



Margate Museums Trust.

ANNUAL REPORT FOR 2021 TO 2022

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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 19th and 20th 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

2016 to 2021
2022

2016 to 2021				
1.0	Governance	Completion Year in Previous Plan 2016 to 2021	Comment	To Action
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>April 2022: 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. April 2022: 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)</p> <p>The former Officer is now taking on a consultancy role</p> <p>April 2022: 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	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	
5.4	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 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.</p> <p>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.</p> <p>There are no temporary exhibitions planned for 2021.</p>	
5.5	Develop exhibitions plan driven by the collection, sense of place and audience development	2017/19 April 2022	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>Further planning will be discussed from October 2021.</p> <p>April 2022: Three major exhibitions are planned:</p> <ul style="list-style-type: none"> • June 2022 -Royal Engagement • February 2023 – The Great Storm of 1953 • June 2023 – The Coronation and Margate <p><u>Pop-up Exhibitions:</u></p> <ul style="list-style-type: none"> • The Battle of Margate 1387 • The Incorporation of the Town – 1857 <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. April 2022: 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 £
A1 Receipts					
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
Sub total (Gross income for AR)	5,900	-	-	5,900	8,673
A2 Asset and investment sales, (see table).					
	-	-	-	-	-
	-	-	-	-	-
Sub total	-	-	-	-	-
Total receipts	5,900	-	-	5,900	8,673
A3 Payments					
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
	-	-	-	-	-
	-	-	-	-	-
Sub total	5,631	-	-	5,631	5,631
A4 Asset and investment purchases. (see table)					
Tangible & intangible assets		-	-	-	-
		-	-	-	-
Sub total	-	-	-	-	-
Total payments	5,631	-	-	5,631	5,631
Net of receipts/(payments)	269	-	-	269	3,042
A5 Transfers between funds		-	-	-	-
A6 Cash funds last year end	33,990	-	-	33,990	30,948
Cash funds this year end	34,259	-	-	34,259	33,990

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	34,259		-
		-	-	-
	Total cash funds	34,259	-	-
	(agree balances with receipts and payments account(s))	OK	OK	OK
B2 Other monetary assets		Unrestricted funds to nearest £	Restricted funds to nearest £	Restricted funds to nearest £
			-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-
B3 Investment assets		Fund to which asset belongs	Cost (optional)	Cost (optional)
			-	-
			-	-
			-	-
			-	-
B4 Assets retained for the charity's own use		Fund to which asset belongs	Cost (optional)	Cost (optional)
	Stock		1,387	1,387
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-
B5 Liabilities		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	