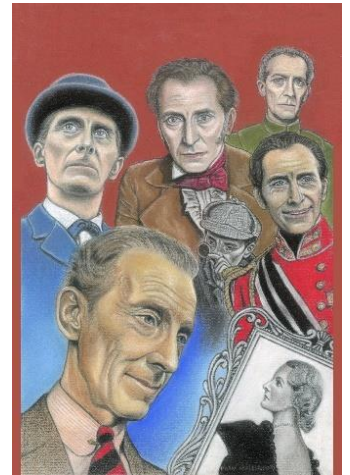




Iron Age Stater



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

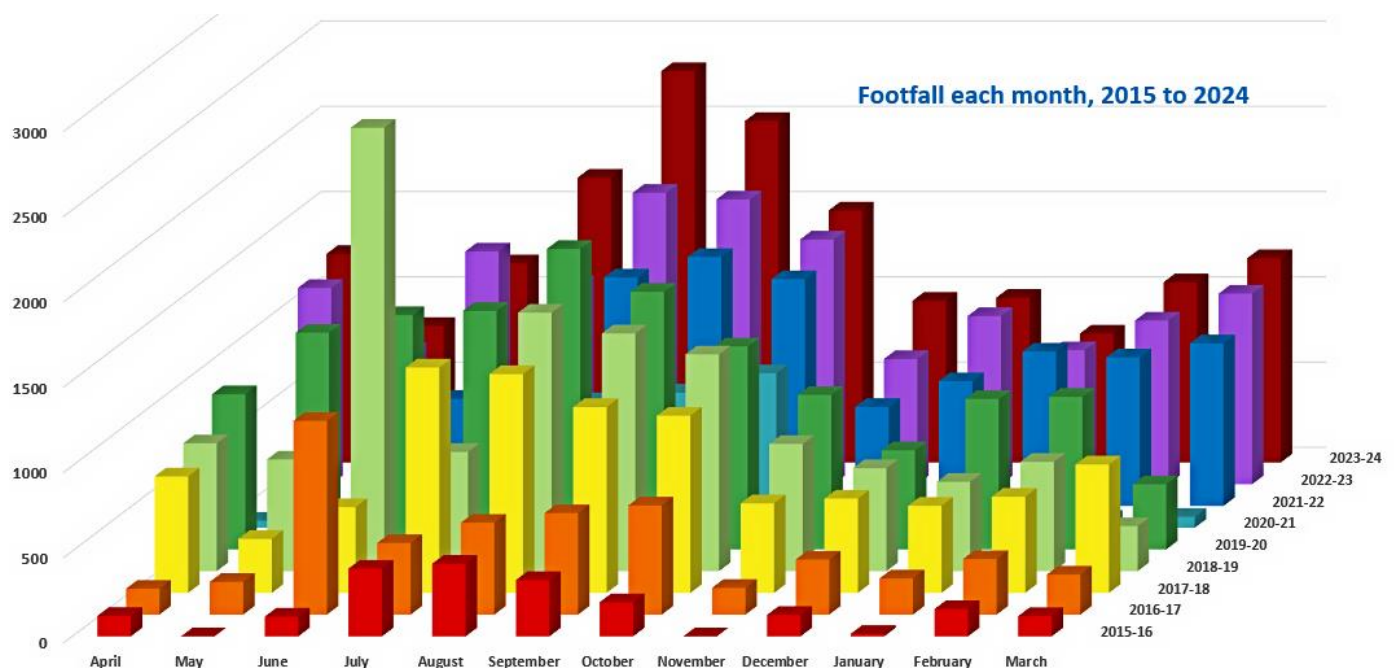
Annual (right)

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		



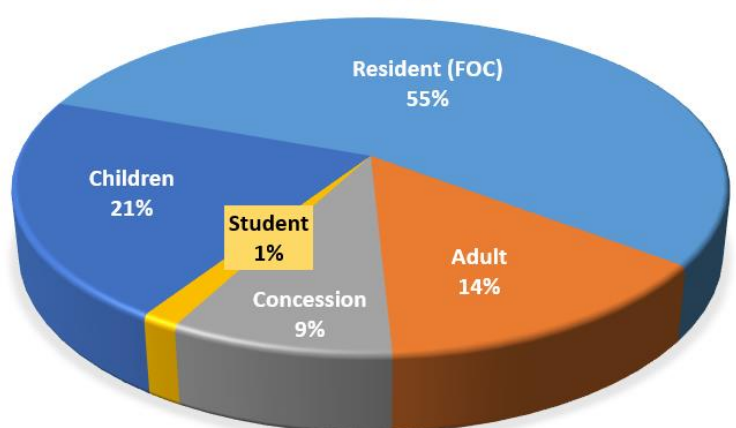
Volunteers' investment of time, energy and thought into the visitor experience is paying dividends. Whitstable museum visitor numbers have bounced back after covid-19, and we can report another record year. Adults increased by 12% and children by 20% compared with the previous year.

'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	Total
C/F 2021-22	155,782.06	C/F from 2022-23				78312.92	75347.00	171878.90	325538.82
Income - Expend	- 2,122.05	Transfer between funds (ACE)							0.00
Restricted grant	171,878.90	Book balance year start				78312.92	75347.00	171878.90	325538.82
End bal 2022-23	325,538.91	Income - expenditure				6598.18	-6775.20	-11428.08	-11605.10
Bank Balance	325,538.82	Book Balance 31 Mar 24				84911.10	68571.80	160450.82	313933.72
		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


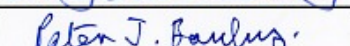
	Details	Unrestricted funds to nearest £	Restricted funds to nearest £	Endowment funds to nearest £
B2 Other monetary assets		-	-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-

	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).

