



Whitstable Community Museum & Gallery

Registered Charity No. 1171101

2021-22 Review & Business Plan





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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

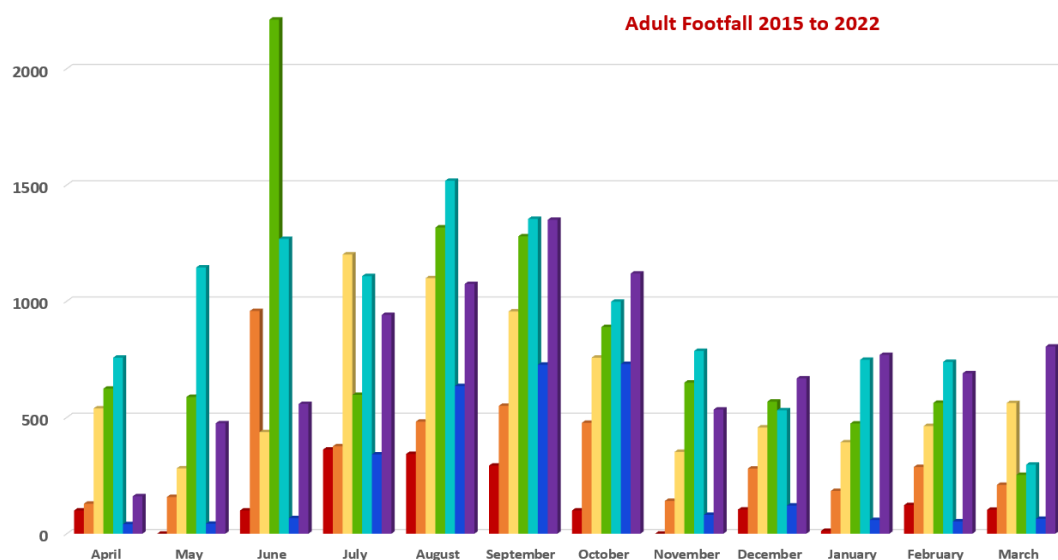
Annual (right)

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

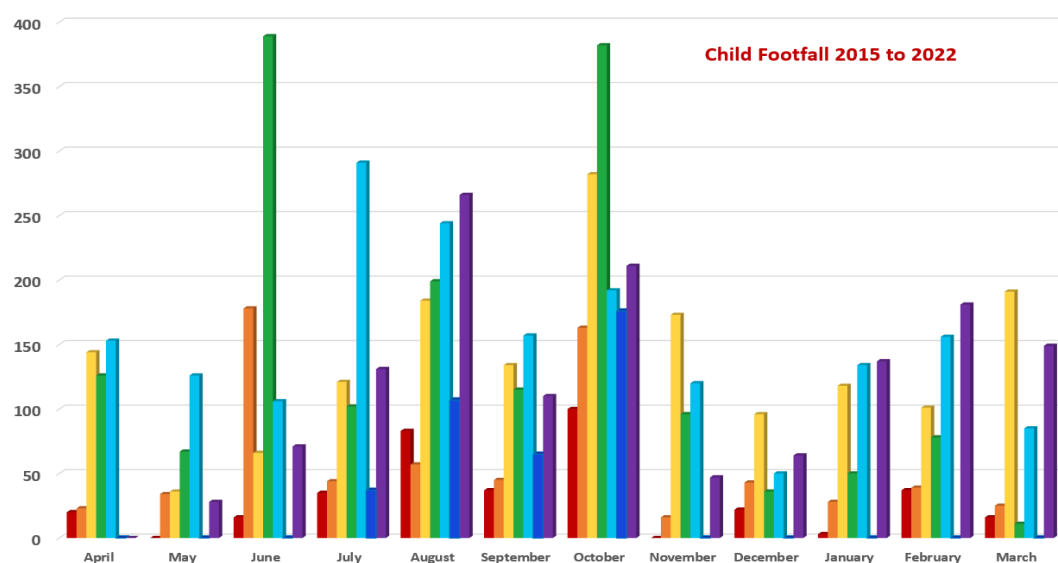
Visitors by Month (below)

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))

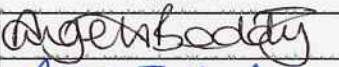

	Details	OK Unrestricted funds to nearest £	OK Restricted funds to nearest £	OK Endowment funds to nearest £
B2 Other monetary assets		-	-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-

	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.