



Margate Museums Trust.

ANNUAL REPORT 2022 TO 2023

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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 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 19th and 20th 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.

2016 to 2021
2022 - 2023

2016 to 2021				
1.0	Governance	Completion Year in Previous Plan 2016 to 2021	Comment	To Action
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.

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	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.

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. August 2023: 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.

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	

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 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:</u> The Battle of Margate 1387 and The Incorporation of the Town - 1857</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.

6.0	Communications	Previou	Comment	TO
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	and Marketing	s Plan 2016 to 2021		ACTI ON
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).</p> <p>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)

CC16a

Receipts and payments accounts

For the period from	Period start date	To	Period end date
	01/01/2022		31/12/2022

Section A Receipts and payments

	Unrestricted funds to the nearest £	Restricted funds to the nearest £	Endowment funds to the nearest £	Total funds to the nearest £	Last year to the nearest £
A1 Receipts					
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
Sub total (Gross income for AR)	4,216	-	-	4,216	5,900
A2 Asset and investment sales, (see table).					
	-	-	-	-	-
	-	-	-	-	-
Sub total	-	-	-	-	-
Total receipts	4,216	-	-	4,216	5,900
A3 Payments					
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
		-	-	-	-
		-	-	-	-
Sub total	7,198	-	-	7,198	5,631
A4 Asset and investment purchases, (see table)					
Tangible & intangible assets		-	-	-	
		-	-	-	
Sub total	-	-	-	-	-
Total payments	7,198	-	-	7,198	5,631
Net of receipts/(payments)	- 2,982	-	-	- 2,982	269
A5 Transfers between funds		-	-	-	
A6 Cash funds last year end	33,990	-	-	33,990	33,990
Cash funds this year end	34,259	-	-	34,259	34,259

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	29,680		-
		-	-	-
	Total cash funds	29,680	-	-
	(agree balances with receipts and payments account(s))	Agreement Error	OK	OK
		Unrestricted funds to nearest £	Restricted funds to nearest £	Restricted funds to nearest £
B2 Other monetary assets	Details			
		-	-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-
B3 Investment assets	Details	Fund to which asset belongs	Cost (optional)	Cost (optional)
			-	-
			-	-
			-	-
			-	-
B4 Assets retained for the charity's own use	Details	Fund to which asset belongs	Cost (optional)	Cost (optional)
	Stock		1,387	1,387
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-
B5 Liabilities	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	