection management. Cultivate volunteer knowledge of the collection and improve public access. Work towards providing adequate, controlled-environment storage space. Create secure and well equipped workshop space.

Partnership and Community: Engage with other agencies, CCC and the SEMDP to better deliver community benefit. Collaborate with local organisations to arrange bespoke visits, outreach and projects. Develop the museum's role in supporting volunteers and visitors with particular needs. Seek to attract visitors and volunteers who may not usually visit museums.

Concern for the Environment: Examine the building, infrastructure, facilities and purchases to minimise environmental damage. Incorporate climate change and environment in learning programmes.



CHARITY COMMISSION
FOR ENGLAND AND WALES

Charity Name
Whitstable Community Museum & Gallery

No (if any)
1171101

Receipts and payments accounts

CC16a

For the period from	Period start date	To	Period end date
	01/04/2021		31/03/2022

Section A Receipts and payments

	Unrestricted funds to the nearest £	Restricted funds to the nearest £	Endowment funds to the nearest £	Total funds to the nearest £	Last year to the nearest £
A1 Receipts					
Admissions & Donations	8,140	-	-	8,140	3,499
Membership fees	1,927	-	-	1,927	1,193
Retail sales	20,963	-	-	20,963	12,534
Room hire	6,230	-	-	6,230	4,224
Grants	-	3,438	-	3,438	39,251
Canterbury Council Contrib.	18,000	-	-	18,000	20,000
Income from talks	240	-	-	240	-
Gift Aid	-	-	-	-	1,179
Sub total (Gross income for AR)	55,500	3,438	-	58,938	81,880
A2 Asset and investment sales, (see table).					
	-	-	-	-	-
Sub total	-	-	-	-	-
Total receipts	55,500	3,438	-	58,938	81,880
A3 Payments					
Retail stock	6,094	-	-	6,094	5,091
Utilities and General	10,943	-	-	10,943	12,093
Exhibitions and Displays	3,732	-	-	3,732	2,166
Conservation	1,073	-	-	1,073	1,038
Marketing	1,549	-	-	1,549	2,014
Garden and Grounds	644	-	-	644	148
Projects from grants	-	5,243	-	5,243	13,901
Staff Development	22	-	-	22	1,512
Sub total	24,057	5,243	-	29,300	37,963
A4 Asset and investment purchases, (see table)					
	-	-	-	-	-
Sub total	-	-	-	-	-
Total payments	24,057	5,243	-	29,300	37,963
Net of receipts/(payments)	31,443	1,805	-	29,638	43,917
A5 Transfers between funds	-	50,000	-	-	-
A6 Cash funds last year end	58,585	67,558	-	126,143	82,227
Cash funds this year end	40,028	115,753	-	155,781	126,144

Section B Statement of assets and liabilities at the end of the period

Categories	Details	Unrestricted funds to nearest £	Restricted funds to nearest £	Endowment funds to nearest £
B1 Cash funds	Lloyds Bank account	40,028	115,753	-
		-	-	-
		-	-	-
	Total cash funds	40,028	115,753	-

(agree balances with receipts and payments account(s))

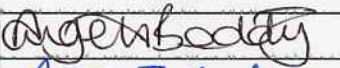
	Details	OK Unrestricted funds to nearest £	OK Restricted funds to nearest £	OK Endowment funds to nearest £
B2 Other monetary assets		-	-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-

	Details	Fund to which asset belongs	Cost (optional)	Current value (optional)
B3 Investment assets			-	-
			-	-
			-	-
			-	-
			-	-

	Details	Fund to which asset belongs	Cost (optional)	Current value (optional)
B4 Assets retained for the charity's own use			-	-
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-

	Details	Fund to which liability relates	Amount due (optional)	When due (optional)
B5 Liabilities			-	
			-	
			-	
			-	
			-	

Signed by one or two trustees on behalf of all the trustees

Signature	Print Name	Date of approval
	A.M. BODDY.	5.9.22
	P. J. BAULBURY	5.9.22



Section A

Independent Examiner's Report

**Report to the trustees/
members of**

Whitstable Community Museum and Gallery

**On accounts for the year
ended**

31st March 2022

**Charity no
(if any)**

1171101

Set out on pages

I report to the trustees on my examination of the accounts of the above charity ("the Trust") for the year ended 31/03/2022

**Responsibilities and
basis of report**

As the charity trustees of the Trust, you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ("the Act").

I report in respect of my examination of the Trust's accounts carried out under section 145 of the 2011 Act and in carrying out my examination, I have followed the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

**Independent
examiner's statement**

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination which gives me cause to believe that in, any material respect:

- accounting records were not kept in accordance with section 130 of the Act or
- the accounts do not accord with the accounting records

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in order to enable a proper understanding of the accounts to be reached.

Signed:

Date:

10/09/2022

Name:

Wendy Tetley ACMA

**Relevant professional
qualification(s) or body
(if any):**

Chartered Institute of Management Accountants

Address:

123 John Wilson Business Park Whitstable Kent CT5 3QY

Section B

Disclosure

Only complete if the examiner needs to highlight matters of concern (see CC32, Independent examination of charity accounts: directions and guidance for examiners).

**Give here brief details of
any items that the
examiner wishes to
disclose.**

Accounts

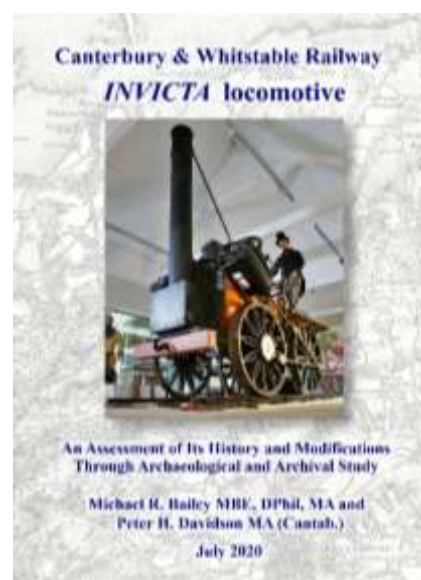
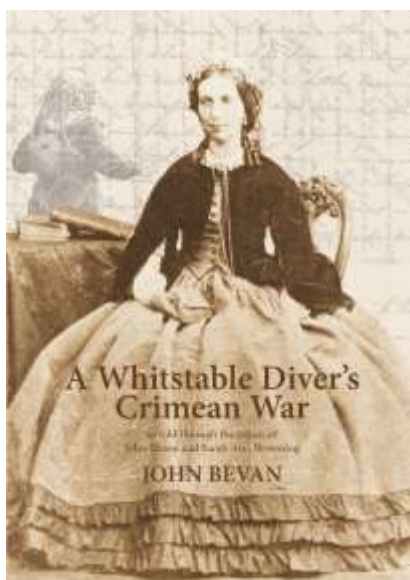


Whitstable Community Museum and Gallery

Registered Charity No. 1171101

Arts Council Accredited

2020-21 Review for AGM





**South East Museums
Development Project**

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Museum Charity Summary 2020-2021

This report is written at the end of a very unsettled year caused by the Covid-19 pandemic.

The Museum's Trustees now face challenging times as they work to rebuild the visitor numbers to regain a strong financial position. Once reopened it will be necessary to be agile and adapt as situations become clearer, whilst being mindful that the future regarding the pandemic is still not certain and this may continue for an extended period.

Our enthusiastic and competent volunteers have fulfilled all the museum roles including management, governance, display design and construction, gardening, shop operation and front of house. There was also the added pressure of preparing for, and opening safely under the new Covid regulations. Work on the collections and archives has largely not been possible due to the physical constraints of the building and the Covid precautions necessary, although work has been undertaken at home where possible. On-line training has taken place and our highly successful Facebook campaign Whitstable in 100 objects which commenced at the start of the lockdown, proved very popular encouraging volunteer, member and public participation whilst continuing to raise the profile of the Museum whilst we were closed.

Being run entirely by volunteers has meant that our vulnerability as a result of the pandemic has been less than Charities with paid staff, even so, we took measures to reduce our outgoings and manage other costs. Expenditure was lower than the previous year, but still exceeded income for the first time ever. This shortfall was balanced in part by the government support payments received, a modest Arts Council Grant and drawing on charity reserves.

It is clear that without grant funding and Canterbury City Council support, it would be difficult to operate the Museum and to continue its rapid growth, particularly in a time when business income suffers from factors outside our control.

We have been able to launch our new website and a new promotional leaflet and are producing a new town guide and map to promote Whitstable and its heritage to encourage visitors into the town. We have also produced a new heritage trail 'walking the (sea) walls' and published a new book 'A Whitstable Diver's Crimean War' which has proven popular both here and abroad.

A forensic survey of Invicta has resulted in a detailed research report being completed, copies of which are now on sale and a Zoom lecture is planned for May. The Stephenson Beam Engine project group has been formed, with the work to ensure the renovation of the engine planned over several phases and several years.

Whilst school visits have not been possible, we have commissioned a consultant to work with volunteers to design a visit for a local special school and develop a sensory trail ready for when we reopen.

The museum's relationships with both the Whitstable community, schools, partners and expert bodies continues to grow as we seek to realise the full potential of the museum.

Visitor Numbers

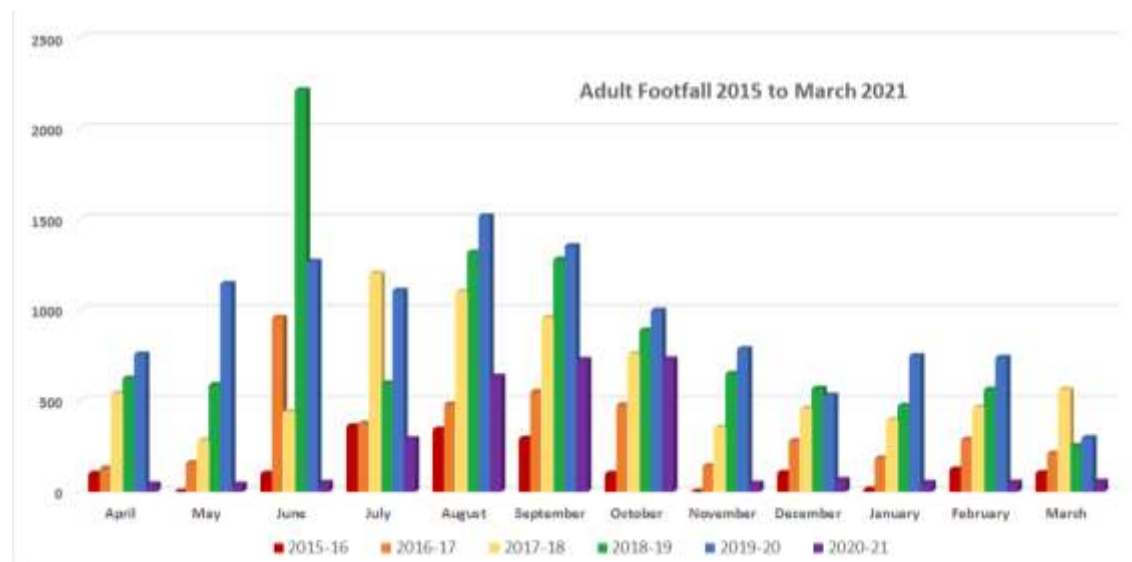
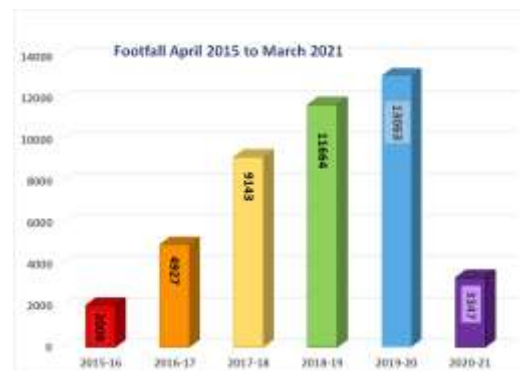
Annual (right)

Museum reception staff record footfall by type of visitor. Up to 2019-20 visitor numbers had increased every year.

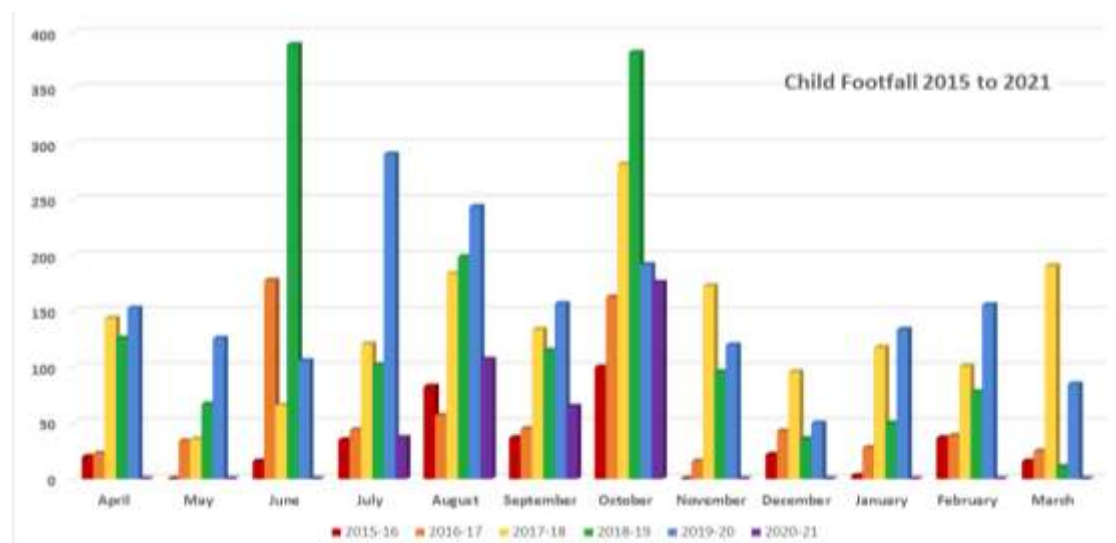
Visitors by Month (below)

Adult and child visitors are shown below (April to March):

Red: 2015 – 16 Orange: 2016 – 17
Yellow: 2017 – 18 Green: 2018 – 19
Blue: 2019 – 20 Purple: 2020 – 21



Covid-19 had a huge impact on adult visitors with no adult visitors for 8.5 months. However in the three full months of August to October numbers recovered quite quickly which we take as an encouraging sign for future opening. The large reduction in concessions (over age 60) is a major concern.



Child visitor numbers suffered a greater reduction than adults which we attribute to concerns by parents. We were unable to run summer activities, the popular 'Fun Palace' in October and the Easter and Christmas special activities.

Museum History

On August 12th, 1885 the “Opening of the Whitstable Museum” was recorded by Harbourmaster William London in his diary. The museum was probably a ‘cabinet of curiosities’ in the Assembly Rooms, where lectures were given, now the Horsebridge Centre.

After the second World War, the Whitstable Historical Society began to collect artefacts and documents. Eventually in 1985, the current building was purchased to house the collection using mainly funds left in trust by Fred Goldfinch. The Foresters Hall Trust, the successor charity of which Canterbury City Council (CCC) is the sole corporate trustee, owns the main museum building and part of the collection. The building facing Oxford Street is owned by CCC, which also maintains all the buildings.

In 2014, responding to budget pressures, CCC planned to reduce opening and possibly to close Whitstable Museum. Six Whitstable charities formed the Whitstable Community Museum Group in August 2014 to seek transfer of the Museum to community operation. Whitstable Community Museum & Gallery (WCM) became a Charitable Incorporated Organisation (CIO) in January 2017, registered charity No. 1171101. The Museum CIO signed a five-year lease and management agreement with CCC in June 2018.

WCM, as an independent group, gained Arts Council accredited museum status in October 2018. This is the national benchmark by which performance, object loans and grants to museums are based.

Governance

The CIO is limited by guarantee, is governed by a formal Constitution and comprises individual and corporate fee-paying members with voting rights on specific resolutions and election of Trustees.

The elected Trustees form an Executive Board to manage CIO activity with the immediate aim of operating the Whitstable Museum on behalf of the community and CCC Museums and Galleries.

Day to day operation of the Museum is managed through select committees, which report back to the Executive Board

WCM CIO’s charitable object:

To advance education in Whitstable and the surrounding area by the promotion and support of heritage centres, museums, galleries and libraries and by related programmes of outreach and research, fostering knowledge, understanding, appreciation and enjoyment of the arts, history, science and technology for residents and visitors.

WCM’s immediate objective is to operate Whitstable Museum on behalf of the community and CCC Museums and Galleries. The membership of the museum charity elects the trustees at the AGM.

WCM statement of purpose:

To use the resources of the museum, the Whitstable area and community, the collections and the experience of the volunteer staff to enthuse and inform visitors and residents in the history and heritage of the local area. The museum will be proactive in recording, conserving and interpreting the history, heritage and culture of Whitstable, the surrounding villages and countryside. Our customer relationship will encompass exhibitions, collection development, research, learning, community engagement and outreach. The widest possible range of users will be provided with access to the museum, collections and opportunities.

Probity: Museum income and expenditure are administered by an elected treasurer reporting directly to the Executive Board. All expenditure is subject to approval according to the financial policy and procedures. Accounts are externally examined, published annually and presented to Members, the Charities Commission and Canterbury City Council.

Museum Charity Accounts Financial Year 2020 to 2021

WCMG Accounts 2020-21				31 March 2021 - not examined.					
Summary			Notes						
Income inc. grants		81,879	14/48 weeks open						
Expenditure		37,964	Arts Council grant conditions satisfied						
Income less expenditure		43,915							
Carried forward from previous		82,227	Grants in previous years fund Invicta move project.						
Account balance 26 Mar 20		126,143							
Of which - reserves									
Building		40,000	Target 20% of expected building costs.						
Emergency		10,000	Covid-19 effects could last a further year						
Move Invicta project		15,347	Invicta interpretation.						
Receipts									
	2019-20 Outturn	Budget Unrestrict	Budget Restricted	2020-21 Budget	Outturn U	Outturn R	Comment		2021-22 Budget
Admissions	6,338.46	3,000	-	3,000	2,188.00		14 weeks open		4500
Shop sales	2,856.56	2,000	-	2,000	2,147.49		18 weeks open		3000
Print Sales	11,915.94	5,000	-	5,000	8,788.67		18 weeks open		11500
Membership	2,110.27	2,000		2,000	1,193.15				1600
Donations	4,892.03	3,000	-	3,000	1,310.92		14 weeks open		3000
Shop rental	6,258.85	3,000	-	3,000	4,224.37		Inc. refunds		4210
CCC	20,000.00	20,000		20,000	20,000.00		CCC contract Y3		18000
Gift Aid	1,035.79	1,000		1,000	1,178.54				600
Other income	226.44	500		500	1,597.40		Covid-19 grants		500
Grants	53,523.00		28,000	28,000		39250.86	Total of grants		0
Total Receipts	109,157.34	39,500.00	28,000.00	67,500.00	42,628.54	39,250.86	81,879.40		46,910.00
Payments									
	2019-20 Outturn	Budget Unrestrict	Budget Restricted	Budget TOTAL	Outturn U	Outturn R			2021-22 Budget
Services	8689.68	10,000	-	10,000	6,618.63		Utilities, insurance		9000
Administration	4,457.10	5,000	-	5,000	5,474.07		General operations		5500
Shop	2,882.27	3,200	-	3,200	1,110.03		Stock for shop		2000
Print Materials	3,839.11	4,000		4,000	3,980.70		Stock for print sales		4500
Education / Display	1,184.26	2,500	-	2,500	2,036.36		Schools and activities		2000
Conservation	828.95	2,500	-	2,500	1,038.18		Object protection, advice		2000
Exhibitions	1,176.20	2,500		2,500	130.00		All exhibitions		2000
Garden Grounds	96.49	300		300	148.25		Plants, furniture, new plot		1000
Marketing	1,270.52	2,500		2,500	2,014.41		Attract back visitors		1200
Staff Development		4,000		4,000	1,512.00		Consultants		1000
Projects	143,459.47		28,000	28,000		13901.4	See accounts for details		15,000
Total Expend	167,884.05	36,500	28,000	64,500	24,062.63	13,901.40	37,964.03		45,200.00
2019 / 2020 Balance									
C/F 2018-19	140,954.21	2020 / 2021 Balance			Unrestrict	Restricted	Total		
Income - Expend	58,726.71	C/F from 2019-20			63018.93	19208.53	82,227.46		
End of 2019-20	82,227.50	Income - expenditure			18565.91	25349.46	43,915.37		
Bank Balance 31/3/19	82,227.45	Transfer between funds			-23000.00	23000.00	-	Appropriate reserves.	
		Balances to date			58584.84	67557.99	126,142.83		
		Bank Balance 31Mar 21					126,142.89		

Financial Commentary

The Covid-19 pandemic effected museum charity finances in various ways. While some aspects of major projects have continued, the main financial effect has been to delay allocated expenditure into the 2021-22 financial year. Careful management has reduced certain building costs such as heating, particularly in the 5 months November to March. We have also been able to reduce insurance costs by changing provider and finally resolved the dispute over three supply points with water companies.

Our vulnerability to the pandemic has been lower than many charities as we do not currently have any paid staff, which many charities depend on visitor income to cover.

As can be seen from the accounts summary on the previous page, the trustees set a reduced budget for income in the expectation that the pandemic would hit visitor numbers possibly over an extended period. As might be expected, donations and admissions income are between 27% and 35% of last year. Volunteers were able to open the shop for 5 months with an income at 73% of last year, which is excellent in the circumstances. Membership income dipped somewhat.

This reduction in income has been balanced in part by government support payments via business rates for which the museum qualifies. In addition we applied for an Arts Council grant designed to support museums and other arts agencies.

Business as Usual summary

	2019-20	2020-21
Income from the shop, prints, donations, admissions and membership	35,634	22,450
General Museum costs (excluding projects)	24,424	24,062

Overall, our diverse income streams marginally exceeded the much reduced budget prediction of £18,000. As can be seen, expenditure was slightly lower than last year, but still exceeded income, for the first time ever. Fortunately government support has balanced this loss.

Our business income is not enough to fund other than small projects. This reminds us of the general difficulty of raising funds and cautions against over-optimism. General museum expenditure was well below budget £35,500 which in hindsight did not take into account the general slowdown in all activity.

Major Activities summary

	2019-20	2020-21
Management contract payment CCC	20,000	20,000
Grant income (CCC, Friends, SEMDP, Goldfinch Trust, CCA, Arts Council)	53,523	39,251
Projects expenditure	143,459	13,901

It is clear that without grant funding and CCC building support it would be very difficult to operate Whitstable Museum, particularly to survive factors outside our control such as a pandemic.

Reserves

Trustees have addressed the requirement for the museum charity to plan formally for future projects and indeed to ensure the museum could survive a future emergency. Three reserves have been designated:

Building Reserve – plans to cover the courtyard, create visitor toilet etc.	£40,000
Emergency – a future pandemic, fire etc.	£10,000
Projects – to protect unspent funds designated by donors for specific projects	£15,347

The 2019-20 accounts were examined by accountants 'Achieving Clarity' and submitted to the Charity Commission as required. The 2020-21 accounts will be examined once agreed by the Trustees

Main Report

Museum Membership

Membership of the Whitstable Community Museum & Gallery charity is an important part of the charity governance. Members elect the trustees on a three-year cycle and consider and hopefully approve the annual reports and finances at the AGM.

Membership has remained steady through 2020-21 with new members joining nearly every month we are open. We now have 183 Members made up of single, joint, multiple and corporate Memberships.

A strong membership indicates that Whitstable Museum has a strong support in the community and gives the trustees a mandate to further develop museum facilities and the visitor experience. Members enjoy a number of benefits including free entrance, receiving invitations to events and private views, being kept up to date with our news and having the opportunity to play a closer part in the work and the life of the Museum. Membership fees provide an important income stream that is hopefully not affected by emergencies, with the advantage that it qualifies for Gift Aid.

Volunteer Teams

Volunteer numbers have remained steady with good support for all the various museum activities and responsibilities, the museum having no paid staff.

During the first lockdown, the Facebook campaign **Whitstable in 100 Objects** involved everyone with suggestions for subjects to include.

A great volunteer effort was put in to prepare the museum for opening safely under the new Covid regulations. Small group sessions were held for front of house volunteers to discuss the new procedures and the rota was filled for welcoming our visitors when opening was allowed.

During that time we were able to invite Volunteers to participate in a workshop led by Michele Crowther, a learning and research librarian, to enhance the role of Whitstable women in our stories and exhibitions. Research for this is ongoing and will eventually be incorporated into some of our displays.

Small volunteer led working parties for various museum projects were also able to proceed under social distancing rules until the third lockdown although research and Zoom meetings have continued.

Communications and Marketing

The increased resource, following the appointment of a new Trustee in December 2019, has enabled the Museum to embark on a strategy aiming to increase visitor numbers and broadcast the benefits offered by the Museum to a wider audience.

Although marketing opportunities have been somewhat thwarted as a result of statutory pandemic lockdowns the following initiatives have been taken.

- A new website providing a platform for the broadcast of comprehensive and current information.
- Publication and limited distribution of promotional leaflets and posters.
- Production of a new town guide and map for free issue to promote the town and its heritage.
- Professional taken photographs of museum artifacts for promotional use generally.
- Provision of a heritage trail "Walking the (Sea) Walls" for sale to visitors.
- Improved external signage designed to make the Museum more visible to the public.
- Broadcast via Facebook of "Whitstable in 100 Objects" to encourage volunteer and members participation and public interest during the lockdowns.
- Promotional articles in local newspapers and publications.

The re-opening of the museum following lockdown will provide the freedom to actively promote the museum through implementation of the following initiatives.

- Promotion to and collaboration with places of learning.
- Promotion to community organisations, clubs and interest group Nationally.
- Collaboration with other museums and recognised centres of excellence.
- Promotion to National travel companies, hotels etc.
- Internet linkage to appropriate third-party websites.
- Promotion through press releases and focussed articles to local and National media.

Museum Shop and Print Sales

To reduce Covid-19 risks, the shop products were streamlined during the times when the Museum could open, concentrating on local books, prints and children's items. Sales have been good in relation to the number of weeks open. The new book, *A Whitstable Diver's Crimean War*, has proved popular, selling to locals, visitors and by post. We have also sold copies abroad in Sweden and Norway and 10 to the Diving Museum in Gosport.

Print sales have been excellent this year, at 73% of last year, as the front shop could open for a month longer than the Museum. Thanks are due to the volunteers who manned the shop when Maggie was unable to due to shielding. Sales have been good throughout the time open and have continued via Email whilst the shop has been closed. We now have aerial photographs taken by Evolution Drone, *The Aerial Coastline Survey*, available to sell in the shop.

The new hanging system for prints has now been installed and has made displays in the shop more manageable and attractive.

Museum Garden and Grounds

Unfortunately due to Covid-19 restrictions we have been unable to begin the activities for children in the garden. We are hopeful that we may be able to start them in early summer.

The garden has done well this year and some of the climbers we cut back have flourished. We have purchased a new large pot which has been planted up and added to the others.

The 'Spot and Dot' sheets produced to encourage children to go out into the garden have proved popular but we will need several variants to match the growing seasons.

Next year we hope to put into place some of the activities for children already planned and continue to grow a variety of plants in the garden. We have now signed the lease to rent the small piece of land to the rear of the gallery and after clearance will use it for storage and an additional easily maintained space for volunteers to use.

Research

Due to lockdown restrictions in 2020/2021 many planned initiatives were unable to take place, both in Archives, Collections and the Study and Education Area (SEA). Attendance by Archives volunteers was severely restricted for much of 2020, down to less than 25% of normal commitment. Volunteers worked at home to continue research, but this work was limited by non-access to the Archives material. Volunteers also answered, wherever possible, and from their own knowledge, some of the online enquiries, which had increased significantly during lockdown. A holding email response was sent out to all enquirers, and there was continued online liaison with partnership groups.

The plan in 2021/22 is to catch up on the backlog of

1. Cataloguing existing and newly deposited collections.
2. Logging and making records for new deposits currently held, once their accession has been approved by the Archives and Collection Committee.
3. Work will continue on re-organisation within the Archives filing to provide easier access, a more usable space and better storage systems.
4. Research will be undertaken on the outstanding online enquiries, within time limitations.

This is all likely to be very time-consuming, but the team will then move on to the continued installation of the Study and Education Area for public use, and new enquiries and projects, including research to provide material for future exhibitions.

Collections and Archives

The shutdown has meant that little work has been possible during the year due to the physical constraints of the space available and the health needs of many of the volunteers (many in the COVID high risk age groups). Some work was possible: the work of cataloguing and photographing the [fossils and] Neolithic material has been completed which has given a much better understanding of what the Museum has, and has also led to ideas how the display can be improved. Before phase 3 of the lockdown work had started on considering what needed to be done to rectify a believed gender imbalance in the Museum displays, for instance reviewing possible artefacts for display and researching and creating new display material. This work will resume when possible.

Some work has been possible off site on identifying likely gaps in material available in our archives which might be available elsewhere as primary sources. An example of this is who in Whitstable was signed up as a Sea Fencible (circa 1800) and what did they do, but final information will depend on access to pay and other records at the National Archives.

Potential donations have been offered to the Museum but it has not been possible to process most of these. We were able to accept a donation of books and artwork from the Whitstable Society from a bequest to them.

We are aware that the museum building is damp in places. Throughout the year, and especially during the periods of closure, Trustees have ensured that the environmental conditions within all parts of the Museum have been maintained to a satisfactory standard by daily inspection.

Building Improvements

The CCC investment in building maintenance is essential to Whitstable Museum's sustainability. Within this partnership, WCM also contributes to enhancing the museum facilities by repairing and improving the premises as well as creating new displays. This work reflects well on both the museum and CCC.

- Repair and repainting of the Oxford Street facia by CCC contractors.
- New carpet installed in the Oxford Street front building.
- Picture hanging system installed in the Oxford Street front building.
- Replacement of two dehumidifier systems and purchase of a third to more accurately control the relative humidity within the limits acceptable for the objects on display and in storage.
- Substantial investment in DIY perspex screens in five locations to ensure that the volunteers and the public are safe despite the transmissibility of the coronavirus.
- Creation of the one-way system for the public, plus signage and hand sanitising stations.
- A new notice board in the front courtyard.

Community Benefit

School and community group visits were completely stopped during the pandemic. To restart these important activities will take concerted effort as understandably there will still be concerns over meeting in groups even after restrictions are removed.

We have commissioned work by a consultant to work with volunteers to design a visit from a local special school, plus the design of a sensory trail. This project is currently awaiting the lifting of access by schools.

Volunteers have become more confident with the use of Zoom, Facebook, email and web to communicate without a physical presence. The pandemic has caused us to consider the role of the museum in the wellbeing of our volunteers, many of whom have developed new friends while supporting the museum.

COVID-19 Continuing Risk to WCM

The museum was closed for 38 weeks in 2020-21. The shop was able to open for 43 weeks plus several on-line sales. Some research, marketing and interpretation has continued remotely, but all work within the museum stopped for several months. The reduction in service to visitors and the community is a major concern.

The charts on page 6 show how visitor numbers recovered gradually when we opened from late July to October. Indeed by October we were at 75% of previous year's adult footfall. However, child footfall recovered much more slowly. We also know that older visitors were much reduced in number, as were international visitors.

Opening the museum from mid May may be possible, missing Easter and 6 weeks of the year. We also need to plan for a slow ramp up of visitors taking perhaps a year to reach 2019-20 numbers and even longer to re-establish our pattern of growth.

The risks can be summarised:

- A new variant causing a fourth Covid-19 wave, or by ending the lockdown too early.
- Financial risk of another year partly or mainly closed.
- Our valuable volunteer team being reduced as there is little to do.
- Slow return to previous good footfall with possible long-term reduction.

What we must do:

- Use all possible, effective and affordable media to publicise the museum and indeed Whitstable as a tourist destination.
- Re-establish the excitement and sense of purpose in the volunteer team.
- Ensure that the museum displays are refreshed and we are ready for re-opening as soon as it is safe so to do.
- Seek grants to enable new visitor facilities, displays and events to be organised.

Projects

The museum was open for 14 weeks, although with tight restrictions on access. The limited space in the upstairs office area had to be limited to 2 people. With due concern for safety, some working parties could be arranged for some of the year, but overall on-site work was much reduced.

Invicta Locomotive

Dr. Michael Bailey MBE and Peter Davidson are acknowledged early locomotive experts and are researching the oldest 10 preserved steam locomotives in the world, which group includes Invicta. A request for help with Invicta's history resulted in an offer to contribute a forensic survey and archival research, for which the on-site work was completed just before Covid-19 closure. Subsequently, a detailed 120-page illustrated research report was completed by Dr Bailey and Mr Davidson over the summer and is now available for purchase from Whitstable Museum. We are planning with Dr Bailey a Zoom lecture in May and an attended lecture in Whitstable hopefully later in the year.

Invicta has been lowered to her final position in the pit, on original fish-bellied rails spiked to a reasonable interpretation of wood sleepers of the 1830 period. Working parties have installing a floor under Invicta to store the lifting cradle and to hold a mirror to enable inspection of the valve timing mechanism. Work has also included:

- Archival research to establish early C&WR history.
- A comprehensive photographic survey of Invicta.
- The display of three dioramas at child height showing C&WR history.
- Providing in-depth interpretation without obscuring Invicta as an iconic object.

Stephenson Beam Engine

The 1829 beam engine is possibly the earliest example of a steam beam winding engine. The transition from stationary engines and inclined planes to locomotives was a source of great innovation and disagreement amongst experts and we are fortunate to be able to illustrate both sides of the discussion.

The beam engine is now secure in the museum yard and protected by tarpaulins. A surprising number of visitors are interested to see the beam engine as a supervised activity.

To renovate the engine will require several phases over some years:

- Create a team to conserve the beam engine.
- Produce accurate engineering drawings to enable its re-building.
- Research its historical significance and create interpretation.
- Obtain expert advice as to preservation and strategies for re-erection.
- Arrange long-term cover that enables both viewing and work.
- Have the missing parts made (including large bearing blocks).
- Raise substantial funds.

Whelk Boat Floreat

Work on Floreat has been severely restricted this year. The plan is for the public to be able to inspect Floreat with objects showing how whelks are trapped by the pot method and the history of the migration from Sheringham. Floreat is also an excellent example of wooden boat building and was built by the Anderson, Rigden and Perkins shipyard on Island Wall.

In principle it would be exciting for children to be able to board Floreat, but this will require detailed planning to ensure that this would be safe.

Archaeology – 1 Million BCE to 1800 AD

The WM collection includes stone tools that were collected in the Whitstable area and visitors are excited to handle objects around 12,000 years old. Although we have limited information on the exact locations and context of the tools, a lithics expert has audited the assemblage and has helped us with interpretation. It turned out that the collection contains tools up to 450,000 years old and of several different periods.

The tools have been sorted into a prime collection and collections for supervised handling, with a PowerPoint presentation for volunteer development.

We are keen to enable children to handle such objects, but need to balance this with the security of the collection. To this end we are purchasing replica Stone and Bronze Age tools for day-to-day handling experiences. Real tools will also be available for more controlled supervised handling.

We will be approaching other museums where we have information that they may hold objects found in the Whitstable area. It is hoped that loans may be possible. We are aware that the intertidal zone contains a great deal of archaeology that is being exposed by the effects of global warming and is in danger of being lost.

WM volunteers have collaborated with Timescapes Kent over the past 3 years to excavate the 'Tankerton Beach Wreck' and the 'Old Brig' wreck, which are now both scheduled monuments. In due course we will receive the preserved and studied finds from these excavations.

Display Techniques – Samian

With the help of the Playhouse Theatre a stand has been designed to house an animated introduction to Samian pottery. The display pottery is being redesigned to tell the story of how the pots were found on the sea bed, using a variety of interpretation methods including simplified text, map and drawings.

The work on the Samian pottery and the animation produced by Herne Bay Museum were enabled by a grant from the South East Museums Development Project.

As with other cabinets, we are constructing our own display stands from perspex sheet and tube. LED lighting is being increasingly used to provide localised light, rather than lighting the whole museum. This DIY approach considerably reduces costs, but required a great deal of volunteer time and skill.



Section A

Independent Examiner's Report

**Report to the trustees/
members of**

Charity Name

Whitstable Community Musuem & Gallery

**On accounts for the year
ended**

31/03/2021

**Charity no
(if any)**

1171101

Set out on pages

(remember to include the page numbers of additional sheets)

I report to the trustees on my examination of the accounts of the above charity ("the Trust") for the year ended 31/03/2021 DD / MM / YYYY.

**Responsibilities and
basis of report**

As the charity trustees of the Trust, you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ("the Act").

I report in respect of my examination of the Trust's accounts carried out under section 145 of the 2011 Act and in carrying out my examination, I have followed the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

**Independent
examiner's statement**

I have completed my examination. I confirm that no material matters have come to my attention (other than that disclosed below *) in connection with the examination which gives me cause to believe that in, any material respect:

- accounting records were not kept in accordance with section 130 of the Act or
- the accounts do not accord with the accounting records

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in order to enable a proper understanding of the accounts to be reached.

* Please delete the words in the brackets if they do not apply.

Signed:

Date:

28/01/2022

Name:

Wendy Tetley ACMA CGMA MCIPD

**Relevant professional
qualification(s) or body
(if any):**

Chartered Institute of Management Accountants I3 C3

Address:

123 Harvey Drive Chestfield Whitstable Kent CT6 5RD

Section B

Disclosure

Only complete if the examiner needs to highlight matters of concern (see CC32, Independent examination of charity accounts: directions and guidance for examiners).

Give here brief details of any items that the examiner wishes to disclose.

Extremely well managed

Charity Name: **Walsingham Community Museum & Gallery**

Year ended: **31/03/2021**

Charity No. (if any):

1171101

I report to the trustees on my examination of the accounts of the above charity ('the Trust') for the year ended 31/03/2021.

As the charity trustees of the Trust, you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ('the Act').

I report to you in respect of my examination of the Trust's accounts carried out under section 143 of the 2011 Act and in carrying out my examination, I have followed the appropriate Directions given by the Charity Commission under section 145(5)(b) of the Act.

I have completed my examination. I declare that no material matters have come to my attention (other than that disclosed below) in connection with the examination which gives me cause to believe that in any material respect:

- * accounting records were not kept in accordance with section 139 of the Act; or
- * the accounts do not accord with the accounting records.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in order to enable a proper understanding of the accounts to be reached.

Please delete the words in the brackets if they do not apply.

Signed:



Date:

29/04/2021

Name:

Wendy Tuckey ACMA CGMA MCIPD

Relevant professional qualification(s) or body (if any):

Chartered Institute of Management Accountants (CIMA)

Address:

123 Harvey Drive, Chesham, Bucks HP8 5RD