

# MARGATE MUSEUMS TRUST

England & Wales · Charity number 1173031

## Details

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**Status** Registered

**Legal form** CIO

**Registered** 2017-05-15

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

## Contact

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**Address** Felicity Stafford  
27 Addington Road  
Margate  
Kent  
CT9 1NH

**Phone** 01843231213

**Email** [trustees@margatemuseum.org](mailto:trustees@margatemuseum.org)

**Website** [www.margatemuseum.org](http://www.margatemuseum.org)

## Activities

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**Objects:** TO BENEFIT THE RESIDENTS OF, AND VISITORS TO, THE TOWN OF MARGATE BY: - ESTABLISHING AND MAINTAINING THE MARGATE MUSEUMS; AND - ADVANCING EDUCATION FOR THE PUBLIC BENEFIT BY: (A) ORGANISING, PRESERVING & CONSERVING THE COLLECTION OF HISTORIC ARTEFACTS AND BY (B) DEVELOPING A GREATER KNOWLEDGE AND UNDERSTANDING OF MARGATE'S HERITAGE THROUGH DISPLAYS, EXHIBITIONS AND EDUCATIONAL ACTIVITIES.

**Activities:** The Trust is the custodian of an extensive collection of historical artefacts of the town of Margate dating back to the Bronze Age on behalf of Thanet District Council. We open & operate both the Margate Museum and Tudor House enabling access to the towns past through exhibitions, talks, educational visits and assisting students, bodies and individuals with research into the town of Margate.

## Classification

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- **How:** Provides Buildings/facilities/open Space, Provides Services, Provides Advocacy/advice/information, Acts As An Umbrella Or Resource Body
- **What:** Education/training, Arts/culture/heritage/science
- **Who:** Children/young People, Elderly/old People, People With Disabilities, People Of A Particular Ethnic Or Racial Origin, Other Charities Or Voluntary Bodies, The General Public/mankind

## Geography

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- **Area of benefit:** LOCAL
- Kent

## Finances

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Period end	Income	Expenditure	Assets	Employees
2024-12-31	£4,216	£7,198	-	-
2023-12-31	£4,216	£7,196	-	-
2022-12-31	£4,216	£7,198	-	-
2021-12-31	£8,673	£5,631	-	-
2020-12-31	£8,673	£5,631	-	-

## Trustees

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Name	Role	Appointed
Adrian Hughes		2023-03-07
Amanda Marie Waterman		2020-02-11
FELICITY STAFFORD		2014-12-09
Frederick Smith		2023-03-07

**MARGATE MUSEUMS TRUST**

England & Wales - Charity number 1173031

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# Accounts

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# **Margate Museums Trust.**

**ANNUAL REPORT 2024 to 2025**

# Introduction.

This report has been prepared for informative purposes to catalogue the work undertaken by the Margate Museums Trust (MMT) during the year 2024 - 2025.

## Reference and Administrative Details.

Registered Name of Charity: Margate Museums Trust

Charity Registration Number: 1173031

Charitable Trustees:  
Adrian Hughes  
Frederick Smith  
Felicity Stafford  
Amy Waterman

## Structure, Governance and Management.

The Margate Museums Trust was registered as a Charitable Incorporated Organisation in May 2017. It is governed by a "Constitution of a Charitable Incorporated Organisation" with voting members other than its charity trustees ('Association ' Model Constitution) dated September 2016.

## Objectives and Activities.

The objectives of the CIO

To benefit the residents and visitors to, the town of Margate by:

- 1 Establishing and maintaining the Margate Museums;
- 2 Advancing education for the public benefit by:
  - (a) organising, preserving and conserving the collection of historic artefacts and
  - (b) developing a greater knowledge and understanding of Margate's heritage through displays, exhibitions and education activities.

## VISION STATEMENT: PRESERVE INSPIRE EDUCATE

## **The Year Past.**

At the beginning of May 2024, the Margate Museums Trust was given notice to quit as custodians of the Margate Museum and The Tudor House in Margate. There was very little discussion with members of Thanet District Council or Council Officers who were reluctant to allow the Trust access to collect equipment and information. Various allegations were made that the Trust found were related to events before the Trust was founded in 2014. The Council were informed of this.

The Margate Museum and Tudor House remain closed.

The Trust believes that some effort has been made to repair storm damage to the Museum. This has come from news in the public domain.

From May 2024 to August 2025, The Trust and Trustees spent time on discussing the best way forward. The Chair of Trustees (Mr Robin Haddon) resigned from the role in August 2024. Miss Felicity Stafford took over the role.

At the beginning of 2025, the Trustees decided that the best way forward was to dissolve the Trust. The Chair put together a discussion document on the steps that needed to be followed. The Treasurer undertook to review any possible recipients of the remaining funds held by the Trust. The recipients would be local charities with similar aims to the Trust. This list would be discussed by the Trustees and then once there was agreement - the details would be used to inform the Resolution that was needed.

At the annual General Meeting of the Trust held on 26 August 2025, the Trustees, Members and Volunteers agreed unanimously to the following Resolution.

### **Agenda Item 4.5**

#### **Approval of Resolution of Closure by Volunteers/Members:**

The following Resolution of Closure was proposed by the Trustees and agreed unanimously by the members present.

#### **RESOLUTION**

In line with the Constitution for a Charitable Incorporated Organisation, the Trustees and Members/Volunteers of the Margate Museums Trust agree unanimously to the dissolution of the Margate Museums Trust.

There is no property to be considered.

All debts have been paid and the Trustees Members/Volunteers agree to donate the remaining fund to organisations with similar aims to the Trust – Preserve, Inspire, Educate. The following organisations have been agreed:

- Margate Civic Society
- Birchington Heritage Trust
- Cliftonville Cultural Space
- Crampton Tower Railway Museum Society\*\*
- Friends of Margate Cemetery Trust
- The Ramsgate Society
- The Margate Caves Community Education Trust
- Windmill Community Gardens Margate
- The Dreamland Trust\*\*

\*\* These two organisations did not respond to Margate Museum Trust's offer of a donation and were removed from the list. This funding was redistributed to the other organisations.

Over the last three months while the Trust has managed to distribute its funding, the closure of the bank account itself has met with difficulties. The Treasurer continues to work on the problem.

The Margate Museums Trust takes some pride in the work that it has undertaken, not only in archiving and looking after exhibits but in all its other work since 2014. This has page included:

- Mounting major exhibitions
- Taking part in Open Heritage Days
- Publishing information on Artefacts of the Month that could be found in the Museum
- Providing space for concerts and plays
- Providing lectures for the people of Margate
- Working with the Community and Schools
- Working with groups such as the Thanet Volunteer Hub project
- Helping information seekers
- Linking with other groups such as "The Wheels of Time" and the Association of Independent Museums.

## **THANKS:**

The Trustees would like to take the opportunity to thank the Members and Volunteers for their hard work and support over the past ten years. The Museum and Tudor House could not have continued to run without them.



CHARITY COMMISSION  
FOR ENGLAND AND WALES

Margate Museum Trust  
(Charity no. 1173031)

No (if any)

CC16a

## Receipts and payments accounts

For the period from	Period start date 01/01/2024	To	Period end date 31/12/2024
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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 £
<b>A1 Receipts</b>					
Bank deposit				-	
Margate Museum					
Ticket Sales				-	3,282
Merchandise	732			732	1,844
Donations	4			4	
Turdor House					
Ticket Sales				-	
Merchandise				-	
Donations	-			-	
<b>Sub total (Gross income for AR)</b>	<b>736</b>	<b>-</b>	<b>-</b>	<b>736</b>	<b>4,216</b>
<b>A2 Asset and investment sales, (see table).</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Sub total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total receipts</b>	<b>736</b>	<b>-</b>	<b>-</b>	<b>736</b>	<b>4,216</b>
<b>A3 Payments</b>					
Advertisement & PR	127	-	-	127	622
Cleaning		-	-	-	178
Donations		-	-	-	100
Equipment expensed	51	-	-	51	1,636
Motor Expenses		-	-	-	40
Postage, publications and stationary	819			819	720
Telephone	186			186	979
Wages & salaries	425			425	394
Travel & subsistence				-	611
Repairs and service charges	575			575	853
Other legal & professional	2,224	-	-	2,224	2,376
Sundry	500	-	-	500	144
		-	-	-	-
		-	-	-	-
<b>Sub total</b>	<b>4,907</b>	<b>-</b>	<b>-</b>	<b>4,907</b>	<b>7,198</b>
<b>A4 Asset and investment purchases, (see table)</b>					
Tangible & intangible assets		-	-	-	
		-	-	-	
<b>Sub total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total payments</b>	<b>4,907</b>	<b>-</b>	<b>-</b>	<b>4,907</b>	<b>7,198</b>
<b>Net of receipts/(payments)</b>	<b>- 4,171</b>	<b>-</b>	<b>-</b>	<b>- 4,171</b>	<b>2,982</b>
A5 Transfers between funds		-	-	-	
A6 Cash funds last year end	25,557	-	-	25,557	
<b>Cash funds this year end</b>	<b>21,385</b>	<b>-</b>	<b>-</b>	<b>21,385</b>	<b>34,259</b>





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**MARGATE MUSEUMS TRUST**

England & Wales - Charity number 1173031

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# Accounts

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The objectives of the CIO

To benefit the residents and visitors to, the town of Margate by:

- 1 Establishing and maintaining the Margate Museums;
- 2 Advancing education for the public benefit by:
  - (a) organising, preserving and conserving the collection of historic artefacts and
  - (b) developing a greater knowledge and understanding of Margate's heritage through displays, exhibitions and education activities.

## VISION STATEMENT: PRESERVE INSPIRE EDUCATE

## **Achievements and Performance.**

### **The Year Past.**

At the beginning of May 2024, the Margate Museums Trust was given notice to quit as custodians of the Museum. There was very little discussion with Council Officers who were reluctant to allow the Trust access to collect equipment and information. Various allegations were made that the Trust found related to events before they were founded in 2014. The Museum remains closed. As far as the Trust knows TDC has made little effort maintaining the collection or making repairs to the building.

During the period from September 2023 to May 2024 the Museum was closed on several occasions to due storms causing damage to the electrical system. In the New Year (2023) the Magistrate's Court Room was also closed because of weather damage to the ceiling. This impacted on the exhibitions planned.

Volunteers managed to keep the downstairs section of the Museum open. Some planned events were able to continue. These are reviewed later.

Just a reminder that the Margate Museums Trust (MMT) was the custodian of an extensive collection of historical artefacts of the town of Margate dating back to the Bronze Age on behalf of Thanet District Council. Its primary aim and justification of public benefit was to enable, the general public, schools, colleges and universities, access to the town's past by opening the Museums, displaying artefacts, mounting specific exhibitions based on local history and heritage, giving talks, arranging educational visits, and assisting students, bodies and individuals with research into the town of Margate.

Alongside this, The Trust hoped to restart the ongoing programme of auditing and archiving the collection which had lapsed during Covid. This would have been done by our volunteers in line with Arts Council Accreditation standards. Recruitment of volunteers has been put into place with the hope of replacing the Archive Team. Thanks to the Thanet Volunteer Hub project volunteers had been identified. Access to the Archive was problematical following the closure of the Magistrate's Court and top floor.

An application to the Arts Council for Accreditation was put on hold during the lockdown and the time limit for application passed. This was still on the priority list for the MMT.

Opening Times: Opening days for both the Museum were restricted to Saturday and Sunday and Bank Holidays only. Opening times have also been restricted to between 11 and 3 pm with last entry at 2.15 pm. Prices have been kept to pre-Covid levels.

The Museum was opened to the public for free on National Heritage Days which usually take place in September. The Trust recognised that this did have an effect on income but gained is allowing access to the Museum for those who otherwise might not have visited.

Tudor House: Unfortunately, MMT has been unable to open the Tudor House since February 2022. A major storm caused some damage to the building. This was followed a few weeks later by vandalism. The damage has been assessed by the Council but the Trust still awaits the starting of any repairs. The Trust has heard nothing, yet, as to when repairs are likely to start. The closure has affected the income of the Trust considerably. However, the Volunteer Gardeners continued to keep the grounds in good order making it an oasis of peace and calm in the midst of a busy town. It is sad to see the gardens now overgrown.

Enhancing protocols: The Trustees continued to take the opportunity to re-visit documents in order to enhance internal protocols and processes. As an example, work had been undertaken on reviewing the documentation relating to volunteers and trustees. MMT continued to take every opportunity to pursue discussions about formalising agreements and the way forward.

Accreditation: An application to the Arts Council for Accreditation was put on hold during the lockdown and the time limit for application passed. This was still on the priority list for the MMT.

New Website: in 2022 – 2023 the Trust invested in a new website and associated social media.

### **The Work of the Museums:**

This has included:

- Major Exhibitions: One major exhibition put into place was an exhibition of posters relating to The Winter Gardens. This venue was one of the major tourist attractions in pre-war and post war Margate. This exhibition was put into place at the beginning of January 2024. Unfortunately, the Magistrate's Court was closed due to weather damage. There was not room to house the exhibition downstairs. Thanks to the Dreamland Heritage Trust, the exhibition on Dreamland in one of the downstairs cells was refreshed.
- Open Heritage Days: The Museums continued to take part in the Open Heritage Days in 2023.
- Artefact of the Month: For 2023/24 – the artefacts included information on people with Margate connections. The two people were George Arliss who was the first English winner of a Hollywood Oscar and Sidney Fox who was alleged to have killed his mother in the Hotel Metropole in Margate. Information booklets were produced for visitors to buy for a small sum.
- Two performances of a play based on the Sidney Fox murder case were sellouts. In a space with little scenery and lighting the actors produced mesmerising performances encouraging the audience to revisit the guilt of Fox. The Museum also hosted a book signing by the author Glenn Chandler.
- MMT decided to try to highlight Christmas 2023 and two lectures were offered to the public on Christmas customs. Guests were offered Christmas sweets as a reward!

- Working with the Community: One of the aims of the MMT was build closer links with the Community. The MMT had a spot in the Margate Civic Society Newsletter which gave details of what the Museum was doing.
- The Trust continued to work with The Thanet Volunteer Hub project, This was aimed at extending the number of volunteers in local attractions. This has involved working with The Tourist Information Centre, Margate Caves, East Kent College and the Dickens Museum to promote volunteering. The Trust continued to take an active part in Meetings of the groups as well as showing a presence at two Open Days – one for volunteers and one for Attractions in Thanet. This was a positive. Not only did it give MMT new volunteers It also allowed for the updating of the volunteer information pack in line with other attractions.
- Information Seekers: The Museum also fielded questions from outside parties seeking information. Students have also been supported looking for information, most recently one looking for information about Victorian Margate. The Trust also gave information to a prominent historian on the Royal Sea Bathing Hospital. The Trust has continued to work with Schools when asked for assistance.
- “Wheels of Time”: Links with other Museums in the area was continued with our participation on the “Wheels of Time” group. This is a badge collecting scheme which encourages the exploration of Kent Heritage sites for those aged 5 -11.
- Association of Independent Museums: The Trust continued to be a member of AIM.

## Financial Summary.

This will be updated when the accounts are finalised.

## The Year Ahead.

### Future Exhibitions:

Ideas for discussion included:

- Storms
- Railways
- Freemasonry
- Butlins
- Hospitals

### Artefacts of the Month:

Ideas for future artefacts had included:

- Original Edmunds Map of Margate of 1821
- Original 1920's chairs from The Winter Gardens.

### Priorities:

At the beginning of September 2023, the Trust had several priorities in place for the coming year.

- One of the first priorities was to return to the Arts Council Accreditation scheme which was put on hold during lockdown.
- The Trust aimed to continue to work with other groups in the Community such as the Volunteer Project, educational and other groups. The continued recruitment of volunteers remained a priority.
- The Trust aimed to continue to re-visit and update all the main documentation for Trustees and Volunteers and look to expand the Board of Trustees and Volunteer Group.
- Other priorities included reviewing any Conservation Assessments with regard to the collections and ensure that they are kept securely and in good condition. Plans to continue the archive work were also ready to be put into place. These had been put on hold because of the lack of volunteers following Covid.
- Most crucially, we were seeking to increase our visitor numbers, enhancing our public profile and increasing our income by all possible means to help fund improvements to the Museum and Tudor House. We had intended to look at obtaining grant funding both short term and long term to enhance the work of the Museums.
- The use of the website and social media was also intended to be a focus.

### **THANKS:**

The Trustees thank the Volunteer Secretary, Treasurer and Executive, as well as the Volunteers for all their hard work and support over the past year from the day-to-day manning and archiving to the cleaning and care behind the scenes. The Museums could not have continued to run without them.

## TRUSTEES TO-DO LIST - 2023

### ACTION PLAN.

<b>2016 to 2021</b>
<b>2022 - 2023</b>

<b>2016 to 2021</b>				
<b>1.0</b>	<b>Governance</b>	<b>Completion Year in Previous Plan 2016 to 2021</b>	<b>Comment</b>	<b>To Action</b>
1.1	Ensure a Chair of Trustees and Board of Trustees are in place.	2016/7	RH current chair. Review succession planning for future chairs	
1.2	Review and ensure that all Trustees are aware of their responsibilities and legal requirement	2016/7	Trustee Handbook and Code of Conduct to be updated and agreed in 2023. Training to be given to new Trustees appointed.	
1.3	Trustees ensure that all staff and volunteers comply with Health and Safety requirements	2016/7	Volunteer Handbook is in the process of being updated and agreed in 2023. Volunteers to be reminded of H and S requirements. New volunteers to be given information and training as they are appointed.	
1.4	Trustees to monitor finance and income generation	2016/7	Finance Policy and Best Value Statement to be updated in 2023. Trustees to be given regular reports and information.	
1.5	Generate and deliver fundraising plan	2017/9	Fundraising to be discussed as a priority.	ALL
1.6	Establish criteria for identifying and recruiting trustees and effective Trustee succession	2016/7	Criteria and process for effective Trustee succession to be established in updated Trustees Handbook.	
1.7	Recruit new Trustees	2017/9	Plan for recruitment of new Trustees to be established and put into operation as soon as possible.	ALL
1.8	Trustees Meeting for strategic review and planning to be held at least bi-monthly and more often if	2016/7	Trustees meeting to continue to be held at least bi-monthly but more often if necessary.	

	necessary. Meeting to be held virtually or face-to-face			
1.9	Establish liaison group with Local Authority and meet quarterly	2016/7	Update the need for this action point.	
1.10	Establish effective relationships with key potential fund raisers	2017/19	Update the need for this action point.	
1.11	Establish Trustee Training programme	2017/19	See 1.7	
1.12	Set up a comprehensive Trustee Education programme:	2017/19	See 1.7	
1.13	Review and revise Charity public benefit statement	2017/19	Update if needed.	
1.14	Apply for Museum accreditation Continuation of process	Initial process begun in 2016/7 Halted in January 2022 Becomes a priority again in 2023/2024	Until December 2021 accreditation had been applied for and eligibility confirmed by the Arts Council. The process was halted by Covid 19 lockdown. See 4.1 and 4.2. The Trust was informed that the process would need to be re-started if not completed by the end of 2021. In January 2022, the Trustees decided halt the attempt. This remains a priority.	
1.15	Agree formal Service Level agreement/Lease for operations with the Local Authority:	2017/9	Review current status of process for application of a Community Asset Transfer	ALL

## ACTION PLAN.

2.0	Operations and Protocols	Previous Plan 2016 to 2021	Comment	TO ACTION
2.1	Review and implement a new volunteer structure to ensure that it is fit for purpose for delivery of the MMT's Action Plan	2016/17 2023/2024	Over the past year the Trust has actively participated in a project lead by the Tourist information Centre (and others) designed to maximise volunteers. The Volunteer Handbook is being updated in line with suggestions from the project.	
2.2	Develop and implement volunteer contracts, interview and checking procedures	2016/17	See 2.1	
2.3	Develop and implement a volunteer policy. Reviewing volunteer's role and tasks, recruitment, benefits, coordination, satisfaction and fulfilment	2017/19	See 2.2	
2.4	Develop and implement a volunteer training and development plan to complement that of trustees	2017/19	Se 2.2	
2.5	Continue towards to work towards legal compliance in relation to Health and Safety	2016/21	The Trust has been ensuring that any current Government restrictions are followed.	
2.6	All volunteers to be aware of their roles and responsibilities with regard to Health and Safety	2017/21	See 2.2	
2.7	Establish internal communications structure	2016/17	Felicity Stafford to continue to act as the Trustees liaison with the volunteers.	FS
2.8	Emergency protocols, primary and secondary contacts and named key holders to be established with the Local Authority	2016/17	Review has been undertaken of current key holders. The need for further key holders will be reviewed. Liaison with Local Authority needs to be re-established.	

2.9	Reporting procedures to Local Authority to be implemented	2016/17	These need to be reviewed in the light of change of Trustees.	
2.10	Financial policy and best value protocols to be implemented	2016/17	The Finance and Best Value Policies will be reviewed in 2023 to 2024.	
2.11	Rolling event and exhibition plan to be maintained	2016/21 2023/2024	This will continue to be reviewed with the help of FS, RS and AH. This includes major exhibitions, pop-up exhibitions and the highlighting of Artefacts of the Month.	FS/RS/AH
2.12	Conduct IT audit and create plan for enhancing IT systems and security Review website and work on improving information for public.	2016/21 2023/2024	Continue to review IT equipment and the need for CCTV for Tudor House and updates for Museum. A new website and e-mail system has been set up and its potential needs to be explored.	
2.13	Assess use of buildings and identify insufficiencies and potential opportunities to improve visitor experience, accessibility. Exhibition display and educational and community offerings	2016/17 2023/2024	The Trustees need to re-visit the potential opportunities of displays and visitor experiences as a matter of importance. Ideally this should be done in conjunction with the Volunteers. Improving disabled access either for wheelchair, visually impaired or hearing impaired needs to be reviewed. External groups that could advise need to be consulted and grants applied for to cover the costs.	
2.14	Conduct market research into existing visitor profile and identify gaps	2017/19	Identify who should undertake this role.	

## ACTION PLAN.

3.0	Finance and Income Generation	Previous Plan 2016 to 2021	Comment	TO ACTION
3.1	Establish formal accounting procedures and submit annual accounts to Local Authority where appropriate	2016/17 2023	Following the change in Trustees there is a need to ensure that the financial procedures are securely in place and that new signatories have been added. Update accounts regularly and report to Trustees at Trustee Meetings. Report to Local Authority. <b>August 2023:</b> The changeover from an ordinary account to a business account is still not complete.	
3.2	Implement and maintain objectives of Finance Policy	2016/17	Ongoing	
3.3	Ensure effective cost control, financial systems, processes and scrutinies are maintained. Embed full cost recovery across all Museum activities.	2016/21	Ongoing	
3.4	Identify grant funding opportunities	2016/21	Re-establish this as a priority.	ALL
3.5	Prepare and submit funding bids to enhance the Museum's offer and visitor experience	2017/21	See 3.4	
3.6	Ensure all grant and loan conditions and terms are met.	2017/21	See 3.5	
3.7	Establish a reserve equivalent to six months operating costs	2019/21	Work with Treasurer to ensure that this in place.	
3.8	Develop fundraising plan	2017/19 2023/2024	Lead Trustee and Volunteers to work together to put this into place.	
3.9	Review all liabilities and prioritise actions to reduce impact	2017/19	Ensure that the Treasurer and Trustees review outgoings to ensure that all expenditure is still valid.	

3.10	Develop merchandising opportunities and enhance retail offer	2016/21	Stocktake current items in shop and work out plan for increasing sales of current stock.	
3.11	Review admission prices in relation to the market and competition to ensure that admissions become maximised	2016/21	Admission prices were kept stable after Covid-19 Lockdown. In 2023/4 MMT need to assess entrance fees to other venues and consider the need to change the price structure.	
3.12	Develop venue hire and increase events revenue potential	2017/21	To be developed	
3.13	Identify income generation opportunities for both buildings	2016/21	To be developed	
3.14	Develop strategy for increasing donations	2016/17	To be developed	
3.15	Implement a membership scheme	2019/21	To be developed. Consider whether this could include fund raising activities. See 3.8	

## ACTION PLAN.

4.0	Collections and Building Conservation	Previous Plan 2016 to 2021	Comment	TO ACTION
4.1	Apply to the Arts Council for the Accreditation Scheme for Museums and Galleries	2016/17	The Museum will continue to work towards accreditation. This remains a priority.	
4.2	Review, update and ensure Accreditation Compliance	2017/21	See 4.1	
4.3	Support the Local Authority in implementing their HLF funding for archiving and creating a publicly accessible collection	2016/17	This was a short-term scheme funded by HLF. The MMT Archive Team continue to use the Modes Software to archive the collection. The responsibility for the cost of the continued use of this software needs to be discussed with the Local Authority.	
4.4	Resolve collection ownership issues	2017/19	Ensure any items are donated to MMT rather than the Museum are catalogued and archived..	
4.5	Arrange to house collection in suitable environment with controlled conditions	2017/19	Check environmental conditions for the collections in the light of the problems caused by bad weather.	
4.6	Rehang collection and establish a means to regularly update exhibitions more easily	2017/19	Ongoing.	
4.7	Acquisition and disposals policy to be established	2017/19	Check that this in place. See 4.4.	
4.8	Further develop the role of volunteers in supporting archive and collections care management, building on current work	2016/19	Ongoing.	
4.9	Develop and implement a building conservation and maintenance plan	2017/21	The state of both buildings remains a cause of concern.	
4.10	Refurbish building fabric and implement identified opportunities for enhanced exhibition display, educational and community facilities	2019/21 2023	The reception area was re-designed and rebuilt during 2018/2019. Further changes would need to be discussed with Thanet District Council and funding explored.	

			Disabled access and improved toilet facilities are two areas for review. See 4.9	
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## **ACTION PLAN.**

5.0	Education and Interpretation	Previous Plan 2016 to 2021	Comment	TO ACTION
5.1	Establish informal learning package for all school groups	2017/19 April 2022 2023/2024	This needs to be reviewed. At present the Trust does not have an Education Officer. The Museums continue to work with educational and community groups when and where possible.	
5.2	Establish, review and update record keeping systems to ensure capture of all relevant information required by the Museum to evaluate the formal learning offer and build the domestic and international schools and university market	2017//19	See Item 5.1	
5.3	Develop and test the demand for informal learning programmes for heritage courses on a cost benefit basis	2017/19	See 5.1	
5.4	Deliver a programme of temporary exhibitions in the museum and review the function and viability of the gallery spaces	2016/2021	<p>From 2017 to 2023 there have been several exhibitions including the Battle of Margate 1387, The Home Front in World War I and Holy Trinity Church and David Railton.</p> <p>In 2019 the Museum hosted a major exhibition on Turner with the help of Funding. This was hard work and without enough support this level of commitment is difficult to maintain.</p> <p>In 2022 Exhibition was based on Margate's Royal Connections.</p> <p>In 2023 the Museum hosted an exhibition designed by Cliftonville Voices who the Museum had worked with during the year.</p> <p>Other events included hosting a play based on the story of Sidney Fox.</p> <p><u>There have been two Pop-up Exhibitions: The Battle of Margate</u></p>	

			1387 and The Incorporation of the Town – 1857	
5.5	Develop exhibitions plan driven by the collection, sense of place and audience development	2017/19 April 2022	Plans for 2023 have already been discussed. A major exhibition on Storms and Floods is planned. A pop-up exhibition is planned focusing on The Winter Gardens using posters and other material in the Museum There is now a programme of Artefact of the Month. So far these have included: The Sunbeam donkeys, Flint, Coal and The Margate Bellman. Information sheets are available for visitors and booklets for sale/donation offered as well. Other likely artefacts include: Chairs from Winter Gardens, the 1821 Edmunds map	
5.6	Develop outreach programme for schools and community groups	2016/21	The Museum does offer visits etc to schools and universities. However, the lack of dedicated Education Officer means the Museum is hindered in what it can offer. New guidelines and risk assessments need to be reviewed.. See 5.1.	
5.7	Create a dedicated education suite within the museum building	2019/2021	This is a long-term plan.	

## ACTION PLAN.

6.0	Communications and Marketing	Previous Plan	Comment	TO ACTION
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		<b>2016 to 2021</b>		
6.1	Raise the profile of the museums buildings and collection	2016/21	Signage within the Museum needs to be updated using the MMT branding images as a basis. Consideration needs to be given to the needs of children and those with visual problems. Outside consultation might be needed. A dedicated programme for advertising in local magazines, newspaper and social media needs to be discussed and implemented. Participation in Heritage Open Days needs to be continued.	
6.2	Communications and marketing of the current programme targeted at key visitor market to increase visitor numbers	2019/21	Key markets need to be reviewed and a targeted programme put into place. See 6.1	
6.3	Communication and customer care training for volunteers on an annual basis	2017/21	Ongoing.	
6.4	Collect and use information about visitors and their experience to develop and improve the visitor experience.	2016/21	This needs to be a focus for the next few months to inform 6.1 and 6.2. Volunteers to remind visitors that a comment in the Visitors Book would be good. Use very simple exit questionnaires to gain information and identify current visitors.	
6.5	Improve networking with other local museums and review potential joint venture opportunities	2017/21 2023/2024	This needs to be revisited. With no day-to-day organiser there needs to be an identified person who can deal with this. As of August 2023: The Wheels of Time scheme continues to be offered. The Trust has registered with two bodies designed to increase volunteers numbers. The Trust continues to work closely with the Tourist information Centre (TIC).	

			The Trust was asked to join a project being run by the TIC, East Kent College and Margate Caves. It is aimed at promoting numbers of volunteers. The Trust has participated in this project and will continue to do so.	
6.6	Develop and implement a Communications and Marketing strategy	2017/19	This continues to be a necessity.	
6.7	Review of the brand and museum name, marketing to visitors and potential visitors, external relationships	2016/17	In 2022 – 2023 the Museum put a new website and e-mail connection into place	
6.8	Identify and successfully apply for awards that demonstrate achievement across visitor provision and services	2019/21	Ongoing.	
6.9	Establish social media strategy and improve online presence	2019/21 April 2022	In 2022 – 2023 the Museum put a new website and e-mail connection into place. Investigate extending to improve other social media presence.	
6.10	Establish autonomous website for communicating up to date visitor information and current and upcoming events and exhibitions	2016/17 August 2023	See 6.9	

#### Current Trustees (2023/2024)

Robin Haddon - RH

Adrian Hughes - AH

Frederick Smith - RS

Felicity Stafford - FS

Amy Waterman - AW



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

Categories	Details	Unrestricted funds to nearest £	Restricted funds to nearest £	Restricted funds to nearest £
B1 Cash funds	Cash in hand		-	-
	Cash at bank	25,557		-
	<b>Total cash funds</b>	<b>25,557</b>		

(agree balances with receipts and payments accounts)

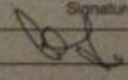
Categories	Details	Unrestricted funds to nearest £	Restricted funds to nearest £	Restricted funds to nearest £
B2 Other monetary assets			-	-
			-	-
			-	-
			-	-
			-	-
			-	-

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

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

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

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

Signature	Print Name	Date of approval
	ADRIAN HUGHES	01/10/2024



CHARITY COMMISSION  
FOR ENGLAND AND WALES

Margate Museum Trust  
(Charity no. 1173031)

Form CC 16a

Receipts and payments accounts

CC16a

For the period from	01/01/2023	To	31/12/2023
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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 £
<b>A1 Receipts</b>					
Bank deposit				-	
Margate Museum					
Ticket Sales	3,282			3,282	1,441
Merchandise	1,844			1,844	1,878
Donations				-	477
Turder House					
Ticket Sales				-	187
Merchandise				-	234
Donations				-	
<b>Sub total (Gross income for AR)</b>	<b>5,126</b>	<b>-</b>	<b>-</b>	<b>5,126</b>	<b>4,216</b>
<b>A2 Asset and investment sales, (see table).</b>					
	-	-	-	-	-
<b>Sub total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total receipts</b>	<b>5,126</b>	<b>-</b>	<b>-</b>	<b>5,126</b>	<b>4,216</b>
<b>A3 Payments</b>					
Advertisement & PR	622	-	-	622	321
Cleaning	178	-	-	178	596
Donations	100	-	-	100	-
Equipment expended	1,636	-	-	1,636	200
Motor Expenses	40	-	-	40	8
Postage, publications and stationary	720	-	-	720	1,187
Telephone	979	-	-	979	1,393
Wages & salaries	394	-	-	394	-
Travel & subsistence	611	-	-	611	629
Repairs and service charges	853	-	-	853	243
Other legal & professional	2,376	-	-	2,376	2,400
Sundry	144	-	-	144	224
<b>Sub total</b>	<b>8,653</b>	<b>-</b>	<b>-</b>	<b>8,653</b>	<b>7,198</b>
<b>A4 Asset and investment purchases, (see table)</b>					
Tangible & intangible assets		-	-	-	
		-	-	-	
<b>Sub total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total payments</b>	<b>8,653</b>	<b>-</b>	<b>-</b>	<b>8,653</b>	<b>7,198</b>
<b>Net of receipts/(payments)</b>	<b>- 3,527</b>	<b>-</b>	<b>-</b>	<b>- 3,527</b>	<b>2,982</b>
A5 Transfers between funds					
A6 Cash funds last year end	34,259	-	-	34,259	33,990
<b>Cash funds this year end</b>	<b>30,732</b>	<b>-</b>	<b>-</b>	<b>30,732</b>	<b>34,259</b>

**MARGATE MUSEUMS TRUST**

England & Wales - Charity number 1173031

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# Accounts

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# **Margate Museums Trust.**

## **ANNUAL REPORT 2022 TO 2023**

# Contents.

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Financial Summary	Page 4
The Year Ahead	Pages 5
Appendix: Business Plan Action List Update	Pages 7 - 18

# Introduction.

This report has been prepared for informative purposes to catalogue the work undertaken by the Margate Museums Trust (MMT) during the year 2022 to 2023.

## Reference and Administrative Details.

Registered Name of Charity: Margate Museums Trust

Charity Registration Number: 1173031

Registered Office Address: Margate Museum  
Market Place  
MARGATE  
Kent  
CT9 1ER

Charitable Trustees: Robin Haddon  
Adrian Hughes  
Frederick Smith  
Felicity Stafford  
Amy Waterman

## Structure, Governance and Management.

The Margate Museums Trust was registered as a Charitable Incorporated Organisation in May 2017. We are governed by a “Constitution of a Charitable Incorporated Organisation” with voting members other than its charity trustees (‘Association ‘ Model Constitution) dated September 2016.

## Objectives and Activities.

The objectives of the CIO

To benefit the residents and visitors to, the town of Margate by:

- 1 Establishing and maintaining the Margate Museums;
- 2 Advancing education for the public benefit by:
  - (a) organising, preserving and conserving the collection of historic artefacts and
  - (b) developing a greater knowledge and understanding of Margate’s heritage through displays, exhibitions and education activities.

## **VISION STATEMENT: PRESERVE INSPIRE EDUCATE**

The trust is the custodian of an extensive collection of historical artefacts of the town of Margate dating back to the Bronze Age on behalf of Thanet District Council. Its primary aim and justification of public benefit is to enable, the general public, schools, colleges and universities, access to the town's past by opening the Museums, displaying artefacts, mounting specific exhibitions based on local history and heritage, giving talks, arranging educational visits, and assisting students, bodies and individuals with research into the town of Margate.

Alongside this, we also have an ongoing programme of auditing and archiving the collection. This has been done by our volunteers in line with Arts Council Accreditation standards. Following the retirement of our archivists, a programme of recruitment of volunteers has been put into place with the hope of replacing the Archive Team.

An application to the Arts Council for Accreditation was put on hold during the lockdown and the time limit for application passed. This is still on the priority list for the MMT.

### **Achievements and Performance.**

Re-opening: Margate Museum and the Tudor House re-opened in July 2021. In the first few months there were some Covid restrictions still in place. Fortunately, thanks to the loyalty and hard work of the volunteers, the Museum continues to be opened on a regular basis.

Opening Times: Opening days for both the Museum (and the Tudor House when available) have been restricted to Saturday and Sunday and Bank Holidays only. Opening times have also been restricted to between 11 and 3 pm with last entry at 2.15 pm. Prices have been kept to pre-Covid levels.

Tudor House: Unfortunately, MMT has been unable to open the Tudor House since February 2022. A major storm caused some damage to the building. This was followed a few weeks later by vandalism. The damage has been assessed by the Council but the Trust still awaits the starting of any repairs. The Trust has heard nothing, yet, as to when repairs are likely to start. The closure has affected the income of the Trust considerably.

There have been one or two examples of sink holes in the gardens behind the House. Repairs were undertaken to fill in the holes but there are still concerns.

The Volunteer gardeners continue to maintain the grounds.

Enhancing protocols: The Trustees have continued, where necessary, to take the opportunity to re-visit documents in order to enhance internal protocols and processes. As an example, work has been undertaken on reviewing the documentation relating to volunteers. MMT continue to take every opportunity to pursue discussions about formalising agreements and the way forward.

Accreditation: An application to the Arts Council for Accreditation was put on hold during the lockdown and the time limit for application passed. This is still on the priority list for the MMT.

New Website: in 2022 - 2023 the Trust invested in a new website and associated social media.

The Work of the Museums: This has included:

- Open Heritage Days: The Museums continued to take part in the Open Heritage Days scheme in September 2022 and will continue to do in 2023.
- Platinum Jubilee Exhibition: The Museum celebrated the Queen's Platinum Jubilee with an exhibition dedicated to some of the royal visits to Margate during the 19<sup>th</sup> and 20<sup>th</sup> centuries.
- Cliftonville Voices: The Museum hosted the exhibition from the Cliftonville Cultural Space held in 2022.
- Pop-up Exhibitions: The big tables in the magistrate's court have been used to house two pop-up exhibitions. The first pop-up re-visited the Battle of Margate which took place in 1387. The current one commemorates the Incorporation of Margate as a Borough in 1857.
- Artefact of the Month: Starting in February 2022 the Museum has highlighted a different artefact from the Museum collection each month. These have included: the Sunbeam Donkeys, Flint, Coal, the Margate Bellman and the Royal Sea Bathing Hospital Dolls. Information booklets have been produced for visitors to buy for a small sum.
- Working with the Community: One of the aims of the MMT is build closer links with the Community. The MMT now has a spot in the Margate Civic Society Newsletter which gives details of what the Museum is doing.
- The Trust has worked with The Thanet Volunteer Hub project which is aimed at extending the number of volunteers in local attractions. This has involved working with The Tourist Information Centre, Margate Caves, East Kent College and the Dickens Museum to promote volunteering. This has been a positive. Not only has it given MMT new volunteers It has also allowed for the updating of the volunteer information pack in line with other attractions.
- The Trust has worked with the Cliftonville Voices which is part of the Cliftonville Cultural Space group. The group is dedicated to renewing the old synagogue in Cliftonville and re-opening it as a community hub. In October and November 2022, they hosted an exhibition on what Cliftonville was like in words, voices and pictures. At the end of its run, part of this exhibition transferred to the Museum.

- Information Seekers: The Museum also fields questions from outside parties seeking information. We have also supported students most recently one looking for information about Victorian Margate
- “Wheels of Time”: Just before lockdown the Museum applied for and was accepted as a member of the “Wheels of Time” group. This is a badge collecting scheme which encourages the exploration of Kent Heritage sites for those aged 5 -11. This links us with other museums in the area.
- Association of Independent Museums: The Trust continues to be a member of AIM.

## Financial Summary.

The finalisation of the accounts for 2022 was delayed due to Trustee illness and the closure of the Museum for a month following water damage after heavy rain.

The Tudor House has been closed for most of the year for maintenance and repair due to storm damage and vandalism. This has had an effect on the combined takings for the two museums. Takings have dropped from £5,900 in the previous year to £4,216 for the current year.

Expenditure saw an increase to £7,198 from the previous figure of £5,631. The MMT currently holds a balance in the bank of £29,680 which is held in reserve for exhibitions and development plans.

## The Year Ahead.

### Future Exhibitions:

One exhibition that is being planned for 2023 will focus on the Great Storms that have hit Margate from 1703 to 1987.

An exhibition of posters relating to The Winter Gardens. This was one of the major tourist attractions in pre-war and post war Margate.

### Artefacts of the Month: Ideas for future artefacts include:

Original Edmunds Map of Margate of 1821

Original 1920's chairs from The Winter Gardens.

### Priorities:

One of the first priorities will be to return to the Arts Council Accreditation scheme which was put on hold during lockdown.

The Trust will continue to work with other groups in the Community such as the Volunteer Project, Cliftonville Voices, educational and other groups. The continued recruitment of volunteers remains a priority.

The Trust will continue to re-visit and update all the main documentation for Trustees and Volunteers and look to expand the Board of Trustees and Volunteer Group.

Other priorities include reviewing any Conservation Assessments with regard to the collections and ensure that they are kept securely and in good condition.

Most crucially, we will be seeking to increase our visitor numbers, enhance our public profile and increase our income by all possible means to help fund improvements to the Museum and Tudor House. We will be looking at obtaining grant funding both short term and long term to enhance the work of the Museums.

We will be looking at the operation of the Museums' website and use of social media plus traditional methods of publicity.

The Trustees thank the Volunteer Secretary, Treasurer and Executive, as well as the Volunteers for all their hard work and support over the past year from the day-to-day manning and archiving to the cleaning and care behind the scenes. The Museums could not continue to run without them.

## APPENDIX

### BUSINESS PLAN ACTION LIST UPDATE

The following tables form part of the MMT Business Plan Action List which outlines points pertaining to targets set.

#### ACTION PLAN.

<b>2016 to 2021</b>
<b>2022 - 2023</b>

<b>2016 to 2021</b>				
<b>1.0</b>	<b>Governance</b>	<b>Completion Year in Previous Plan 2016 to 2021</b>	<b>Comment</b>	<b>To Action</b>
1.1	Ensure a Chair of Trustees and Board of Trustees are in place.	2016/7	RH current chair. Review succession planning for future chairs	
1.2	Review and ensure that all Trustees are aware of their responsibilities and legal requirement	2016/7	Trustee Handbook and Code of Conduct to be updated and agreed in 2023. Training to be given to new Trustees appointed.	
1.3	Trustees ensure that all staff and volunteers comply with Health and Safety requirements	2016/7	Volunteer Handbook is in the process of being updated and agreed in 2023. Volunteers to be reminded of H and S requirements. New volunteers to be given information and training as they are appointed.	
1.4	Trustees to monitor finance and income generation	2016/7	Finance Policy and Best Value Statement to be updated in 2023. Trustees to be given regular reports and information.	
1.5	Generate and deliver fundraising plan	2017/9	Fundraising to be discussed as a priority.	ALL
1.6	Establish criteria for identifying and recruiting trustees and effective Trustee succession	2016/7	Criteria and process for effective Trustee succession to be established in updated Trustees Handbook.	

1.7	Recruit new Trustees	2017/9	Plan for recruitment of new Trustees to be established and put into operation as soon as possible.	ALL
1.8	Trustees Meeting for strategic review and planning to be held at least bi-monthly and more often if necessary. Meeting to be held virtually or face-to-face	2016/7	Trustees meeting to continue to be held at least bi-monthly but more often if necessary.	
1.9	Establish liaison group with Local Authority and meet quarterly	2016/7	Update the need for this action point.	
1.10	Establish effective relationships with key potential fund raisers	2017/19	Update the need for this action point.	
1.11	Establish Trustee Training programme	2017/19	See 1.7	
1.12	Set up a comprehensive Trustee Education programme:	2017/19	See 1.7	
1.13	Review and revise Charity public benefit statement	2017/19	Update if needed.	
1.14	Apply for Museum accreditation Continuation of process	Initial process begun in 2016/7 Halted in January 2022 Becomes a priority again in 2023	Until December 2021 accreditation had been applied for and eligibility confirmed by the Arts Council. The process was halted by Covid 19 lockdown. See 4.1 and 4.2. The Trust was informed that the process would need to be re-started if not completed by the end of 2021. In January 2022, the Trustees decided halt the attempt. This remains a priority.	
1.15	Agree formal Service Level agreement/Lease for operations with the Local Authority:	2017/9	Review current status of process for application of a Community Asset Transfer	ALL

## **ACTION PLAN.**

<b>2.0</b>	<b>Operations and Protocols</b>	<b>Previous Plan 2016 to 2021</b>	<b>Comment</b>	<b>TO ACTION</b>
2.1	Review and implement a new volunteer structure to ensure that it is fit for purpose for delivery of the MMT's Action Plan	2016/17 2023	Over the past year the Trust has actively participated in a project lead by the Tourist information Centre (and others) designed to maximise volunteers. The Volunteer Handbook is being updated in line with suggestions from the project.	
2.2	Develop and implement volunteer contracts, interview and checking procedures	2016/17	See 2.1	
2.3	Develop and implement a volunteer policy. Reviewing volunteer's role and tasks, recruitment, benefits, coordination, satisfaction and fulfilment	2017/19	See 2.2	
2.4	Develop and implement a volunteer training and development plan to complement that of trustees	2017/19	Se 2.2	
2.5	Continue towards to work towards legal compliance in relation to Health and Safety	2016/21	The Trust has been ensuring that any current Government restrictions are followed.	
2.6	All volunteers to be aware of their roles	2017/21	See 2.2	

	and responsibilities with regard to Health and Safety			
2.7	Establish internal communications structure	2016/17	Felicity Stafford to continue to act as the Trustees liaison with the volunteers.	FS
2.8	Emergency protocols, primary and secondary contacts and named key holders to be established with the Local Authority	2016/17	Review has been undertaken of current key holders. The need for further key holders will be reviewed. Liaison with Local Authority needs to be re-established.	
2.9	Reporting procedures to Local Authority to be implemented	2016/17	These need to be reviewed in the light of change of Trustees.	
2.10	Financial policy and best value protocols to be implemented	2016/17	The Finance and Best Value Policies will be reviewed in 2023 to 2024.	
2.11	Rolling event and exhibition plan to be maintained	2016/21 August 2023	This will continue to be reviewed with the help of FS, RS and AH. This includes major exhibitions, pop-up exhibitions and the highlighting of Artefacts of the Month.	FS/RS/AH
2.12	Conduct IT audit and create plan for enhancing IT systems and security Review website and work on improving information for public.	2016/21 2023	Continue to review IT equipment and the need for CCTV for Tudor House and updates for Museum. A new website and e-mail system has been set up and its potential needs to be explored.	
2.13	Assess use of buildings and identify insufficiencies and potential opportunities to improve visitor experience, accessibility. Exhibition display and educational and community offerings	2016/17 2023	The Trustees need to re-visit the potential opportunities of displays and visitor experiences as a matter of importance. Ideally this should be done in conjunction with the Volunteers. Improving disabled access either for wheelchair, visually impaired or hearing impaired needs to be reviewed. External groups that could advise	

			need to be consulted and grants applied for to cover the costs.	
2.14	Conduct market research into existing visitor profile and identify gaps	2017/19	Identify who should undertake this role.	

## **ACTION PLAN.**

<b>3.0</b>	<b>Finance and Income Generation</b>	<b>Previous Plan 2016 to 2021</b>	<b>Comment</b>	<b>TO ACTION</b>
3.1	Establish formal accounting procedures and submit annual accounts to Local Authority where appropriate	2016/17 2023	Following the change in Trustees there is a need to ensure that the financial procedures are securely in place and that new signatories have been added. Update accounts regularly and report to Trustees at Trustee Meetings. Report to Local Authority. <b>August 2023:</b> The changeover from an ordinary account to a business account is still not complete.	
3.2	Implement and maintain objectives of Finance Policy	2016/17	Ongoing	
3.3	Ensure effective cost control, financial systems, processes and scrutinies are maintained. Embed	2016/21	Ongoing	

	full cost recovery across all Museum activities.			
3.4	Identify grant funding opportunities	2016/21	Re-establish this as a priority.	ALL
3.5	Prepare and submit funding bids to enhance the Museum's offer and visitor experience	2017/21	See 3.4	
3.6	Ensure all grant and loan conditions and terms are met.	2017/21	See 3.5	
3.7	Establish a reserve equivalent to six months operating costs	2019/21	Work with Treasurer to ensure that this in place.	
3.8	Develop fundraising plan	2017/19 2023	Lead Trustee and Volunteers to work together to put this into place.	
3.9	Review all liabilities and prioritise actions to reduce impact	2017/19	Ensure that the Treasurer and Trustees review outgoings to ensure that all expenditure is still valid.	
3.10	Develop merchandising opportunities and enhance retail offer	2016/21	Stocktake current items in shop and work out plan for increasing sales of current stock.	
3.11	Review admission prices in relation to the market and competition to ensure that admissions become maximised	2016/21	Admission prices were kept stable after Covid-19 Lockdown. In 2023/4 MMT need to assess entrance fees to other venues and consider the need to change the price structure.	
3.12	Develop venue hire and increase events revenue potential	2017/21	To be developed	
3.13	Identify income generation opportunities for both buildings	2016/21	To be developed	
3.14	Develop strategy for increasing donations	2016/17	To be developed	
3.15	Implement a membership scheme	2019/21	To be developed. Consider whether this could include fund raising activities. See 3.8	

## **ACTION PLAN.**

<b>4.0</b>	<b>Collections and Building Conservation</b>	<b>Previous Plan 2016 to 2021</b>	<b>Comment</b>	<b>TO ACTION</b>
4.1	Apply to the Arts Council for the Accreditation Scheme for Museums and Galleries	2016/17	The Museum will continue to work towards accreditation. This remains a priority.	
4.2	Review, update and ensure Accreditation Compliance	2017/21	See 4.1	
4.3	Support the Local Authority in implementing their HLF funding for archiving and creating a publicly accessible collection	2016/17	This was a short-term scheme funded by HLF. The MMT Archive Team continue to use the Modes Software to archive the collection. The responsibility for the	

			cost of the continued use of this software needs to be discussed with the Local Authority.	
4.4	Resolve collection ownership issues	2017/19	Ensure any items are donated to MMT rather than the Museum are catalogued and archived..	
4.5	Arrange to house collection in suitable environment with controlled conditions	2017/19	Check environmental conditions for the collections in the light of the problems caused by bad weather.	
4.6	Rehang collection and establish a means to regularly update exhibitions more easily	2017/19	Ongoing.	
4.7	Acquisition and disposals policy to be established	2017/19	Check that this in place. See 4.4.	
4.8	Further develop the role of volunteers in supporting archive and collections care management, building on current work	2016/19	Ongoing.	
4.9	Develop and implement a building conservation and maintenance plan	2017/21	The state of both buildings remains a cause of concern.	
4.10	Refurbish building fabric and implement identified opportunities for enhanced exhibition display, educational and community facilities	2019/21 2023	The reception area was re-designed and rebuilt during 2018/2019. Further changes would need to be discussed with Thanet District Council and funding explored. Disabled access and improved toilet facilities are two areas for review. See 4.9	

## **ACTION PLAN.**

<b>5.0</b>	<b>Education and Interpretation</b>	<b>Previous Plan 2016 to 2021</b>	<b>Comment</b>	<b>TO ACTION</b>
5.1	Establish informal learning package for all school groups	2017/19 April 2022 August 2023	This needs to be reviewed. At present the Trust does not have an Education Officer. The Museums continue to work with educational and community groups when	

			and where possible.	
5.2	Establish, review and update record keeping systems to ensure capture of all relevant information required by the Museum to evaluate the formal learning offer and build the domestic and international schools and university market	2017//19	See Item 5.1	
5.3	Develop and test the demand for informal learning programmes for heritage courses on a cost benefit basis	2017/19	See 5.1	
5.4	Deliver a programme of temporary exhibitions in the museum and review the function and viability of the gallery spaces	2016/2021	<p>From 2017 to 2023 there have been several exhibitions including the Battle of Margate 1387, The Home Front in World War I and Holy Trinity Church and David Railton. In 2019 the Museum hosted a major exhibition on Turner with the help of Funding. This was hard work and without enough support this level of commitment is difficult to maintain.</p> <p>In 2022 Exhibition was based on Margate's Royal Connections.</p> <p>In 2023 the Museum hosted an exhibition designed by Cliftonville Voices who the Museum had worked with during the year.</p> <p>Other events included hosting a play based on the story of Sidney Fox.</p> <p><u>There have been two Pop-up Exhibitions: The Battle of Margate 1387 and The Incorporation of the Town - 1857</u></p>	

5.5	Develop exhibitions plan driven by the collection, sense of place and audience development	2017/19 April 2022	Plans for 2023 have already been discussed. A major exhibition on Storms and Floods is planned. A pop-up exhibition is planned focusing on The Winter Gardens using posters and other material in the Museum. There is now a programme of Artefact of the Month. So far these have included: The Sunbeam donkeys, Flint, Coal and The Margate Bellman. Information sheets are available for visitors and booklets for sale/donation offered as well. Other likely artefacts include: Chairs from Winter Gardens, the 1821 Edmunds map	
5.6	Develop outreach programme for schools and community groups	2016/21	The Museum does offer visits etc to schools and universities. However, the lack of dedicated Education Officer means the Museum is hindered in what it can offer. New guidelines and risk assessments need to be reviewed.. See 5.1.	
5.7	Create a dedicated education suite within the museum building	2019/2021	This is a long-term plan.	

## **ACTION PLAN.**

<b>6.0</b>	<b>Communications</b>	<b>Previou</b>	<b>Comment</b>	<b>TO</b>
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	<b>and Marketing</b>	<b>s Plan 2016 to 2021</b>		<b>ACTI ON</b>
6.1	Raise the profile of the museums buildings and collection	2016/21	Signage within the Museum needs to be updated using the MMT branding images as a basis. Consideration needs to be given to the needs of children and those with visual problems. Outside consultation might be needed. A dedicated programme for advertising in local magazines, newspaper and social media needs to be discussed and implemented. Participation in Heritage Open Days needs to be continued.	
6.2	Communications and marketing of the current programme targeted at key visitor market to increase visitor numbers	2019/21	Key markets need to be reviewed and a targeted programme put into place. See 6.1	
6.3	Communication and customer care training for volunteers on an annual basis	2017/21	Ongoing.	
6.4	Collect and use information about visitors and their experience to develop and improve the visitor experience.	2016/21	This needs to be a focus for the next few months to inform 6.1 and 6.2. Volunteers to remind visitors that a comment in the Visitors Book would be good. Use very simple exit questionnaires to gain information and identify current visitors.	
6.5	Improve networking with other local museums and review potential joint venture opportunities	2017/21 August 2023	This needs to be revisited. With no day-to-day organiser there needs to be an identified person who can deal with this. As of August 2023: The Wheels of Time scheme continues to be offered.	

			<p>The Trust has registered with two bodies designed to increase volunteers numbers.</p> <p>The Trust continues to work closely with the Tourist information Centre (TIC). The Trust was asked to join a project being run by the TIC, East Kent College and Margate Caves. It is aimed at promoting numbers of volunteers. The Trust has participated in this project and will continue to do so.</p>	
6.6	Develop and implement a Communications and Marketing strategy	2017/19	This continues to be a necessity.	
6.7	Review of the brand and museum name, marketing to visitors and potential visitors, external relationships	2016/17	In 2022 - 2023 the Museum put a new website and e-mail connection into place	
6.8	Identify and successfully apply for awards that demonstrate achievement across visitor provision and services	2019/21	Ongoing.	
6.9	Establish social media strategy and improve online presence	2019/21 April 2022	In 2022 - 2023 the Museum put a new website and e-mail connection into place. Investigate extending to improve other social media presence.	
6.10	Establish autonomous website for communicating up to date visitor information and current and upcoming events and exhibitions	2016/17 August 2023	See 6.9	

#### Current Trustees (August 2023)

Robin Haddon - RH

Adrian Hughes - AH

Frederick Smith - RS

Felicity Stafford - FS  
Amy Waterman - AW  
Sandra Wood - SW



CHARITY COMMISSION  
FOR ENGLAND AND WALES

Margate Museum Trust  
(Charity no. 1173031)

No (if any)

## Receipts and payments accounts

CC16a

For the period from	Period start date 01/01/2022	To	Period end date 31/12/2022
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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 £
<b>A1 Receipts</b>					
Bank deposit				-	3,207
Margate Museum					
Ticket Sales	1,441			1,441	585
Merchandise	1,878			1,878	55
Donations	477			477	240
Turdor House					
Ticket Sales	187			187	920
Merchandise	234			234	575
Donations	-			-	318
<b>Sub total (Gross income for AR)</b>	<b>4,216</b>	<b>-</b>	<b>-</b>	<b>4,216</b>	<b>5,900</b>
<b>A2 Asset and investment sales, (see table).</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Sub total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total receipts</b>	<b>4,216</b>	<b>-</b>	<b>-</b>	<b>4,216</b>	<b>5,900</b>
<b>A3 Payments</b>					
Advertisement & PR	321	-	-	321	680
Cleaning	596	-	-	596	210
Donations	-	-	-	-	-
Equipment expensed	200	-	-	200	303
Motor Expenses	6	-	-	6	-
Postage, publications and stationary	1,187	-	-	1,187	534
Telephone	1,393	-	-	1,393	1,252
Wages & salaries	-	-	-	-	664
Travel & subsistence	629	-	-	629	89
Repairs and service charges	243	-	-	243	210
Other legal & professional	2,400	-	-	2,400	1,196
Sundry	224	-	-	224	492
	-	-	-	-	-
	-	-	-	-	-
<b>Sub total</b>	<b>7,198</b>	<b>-</b>	<b>-</b>	<b>7,198</b>	<b>5,631</b>
<b>A4 Asset and investment purchases, (see table)</b>					
Tangible & intangible assets		-	-	-	
		-	-	-	
<b>Sub total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total payments</b>	<b>7,198</b>	<b>-</b>	<b>-</b>	<b>7,198</b>	<b>5,631</b>
<b>Net of receipts/(payments)</b>	<b>- 2,982</b>	<b>-</b>	<b>-</b>	<b>- 2,982</b>	<b>269</b>
A5 Transfers between funds		-	-	-	
A6 Cash funds last year end	33,990	-	-	33,990	33,990
<b>Cash funds this year end</b>	<b>34,259</b>	<b>-</b>	<b>-</b>	<b>34,259</b>	<b>34,259</b>

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

Categories	Details	Unrestricted funds to nearest £	Restricted funds to nearest £	Restricted funds to nearest £
<b>B1 Cash funds</b>	Cash in hand		-	-
	Cash at bank	29,680		-
		-	-	-
	<b>Total cash funds</b>	<b>29,680</b>	<b>-</b>	<b>-</b>
	(agree balances with receipts and payments account(s))	Agreement Error	OK	OK
<b>B2 Other monetary assets</b>	Details	Unrestricted funds to nearest £	Restricted funds to nearest £	Restricted funds to nearest £
			-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-
<b>B3 Investment assets</b>	Details	Fund to which asset belongs	Cost (optional)	Cost (optional)
			-	-
			-	-
			-	-
			-	-
<b>B4 Assets retained for the charity's own use</b>	Details	Fund to which asset belongs	Cost (optional)	Cost (optional)
	Stock		1,387	1,387
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-
<b>B5 Liabilities</b>	Details	Fund to which liability relates	Amount due (optional)	Amount due (optional)
			-	
			-	
			-	
			-	
Signed by one or two trustees on behalf of all the trustees	Signature	Print Name	Date of approval	
			01/11/2023	

**MARGATE MUSEUMS TRUST**

England & Wales - Charity number 1173031

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# Accounts

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# **Margate Museums Trust.**

## **ANNUAL REPORT FOR 2021 TO 2022**

# Contents.

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Business Plan Action List Update	Pages 6-11

# Introduction.

This report has been prepared for information purposes to catalogue the work undertaken by the Margate Museums Trust (MMT) during the year 2021 to 2022.

**Re-opening:** Margate Museum and the Tudor House re-opened in July 2022. In the first few months there were some Covid restrictions still in place. Fortunately, thanks to the loyalty and hard work of the volunteers, the Museum continues to be opened on a regular basis. However, the Tudor House has been closed since February for maintenance because of damage caused by bad weather and vandalism.

Opening days for both the Museum and the Tudor House have been restricted to Saturday and Sunday and Bank Holidays only. Opening times have also been restricted to between 11 and 3 pm with last entry at 2.15 pm. Prices have been kept to pre-Covid levels.

The Trustees have continued, where necessary, to take the opportunity to re-visit documents in order to enhance internal protocols and processes. MMT continue to take every opportunity to pursue discussions about formalising agreements and the way forward.

**Accreditation:** An application to the Arts Council for Accreditation was put on hold during the lockdown and the time limit for application passed. This is still on the priority list for the MMT.

**The Work of the Museums:** This has included:

- **Open Heritage Days:** The Museums continued to take part in the Open Heritage Days scheme in September 2021.
- **Platinum Jubilee Exhibition:** The Museum celebrated the Queen's Platinum Jubilee with an exhibition dedicated to some of the royal visits to Margate during the 19<sup>th</sup> and 20<sup>th</sup> centuries.
- **Pop-up Exhibitions:** The big tables in the magistrate's court have been used to house two pop-up exhibitions. The first pop-up re-visited the Battle of Margate that took place in 1387. The current one commemorates the Incorporation of Margate as a Borough in 1857.
- **Artefact of the Month:** Starting in February 2022 the Museum has highlighted a different artefact from the Museum collection each month. These have included: the Sunbeam Donkeys, Flint, Coal, the Margate Bellman, the Royal Sea Bathing Hospital Dolls and the Mayoral Role of Honour Board. Information booklets have been produced for visitors to buy for a small sum.

- **Working with the Community:** One of the aims of the MMT is build closer links with the Community. The MMT now has a spot in the Margate Civic Society Newsletter which gives details of what the Museum is doing.
- The Trust is working with the Cliftonville Voices which is part of the Cliftonville Cultural Space group. The group is dedicated to renewing the old synagogue in Cliftonville and re-opening it as a community hub. In October and November they are hosting an exhibition on what Cliftonville was like in words, voices and pictures. At the end of its run, part of this exhibition will transfer to the Museum.
- **Information Seekers:** The Museum also fields questions from outside parties seeking information. Over the last year this has included subjects such as Captain Voss (who paddled a canoe round the world and ended up in Margate Harbour) and Ernest Millen a local lad who ended up as Assistant Commissioner in the Metropolitan Police Force. We have also supported students most recently one looking for information about Victorian Margate.

**“Wheels of Time”:** Just before lockdown the Museum applied for and was accepted as a member of the “Wheels of Time” group. This is a badge collecting scheme which encourages the exploration of Kent Heritage sites for those aged 5 -11. This links us with other museums in the area.

**Branding and Marketing:** The brand identity for the Trust continues to be used. The Trust will continue to review the marketing of the Museums using social media as well as other more traditional publication.

#### **Publicity:**

- In February 2022 the Museum was visited by a journalist from “Coast” magazine. The results was the inclusion of the Museum in an article on a weekend in Margate. Very pleasingly, the Museum was called a “tiny treasure”.
- In May 2022 the Museum was used as a part of the backdrop of the Old Town for the TV programme “Britain by Beach” headed by Anita Rani. The programme was aired at the end of August 2022.

## Financial Summary.

To be added when accounts are completed.

# The Year Ahead.

## Future Exhibitions:

- One exhibition that is being planned for 2023 will focus on the Great Storms that have hit Margate from 1703 to 1987. T
- he second will celebrate the Queen's Coronation in 1953.

One of the first priorities will be to return to the Arts Council Accreditation scheme which was put on hold during lockdown.

The Trust will continue to re-visit and update all the main documentation for Trustees and Volunteers and look to expand the board of Trustees and Volunteer Group.

Other priorities include reviewing any Conservation Assessments with regard to the collections and ensure that they are kept securely and in good condition.

Most crucially, we will be seeking to increase our visitor numbers, enhance our public profile and increase our income by all possible means to help fund improvements to the Museum and Tudor House. We will be looking at obtaining grant funding both short term and long term to enhance the work of the Museums.

As a matter of urgency, we will be looking at updating the Museums' website and use of social media plus traditional methods of publicity.

The Trustees thank the Volunteer Secretary, Treasurer and Executive, as well as the Volunteers for all their hard work and support over the past year from the day-to-day manning and archiving to the cleaning and care behind the scenes. The Museums could not continue to run without them.

## BUSINESS PLAN ACTION LIST UPDATE

The following tables have been extracted from the MMT Business Plan Action List which outlines points pertaining to targets set for 2021 and the following years until 2025.

### TRUSTEES TO-DO LIST – 2021/2022

<b>2016 to 2021</b>
<b>2022</b>

<b>2016 to 2021</b>				
<b>1.0</b>	<b>Governance</b>	<b>Completion Year in Previous Plan 2016 to 2021</b>	<b>Comment</b>	<b>To Action</b>
1.2	Review and ensure that all Trustees are aware of their responsibilities and legal requirement	2016/7	Trustee Handbook and Code of Conduct to be updated and agreed in 2021. Training to be given to new Trustees appointed in 2020.	
1.3	Trustees ensure that all staff and volunteers comply with Health and Safety requirements	2016/7	Volunteer Handbook updated and agreed in 2021. Volunteers to be reminded of H and S requirements. New volunteers to be given information and training as they are appointed.	
1.4	Trustees to monitor finance and income generation	2016/7	Finance Policy and Best Value Statement to be updated in 2021. Trustees to be given regular reports and information.	
1.5	Generate and deliver fundraising plan	2017/9	Fundraising to be discussed as a priority.	ALL
1.6	Establish criteria for identifying and recruiting trustees and effective Trustee succession	2016/7	Criteria and process for effective Trustee succession established in updated Trustees Handbook. (August 2021)	
1.7	Recruit new Trustees	2017/9	Plan for recruitment of new Trustees to be established and put into operation as soon as possible.	ALL
1.14	Apply for Museum accreditation Continuation of process	Initial process begun in 2016/7 Halted in January 2022	Until December 2021 accreditation had been applied for and eligibility confirmed by the Arts Council. The process was halted by Covid 19 lockdown.	

			<p>See 4.1 and 4.2.</p> <p>The Trust was informed that the process would need to be re-started if not completed by the end of 2021.</p> <p>In January 2022, the Trustees decided halt the current attempt. Following the Covid lockdown there was a need to re-establish certain areas of the Trust relating to the work of the Museum.</p>	
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## ACTION PLAN.

2.0	Operations and Protocols	Previous Plan 2016 to 2021	Comment	TO ACTION
2.1	Review and implement a new volunteer structure to ensure that it is fit for purpose for delivery of the MMT's Action Plan	2016/17 As of April 2022	<p>Following the death of the day-to-day Museum Organiser in December 2020, the Executive Committee was reviewed and revamped. Most roles remain the same but more responsibility is being undertaken by the Executive Secretary (ES) and Executive Treasurer (ET).</p> <p><b>April 2022:</b> Over the past year, the number of volunteers has declined. There have been various reasons including the lockdown, and health issues. This has been general over most attractions. The Trust is pursuing new volunteers and hopes to join a new project run by the Tourist information Centre and others designed to maximise volunteers. The Volunteer Handbook is being updated by the Executive Secretary.</p>	✓
2.2	Develop and implement volunteer contracts, interview and checking procedures	2016/17	The new Volunteer Handbook will be discussed with the Volunteer Executive Committee.	
2.3	Develop and implement a volunteer policy. Reviewing volunteer's role and tasks,	2017/19	See 2.2	

	recruitment, benefits, coordination, satisfaction and fulfilment			
2.4	Develop and implement a volunteer training and development plan to complement that of trustees	2017/19	Se 2.2	
2.7	Establish internal communications structure	2016/17	Felicity Stafford to continue to act as the Trustees liaison with the volunteers.	FS
2.8	Emergency protocols, primary and secondary contacts and named key holders to be established with the Local Authority	2016/17	Review has been undertaken of current key holders. The need for further key holders will be reviewed. Liaison with Local Authority needs to be re-established.	
2.10	Financial policy and best value protocols to be implemented	2016/17	The Finance and Best Value Policies are currently under review by the Trustees.	
2.11	Rolling event and exhibition plan to be established and maintained	2016/21 April 2022	To be reviewed with the help of FS and the Volunteer Executive Committee. This has been started and a plan for 2022 /2023 is now in operation. This includes major exhibitions, pop-up exhibitions and the highlighting of Artefacts of the Month for the rest of 2022.	FS
2.12	Conduct IT audit and create plan for enhancing IT systems and security	2016/21 April 2022	Need to review IT equipment and CCTV for Tudor House. April 2022: An IT audit has been started. FS plus Executive Committee will take a preliminary review.	
2.13	Assess use of buildings and identify insufficiencies and potential opportunities to improve visitor experience, accessibility. Exhibition display and educational and community offerings	2016/17	The Trustees need to re-visit the potential opportunities of displays and visitor experiences as a matter of importance. Ideally this should be done in conjunction with the Volunteer Education Officer and Volunteer Education Consultant. Improving disabled access either for wheelchair, visually impaired or hearing impaired needs to be reviewed. External groups that could advise need to be	FS plus Exec Cttee Ext bodies

			consulted and grants applied for to cover the costs.	
2.14	Conduct market research into existing visitor profile and identify gaps	2017/19	Ask Volunteer Executive to undertake this role and report back to the Trustees	All plus Exec Cttee

## ACTION PLAN.

3.0	Finance and Income Generation	Previous Plan 2016 to 2021	Comment	TO ACTION
3.1	Establish formal accounting procedures and submit annual accounts to Local Authority	2016/17 2022 April	Following the change in Trustees there is a need to ensure that the financial procedures are securely in place and that new signatories have been added. Update accounts regularly and report to Trustees at Trustee Meetings. Report to Local Authority. <b>April 2022:</b> The MMT can now access its account for the payment of bills. Although the Trustees and Executive Treasurer have been working hard the changeover from an ordinary account to a business account is still not complete.	
3.4	Identify grant funding opportunities	2016/21	Re-establish this as a priority.	ALL
3.8	Develop fundraising plan	2017/19	Work with Executive Committee to put this into place.	
3.10	Develop merchandising opportunities and enhance retail offer	2016/21	Stocktake current items in shop and work out plan for increasing sales of current stock.	
3.11	Review admission prices in relation to the market and competition to ensure that admissions become maximised	2016/21	Admission prices were kept stable after Covid-19 Lockdown. In 2021/22 MMT need to assess entrance fees to other venues and consider the need to change the price structure.	
3.12	Develop venue hire and increase events revenue potential	2017/21	To be developed	
3.13	Identify income generation opportunities for both buildings	2016/21	To be developed	

3.14	Develop strategy for increasing donations	2016/17	To be developed	
3.15	Implement a membership scheme	2019/21	To be developed. Consider whether this could include fund raising activities. See 3.8	

## ACTION PLAN.

4.0	Collections and Building Conservation	Previous Plan 2016 to 2021	Comment	TO ACTION
4.1	Apply to the Arts Council for the Accreditation Scheme for Museums and Galleries	2016/17	The Museum will continue to work towards accreditation. This was halted by Covid 19 Lockdown.	
4.2	Review, update and ensure Accreditation Compliance	2017/21	See 4.1	
4.8	Further develop the role of volunteers in supporting archive and collections care management, building on current work	2016/19	Ongoing.	
4.9	Develop and implement a building conservation and maintenance plan	2017/21	The state of both buildings remains a cause of concern.	
4.10	Refurbish building fabric and implement identified opportunities for enhanced exhibition display, educational and community facilities	2019/21	The reception area was re-designed and rebuilt during 2018/2019. Further changes would need to be discussed with the Local Authority and funding explored. Disabled access and improved toilet facilities are two areas for review. See 4.9	

## ACTION PLAN.

5.0	Education and Interpretation	Previous Plan 2016 to 2021	Comment	TO ACTION
5.1	Establish informal learning package for all school groups	2017/19 April 2022	This needs to be reviewed. There is a new Education Officer on the Volunteer Executive. (NB in September 2021 the person	FS plus2

			<p>concerned later withdrew from this post)  The former Officer is now taking on a consultancy role  <b>April 2022:</b> At present the Trust does not have an Education Officer. The previous officer is still working from home in a consultancy capacity. The Museums continue to work with educational groups but on an ad hoc basis.</p>	
5.2	<p>Establish, review and update record keeping systems to ensure capture of all relevant information required by the Museum to evaluate the formal learning offer and build the domestic and international schools and university market</p>	2017//19	See Item 5.1	
5.4	<p>Deliver a programme of temporary exhibitions in the museum and review the function and viability of the gallery spaces</p>	2016/2021	<p>From 2017 to 2019 there were a number of exhibitions including the Battle of Margate 1387, The Home Front in World War I and Holy Trinity Church and David Railton.  In 2019 the Museum hosted a major exhibition on Turner with the help of Funding. This included community art projects for young and old, book signings, film evenings and an evening of Georgian Food. This was hard work and without enough support this level of commitment is difficult to maintain.  There are no temporary exhibitions planned for 2021.</p>	
5.5	<p>Develop exhibitions plan driven by the collection, sense of place and audience development</p>	2017/19 April 2022	<p>Plans for 2022 and 2023 have already been discussed. The main focus is likely to be the Platinum Jubilees - Queen's Accession and Coronation. These seem to offer the opportunity for good community links.</p>	

			<p>Further planning will be discussed from October 2021.</p> <p><b>April 2022:</b> Three major exhibitions are planned:</p> <ul style="list-style-type: none"> <li>• June 2022 -Royal Engagement</li> <li>• February 2023 – The Great Storm of 1953</li> <li>• June 2023 – The Coronation and Margate</li> </ul> <p><u>Pop-up Exhibitions:</u></p> <ul style="list-style-type: none"> <li>• The Battle of Margate 1387</li> <li>• The Incorporation of the Town – 1857</li> </ul> <p>There is now a programme of Artefact of the Month. So far these have included: The Sunbeam donkeys, Flint, Coal and The Margate Bellman. Information sheets are available for visitors and booklets for sale/donation offered as well.</p>	
5.6	Develop outreach programme for schools and community groups	2016/21	<p>The Education programme on offer has flourished but will need to be revitalised following Lockdown closure. New guidelines and risk assessments are likely be needed. See 5.1.</p>	

## ACTION PLAN.

6.0	Communications and Marketing	Previous Plan 2016 to 2021	Comment	TO ACTION
6.1	Raise the profile of the museums buildings and collection	2016/21	<p>Signage within the Museum needs to be updated using the MMT branding images as a basis. Consideration needs to be given to the needs of children and those with visual problems. Outside consultation might be needed.</p> <p>A dedicated programme for advertising in local magazines, newspaper and social media</p>	

			needs to be discussed and implemented. Participation in Heritage Open Days needs to be continued.	
6.4	Collect and use information about visitors and their experience to develop and improve the visitor experience.	2016/21	This needs to be a focus for the next few months to inform 6.1 and 6.2. Volunteers to remind visitors that a comment in the Visitors Book would be good. Use very simple exit questionnaires to gain information and identify current visitors.	
6.5	Improve networking with other local museums and review potential joint venture opportunities	2017/21 April 2022	This needs to be revisited. With no day-to-day organiser there needs to be an identified person who can deal with this. <b>April 2022:</b> Informal networking has been started by both Trustees and Volunteers. The Wheels of Time scheme continues to be offered. The Trust has registered with two bodies designed to increase volunteers numbers. Members of the Executive are undertaking training. The Trust is working more closely with the Tourist information Centre (TIC). The Trust was asked to join a project being run by the TIC, East Kent College and Margate Caves. It is aimed at promoting numbers of volunteers. The group has made a bit for lottery funding and should know at some point whether or not it has been successful.	
6.6	Develop and implement a Communications and Marketing strategy	2017/19	This continues to be a necessity.	
6.7	Review of the brand and museum name, marketing to visitors and potential visitors, external relationships	2016/17	The rebranding exercise was completed in 2017 but MMT needs to ensure that all are aware of the branding that has been put	

			into place eg logos, headings, text, font etc. Review photographs and other images.	
6.8	Identify and successfully apply for awards that demonstrate achievement across visitor provision and services	2019/21	Ongoing.	
6.9	Establish social media strategy and improve online presence	2019/21 April 2022	Social media strategy needs to be revisited as a matter of urgency. See 6.10	
6.10	Establish autonomous website for communicating up to date visitor information and current and upcoming events and exhibitions	2016/17 April 2022	A new website is a vital necessity if the Museum is to move forward. April 2022: Work on this has been started by the Trustees.	



CHARITY COMMISSION  
FOR ENGLAND AND WALES

Margate Museum Trust  
(Charity no. 1173031)

No (if any)

CC16a

## Receipts and payments accounts

For the period from	Period start date 01/01/2021	To	Period end date 31/12/2021
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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 £
<b>A1 Receipts</b>					
Bank deposit	3,207			3,207	7,500
Margate Museum					
Ticket Sales	585			585	702
Merchandise	55			55	22
Donations	240			240	24
Turdor House					
Ticket Sales	920			920	415
Merchandise	575			575	8
Donations	318			318	2
<b>Sub total (Gross income for AR)</b>	<b>5,900</b>	<b>-</b>	<b>-</b>	<b>5,900</b>	<b>8,673</b>
<b>A2 Asset and investment sales, (see table).</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Sub total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total receipts</b>	<b>5,900</b>	<b>-</b>	<b>-</b>	<b>5,900</b>	<b>8,673</b>
<b>A3 Payments</b>					
Advertisement & PR	680	-	-	680	680
Cleaning	210	-	-	210	210
Donations	-	-	-	-	-
Equipment expensed	303	-	-	303	303
Motor Expenses	-	-	-	-	-
Postage, publications and stationary	534	-	-	534	534
Telephone	1,252	-	-	1,252	1,252
Wages & salaries	664	-	-	664	664
Travel & subsistence	89	-	-	89	89
Repairs and service charges	210	-	-	210	210
Other legal & professional	1,196	-	-	1,196	1,196
Sundry	492	-	-	492	492
	-	-	-	-	-
	-	-	-	-	-
<b>Sub total</b>	<b>5,631</b>	<b>-</b>	<b>-</b>	<b>5,631</b>	<b>5,631</b>
<b>A4 Asset and investment purchases. (see table)</b>					
Tangible & intangible assets		-	-	-	-
		-	-	-	-
<b>Sub total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total payments</b>	<b>5,631</b>	<b>-</b>	<b>-</b>	<b>5,631</b>	<b>5,631</b>
<b>Net of receipts/(payments)</b>	<b>269</b>	<b>-</b>	<b>-</b>	<b>269</b>	<b>3,042</b>
A5 Transfers between funds		-	-	-	-
A6 Cash funds last year end	33,990	-	-	33,990	30,948
<b>Cash funds this year end</b>	<b>34,259</b>	<b>-</b>	<b>-</b>	<b>34,259</b>	<b>33,990</b>

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

Categories	Details	Unrestricted funds to nearest £	Restricted funds to nearest £	Restricted funds to nearest £
<b>B1 Cash funds</b>	Cash in hand		-	-
	Cash at bank	34,259		-
		-	-	-
	<b>Total cash funds</b>	<b>34,259</b>	<b>-</b>	<b>-</b>
	(agree balances with receipts and payments account(s))	OK	OK	OK
<b>B2 Other monetary assets</b>	<b>Details</b>	Unrestricted funds to nearest £	Restricted funds to nearest £	Restricted funds to nearest £
			-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-
<b>B3 Investment assets</b>	<b>Details</b>	Fund to which asset belongs	Cost (optional)	Cost (optional)
			-	-
			-	-
			-	-
			-	-
<b>B4 Assets retained for the charity's own use</b>	<b>Details</b>	Fund to which asset belongs	Cost (optional)	Cost (optional)
	Stock		1,387	1,387
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-
<b>B5 Liabilities</b>	<b>Details</b>	Fund to which liability relates	Amount due (optional)	Amount due (optional)
			-	00 January 1900
			-	00 January 1900
			-	00 January 1900
			-	00 January 1900
Signed by one or two trustees on behalf of all the trustees	Signature	Print Name	Date of approval	

**MARGATE MUSEUMS TRUST**

England & Wales - Charity number 1173031

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# Accounts

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# **Margate Museums Trust.**

## **ANNUAL REPORT 2020**

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# Introduction.

This report has been prepared for informative purposes to catalogue the work undertaken by the Margate Museums Trust (MMT) during the year 2020.

## Reference and Administrative Details.

Registered Name of Charity:	Margate Museums Trust
Charity Registration Number:	1173031
Registered Office Address:	Margate Museum Market Place MARGATE Kent CT9 1ER
Charitable Trustees:	Nicholas Conington (February 2020) Robin Haddon Felicity Stafford Amy Waterman (February 2020)

### Structure, Governance and Management.

The Margate Museums Trust was registered as a Charitable Incorporated Organisation in May 2017. We are governed by a “Constitution of a Charitable Incorporated Organisation” with voting members other than its charity trustees (‘Association ‘ Model Constitution) dated September 2016.

## Objectives and Activities.

The objectives of the CIO

To benefit the residents and visitors to, the town of Margate by:

- 1 Establishing and maintaining the Margate Museums;
- 2 Advancing education for the public benefit by:
  - (a) organising, preserving and conserving the collection of historic artefacts and
  - (b) developing a greater knowledge and understanding of Margate’s heritage through displays, exhibitions and education activities.

The trust is the custodian of an extensive collection of historical artefacts of the town of Margate dating back to the Bronze Age on behalf of Thanet District Council. Its primary aim and justification of public benefit is to enable, the general public, schools, colleges and universities access to the town’s past by opening the Museums, displaying artefacts,

mounting specific exhibitions based on local history and heritage, giving talks, arranging educational visits and assisting students, bodies and individuals with research into the town of Margate. Alongside this, we also have an ongoing programme of auditing and archiving the collection which is being done by our volunteers to arts Council Accreditation standards. We are currently underway with the process of accreditation with the Registration Scheme for museums and art galleries in the United Kingdom.

## Achievements and Performance.

Along with other Museums and attractions in the UK, the Margate Museum and Tudor House were unable to open from March 2020 and for the rest of the year. (Both Museums finally re-opened in July 2021.) Because of the Covid-19 Lockdown, the MMT was unable to hold an Annual General Meeting (AGM) in 2020. Meetings of the Trustees were curtailed because of the inability to meet in person.

It seems appropriate here, to acknowledge the death of Ian Dickie, Trustee and Organiser of the Museum in late 2020. The Trustees would like to pay tribute to his love of the Museum. He was the driving force in its re-opening under the friends of Margate Museum and thereafter becoming a Charitable Trust in 2017. With the help and support of the Volunteers, the MMT is doing its best to continue the work.

An application to the Arts Council for accreditation was put on hold during the lockdown. This will form part of the Action Plan for the next year

## Financial Summary.

The Museum and Tudor House were closed from March 2021 for the rest of the year with obvious effects on MMT's finances. The combined takings for the Margate Museum and Tudor House were for 2020 were £8,763. These were down from the figures for 2019 of £12,631. Despite the lockdown there was an expenditure of £5,631 which again was down from the previous year (£18,871). Some of the expenditure figures reflect the change in operational conditions while other expenditures had to be maintained throughout. MMT was helped by a small covid grant from the Local Authority.

Visitor numbers and ticket sales were minimal, for obvious reasons.

The MMT currently holds a balance of £33,094 which is held in reserve for areas such as re-opening expenditure, exhibitions and future development plans.

# The Year Ahead.

Looking ahead, one of the first priorities for the following year 2021 will be to achieve the re-opening of the Museum and Tudor House when lockdown is finished. After that, the next milestone will be working towards the Arts Council Accreditation scheme.

We will be looking to expand our board of Trustees and volunteer group. The Trustees have completed a Skills Audit checklist and will use this information to target missing skills sets and identify appropriate training courses. The Trustees will take the opportunity to re-visit documents to enhance internal protocols and processes. It is hoped to continue discussions with the Local Authority about formalising agreements.

Other priorities include reviewing any Conservation Assessments with regard to the collections and ensure that they are kept securely and in good condition.

Most crucially, the Trust will be seeking to increase our visitor numbers, enhance our public profile and increase our income by all possible means to help fund improvements to the Museum and Tudor House. We will be looking at obtaining grant funding both short term and long term to enhance the work of the Museums. We will be looking at updating the Museums website and use of social media plus traditional methods of publicity.

## APPENDIX

### BUSINESS PLAN ACTION LIST UPDATE

The following tables have been extracted from the MMT Business Plan Action List which outlines points pertaining to targets set for 2019 and 2020.

1.0	Governance	Completion Year Plan 2016 to 2020	Comment
1.1	Recruit a Chair of Trustees	2016/7	RH recruited as Chair. Review succession planning for future chairs
1.2	Review and ensure that all Trustees are aware of their responsibilities and legal requirement	2016/7	Trustee Handbook and Code of Conduct to be updated. The need for training to be given to new Trustees appointed in 2020.
1.3	Trustees ensure that all staff and volunteers comply with Health and Safety requirements	2016/7	Volunteer Handbook to be updated. Volunteers to be reminded of H and S requirements. New volunteers to be given information and training as they are appointed.
1.6	Establish criteria for identifying and recruiting trustees and effective Trustee succession	2016/7	Criteria and process for effective Trustee succession established in updated Trustees Handbook.
1.7	Recruit new Trustees	2017/9	Plan for recruitment of new Trustees to be established and put into operation as soon as possible.
1.8	Trustees Meeting for strategic review and planning to be held at least bi-monthly and more often if necessary. Meeting to be held virtually or face-to-face	2016/7	Trustees meeting to continue to be held at least bi-monthly but more often if necessary.
1.9	Establish liaison group with Local Authority and meet quarterly	2016/17	This needs to be updated and continued.
1.10	Establish effective relationships with key potential fund raisers	2017/19	This needs to be continued.
1.14	Apply for Museum accreditation	2016/17	Accreditation had been applied for and eligibility confirmed by the Arts Council. Review stage of process and continue. (Archiving Leaders and Volunteers to be asked to contribute.) See 4.1 and 4.2.

1.15	Agree formal Service Level agreement/Lease for operations with the Local Authority:	2017/19	Review current status of process for application of a Community Asset Transfer
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<b>2.0</b>	<b>Operations and Protocols</b>	<b>Completion Year in Previous Plan 2016 to 2020</b>	<b>Comment</b>
2.1	Review and implement a new volunteer structure to ensure that it is fit for purpose for delivery of the MMT's Action Plan	2016/17	Review volunteer structure
2.3	Develop and implement a volunteer policy. Reviewing volunteer's role and tasks, recruitment, benefits, coordination, satisfaction and fulfilment	2017/19	The Volunteer Handbook will be discussed with the Volunteer Executive Committee.
2.5	Continue towards to work towards legal compliance in relation to Health and Safety	2016/19	The Executive Secretary has been ensuring that any current Government regulations are followed.
2.8	Emergency protocols, primary and secondary contacts and named key holders to be established with the Local Authority	2016/17	Review has been undertaken of current key holders. The need for further key holders will be reviewed. Liaison with Local Authority needs to be re-established.
2.9	Reporting procedures to Local Authority to be implemented	2016/17	These need to be reviewed in the light of change of Trustees.
2.10	Financial policy and best value protocols to be implemented	2016/17	The Finance and Best Value Policies are currently under review by the Trustees.
2.11	Rolling event and exhibition plan to be established and maintained	2016/21	To be reviewed.
2.13	Assess use of buildings and identify insufficiencies and potential opportunities to improve visitor experience, accessibility. Exhibition display and educational and community offerings	2016/17	The Trustees need to re-visit the potential opportunities of displays and visitor experiences as a matter of importance. Ideally this should be done in conjunction with the Volunteer Education Officer and Volunteer Education Consultant.

			Improving disabled access either for wheelchair, visually impaired or hearing impaired needs to be reviewed. External groups that could advise need to be consulted and grants applied for to cover the costs.
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<b>3.0</b>	<b>Finance and Income Generation</b>	<b>Completion Year in Previous Plan 2016 to 2020</b>	<b>Comment</b>
3.1	Establish formal accounting procedures and submit annual accounts to Local Authority	2016/17	Ensure that the financial procedures are securely in place and that new signatories have been added when needed. Update accounts regularly and report to Trustees at Trustee Meetings. Report to Local Authority.
3.2	Implement and maintain objectives of Finance Policy	2016/17	Ongoing
3.4	Identify grant funding opportunities	2016/19	Re-establish this as a priority.
3.5	Prepare and submit funding bids to enhance the Museum's offer and visitor experience	2017/19	See 3.4
3.8	Develop fundraising plan	2017/19	Work with Executive Committee to put this into place.
3.13	Identify income generation opportunities for both buildings	2016/2019	To be developed
3.14	Develop strategy for increasing donations	2016/17	To be developed
3.15	Implement a membership scheme	2019/19	To be developed. Consider whether this could include fund raising activities. See 3.8

<b>4.0</b>	<b>Collections and Building Conservation</b>	<b>Completion Year in Previous Plan 2016 to 2020</b>	<b>Comment</b>
4.1	Apply to the Arts Council for the Accreditation Scheme for Museums and Galleries	2016/17	The Museum will continue to work towards accreditation.
4.4	Resolve collection ownership issues	2017/19	Ensure any items donated to MMT rather than the Museum are catalogued and archived..
4.5	Arrange to house collection in suitable environment with controlled conditions	2017/19	Check environmental conditions for the collections in the light of the problems caused by bad weather.
4.9	Develop and implement a building conservation and maintenance plan	2017/20	The state of both buildings remains a cause of concern.
4.10	Refurbish building fabric and implement identified opportunities for enhanced exhibition display, educational and community facilities	2018/19	The reception area was re-designed and rebuilt during 2018/2019. Further changes would need to be discussed with the Local Authority and funding explored. Disabled access and improved toilet facilities are two areas for review. See 4.9

<b>5.0</b>	<b>Education and Interpretation</b>	<b>Completion Year in Previous Plan 2016 to 2020</b>	<b>Comment</b>
5.4	Deliver a programme of temporary exhibitions in the museum and review the function and viability of the gallery spaces	2016/2019	From 2017 to 2019 there were a number of exhibitions including the Battle of Margate 1387, The Home Front in World War I and Holy Trinity Church and David Railton. In 2019 the Museum hosted a major exhibition on Turner with the help of Funding. This included community art projects for young and old, book signings, film evenings and an evening of Georgian Food. This was hard work and without enough support this level of commitment is difficult to maintain.

			Plan for future exhibitions with the help of the Volunteer Executive.
5.5	Develop exhibitions plan driven by the collection, sense of place and audience development	2017/19	See 5.4
5.6	Develop outreach programme for schools and community groups	2016/19	The Education programme on offer has flourished but will need to be revisited. New guidelines and risk assessments are likely be needed. See 5.1.

<b>6.0</b>	<b>Communications and Marketing</b>	<b>Completion Year in Previous Plan 2016 to 2020</b>	<b>Comment</b>
6.1	Raise the profile of the museums buildings and collection	2016/19	Signage within the Museum needs to be updated using the MMT branding images as a basis. Consideration needs to be given to the needs of children and those with visual problems. Outside consultation might be needed. A dedicated programme for advertising in local magazines, newspaper and social media needs to be discussed and implemented. Participation in Heritage Open Days needs to be continued.
6.2	Communications and marketing of the current programme targeted at key visitor market to increase visitor numbers	2019/19	Key markets need to be reviewed and a targeted programme put into place.
6.4	Collect and use information about visitors and their experience to develop and improve the visitor experience.	2016/19	This needs to be a focus for the next few months to inform 6.1 and 6.2. Volunteers to remind visitors that a comment in the Visitors Book would be good. Use very simple exit questionnaires to gain information and identify current visitors.
6.5	Improve networking with other local museums and review potential joint venture opportunities	2017/19	This needs to be revisited. With no day-to-day organiser there needs to be an identified person who can deal with this.

6.6	Develop and implement a Communications and Marketing strategy	2017/19	This continues to be a necessity.
6.9	Establish social media strategy and improve online presence	2019/19	Social media strategy needs to be revisited as a matter of urgency
6.10	Establish autonomous website for communicating up to date visitor information and current and upcoming events and exhibitions	2016/19	A new website is a vital necessity if the Museum is to move forward.