

TEWKESBURY MUSEUM

England & Wales · Charity number 1185929

Details

Status Registered

Legal form CIO

Registered 2019-10-22

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

Contact

Address Tewkesbury Museum
64 Barton Street
Tewkesbury
GL20 5PX

Phone 01684292901

Email info@tewkesburymuseum.org

Website www.tewkesburymuseum.org

Activities

Objects: THE OBJECTS OF THE CIO ARE:1. THE ESTABLISHMENT AND MAINTENANCE OF ONE OR MORE MUSEUMS IN TEWKESBURY.2. THE ADVANCEMENT OF PUBLIC KNOWLEDGE AND EDUCATION ABOUT THE HISTORY AND HERITAGE OF TEWKESBURY AND ITS ENVIRONS.THESE OBJECTS WILL BE ACHIEVED, IN PARTICULAR, BUT NOT EXCLUSIVELY, BY:A. EFFECTIVE STEWARDSHIP OF THE CIO'S COLLECTIONS AND ARCHIVES.B. EXHIBITING, INTERPRETING AND PROVIDING ACCESS TO COLLECTIONS AND ARCHIVES.C. COLLECTING ARTEFACTS IN THE CIO'S OWN RIGHT, OR IN COLLABORATION WITH OTHER MUSEUMS.D. WORKING IN PARTNERSHIP WITH OTHER ORGANISATIONS THAT HAVE AN INTEREST IN THE HISTORY OF TEWKESBURY AND ITS ENVIRONS.

Activities: TEWKESBURY MUSEUM INTERPRETS OBJECTS OF IMPORTANCE TO THE HISTORY OF THE TOWN AND SURROUNDING AREA IN A WAY THAT ALLOWS MAXIMUM PUBLIC ACCESSIBILITY AND ENJOYMENT OF THE COLLECTION AND WHICH PROVIDES AN ATTRACTION TO TOURISTS, A RESOURCE FOR THE LOCAL COMMUNITY, AND A VALUABLE EDUCATIONAL EXPERIENCE FOR BOTH CHILDREN AND ADULTS.

Classification

- **How:** Provides Advocacy/advice/information
- **What:** Arts/culture/heritage/science
- **Who:** The General Public/mankind

Geography

- **Area of benefit:** LOCAL
- Gloucestershire

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£18,211	£22,272	-	-
2024-03-31	£12,713	£12,698	-	-
2023-03-31	£18,219	£11,553	-	-
2022-03-31	£18,173	£18,226	-	-
2021-03-31	£48,798	£11,709	-	-

Trustees

Name	Role	Appointed
Clare Joanna Milling		2026-03-16
Elanor Stanley		2024-05-27
Georgina Louise Robinson Nunes		2024-07-29
Ian Coates		2022-01-18
Joanne Elizabeth Raywood		2019-10-22
Oriel Wilson		2026-05-05
PAUL DRAKE		2020-01-27

Accounts



Tewkesbury Museum

Annual Report and Accounts for the Year Ended 31 March 2025

Contents

Subject	Page No.
Reference and Administrative Details	2
Trustees' Report	3
Independent Examiner's Report	11
Statement of Financial Activities	12
Balance Sheet	13
Notes to the Accounts	14

Reference and Administrative Details

Charity Number 1185929

Address 64 Barton Street
Tewkesbury
Gloucestershire
GL20 5PX

Trustees Ian Coates
Paul Drake
Sash Giles (appointed 24/6/25)
Eleanor Paice (appointed 15/4/24)
Joanne Raywood (Chair)
Catherine Robertson (retired 18/11/24)
Georgina Robinson (appointed 29/7/24)
Jennifer Smart (retired 31/7/25)
Elanor Stanley (appointed 27/5/24)

Trustees' Report

Structure, Governance and Management

The Museum is a Charitable Incorporated Organisation, registered with the Charity Commission for England and Wales, number 1185929.

The Museum's governing document is its Constitution. This was revised on 15 July 2025.

The governing body consists of up to twelve trustees. Up to four trustees may be nominated by Tewkesbury Town Council, subject to ratification by the existing trustees.

The Museum has comprehensive policies and processes for the recruitment and induction of new trustees.

The Museum is run entirely by volunteers.

Objectives and Activities

The objects of the Museum are:

1. The establishment and maintenance of one or more Museums in Tewkesbury
2. The advancement of public knowledge and education about the history and heritage of Tewkesbury and its environs

Our constitution lists the main activities of the Museum as:

1. Effective stewardship of the CIO's collections and archives
2. Exhibiting, interpreting and providing access to collections and archives
3. Collecting artefacts in its own right or in collaboration with other Museums
4. Working in partnership with other organisations that have an interest in the history of Tewkesbury and its environs

We also engage, or plan to engage, in other important activities that further our second object such as walks, talks and external displays.

The trustees have complied with the duty in section 4 of the Charities Act 2006 to have due regard to guidance on public benefit published by the Commission, specifically PB2 'Public benefit: running a charity'.

Review of 2024/25

Building

For many years, the poor condition of our building threatened the museum with closure and hampered plans to improve exhibitions. However, our landlord, Tewkesbury Town Council, finally obtained a substantial grant from the Museum Estate and Development Fund and carried out extensive repairs between October 2023 and May 2024. At the same time they removed a 1950s staircase, adding space to our ground floor rear gallery and our first floor store, and installed a new heating system.

This refurbishment was the first phase of our Transformation Project. It allows us to move forward with other improvements to the museum - see 'Plans for the Future' below.

Visitors

The Museum closed to visitors in mid-September 2023, and did not re-open until mid-June 2024.

2024/25 visitor numbers, 2,763, were very low compared to 5,758 in 2022/23, our last full year of opening. This decline is due to:

- The museum was closed for the first 2.5 months of the year
- During our 9-month closure we lost a number of volunteers, which led to a reduction in our opening hours. We were, in fact, open for only 558 hours on 186 days, down from our record of 1,082 hours on 285 days in 2022/23.

Events

Our walks and talks are an important part of delivering our second object, 'The advancement of public knowledge and education about the history and heritage of Tewkesbury and its environs'. They are also an important source of income – particularly in 2024/25, when visitor numbers – and donations - were so low.

Walks, run in conjunction with 'Project Alleycat', take place mainly in the spring and summer and focus on the history of Tewkesbury's unusual alleys and courts. They are particularly popular with visitors to the town, although well-attended by local people as well. An average of 15 people attend each walk. In 2024/25 there were 47 walks with 682 participants, up slightly from 2023/24 when there were 42 walks with 653 participants.

A programme of talks is held in the spring and early autumn, attended mainly by local residents. There is a wide variety of subjects, most with a strong connection to the Tewkesbury area. Attendance varies (in 2024/25, between 28 and 103 people), depending on the subject and the speaker's reputation. The 2024/25 programme was very successful, with 10 talks attracting 671 participants, even better than in 2023/24 when there were 10 talks with 524 participants. As well as the organised programme, there were 3 other talks with 70 participants.

Our popular Christmas Grotto returned to the museum in December.

Exhibitions

Most of our collections and display cabinets had to go into storage in October 2023 in anticipation of repairs to our building. When they were returned, between June and September 2024, it was not possible to simply replace them in their previous positions due to updated recommendations from Historic England about positioning large pieces of furniture against exterior walls. Instead, we had to carry out a major exercise to identify and dispose of unnecessary, non-accessioned items before starting to reinstate exhibitions.

As planned, the expansion of our rear ground floor gallery has proved useful, allowing us to recommence putting on temporary exhibitions so that there is always something new for visitors, especially local residents.

Collections

Before we had to close in September 2023 we were making good progress on the audit of our collections. This has now resumed, albeit rather slowly due to the lack of volunteers and the more pressing need to set our exhibitions up again.

Our Arts Council re-accreditation submission was due in 2023 but, knowing that a long period of disruption was about to start, we requested a delay until building works had been completed and the museum returned to normal. Our accreditation status was accordingly set to 'provisional'. We were granted a renewal of this status in 2024/25.

We hold considerable archaeological deposits loaned by Tewkesbury Borough Council in 2004 and 2013. Discussions with the Council on the future of these items started in 2022, but have still not been concluded.

People

Our trustees have traditionally been much-valued enthusiastic amateurs, generally retired. While there is still very much a place for such people on our board, we consider ourselves fortunate to have attracted four young heritage professionals over the last 18 months, bringing more focused skills and different perspectives and attitudes to our museum.

Our volunteer numbers are low. A number of people left while we were closed for repairs and we have yet to find new recruits to take us back to our 2022/23 levels.

In view of the low volunteer numbers and the large amount of work that needed to be done when we moved back into the museum, the trustees engaged a part-time contractor for the second half of 2024/25. She has proved invaluable. Unfortunately we do not have the funds to retain her services beyond the first few months of 2025/26.

Plans for the Future

Building

As noted above, the first phase of our Transformation Project – the long-awaited structural repairs - has been carried out.

The second phase is to make further improvements to our building to support its evolution from 17th century domestic dwelling to a modern public institution. In its current layout, our ground floor is far from optimal for two reasons: the entire west side of the floor is currently for use only by volunteers rather than visitors; and wheelchair users cannot get beyond the entrance passageway.

To solve the second problem we considered a lift, but this proved impractical. The first and second floors would, in any case, still be difficult to negotiate because of uneven floors and steps between some of the rooms. Instead, both problems will be solved if we reconfigure the ground floor:

- A new entrance from the street, a ramp, the widening of several doorways and the installation of platform lifts will make the whole floor wheelchair-friendly
- The rooms currently used as our office and toilet will be combined, resulting in a large reception room where visitors can read, rest and view a 'Virtual Museum' display
- An accessible toilet will be installed where our underused kitchen is currently located

This work, together with some further external repairs, will cost over a quarter of a million pounds. Our landlord, Tewkesbury Town Council, made an application to the Museum Estate and Development Fund, round 4, in 2024, but this was rejected due to some technicalities. After a successful Expression of Interest for round 5 earlier this year, they have now been invited to submit a full application which will address the previous objections. If this application fails, we will try other sources of funding, such as the National Lottery Heritage Fund.

Visitors

Our visitor numbers are closely aligned to our opening hours, which depend on our volunteer numbers. With these remaining lower than in 2022/23, we fear that our visitor numbers will not rebound to 22/23 levels as we hoped.

Events

Our walks, talks and Christmas Grotto events will continue, although we need to find additional volunteers to help run them.

One of our volunteers arranged a trial 'Tabletop Sale' in April 2025. This proved successful, so we are planning to run such an event two or three times a year.

Exhibitions

Many of our exhibitions are very traditional in style, often featuring objects displayed in cabinets with limited accompanying information or explanations. The third phase of our Transformation Project is to modernise and reinvigorate our exhibitions. These will be expensive, involving the recruitment of a project manager as well as equipment such as touch screens, other audio-visual equipment, new cabinets and display materials.

We are examining several grant possibilities to fund these improvements.

Collections

We expect to submit our request for full Arts Council re-accreditation by the end of 2025.

Our collections audit, interrupted when we had to close for repairs, is continuing, and we expect that the records of our collections will soon be better than ever before.

Other improvements to the management of our collections are being expedited with the help of small grants:

- A collections care and conservation audit will help us understand areas for improvement and allow us to apply for grants to implement the work identified. This audit is being funded by the Association of Independent Museums
- Our collections include many items that do not comply with our collecting policies, and we therefore wish to carry out a rationalisation exercise in accordance with guidance from the Museums Association. The first phase, which Museum Development South West has funded, is to develop a robust process. Once this is in place, we will be able to start what is likely to be a multi-year project to examine our collections and potentially free up some much-needed space
- We need to minimise our energy consumption while still achieving satisfactory temperature and humidity levels. We are therefore installing a modern monitoring system which is being paid for by Gloucestershire County Council. This consists of a remote data logger for every room and an app where data can be stored and analysed. It will allow us to identify changing environmental conditions more promptly than is possible with our existing equipment, and to adjust heating controls accordingly

People

After our curator retired in 2017, we operated on a volunteer-only basis until the appointment of a temporary part-time contractor in October 2024. This worked well, insofar as we managed to remain open to the public, other than due to COVID and repairs, but only because of considerable work by two or three key volunteers.

We consider this situation to be unsustainable and have decided to recruit an employee again. Unfortunately, the cost of even a part-time employee is far more than we can afford from our normal income streams. We hope that one or more of the exhibition-improvement grants that we plan to apply for will cover the costs of an employee.

Our board is currently stronger than it has been for some years. However, following an Away Day last year which focused on our skills and succession needs, we are trying to recruit further trustees or specialist volunteers to help us run the museum effectively both now and when existing trustees step down.

For some years volunteers were discouraged by very low winter temperatures in the museum and by its shabby décor. The museum is now warmer, due to the new heating system, and the interior has been made more welcoming through extensive redecorating, and yet volunteer numbers remain low. We therefore plan to carry out an intensive recruitment campaign this summer and winter, using online marketing, notices in the local events magazine, and posters.

Financial Review

Income

2024/25 total income of £18.2k was £5.5k more than in 2023/24, due mainly to three unusual sources of income: £3.2k fees for an archaeology deposition, £1.1k interest and £1.0k costume sales. We may obtain further archaeology fees if Tewkesbury Borough Council ever transfer title to the items that have been on loan to us for many years. The other two sources of income, however, will not repeat: with relatively low interest rates we are no longer keeping cash in an interest-bearing account, and our costume collection has now been sold.

Visitor donations and associated gift aid, £5.2k, were even lower in 2024/25 than in 2023/24, £6.9k. Both years were affected by the museum closure from September 2023 to June 2024. 2024/25 also suffered from reduced opening hours due to a fall in volunteer numbers.

We were, however, lucky to receive £3.1k of non-visitor donations in 2024/25, up from £0.6k in 2023/24, mainly from the Mayor's Charity, Bookworm and the Rotary Club.

Our walks and talks programmes were, fortunately, unaffected by the closure, as they take place at external locations, and in 2024/25 brought in £2.5k, net of costs, up from £1.9k in 2023/24.

2025/26 income is expected to fall from 2024/25 levels, as neither the three unusual sources nor the high levels of non-visitor donations are likely to recur.

Expenditure

2024/25 expenditure rose significantly – by £9.6k – over 2023/24. Nearly all of this was due to two items:

- When our collections and furniture came back from store in the summer of 2024, we were faced with an enormous amount of work to reinstate our exhibitions, a task that was exacerbated by reduced resources after several volunteers left during the closure. We therefore made the financially difficult decision to bring in a part-time contractor to boost our capacity during this demanding period, incurring costs of £6.0k. These costs will continue at a lower rate into 2025/26 but will not continue long term
- More worryingly, one of our key ongoing costs, electricity, increased by £6.4k over the previous year. This was due to:
 - 2023/24 costs were particularly low as the museum was closed over the autumn and winter months
 - The new heating system that was installed during the closure gave noticeable temperature and humidity benefits to our volunteers, visitors and collections, but consumed nearly three times as much power as our historical average. We are liaising with our landlord to find ways to mitigate this cost in 2025/26 and beyond

Other 2025/26 expenditure is expected to be similar to 2024/25, other than potential one-off costs described below.

Surplus and Reserves

Our net deficit for 2024/25 was £4.1k, against a break-even position in 2023/24. This reduced our net assets to £39.7k.

While this figure seems healthy, we expect to incur £27k one-off costs over the next few years, most relating to our transformation project:

- Contractor. We anticipate a further £4k to retain our contractor for the first few months of 2025/26
- Transformation Project Phase 2 – reconfiguration of ground floor. If our landlord is successful in obtaining a grant, we will have to close for 3 months, losing £2k of visitor donations, as well as incurring another £3k costs related to the project
- Transformation Project Phase 3 – reinterpretation of exhibitions:
 - Likely funders for this project require match funding. Some allow volunteer hours to count toward this, others expect a cash contribution. We have earmarked £12k for this
 - We will need support in developing a strong case for funders. We estimate that this will cost £6k

Our reserves consist of:

- £1.5k Restricted Funds. This is a 2022/23 donation from the Tewkesbury Town Mayor's fund, to be spent on access improvements
- £30.2k Designated Funds:
 - £27k for the one-off costs described above
 - £3.2k archaeology fund. This is the fee for the 2024/25 archaeology deposition which will, in line with our accounting policy (Note 1d), be taken to income as related costs are incurred
- £7.9k General Funds. Our reserves policy is to hold general funds of 6-12 months of our forecast ongoing costs (ie excluding one-off costs). These costs are budgeted at £18.8k in 2025/26. Our general reserves are therefore equivalent to 5 months of such costs, a little below our policy level.

Approval

This report was approved by the Trustees on 4 August 2025 and signed on their behalf by:



Joanne Raywood (Chair)

Independent examiner's report on the accounts

**Report to the trustees/
members of** Tewkesbury Museum

**On the accounts for the
period ended** 31 March 2025

Charity no. 1185929

Set out on pages 12 to 19

**Responsibilities and
basis of report**

I report to the trustees on my examination of the accounts of the above charity ("the Trust") for the period ended 31/3/2025.

As the charity's trustees, you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ("the Act").

I report in respect of my examination of the Trust's accounts carried out under section 145 of the 2011 Act and in carrying out my examination, I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

**Independent
examiner's statement**

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination which gives me cause to believe that in, any material respect:

- the accounting records were not kept in accordance with section 130 of the Charities Act; or
- the accounts did not accord with the accounting records; or
- the accounts did not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Signed:

 CMIIA

Date:

30/07/25

Name:

Melanie Kisby

Address:

66 Church Street
Tewkesbury
Gloucestershire
GL20 5RZ

Tewkesbury Museum

Statement of Financial Activities Year Ended 31 March 2025

<i>All Figures in £</i>	Note	Current Year			Prior Year
	—	<u>Unrestricted</u>	<u>Restricted</u>	<u>Total</u>	<u>Total</u>
Income					
Donations and legacies		9,206	0	9,206	8,410
Charitable activities		6,344	0	6,344	2,371
Trading activities		1,611	0	1,611	1,932
Interest		1,050	0	1,050	0
Total income	2	<u>18,211</u>	<u>0</u>	<u>18,211</u>	<u>12,713</u>
Expenditure					
Raising funds		179	0	179	281
Charitable activities		22,093	0	22,093	12,417
Total expenditure	3	<u>22,272</u>	<u>0</u>	<u>22,272</u>	<u>12,698</u>
Net income/(expenditure) and net movement in funds		<u>-4,061</u>	<u>0</u>	<u>-4,061</u>	<u>15</u>
Reconciliation of funds					
Total funds brought forward		42,217	1,500	43,717	43,702
Total funds carried forward		<u>38,156</u>	<u>1,500</u>	<u>39,656</u>	<u>43,717</u>

Tewkesbury Museum

Balance Sheet at 31 March 2025

All Figures in £

	Note	Current Year <u>Total</u>	Prior Year <u>Total</u>
--	------	------------------------------	----------------------------

Current assets

Debtors	4	805	1,163
---------	---	-----	-------

Cash at bank and in hand		39,975	42,554
--------------------------	--	--------	--------

Total current assets		<u>40,780</u>	<u>43,717</u>
-----------------------------	--	----------------------	----------------------

Liabilities

Creditors: amounts falling due within one year	5	1,124	0
--	---	-------	---

Net current and total net assets		<u>39,656</u>	<u>43,717</u>
---	--	----------------------	----------------------

Funds of the charity

Unrestricted: Designated		30,210	36,000
--------------------------	--	--------	--------

Other		7,946	6,217
-------	--	-------	-------

Total		<u>38,156</u>	<u>42,217</u>
--------------	--	----------------------	----------------------

Restricted		1,500	1,500
------------	--	-------	-------

Total funds		<u>39,656</u>	<u>43,717</u>
--------------------	--	----------------------	----------------------

Approved by the trustees on 4 August 2025 and signed on their behalf by:

Joanne Raywood

Joanne E Raywood.

Paul Drake

Paul Drake

The notes on pages 14 to 19 form part of these accounts.

Notes to the Accounts for the Year Ended 31 March 2025

1 Accounting Policies

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

a) Basis of preparation

These accounts have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant note(s) to these accounts.

The accounts have been prepared in accordance with:

- The Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), effective from 1 January 2019; and with
- The Charities Act 2011.

Tewkesbury Museum meets the definition of a public benefit entity under FRS 102.

b) Going concern

Given the Museum's level of year-end reserves, the Trustees consider that the charity has adequate resources to continue in operation for the foreseeable future. Accordingly, the financial statements have been prepared on a going concern basis.

c) Fund accounting

Unrestricted funds are available to spend on activities that further any of our charitable purposes.

Restricted funds are donations where the donor has specified they should only be used for certain aspects of our work. The costs of raising and administering such funds are charged against the specific fund, unless expressly forbidden by the donor.

The aim and use of each material restricted fund is set out in the notes to the accounts and/or the Financial Review in the Trustees' Report. Investment income, gains and losses are allocated to the appropriate fund.

d) Income

Income is recognised when the charity becomes entitled to the resources, it is more likely than not that the trustees will receive the resources, and the monetary value can be measured with sufficient reliability.

Donations, grants and gifts are recognised when receivable. If a donation is subject to performance conditions, the income is recognised in our Statement of Financial Activities when it is probable that those conditions will be met, unless it is considered more appropriate to include it as deferred income in Creditors.

There has been no offsetting of assets and liabilities, or of income and expenditure, unless required or permitted by the FRS 102 SORP.

Legacies are recognised when there is a high probability that they will be received and the amount can be measured with a reasonable degree of accuracy.

Gift Aid recoverable is included in income when there is a valid declaration from the donor. Any Gift Aid amount recovered on a donation is considered to be a part of that gift and is treated as an addition to the same fund as the initial donation unless the donor or the terms of the appeal have specified otherwise.

Interest on deposits is included when receivable and the amount can be measured reliably, which is normally on notification by the bank of the interest paid or payable.

Trading income is recognised at the point of sale.

Fees for archaeological deposits under £1,000 are added to unrestricted general funds on receipt. Fees over £1,000 are added to our designated fund for archaeology. Specific costs relating to any part of our archaeological collection are charged to this fund. The excess, if any, of 20% of the fund's opening balance, less specific costs, is transferred to general unrestricted funds each year.

e) Expenditure

Expenditure is recognised once there is a legal or constructive obligation and the amount can be measured with reasonable certainty. All expenditure is accounted for on an accruals basis under the following headings:

- *Expenditure on raising funds* comprises marketing costs, costs incurred in seeking donations, grants and legacies, and the costs of fundraising activities
- *Expenditure on charitable activities* comprises the costs of running the Museum and its programme of walks and talks, and in storing archaeological artefacts on loan

- *Support costs* are incurred in support of expenditure on the objects of the charity. However, as the Museum has no staff, governance or accounting costs and its administrative costs are negligible, it is considered that there are no support costs
- Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

f) Volunteers

The value of the services provided by volunteers is not included in these financial statements.

g) Fixed assets

Assets costing more than £1,000 are capitalised at their historical cost when purchased.

The Museum's collections do not generate income, and are, therefore, not classified as fixed assets.

h) Stock

It is uncertain whether merchandise will be sold, and acquisition costs below £250 are not considered material. Any such purchases are, therefore, charged when incurred. Acquisitions above £250 are recorded on the balance sheet. Provisions or write-offs are made, if appropriate, following a review of stocks held and the rate of sales.

i) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discounts offered.

j) Cash at bank and in hand

Cash at bank and in hand includes cash and short term highly liquid investments.

k) Creditors

Creditors are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors are normally recognised at their settlement amount after allowing for any trade discounts due.

2 Analysis of Income

All Figures in £

		Current Year			Prior Year
		<u>Unrestricted</u>	<u>Restricted</u>	<u>Total</u>	<u>Total</u>
Donations and Legacies	Donations	7,107	0	7,107	5,973
	Donated trustee expenses	972	0	972	951
	Gift aid	1,127	0	1,127	1,486
	Grants - government	0	0	0	0
	Grants - other	0	0	0	0
	Total	9,206	0	9,206	8,410
Charitable Activities	Walks and talks	3,134	0	3,134	2,371
	Archaeological storage	3,210	0	3,210	0
	Total	6,344	0	6,344	2,371
Trading Activities	Sale of goods	432	0	432	1,456
	Costume sale (2024 hire)	1,017	0	1,017	196
	Christmas grotto	162	0	162	280
	Total	1,611	0	1,611	1,932
Interest		1,050	0	1,050	0
Total Income		18,211	0	18,211	12,713

3 Analysis of Expenditure

All Figures in £

		Current Year			Prior Year
		<u>Unrestricted</u>	<u>Restricted</u>	<u>Total</u>	<u>Total</u>
		<u>Costs</u>	<u>Costs</u>		
Raising Funds	Fundraising and marketing	179	0	179	91
	Cost of sales	0	0	0	143
	Cost of Christmas grotto	0	0	0	47
	Total	179	0	179	281
Charitable Activities	Projects	2,697	0	2,697	4,752
	Contractor Costs	6,000	0	6,000	0
	Cost of talks	647	0	647	444
	Visitors	30	0	30	159
	Insurance	1,508	0	1,508	1,535
	Utilities	7,726	0	7,726	1,331
	Broadband and IT	1,453	0	1,453	1,812
	Trustee expenses	972	0	972	951
	Collections	442	0	442	202
	Other	618	0	618	1,231
	Total	22,093	0	22,093	12,417
Total Expenditure		22,272	0	22,272	12,698

All charitable expenditure is incurred in running the Museum and its programme of walks and talks. There are no governance or accounting costs. There are, therefore, considered to be no support costs.

4 Debtors

All Figures in £

	Current Year	Prior Year
Trade debtors	0	0
Prepayments and accrued income	805	1,163
Total	805	1,163

5 Creditors

All Figures in £

	Current Year	Prior Year
Trade creditors	0	0
Accruals	1,124	0
Total	1,124	0

All creditors are due within one year.

6 Funds of the Charity

All Figures in £

	Current Year	Prior Year
<u>Restricted Funds</u>		
Opening balance	1,500	1,500
Income	0	150
Expenditure	0	-150
Transfers	0	0
Closing balance	<u>1,500</u>	<u>1,500</u>
<u>Unrestricted Funds</u>		
Designated Funds:		
Opening balance	36,000	36,000
Income	3,210	0
Expenditure	-2,697	-4,752
Transfers	-6,303	4,752
Closing balance	<u>30,210</u>	<u>36,000</u>
General Funds:		
Opening balance	6,217	6,202
Income	15,001	12,563
Expenditure	-19,575	-7,796
Transfers	6,303	-4,752
Closing balance	<u>7,946</u>	<u>6,217</u>
Total Unrestricted Funds:		
Opening balance	42,217	42,202
Income	18,211	12,563
Expenditure	-22,272	-12,548
Transfers	0	0
Closing balance	<u>38,156</u>	<u>42,217</u>
<u>Total Funds</u>		
Opening balance	43,717	43,702
Income	18,211	12,713
Expenditure	-22,272	-12,698
Closing balance	<u>39,656</u>	<u>43,717</u>

Restricted and Designated Funds - see Financial Review.

Accounts



Tewkesbury Museum

Annual Report and Accounts for the Year Ended 31 March 2024

Contents

Subject	Page No.
Reference and Administrative Details	2
Trustees' Report	3
Independent Examiner's Report	9
Statement of Financial Activities	10
Balance Sheet	11
Notes to the Accounts	12

Reference and Administrative Details

Charity Number 1185929

Address 64 Barton Street
Tewkesbury
Gloucestershire
GL20 5PX

Trustees Ian Coates
Emma Cook (retired 25/9/23)
Paul Drake
Eleanor Paice (appointed 15/4/24)
Joanne Raywood (Chair)
Catherine Robertson
Georgina Robinson (appointed 29/7/24)
Jennifer Smart
Elanor Stanley (appointed 27/5/24)

Trustees' Report

Structure, Governance and Management

The Museum is a Charitable Incorporated Organisation, registered with the Charity Commission for England and Wales, number 1185929.

The Museum's governing document is its Constitution, approved by the Charity Commission on 22 October 2019.

The governing body consists of up to nine trustees. Up to four trustees may be nominated by Tewkesbury Town Council, subject to ratification by the existing trustees.

The Museum has comprehensive policies and processes for the recruitment and induction of new trustees.

The Museum is run entirely by volunteers.

Objectives and Activities

The objects of the Museum are:

1. The establishment and maintenance of one or more Museums in Tewkesbury
2. The advancement of public knowledge and education about the history and heritage of Tewkesbury and its environs

Our constitution lists the main activities of the Museum as:

1. Effective stewardship of the CIO's collections and archives
2. Exhibiting, interpreting and providing access to collections and archives
3. Collecting artefacts in its own right or in collaboration with other Museums
4. Working in partnership with other organisations that have an interest in the history of Tewkesbury and its environs

We also engage or plan to engage in other important activities that further our second object such as walks, talks and external displays.

The trustees have complied with the duty in section 4 of the Charities Act 2006 to have due regard to guidance on public benefit published by the Commission, specifically PB2 'Public benefit: running a charity'.

Review of 2023/24

In March 2023 the Museum Estate and Development Fund (MEND) awarded our landlord, Tewkesbury Town Council, a substantial grant to pay for long-awaited repair work. The Museum closed to visitors on 18 September, after which trustees and volunteers were very busy packing our collections away, ready to be moved into store while repairs were carried out. Visitors were not allowed in the museum for 9 months in total, from 15 September 2023 to 15 June 2024.

Visitors

Our closure for more than half of 2023/24 had, unsurprisingly, a huge effect on our visitor numbers; it also makes comparisons to the previous year difficult.

Days Open. Between April and August 2023, we opened to visitors on 139 days:

- Slightly less than the 150 days we opened in the same period in 2022: we were unable to open on Fridays for most of April to June 2023, due to a lack of volunteers for that day of the week
- Much lower than the 285 days for the 2022/23 full year, which was the second highest in nine years

Visitor Numbers. Visitor numbers of 3,466 between April and August 2023 were higher than 3,269 for the corresponding period in 2022; but, of course, much lower than for the 2022/23 full year, 5,758, which was the highest in the previous twenty-five years.

Encouragingly, the average number of visitors per hour was 6.4 in April-August 2023, compared to 5.7 in the same period in 2022.

During the time the museum was closed, we operated a 'pop-up museum' in the Town Hall. Volunteers attended for three hours on most days to help visitors understand a photographic display in the Old Magistrates' Court and to provide guided tours to the old police cells in the basement and to the Council Chamber, where two exhibitions were on display. We are very grateful to the Town Council for allowing us to use their premises for this purpose.

Building

The poor condition of our building has threatened the museum with closure, and hampered plans to improve displays, for many years. In particular, both exhibition rooms on the second floor have been closed since late 2021 due to the risk of collapse of their ceilings. Thanks to pressure from our trustees for a number of years and to the efforts of the relatively new Town Clerk, Debbie Hill, a long-overdue, major refurbishment programme has finally been carried out, consisting of:

- Structural repairs to the interior and exterior of the building
- Installation of a modern heating system
- Interior redecoration
- Removal of a 1950s staircase and consequent enlargement of an exhibition room and our main store

This refurbishment is the first phase of our Transformation Project, and allows us to move forward with other improvements to the museum - see 'Plans for the Future' below.

Events

Our walks and talks are an important part of delivering our second object, 'The advancement of public knowledge and education about the history and heritage of Tewkesbury and its environs'. They are also an important source of income – particularly in 2022/23, when visitor numbers – and donations - were so low.

Walks, run in conjunction with 'Project Alleycat', take place mainly in the spring and summer and focus on the history of Tewkesbury's unusual alleys and courts. They are particularly popular with visitors to the town, although well-attended by local people as well. An average 15-16 people attend each walk. In 2023/24 there were 42 walks with 653 participants, up from 2022/23 when there were 38 walks with 529 participants.

A programme of talks is held in the spring and early autumn, attended mainly by local residents. There is a wide variety of subjects, most with a strong connection to the Tewkesbury area. Attendance varies (in 2023/24, between 28 and 76 people), depending on the subject and the speaker's reputation. The 2023/24 programme was very successful, with 10 talks attracting 524 participants, which compares well to 2022/23 when there were 11 talks with 459 participants.

Outside the organised programme, there were 5 other talks with 130 participants.

The popular Christmas Grotto, normally held in the museum on two Saturdays in December, continued, albeit on only one Saturday, in the Town Hall.

Collections

After we closed to the public in mid-September 2023, we spent four weeks carefully wrapping and boxing our collections ready for transfer to store in mid-October. While this was a huge task for a relatively small number of volunteers, it gave us an opportunity to handle and appreciate items that had been on display or hidden in our storeroom for many years. It also encourages us to re-arrange how we store and display collections when we return to our building.

In 2022/23 we trained a dozen volunteers to help deal with our inventory backlog, and we were making considerable progress in this until the closure of the museum in September brought most of the work to a temporary halt.

We hold considerable archaeological deposits on loan from Tewkesbury Borough Council, dating from 2004 and 2013. Discussions with the Council as to the future of these items started in March 2022, but have still not been concluded.

Our Arts Council accreditation was due to be renewed in May 2023. In March, however, we heard that the Town Council's application for a MEND grant had been successful, so we knew that we would have to close for 6-12 months in the relatively near future, bringing considerable disruption to our normal activities. We therefore took the difficult decision to request a delay to our re-accreditation submission until building works had been completed and the museum returned to normal. As we were aware, this resulted in our accreditation status being downgraded to 'provisional'. We consider this disappointing but acceptable, as it still qualifies us for Arts Council grants, and is temporary.

Trustees and Volunteers

Our Collections Trustee left during the year, exacerbating the skills gap we had previously identified. Although we were unable to recruit any new trustees in the year, we are lucky to have recruited a Volunteer Management Trustee and two Collections Trustees early in 2024/25.

For many years, most or all of our trustees have been retired people over 60. In the last 18 months to the date of this report we have been able to bring more diversity to our board by recruiting four younger trustees who are in full-time work. This brings new perspectives, attitudes and up-to-date skills to the board.

Despite the museum being closed for over half the year, volunteer numbers have held fairly steady, with 25 people classified as 'active' at the end of the year. The pop-up museum in the Town Hall was instrumental in preventing volunteers from drifting away.

Our lone working policy, introduced in 2022/23, has become easier to respect: currently, we have three or four regular volunteers in the museum for five days a week. We have not, unfortunately, been able to open on Wednesdays or every Sunday for some months, but anticipate doing so in the first few months after the museum re-opened in June 2024, when the more attractive interior will encourage new volunteers to come forward.

Plans for the Future

Collections

Packing our collections ready for transportation into store between mid-September and mid-October 2023 was a major task. Unpacking them as they are returned from store is an even greater task, which we started in mid-May and expect to last till September. Rather than just put everything back where it was before, we are taking the opportunity to re-arrange our stores and displays.

As a result of being closed for nine months, we are still not in a position to re-apply for full Arts Council accreditation. Instead, we have agreed with them that our provisional accreditation status will be extended, conditional on our providing satisfactory responses to recommendations that were made at the time of our last full accreditation, ten years ago, in 2014. We submitted these responses in July 2024.

Our inventory project, which has proved popular with our volunteers, is expected to be completed in early 2025. After that, we will move on to a closely-related project, updating and developing our cataloguing.

Transformation Project

As noted above, the first phase of our Transformation Project has been carried out. Our building is in a much better state than it was a year ago: structural defects identified in 2022 have been repaired, a modern heating system has been installed, the interior walls and woodwork have been painted, and the rear rooms on the ground and first floor have been enlarged via the removal of a mid-20th century staircase.

There are, however, still several improvements – building and otherwise - that we need to make to bring our museum up to modern standards:

- Some further external repair work has recently been identified.
- The layout of our ground floor is far from optimal: the entire west side is for use only by volunteers rather than visitors, and wheelchair users cannot get beyond the entrance passageway. Indeed, due to steep stairs, the whole of the museum is inaccessible to wheelchair users and difficult for other people with limited mobility.

To solve these problems, we have considered a lift, but this has proved impractical, and the first and second floors would, in any case, still be difficult to negotiate because of uneven floors and high steps between some of the rooms. So, instead, we plan to reconfigure the ground floor:

- A new entrance from the street, a permanent ramp, the widening of several doorways and the installation of platform lifts will make the whole floor wheelchair-friendly.
- The rooms currently used as our office and toilet will be combined, resulting in a large room for the reception area and where visitors can read, rest and view a 'Virtual Museum' display.
- An accessible toilet will be installed where our underused kitchen is currently located.

External repairs and reconfiguring our ground floor will cost over a quarter of a million pounds. We have submitted an Expression of Interest to MEND and have been invited to proceed to a full application by mid-August 2024. If this application fails, we will try other sources of funding, such as the National Lottery Heritage Fund.

- Since our curator retired in 2017, we have operated on a volunteer-only basis. This has worked well, inasmuch as we have remained open (other than due to COVID and repairs) – but only because of considerable work put in by two or three key volunteers.

We consider this situation to be risky and unsustainable, and have decided to recruit an employee again. Unfortunately, the cost of even a part-time employee is far more than we can afford from our donations and event income, so we cannot start to recruit until other funding is available.

- Displays:
 - Many of our displays are rather old-fashioned, of the object-in-a-cabinet variety, with little information or explanation. We have plans to make a number of improvements. Some of these will be expensive, involving touch screens, other audio-visual equipment, new cabinets and display materials, so we will need to apply for grants to help us implement these plans.
 - We used to mount temporary displays on a regular basis, but have only managed one in the four years since we installed our popular model fairground in our ground floor front room, leaving no suitable space. However, the removal of our second staircase has allowed our rear room to be enlarged, making it suitable for the re-introduction of a programme of temporary displays. These are particularly important to attract a higher number of visits by local residents.

Trustees and Volunteers

For the first time in many years, we have eight trustees. We are aware, however, that there are still skill gaps on our board and that trustees do not stay forever. So, we continue to look for trustees to help us with fundraising, building management and charity secretarial work, and are aware that at some point in the next year or two we may need to find replacements with financial and data analysis skills.

Now that the museum is open again, and with a warmer and better-decorated interior than in the past, we hope to recruit – and retain – more volunteers. We particularly wish to find more people who can help in backroom areas such as admin and finance.

Financial Review

Income

2023/24 total income of £12.7k was £5.5k less than in 2022/23, due mainly to lower visitor donations and associated gift aid resulting from the museum being closed for over half the year. We are lucky that the closure was in the second half of the financial year when we receive fewer visitors than in the first half. In 2024/25, visitor donations will not, unfortunately, return to normal as the museum was closed for most of the first quarter and at the date of this report is still able to open for fewer hours than normal.

Our walks and talks programme was, fortunately, unaffected by the closure, as they take place at external locations, and, as last year, brought in nearly £2k, net of costs.

Income from our Christmas grotto fell slightly, as we were able to hold it, in the Town Hall, on only one day, rather than the normal two days in the museum.

Costume hire was lower than in previous years due to the cancellation of the medieval festival parade in July 2023. As the parade has been cancelled again in 2024, there is some doubt over the future of the festival itself, and looking after the costumes is quite onerous, we have decided to sell our stock of costumes. This will result in a one-off high income in 2024/25, but in zero thereafter.

Expenditure

Perhaps surprisingly, our total expenditure rose £1.1k to £12.7k:

- Of our two main ongoing costs, insurance was little affected by the closure and electricity costs rose, due mainly to an artificially low figure in 2022/23 caused by an over-accrual the previous year
- Our non-recurrent, ie project costs, increased by £1.9k. We incurred costs relating to the packing of our collections and disassembly of our battle display; purchased a lap-top; and paid our architect for plans relating to the removal of our rear staircase and for a costed condition report in connection with our MEND Expression of Interest

2024/25 expenditure is expected to soar to £36k. Such an increase has been expected for a long time. £11k of this is for ongoing costs, driven higher than in prior years by a £2k increase in electricity, the effect of unit costs doubling compared to our previous fixed contract. £25k is for one-off costs:

- £6k represents our best estimate for 'normal' project expenditure
- £3k is the result of the repair work that has just finished, including costs for storage after our landlord's liability finishes and new shelving
- 16k is for professional fees relating to our MEND application, payable to our architect, historic building consultant, fundraiser, and fire and access auditors

Further one-off costs associated with our Transformation Project are expected in future years. These are not a surprise, as we have been forecasting such costs for several years: they are the price of making our building fit for purpose in the 21st century and of improving our displays. We will of course minimise these costs and avoid spending our own money by obtaining grants where possible. However, if we can achieve the benefits of our Transformation Project, such expenditure will be money well spent.

Surplus and Reserves

We recorded a net surplus for the year of precisely £15, leaving our net assets at £43.7k.

With the very high expenditure we expect in 2024/25, we estimate that these assets will reduce to £17k by 31/3/25 and to less than £10k by the time our Transformation Project has been completed.

Our reserves policy is to hold:

- General funds of six to twelve months of our forecast ongoing running costs (ie excluding projects and other non-recurring costs)
- Restricted and designated funds of up to two years of our forecast project costs

As noted above, we estimate that our 2024/25 running costs will be £11k, and we have set our general funds at £6k, equivalent to 7 months of such costs.

We have £1.5k restricted funds (for accessibility) and have set designated funds at £36.0k. These are to cover:

- The £25k we expect to spend on one-off costs in 2024/25
- The further costs associated with our Transformation Project that we expect to incur in future years

Approval

This report was approved by the Trustees on 29 July and signed on their behalf by:

Joanne Raywood (Chair)

Independent examiner's report on the accounts

Report to the trustees/ members of	Tewkesbury Museum	
On the accounts for the period ended	31 March 2024	Charity no. 1185929
Set out on pages	12 to 20	
Responsibilities and basis of report	I report to the trustees on my examination of the accounts of the above charity ("the Trust") for the period ended 31/3/2024. As the charity's trustees, you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ("the Act"). I report in respect of my examination of the Trust's accounts carried out under section 145 of the 2011 Act and in carrying out my examination, I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.	
Independent examiner's statement	I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination which gives me cause to believe that in, any material respect: • the accounting records were not kept in accordance with section 130 of the Charities Act; or • the accounts did not accord with the accounting records; or • the accounts did not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination. I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.	
Signed:	Date: 2 July 2024	
Name:	Melanie Kisby	
Address:	66 Church Street Tewkesbury Gloucestershire GL20 5RZ	

Tewkesbury Museum
Year Ended 31 March 2024

<i>All Figures in £</i>	Note	Current Year			Prior Year
		<u>Unrestricted</u>	<u>Restricted</u>	<u>Total</u>	<u>Total</u>
Income					
Donations and legacies		8,260	150	8,410	14,184
Charitable activities		2,371	0	2,371	2,076
Trading activities		1,932	0	1,932	1,959
Total income	2	12,563	150	12,713	18,219
Expenditure					
Raising funds		281	0	281	1,621
Charitable activities		12,267	150	12,417	9,932
Total expenditure	3	12,548	150	12,698	11,553
Net income/(expenditure) and net movement in funds		15	0	15	6,666
Reconciliation of funds					
Total funds brought forward		42,202	1,500	43,702	37,036
Total funds carried forward		42,217	1,500	43,717	43,702

Tewkesbury Museum

Balance Sheet at 31 March 2024

<i>All Figures in £</i>	Note	Current Year	Prior Year
	_____	<u>Total</u>	<u>Total</u>
Current assets			
Stock	4	0	0
Debtors	5	1,163	579
Cash at bank and in hand		42,554	44,581
Total current assets		<u>43,717</u>	<u>45,160</u>
Liabilities			
Creditors: amounts falling due within one year	6	0	1,458
Net current and total net assets		<u>43,717</u>	<u>43,702</u>
Funds of the charity	7		
Unrestricted: Designated		36,000	36,000
Other		6,217	6,202
Total		<u>42,217</u>	<u>42,202</u>
Restricted		1,500	1,500
Total funds		<u>43,717</u>	<u>43,702</u>

Approved by the trustees on 29 July 2024 and signed on their behalf by:

Joanne Raywood

Paul Drake

The notes on pages 14 to 20 form part of these accounts.

Notes to the Accounts for the Year Ended 31 March 2024

1 Accounting Policies

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

a) Basis of preparation

These accounts have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant note(s) to these accounts.

The accounts have been prepared in accordance with:

- The Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), effective from 1 January 2019; and with
- The Charities Act 2011.

Tewkesbury Museum meets the definition of a public benefit entity under FRS 102.

b) Going concern

Given the Museum's level of year-end reserves, the Trustees consider that the charity has adequate resources to continue in operation for the foreseeable future. Accordingly, the financial statements have been prepared on a going concern basis.

c) Fund accounting

Unrestricted funds are available to spend on activities that further any of our charitable purposes.

Restricted funds are donations where the donor has specified they should only be used for certain aspects of our work. The costs of raising and administering such funds are charged against the specific fund, unless expressly forbidden by the donor.

The aim and use of each material restricted fund is set out in the notes to the accounts and/or the Financial Review in the Trustees' Report. Investment income, gains and losses are allocated to the appropriate fund.

d) Income

Income is recognised when the charity becomes entitled to the resources, it is more likely than not that the trustees will receive the resources, and the monetary value can be measured with sufficient reliability.

Donations, grants and gifts are recognised when receivable. If a donation is subject to performance conditions, the income is recognised in our Statement of Financial Activities when it is probable that those conditions will be met, unless it is considered more appropriate to include it as deferred income in Creditors.

There has been no offsetting of assets and liabilities, or of income and expenditure, unless required or permitted by the FRS 102 SORP.

Legacies are recognised when there is a high probability that they will be received and the amount can be measured with a reasonable degree of accuracy.

Gift Aid recoverable is included in income when there is a valid declaration from the donor. Any Gift Aid amount recovered on a donation is considered to be a part of that gift and is treated as an addition to the same fund as the initial donation unless the donor or the terms of the appeal have specified otherwise.

Interest on deposits is included when receivable and the amount can be measured reliably, which is normally on notification by the bank of the interest paid or payable.

Trading income is recognised at the point of sale.

e) Expenditure

Expenditure is recognised once there is a legal or constructive obligation and the amount can be measured with reasonable certainty. All expenditure is accounted for on an accruals basis under the following headings:

- *Expenditure on raising funds* comprises marketing costs, costs incurred in seeking donations, grants and legacies, and the costs of fundraising activities
- *Expenditure on charitable activities* comprises the costs of running the Museum and its programme of walks and talks, and in storing archaeological artefacts on loan
- *Support costs* are incurred in support of expenditure on the objects of the charity. However, as the Museum has no staff, governance or accounting costs and its administrative costs are negligible, it is considered that there are no support costs
- Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

f) Volunteers

The value of the services provided by volunteers is not included in these financial statements.

g) Fixed assets

Assets costing more than £1,000 are capitalised at their historical cost when purchased.

The Museum's objects and display equipment, including cabinets, cases and platforms, do not generate income, and are, therefore, not classified as fixed assets. Any acquisition costs are charged when incurred.

h) Stock

It is uncertain whether merchandise will be sold, and acquisition costs below £250 are not considered material. Any such purchases are, therefore, charged when incurred. Acquisitions above £250 are recorded on the balance sheet. Provisions or write-offs are made, if appropriate, following a review of stocks held and the rate of sales.

i) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discounts offered.

j) Cash at bank and in hand

Cash at bank and in hand includes cash and short term highly liquid investments.

k) Creditors

Creditors are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors are normally recognised at their settlement amount after allowing for any trade discounts due.

2 Analysis of Income

All Figures in £

		Current Year			Prior Year
		<u>Unrestricted</u>	<u>Restricted</u>	<u>Total</u>	<u>Total</u>
Donations	Donations	5,823	150	5,973	10,395
and Legacies	Donated trustee expenses	951	0	951	1,006
	Gift aid	1,486	0	1,486	1,978
	Grants - government	0	0	0	325
	Grants - other	0	0	0	480
	Total	8,260	150	8,410	14,184
Charitable	Walks and talks	2,371	0	2,371	2,076
Activities	Archaeological storage	0	0	0	0
	Total	2,371	0	2,371	2,076
Trading	Sale of goods	1,456	0	1,456	1,151
	Costume hire	196	0	196	355
	Christmas grotto	280	0	280	453
	Total	1,932	0	1,932	1,959
Total Income		12,563	150	12,713	18,219

Details of grants, if any, are given in the Financial Review.

3 Analysis of Expenditure

All Figures in £

		Current Year			Prior Year Total
		Unrestricted Costs	Restricted Costs	Total	
Raising Funds	Fundraising and marketing	91	0	91	224
	Cost of sales	143	0	143	1,264
	Cost of Christmas grotto	47	0	47	133
	Total	281	0	281	1,621
Charitable Activities	Projects	4,752	0	4,752	2,895
	Cost of talks	294	150	444	162
	Visitors	159	0	159	485
	Insurance	1,535	0	1,535	1,522
	Utilities	1,331	0	1,331	759
	Broadband and IT	1,812	0	1,812	1,289
	Trustee expenses	951	0	951	1,006
	Collections	202	0	202	607
	Other	1,231	0	1,231	1,207
	Total	12,267	150	12,417	9,932
Total Expenditure		12,548	150	12,698	11,553

All charitable expenditure is incurred in running the Museum and its programme of walks and talks. There are no governance or accounting costs. There are, therefore, considered to be no support costs.

4 Stock

All Figures in £

		Current Year	Prior Year
Books for resale	Opening stock	0	258
	Additions	0	845
	Sold or donated	0	-316
	Written off	0	-787
	Closing stock	0	0

5 Debtors

All Figures in £

		Current Year	Prior Year
Trade debtors		0	0
Prepayments and accrued income		1,163	579
Total		1,163	579

6 Creditors

All Figures in £

	Current Year	Prior Year
Trade creditors	0	1,080
Accruals	0	378
Total	0	1,458

All creditors are due within one year.

7 Funds of the Charity

All Figures in £

	Current Year	Prior Year
<u>Restricted Funds</u>		
Opening balance	1,500	120
Income	150	2,155
Expenditure	-150	-775
Transfers	0	0
Closing balance	<u>1,500</u>	<u>1,500</u>
<u>Unrestricted Funds</u>		
Designated Funds:		
Opening balance	36,000	25,000
Income	0	0
Expenditure	-4,752	-1,815
Transfers	4,752	12,815
Closing balance	<u>36,000</u>	<u>36,000</u>
General Funds:		
Opening balance	6,202	11,916
Income	12,563	16,064
Expenditure	-7,796	-8,963
Transfers	-4,752	-12,815
Closing balance	<u>6,217</u>	<u>6,202</u>
Total Unrestricted Funds:		
Opening balance	42,202	36,916
Income	12,563	16,064
Expenditure	-12,548	-10,778
Transfers	0	0
Closing balance	<u>42,217</u>	<u>42,202</u>

Total Funds

Opening balance	43,702	37,036
Income	12,713	18,219
Expenditure	<u>-12,698</u>	<u>-11,553</u>
Closing balance	<u>43,717</u>	<u>43,702</u>

Restricted Funds. A £150 donation toward the cost of talks was received and spent in the year. A 2022/23 donation for access improvements from the Tewkesbury Town Mayor's fund has not yet been spent.

Designated funds are for expenditure on our Transformation Project that we do not expect to be covered by grants or donations. See the Financial Review in the Trustees' Report for more detail.

Accounts



Tewkesbury Museum

Annual Report and Accounts for the Year Ended 31 March 2023

Contents

Subject	Page No.
Reference and Administrative Details	2
Trustees' Report	3
Independent Examiner's Report	9
Statement of Financial Activities	10
Balance Sheet	11
Notes to the Accounts	12

Reference and Administrative Details

Charity Number 1185929

Address 64 Barton Street
Tewkesbury
Gloucestershire
GL20 5PX

Trustees Ian Bartlett (retired 22/10/22)
Karen Brennan (retired 22/10/22)
Ian Coates
Emma Cook
Paul Drake
Joanne Raywood (Chair from 10/5/22)
Catherine Robertson (appointed 5/12/22)
Jennifer Smart

Trustees' Report

Structure, Governance and Management

The Museum is a Charitable Incorporated Organisation, registered with the Charity Commission for England and Wales, number 1185929.

The Museum's governing document is its Constitution, approved by the Charity Commission on 22 October 2019.

The governing body consists of up to nine trustees. Up to four trustees may be nominated by Tewkesbury Town Council, subject to ratification by the existing trustees.

The Museum has comprehensive policies and processes for the recruitment and induction of new trustees.

The Museum is run entirely by volunteers.

Objectives and Activities

The objects of the Museum are:

1. The establishment and maintenance of one or more Museums in Tewkesbury
2. The advancement of public knowledge and education about the history and heritage of Tewkesbury and its environs

Our constitution lists the main activities of the Museum as:

1. Effective stewardship of the CIO's collections and archives
2. Exhibiting, interpreting and providing access to collections and archives
3. Collecting artefacts in its own right or in collaboration with other Museums
4. Working in partnership with other organisations that have an interest in the history of Tewkesbury and its environs

We also engage or plan to engage in other important activities that further our second object such as walks, talks and external displays.

The trustees have complied with the duty in section 4 of the Charities Act 2006 to have due regard to guidance on public benefit published by the Commission, specifically PB2 'Public benefit: running a charity'.

Review of 2022/23

Visitors

After prolonged closures in the last two years due to Covid 19 and roof repairs, the Museum returned to normal in 2022/23 and recorded very satisfactory visitor figures:

- We opened on 285 days of the year, the second highest in nine years
- We hosted 5,758 visitors, the highest in the last twenty-five years
- The average of 20.2 visitors a day was the highest in the last nine years

Building

As for the previous twenty years, the poor repair of our building has continued to cause problems, with both exhibition rooms on the second floor now being closed since November 2021 due to unsafe ceilings and a leak from the west wall.

There has, however, finally been some good news: in March 2023 the Museum Estate and Development Fund awarded our landlord, Tewkesbury Town Council, a substantial grant to pay for repairs. More details are given in 'Plans for the Future' below.

Events

Our walks and talks are an important part of delivering our second object (page 3):

- Walks, run in conjunction with 'Project Alleycat', take place mainly in the spring and summer and focus on the history of Tewkesbury's unusual alleys and courts. They are particularly popular with visitors to the town, although well-attended by local people as well. Typically, around 15 people attend each walk

In 2022/23 there were 38 walks with 529 participants, a big step up from 2021/22 when there were 16 walks with 208 participants

- Talks are held in the spring and early autumn and attract far more locals than visitors. There is a wide variety of subjects, but nearly all have a strong connection to the Tewkesbury area. Attendance varies widely, depending on the subject and the speaker's reputation, between 15 and 50+

2022/23 was particularly successful, with 11 talks attracting 459 participants. By comparison, in 2019/20, the last year when a full programme was held, there were 8 talks with 352 participants.

Collections

Between a lack of suitable volunteers and Covid, we have been struggling for some years to bring our records up to the standards required by Spectrum, the UK collection management standard. This situation has started to improve, with our collections trustee, supported by our Chair, training a dozen new and existing volunteers to help with this project.

In spring 2022 we moved most of our Victorian exhibition into store so that we could accommodate a temporary display on the ground floor celebrating 100 years of Guiding in Tewkesbury, curated by a local enthusiast. This proved very popular, especially with visitors old enough to have owned similar items in their youth. When this exhibition finished, items belonging to or about local man Sir Raymond Priestley, an Antarctic explorer on expeditions with both Scott and Shackleton, were moved from the second floor, where they had languished unseen for nearly a year, and redisplayed on the ground floor.

We have held a large amount of archaeological deposits on loan from Tewkesbury Borough Council since 2004. We have given notice to terminate the relevant agreements, requesting that these items should either be taken back or, preferably, that title should be transferred to the Museum so that we can manage these collections indefinitely.

Trustees and Volunteers

We have been looking for trustees to help us with fundraising, building management and volunteer management for over a year. Despite advertising on on-line recruitment websites, on our own website and social media, and via posters in our window and in shops, suitably qualified applicants have proved very elusive, and existing trustees have had to work hard to compensate for this deficiency.

Volunteer numbers have climbed steadily, passing 30 at the end of the year. This has made it easier to comply with our new policy of avoiding lone working wherever possible.

Plans for the Future

As mentioned above, our landlord has been awarded a large grant to address the many defects that have plagued the building – and the Museum – for many years. Work is expected to begin in autumn 2023, and to last for about nine months.

We do not yet know how great an impact this will have on the Museum. It is likely that we will have to close to visitors for at least half, and possibly all, the time. We are hoping that volunteers will be able to enter the building to carry on with the conservation and cataloguing of our collections for some of this time, but there is no certainty of this.

When more is known about the timing of the works we will try to secure temporary accommodation where volunteers can work and where all or part of our collection can be stored and, hopefully, displayed to visitors.

These repairs will remove the difficulties and, indeed, the existential threat, that the poor condition of our building has posed for many years. The building will not, however, be perfect: it will still be cold, drab and inaccessible to visitors with mobility issues. We are therefore working on an additional project to transform the interior of the Museum.

The details have not yet been finalised, but it is likely that improvements will include:

- The whole of the ground floor will become accessible to wheelchair users
- An enlarged room on the ground floor will contain the reception desk and an area for reading, resting or enjoying a 'virtual Museum' display
- An accessible toilet will be installed
- The back room on the ground and first floors will be extended to provide better exhibition space and a combined office and store
- A general refurbishment will make the interior look more attractive
- Better insulation and heating will make the Museum warmer and more welcoming for visitors and volunteers alike

Raising funds for this project is likely to take two years or more, so, even if our grant applications are successful, it could be three or four years before all the works are completed and the transformation is complete.

Our Arts Council re-accreditation expired in June 2023, so we have been working on a re-accreditation application. However, the repairs that will start in late 2023 have introduced so much uncertainty that we have decided to apply for provisional re-accreditation instead. We will register for full accreditation again once the repairs have been carried out and we – and visitors - are able to return to our building.

The inventory and cataloguing project, now in full flow, will continue. It will probably continue into 2024/25.

We hope to find several new trustees, to ease the burden on existing ones and to allow more focus on volunteer training and fundraising.

Financial Review

Income

Total income, £18.2k, was almost exactly the same as in 2021/22, but there are some large differences within this total figure:

- Donations were low last year, as we were closed, due to Covid restrictions and roof repairs, for six months. 2022/23 visitor numbers are well over twice those for 2021/22, and visitor donations reflect this increase, climbing from £2.5k to £6.8k
 - In addition, we received £1.7k from the closure of the Friends of Tewkesbury Museum and £1.5k from the Tewkesbury Town Mayor's fund
- Gift aid, introduced in September last year, more than doubled from £0.9k to £2.0k

- Grants fell to £0.8k this year from £10.3k last year, when we received two large grants totalling £9k, one relating to Covid and one toward the refurbishment of the Battle Room
- Our walks and talks programme, returning to full strength after being severely curtailed in the previous two years, contributed a significant amount of income, growing from £0.5k last year to £2.1k this year
- Donated trustee expenses dipped slightly from £1.1k to £1.0k
- Trading income remained at £2.0k, with £0.3k extra from costume hire – again, greatly restricted in the last two years - making up for a similar fall in sales

Expenditure

Total expenditure fell £6.6k from last year's £18.2k to £11.6k. Main variances were:

- Project expenditure reduced £6.1k from last year's £9.0k - which included £6.1k on the Battle Room - to £2.9k
- Cost of Sales increased by £0.7k, due to the £0.8k write-off at 31/3/23 of remaining Alley Books. This reflects a marked downturn in sales of these books which resulted in a stockholding, before the write-off, of 6 years
- Utility costs, mainly electricity, reduced £2.1k from £2.9k to £0.8k, due partly to an overly prudent accrual at 31/3/22, which fell in a long period when our provider was unable to generate invoices. This accrual led to our 21/22 costs being overstated, and our 22/23 costs being understated, by about £1k. We benefited from a fixed rate contract that expires at the end of July 2023

Surplus and Reserves

We recorded a net surplus for the year of £6.7k, increasing our net assets from £37.0k to £43.7k. This may seem excessive for a charity with total 2022/23 expenditure of £11.6k, but, with the repairs to our building starting later this year and with our transformation project commencing, it is fortunate that funds have been built up to this level in recent years.

Our reserves policy is to hold:

- General funds of six to twelve months of our forecast ongoing running costs (ie excluding projects and other non-recurring costs)
- Restricted and designated funds of up to two years of our forecast project costs

Our running costs are estimated at £8.5k in 2023/24, and we have set our general funds at £6.2k, equivalent to 9 months of such costs.

We have £1.5k restricted funds and have set designated funds at £36.0k:

- The grant obtained by Tewkesbury Town Council for repairs should cover most of the extra costs we will incur in relocating to alternative premises while works are carried out, but we will inevitably incur some costs ourselves, and we will lose up to nine months' visitor donations
- Initial estimates suggest that our transformation project could cost up to £600k, including VAT. Typically, funders will only cover 95% of total costs, so we may have to contribute £30k toward the project. There could, moreover, be additional costs that funders do not consider to be part of the project and for which we will be fully liable ourselves, eg fundraiser fees

Approval

This report was approved by the Trustees on 24 July 2023 and signed on their behalf by:

Joanne Raywood (Chair)

Independent examiner's report on the accounts

**Report to the trustees/
members of** Tewkesbury Museum

**On the accounts for the
period ended** 31 March 2023

Charity no. 1185929

Set out on pages 10 to 18

**Responsibilities and
basis of report**

I report to the trustees on my examination of the accounts of the above charity ("the Trust") for the period ended 31/3/2023.

As the charity's trustees, you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ("the Act").

I report in respect of my examination of the Trust's accounts carried out under section 145 of the 2011 Act and in carrying out my examination, I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

**Independent
examiner's statement**

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination which gives me cause to believe that in, any material respect:

- the accounting records were not kept in accordance with section 130 of the Charities Act; or
- the accounts did not accord with the accounting records; or
- the accounts did not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Signed:

Date:

Name:

Melanie Kisby

Address:

66 Church Street
Tewkesbury
Gloucestershire
GL20 5RZ

Tewkesbury Museum
Statement of Financial Activities
Year Ended 31 March 2023

<i>All Figures in £</i>	Note	Current Year			Prior Year
		<u>Unrestricted</u>	<u>Restricted</u>	<u>Total</u>	<u>Total</u>
Income					
Transfer from predecessor organisation	2	0	0	0	846
Donations and legacies		12,029	2,155	14,184	14,871
Charitable activities		2,076	0	2,076	498
Trading activities		1,959	0	1,959	1,958
Total income	3	16,064	2,155	18,219	18,173
Expenditure					
Raising funds		1,621	0	1,621	710
Charitable activities		9,157	775	9,932	17,516
Total expenditure	4	10,778	775	11,553	18,226
Net income/(expenditure) and net movement in funds		5,286	1,380	6,666	-53
Reconciliation of funds					
Total funds brought forward		36,916	120	37,036	37,089
Total funds carried forward		42,202	1,500	43,702	37,036

Tewkesbury Museum

Balance Sheet at 31 March 2023

<i>All Figures in £</i>	Note	Current Year	Prior Year
	_____	<u>Total</u>	<u>Total</u>
Current assets			
Stock	5	0	258
Debtors	6	579	1,204
Cash at bank and in hand		44,581	38,106
Total current assets		<u>45,160</u>	<u>39,568</u>
Liabilities			
Creditors: amounts falling due within one year	7	1,458	2,532
Net current and total net assets		<u>43,702</u>	<u>37,036</u>
Funds of the charity	8		
Unrestricted: Designated		36,000	25,000
Other		6,202	11,916
Total		<u>42,202</u>	<u>36,916</u>
Restricted		1,500	120
Total funds		<u>43,702</u>	<u>37,036</u>

Approved by the trustees on 24 July 2023 and signed on their behalf by:

Joanne Raywood

Paul Drake

The notes on pages 12 to 18 form part of these accounts.

Notes to the Accounts for the Year Ended 31 March 2023

1 Accounting Policies

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

a) Basis of preparation

These accounts have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant note(s) to these accounts.

The accounts have been prepared in accordance with:

- The Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), effective from 1 January 2019; and with
- The Charities Act 2011.

Tewkesbury Museum meets the definition of a public benefit entity under FRS 102.

b) Going concern

Given the Museum's level of year-end reserves, the Trustees consider that the charity has adequate resources to continue in operation for the foreseeable future. Accordingly, the financial statements have been prepared on a going concern basis.

c) Fund accounting

Unrestricted funds are available to spend on activities that further any of our charitable purposes.

Restricted funds are donations where the donor has specified they should only be used for certain aspects of our work. The costs of raising and administering such funds are charged against the specific fund, unless expressly forbidden by the donor.

The aim and use of each material restricted fund is set out in the notes to the accounts and/or the Financial Review in the Trustees' Report. Investment income, gains and losses are allocated to the appropriate fund.

d) Income

Income is recognised when the charity becomes entitled to the resources, it is more likely than not that the trustees will receive the resources, and the monetary value can be measured with sufficient reliability.

Donations, grants and gifts are recognised when receivable. If a donation is subject to performance conditions, the income is recognised in our Statement of Financial Activities when it is probable that those conditions will be met, unless it is considered more appropriate to include it as deferred income in Creditors.

There has been no offsetting of assets and liabilities, or of income and expenditure, unless required or permitted by the FRS 102 SORP.

Legacies are recognised when there is a high probability that they will be received and the amount can be measured with a reasonable degree of accuracy.

Gift Aid recoverable is included in income when there is a valid declaration from the donor. Any Gift Aid amount recovered on a donation is considered to be a part of that gift and is treated as an addition to the same fund as the initial donation unless the donor or the terms of the appeal have specified otherwise.

Interest on deposits is included when receivable and the amount can be measured reliably, which is normally on notification by the bank of the interest paid or payable.

Trading income is recognised at the point of sale.

e) Expenditure

Expenditure is recognised once there is a legal or constructive obligation and the amount can be measured with reasonable certainty. All expenditure is accounted for on an accruals basis under the following headings:

- *Expenditure on raising funds* comprises marketing costs, costs incurred in seeking donations, grants and legacies, and the costs of fundraising activities
- *Expenditure on charitable activities* comprises the costs of running the Museum and its programme of walks and talks, and in storing archaeological artefacts on loan
- *Support costs* are incurred in support of expenditure on the objects of the charity. However, as the Museum has no staff, governance or accounting costs and its administrative costs are negligible, it is considered that there are no support costs
- Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

f) Volunteers

The value of the services provided by volunteers is not included in these financial statements.

g) Fixed assets

Assets costing more than £1,000 are capitalised at their historical cost when purchased.

The Museum's objects and display equipment, including cabinets, cases and platforms, do not generate income, and are, therefore, not classified as fixed assets. Any acquisition costs are charged when incurred.

h) Stock

It is uncertain whether merchandise will be sold, and acquisition costs below £250 are not considered material. Any such purchases are, therefore, charged when incurred. Acquisitions above £250 are recorded on the balance sheet. Provisions or write-offs are made, if appropriate, following a review of stocks held and the rate of sales.

i) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discounts offered.

j) Cash at bank and in hand

Cash at bank and in hand includes cash and short term highly liquid investments.

k) Creditors

Creditors are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors are normally recognised at their settlement amount after allowing for any trade discounts due.

2 Basis of Accounts

Tewkesbury Museum was registered as a Charitable Incorporated Organisation on 22 October 2019. On 31 May 2020 the predecessor organisation transferred its assets and liabilities to the new organisation, which assumed the running of the Museum from 1 June 2020. The Accounts and Notes set out on pages 10 to 18 relate to this organisation only. They include cash and bank balances that were transferred from the predecessor organisation.

3 Analysis of Income

All Figures in £

		Current Year			Prior Year
		<u>Unrestricted</u>	<u>Restricted</u>	<u>Total</u>	<u>Total</u>
Transfer from predecessor organisation		0	0	0	846
Donations and Legacies	Donations	8,895	1,500	10,395	2,625
	Donated trustee expenses	1,006	0	1,006	1,065
	Gift aid	1,978	0	1,978	860
	Grants - government	0	325	325	4,821
	Grants - other	150	330	480	5,500
	Total	12,029	2,155	14,184	14,871
Charitable Activities	Walks and talks	2,076	0	2,076	498
	Archaeological storage	0	0	0	0
	Total	2,076	0	2,076	498
Trading	Sale of goods	1,151	0	1,151	1,495
	Costume hire	355	0	355	10
	Christmas	453	0	453	453
	Total	1,959	0	1,959	1,958
Total Income		16,064	2,155	18,219	18,173

Details of grants are given in the Financial Review.

4 Analysis of Expenditure

All Figures in £

		Current Year			Prior Year Total
		<u>Unrestricted Costs</u>	<u>Restricted Costs</u>	<u>Total</u>	
Raising Funds	Fundraising and marketing	224	0	224	104
	Cost of sales	1,264	0	1,264	556
	Christmas	133	0	133	50
	Total	1,621	0	1,621	710
Charitable Activities	Projects	2,895	0	2,895	8,986
	Walks and talks	42	120	162	430
	Visitors	155	330	485	70
	Insurance	1,522	0	1,522	1,520
	Utilities	759	0	759	2,914
	Broadband and IT	1,289	0	1,289	1,366
	Trustee expenses	1,006	0	1,006	1,065
	Collections	607	0	607	322
	Other	882	325	1,207	843
	Total	9,157	775	9,932	17,516
Total Expenditure		10,778	775	11,553	18,226

All charitable expenditure is incurred in running the Museum and its activities. There are no governance or accounting costs. There are, therefore, considered to be no support costs.

5 Stock

All Figures in £

		Current Year	Prior Year
Books for resale	Opening stock	258	0
	Additions	845	789
	Sold or donated	-316	-531
	Written off	-787	
	Closing stock	0	258

6 Debtors

All Figures in £

	Current Year	Prior Year
Trade debtors	0	0
Prepayments and accrued income	579	1,204
Total	579	1,204

7 Creditors

<i>All Figures in £</i>	Current Year	Prior Year
Trade creditors	1,080	0
Accruals	378	2,532
Total	1,458	2,532

All creditors are due within one year.

8 Funds of the Charity

<i>All Figures in £</i>	Current Year	Prior Year
<u>Restricted Funds</u>		
Opening balance	120	0
Income	2,155	6,350
Expenditure	-775	-6,230
Transfers	0	0
Closing balance	1,500	120
<u>Unrestricted Funds</u>		
Designated Funds:		
Opening balance	25,000	20,000
Income	0	0
Expenditure	-1,815	-3,186
Transfers	12,815	8,186
Closing balance	36,000	25,000
General Funds:		
Opening balance	11,916	17,089
Income	16,064	11,823
Expenditure	-8,963	-8,810
Transfers	-12,815	-8,186
Closing balance	6,202	11,916
Total Unrestricted Funds:		
Opening balance	36,916	37,089
Income	16,064	11,823
Expenditure	-10,778	-11,996
Transfers	0	0
Closing balance	42,202	36,916

Total Funds

Opening balance	37,036	37,089
Income	18,219	18,173
Expenditure	<u>-11,553</u>	<u>-18,226</u>
Closing balance	<u>43,702</u>	<u>37,036</u>

Restricted Funds - Income. In 2021/22 grants were received for the Battle Room refurbishment, a new computer, the Rebuilding the Foundations project and our programme of talks. All such grants were spent in the year, except for £120 for talks which was carried over to 2022/23.

In 2022/23 grants and donations were received from South West Museum Development for a trustee advert, from Barnwood Trust for an access audit, and from the Tewkesbury Town Mayor's Trust for accessibility improvements. All such income, and the £120 brought forward from 2021/22, was spent in the year, except for £1,500 from the Mayor's Trust, which has been carried forward to 2023/24.

Designated funds are for project expenditure not covered by grants or donations. See the Financial Review in the Trustees' Report for more detail.

Accounts



Tewkesbury Museum

Annual Report and Accounts for the Year Ended 31 March 2022

Contents

Subject	Page No.
Reference and Administrative Details	2
Trustees' Report	3
Independent Examiner's Report	10
Statement of Financial Activities	11
Balance Sheet	12
Notes to the Accounts	13

Reference and Administrative Details

Charity Number 1185929

Address 64 Barton Street
Tewkesbury
Gloucestershire
GL20 5PX

Trustees Ian Bartlett
Karen Brennan
Ian Coates (appointed 18/1/22)
Emma Cook (appointed 18/1/22)
Paul Drake
Steve Goodchild (Chair – retired 22/10/21)
Joanne Raywood (Chair from 10/5/22)
Jenny Smart (appointed 18/1/22)

Trustees' Report

Structure, Governance and Management

The Museum is a Charitable Incorporated Organisation, registered with the Charity Commission for England and Wales, number 1185929.

The Museum's governing document is its Constitution, approved by the Charity Commission on 22 October 2019.

The governing body consists of up to nine trustees. Up to four trustees may be nominated by Tewkesbury Town Council, subject to ratification by the existing trustees.

The Museum has comprehensive policies and processes for the recruitment and induction of new trustees.

The Museum is run entirely by volunteers.

Objectives and Activities

The objects of the Museum are:

1. The establishment and maintenance of one or more museums in Tewkesbury
2. The advancement of public knowledge and education about the history and heritage of Tewkesbury and its environs.

Our constitution lists the main activities of the Museum as:

1. Effective stewardship of the CIO's collections and archives
2. Exhibiting, interpreting and providing access to collections and archives
3. Collecting artefacts in its own right or in collaboration with other museums
4. Working in partnership with other organisations that have an interest in the history of Tewkesbury and its environs

We also engage or plan to engage in other important activities that further our second object such as walks, talks and external displays.

The trustees have complied with the duty in section 4 of the Charities Act 2006 to have due regard to guidance on public benefit published by the Commission, specifically PB2 'Public benefit: running a charity'.

Review of 2021/22

The Museum was closed for all but the last few days of the first five months of the year, partly due to Covid 19 restrictions and partly to roof repairs continuing beyond the date when the restrictions were lifted. Then, in November, the ceiling of one of our second floor rooms developed a crack and we were forced to close the whole museum for another three weeks until the ceiling was made safe.

As a consequence of these closures, the number of days we were open and our visitor numbers were considerably reduced compared to the last pre-Covid year:

- In 2019/20 we were open on 262 days and had 4,531 visitors
- In 2021/22 we were open on 107 days and had 2,125 visitors

On the upside:

- 2021/22 was much better than 2020/21, when Covid restrictions allowed us to open on only 75 days and we had only 1,394 visitors
- In 2021/22, as in 2020/21, we received some Covid-related government support which has helped us maintain our financial position
- Our visitors per day increased from 17 in 2019/20 to 20 in 2021/22. This seems to be due partly to a 'post-Covid bounce' and partly to the lure of the refurbished model fairground which was opened just before the first lockdown in 2020

As for the previous twenty years, our building has continued to cause problems, although there may be a glint of light at the end of the tunnel:

- The second floor has been closed since November
 - The ceiling of one room was propped before Christmas; that of the other room was declared unsafe in February and has also been propped
 - Visitors are disappointed that they cannot view a third of our displays, although they have, for the most part, been very tolerant
 - The second floor will not open until our landlord, Tewkesbury Town Council, obtains a grant to carry out structural and other necessary repairs – see 'Plans for the Future'
- Our roof is now much better than it was. The leak that had, for years, forced us to install a 50-litre tank to collect rainwater, has been fixed. The roof is, however, still not perfect. In particular, a new leak appeared in November which necessitates a tarpaulin to protect the floor and occasional mopping-up

- A positive step toward the Town Council obtaining funding was the building finally being included on Historic England's 'Heritage at Risk' register following a review in November. This had been due 18 months earlier, but was delayed, first by a flood and then by Covid

Covid also delayed the opening of our refurbished Battle Room, scheduled for the 550th anniversary on 4 May 2020. Instead, this major improvement was completed in September 2021. An official opening ceremony was held a few months later, attended by Clive Montellier, the Secretary of Tewkesbury Battlefield Society, which made a generous contribution toward the cost of the project.

The adjoining room, which houses our medieval, Roman and prehistoric collection, was repainted and re-arranged.

Our walks and talks are an important part of delivering our second object:

- Walks, run in conjunction with 'Project Alleycat', take place mainly in the spring and summer and focus on the history of Tewkesbury's unusual alleys and courts. They are particularly popular with visitors to the town, although well-attended by local people as well. Typically, 15-20 people attend each walk
- Talks are held in spring and early autumn and attract far more locals than visitors. There is a wide variety of subjects, but nearly all have a strong connection to the Tewkesbury area. Attendance varies widely, depending on the subject and the speaker's reputation, between 15 and 50+
- After a break of two years, the first walk took place in August 2021 but the first talk was not held until March 2022:
 - In 2019/20 there were 15 walks with 271 participants; in 2021/22 there were 16 walks with 208 participants
 - In 2019/20 there were 5 talks to private groups and 8 to the public, with 280 participants; in 2021/22 there was a single talk with 55 participants

Our Chairman for the last four years, and trustee for many more, Steve Goodchild, stepped down from the board in October. Fortunately, he has not left us completely and is still a very active and important volunteer. After a short gap, Steve was replaced by Joanne Raywood, who retired as Tewkesbury Town Mayor on 9 May 2022 and became our new Chair on 10 May.

When we re-opened at the end of August, we found that Covid had left us with fewer volunteers than before, and opening for as many days as we did was only possible due to the extra effort of a few stalwarts who covered many more sessions on reception than they would normally have done. Volunteer numbers have picked up since February, perhaps reflecting an increased confidence that the worst of Covid has passed. New recruits are being trained using an expanded version of our Volunteer Handbook that Joanne has worked to produce.

Steve Goodchild updated 'A Short History of Tewkesbury's Alleys', a book by John Rogers originally published over a hundred years ago. It has sold, mainly through local shops, extremely well, far eclipsing the rather meagre sales we are able to achieve with the limited sales area we have in the museum.

Plans for the Future

The poor condition of the building has overshadowed the Museum for many years; its potential cannot be achieved while structural problems threaten its exhibits. We are hopeful that this situation will finally be resolved in the next two or three years. This means that this period of time will be dominated by building works and the challenges they will pose.

Following the museum building being added to the 'Heritage at Risk' register, Historic England encouraged our landlord to submit a grant application for a grant to address part or all of the structural problems with the museum building. This application was submitted in May 2022. If successful, we will probably have to close to visitors – again – for several months.

In addition to these repairs, the trustees have ambitious plans to improve the interior of the museum. Grant applications are being prepared for these, with the costs of a professional fundraiser being shared between the landlord and the museum. There are several elements to these improvements:

- The whole of the ground floor will become accessible to wheelchair users, who are currently unable to visit the museum because the only ground floor room which is level with the entrance passageway is currently used as an office
- Today's office and toilet will be merged, and the enlarged room will contain the reception desk, seats for reading and resting, and an enhanced sales area
- An accessible toilet will be installed in the room that is currently an underutilised kitchen
- Our very steep and little used rear staircase will be removed, allowing the back room on the ground floor and the one above to be extended. The ground floor room will then be large enough to accommodate temporary exhibitions, a Christmas grotto and small community events, and the first floor room will serve as a combined office and store
- A general refurbishment will make the interior look more attractive
- Better insulation and heating will make the museum warmer and more welcoming for visitors and volunteers alike

We do not know how long it will take to raise sufficient funds for these improvements or how long they will take to be carried out. It is possible that the museum will re-open after the structural repairs have been made and then have to close a few months or a year or two later, or it may be possible to combine the interior works with the structural ones and avoid having to close a second time.

Other, more routine, improvements that we will be working on include:

- The date of our submission for re-accreditation with the Arts Council has been deferred – by the Council, due to Covid - several times. It was originally due in March 2020; we now have a new deadline of June 2023. A lot of the work we did for the 2020 submission is still valid; but a lot more will have to be repeated
- Training on our collection management system, Modes, will be carried out. This will enable faster progress to be made on cataloguing our collections, an exercise that Covid delayed considerably
- The potential closure of the museum in the near future has made more urgent a project we were already planning before: to take our museum out into the community by setting up external displays. This will involve obtaining agreement from local venues, curating several new displays, acquiring suitable cabinets (and relevant funds). We expect this to be a challenging but rewarding project

Financial Review

There is little to be gained by comparing income and expenditure for this year with that for last year:

- The current incarnation of the charity (the CIO) did not take over the running of the Museum until 1 June 2020, and the 2020/21 figures were, therefore, for only ten months
- Both years were affected by Covid, leading to a substantial loss of visitor donations, compensated for by government grants
 - The £37k surplus for 2020/21 was due in large part to a £33k transfer of funds from the CIO's predecessor charity (Remaining funds – of less than £1k - were transferred in 2021/22)

In 2021/22, grants made up a large part of our income, over £10k. We received four restricted grants, two private and two from government sources:

- £5k from Tewkesbury Battlefield Society toward the cost of refurbishing the Battle Room
- £0.5k from the Friends of Tewkesbury Museum toward a new computer
- £0.6k from Tewkesbury Borough Council toward the cost of relaunching our talks programme
- £0.3k from Bristol City Council to offset costs incurred in our participation in South West Museum Development's 'Rebuilding the Foundations' project

In addition, we received two unrestricted, Covid-related government grants totalling nearly £4k.

The Museum was only open half the year, but donations were over 60% of those in 2019/20, the last pre-Covid year, reflecting higher footfall per day open and a higher average donation per visitor. We believe that the refurbished model fairground and Battle Room have contributed to both these phenomena.

Sales jumped in the year due to the republication of the 'History of Tewkesbury's Alleys' book. This contributed most of the £0.9k surplus on sales.

The Museum claimed gift aid on its donations for the first time, receiving nearly £0.9k just after the year-end.

A few items of expenditure reduced to some extent during our periods of closure, but others, including one of the highest, insurance, continued at the same rate. Electricity consumption – mainly for heating - fell when we were closed, but price increases drove the overall expenditure to a higher figure than we had budgeted.

£9k project expenditure included £6k to complete the refurbishment of the Battle Room (started in 2019/21), £2k on building repairs and £0.5k for a new PC.

Overall, our deficit for the year was a mere £0.1k, leaving us with substantially the same net assets as the previous year.

Our reserves policy is to hold designated funds of up to two years of our forecast project costs and general funds of one to two years of our forecast running costs. In normal times our projects might involve replacing a display case or two and other costs of mounting a new exhibition. We are not, however, in normal times, as the anticipated structural repairs and internal refurbishment over the next two or three years will require significant sums of money – perhaps £350-400k in total.

While these funds will have to be raised from grants, and the responsibility for much of them lies with our landlord, we anticipate having to contribute toward fundraising costs for some of the expenditure ourselves, and there will inevitably be other costs for which we are responsible and unable to obtain grants.

The trustees have therefore set aside £25k as designated reserves against such outgoings, leaving general reserves of £12k, in line with our budgeted expenditure on ongoing activities for 2022/23.

In our last annual report and accounts we included memorandum accounts as well as official ones. This was because the official accounts were distorted by the £33k received from the 'old' Tewkesbury Museum, the predecessor to the current CIO. The memorandum accounts sought to present a more balanced view of the Museum's financial performance by presenting the combined figures of the new and old charities together. In 2021/22 another transfer – the final one - was received from our predecessor organisation, but, as it was for less than £1k, the distortion is minimal and memorandum accounts are not considered necessary.

Approval

This report was approved by the Trustees on 14 June 2022 and signed on their behalf by:

Joanne Raywood (Chair)

Independent examiner's report on the accounts

Report to the trustees/ members of	Tewkesbury Museum	
On the accounts for the period ended	31 March 2022	Charity no. 1185929
Set out on pages	10 to 19	
Responsibilities and basis of report	I report to the trustees on my examination of the accounts of the above charity ("the Trust") for the period ended 31/3/2022. As the charity's trustees, you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ("the Act"). I report in respect of my examination of the Trust's accounts carried out under section 145 of the 2011 Act and in carrying out my examination, I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.	
Independent examiner's statement	I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination which gives me cause to believe that in, any material respect: • the accounting records were not kept in accordance with section 130 of the Charities Act; or • the accounts did not accord with the accounting records; or • the accounts did not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination. I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.	
Signed:	Date:	
Name:	Elizabeth Giles	
Address:	c/o Tewkesbury Museum 64 Barton Street Tewkesbury Gloucestershire GL20 5PX	

Tewkesbury Museum
Statement of Financial Activities
Year Ended 31 March 2022

<i>All Figures in £</i>	Note	Current Year			Prior Year
	—	<u>Unrestricted</u>	<u>Restricted</u>	<u>Total</u>	<u>Total</u>
Income					
Transfer from predecessor organisation	2	846	0	846	33,072
Donations and legacies		8,521	6,350	14,871	15,673
Charitable activities		498	0	498	35
Trading activities		1,958	0	1,958	18
Total income	3	<u>11,823</u>	<u>6,350</u>	<u>18,173</u>	<u>48,798</u>
Expenditure					
Raising funds		710	0	710	0
Charitable activities		11,286	6,230	17,516	11,709
Total expenditure	4	<u>11,996</u>	<u>6,230</u>	<u>18,226</u>	<u>11,709</u>
Net income/(expenditure) and net movement in funds		-173	120	-53	37,089
Reconciliation of funds					
Total funds brought forward		37,089	0	37,089	0
Total funds carried forward		<u>36,916</u>	<u>120</u>	<u>37,036</u>	<u>37,089</u>

Tewkesbury Museum

Balance Sheet at 31 March 2022

<i>All Figures in £</i>	Note _____	Current Year <u>Total</u>	Prior Year <u>Total</u>
Current assets			
Stock	5	258	0
Debtors	6	1,204	278
Cash at bank and in hand		38,106	40,990
Total current assets		<u>39,568</u>	<u>41,268</u>
Liabilities			
Creditors: amounts falling due within one year	7	2,532	4,179
Net current and total net assets		<u>37,036</u>	<u>37,089</u>
Funds of the charity	8		
Unrestricted: Designated		25,000	20,000
Other		11,916	17,089
Total		<u>36,916</u>	<u>37,089</u>
Restricted		120	0
Total funds		<u>37,036</u>	<u>37,089</u>

Approved by the trustees on 14 June 2022 and signed on their behalf by:

Joanne Raywood

Paul Drake

The notes on pages 13 to 19 form part of these accounts.

Notes to the Accounts for the Year Ended 31 March 2022

1 Accounting Policies

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

a) Basis of preparation

These accounts have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant note(s) to these accounts.

The accounts have been prepared in accordance with:

- The Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), issued on 16 July 2014; and with
- The Charities Act 2011.

Tewkesbury Museum meets the definition of a public benefit entity under FRS 102.

b) Going concern

Given the Museum's level of year-end reserves, the Trustees consider that the charity has adequate resources to continue in operation for the foreseeable future. Accordingly, the financial statements have been prepared on a going concern basis.

c) Fund accounting

Unrestricted funds are available to spend on activities that further any of our charitable purposes.

Restricted funds are donations where the donor has specified they should only be used for certain aspects of our work. The costs of raising and administering such funds are charged against the specific fund, unless expressly forbidden by the donor.

The aim and use of each material restricted fund is set out in the accounting policy notes. Investment income, gains and losses are allocated to the appropriate fund.

d) Income

Income is recognised when the charity becomes entitled to the resources, it is more likely than not that the trustees will receive the resources, and the monetary value can be measured with sufficient reliability.

Donations, grants and gifts are recognised when receivable. If a donation is subject to performance conditions, the income is recognised in our Statement of Financial Activities when it is probable that those conditions will be met, unless it is considered more appropriate to include it as deferred income in Creditors.

There has been no offsetting of assets and liabilities, or of income and expenditure, unless required or permitted by the FRS 102 SORP.

Legacies are recognised when there is a high probability that they will be received and the amount can be measured with a reasonable degree of accuracy.

Gift Aid recoverable is included in income when there is a valid declaration from the donor. Any Gift Aid amount recovered on a donation is considered to be a part of that gift and is treated as an addition to the same fund as the initial donation unless the donor or the terms of the appeal have specified otherwise.

Interest on deposits is included when receivable and the amount can be measured reliably, which is normally on notification by the bank of the interest paid or payable.

Trading income is recognised at the point of sale.

e) Expenditure

Expenditure is recognised once there is a legal or constructive obligation and the amount can be measured with reasonable certainty. All expenditure is accounted for on an accruals basis under the following headings:

- *Expenditure on raising funds* comprises marketing costs, costs incurred in seeking donations, grants and legacies, and the costs of fundraising activities
- *Expenditure on charitable activities* comprises the costs of running the Museum and its programme of walks and talks, and in storing archaeological artefacts on loan
- *Support costs* are incurred in support of expenditure on the objects of the charity. However, as the Museum has no staff, governance or accounting costs and its administrative costs are negligible, it is considered that there are no support costs
- Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

f) Volunteers

The value of the services provided by volunteers is not included in these financial statements.

g) Fixed assets

Assets costing more than £1,000 are capitalised at their historical cost when purchased.

The Museum's objects and display furniture do not generate income, and are, therefore, not classified as fixed assets. Any acquisition costs are charged when incurred.

h) Stock

It is uncertain whether merchandise will be sold, and acquisition costs are not material. Any such purchases are, therefore, charged when incurred.

i) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discounts offered.

j) Cash at bank and in hand

Cash at bank and in hand includes cash and short term highly liquid investments.

k) Creditors

Creditors are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors are normally recognised at their settlement amount after allowing for any trade discounts due.

2 Basis of Accounts

Tewkesbury Museum was registered as a Charitable Incorporated Organisation on 22 October 2019. On 31 May 2020 the predecessor organisation transferred its assets and liabilities to the new organisation, which assumed the running of the museum from 1 June 2020. The Accounts and Notes set out on pages 10 to 19 relate to this organisation only. They include cash and bank balances that were transferred from the predecessor organisation.

3 Analysis of Income

All Figures in £

		Current Year			Prior Year
		<u>Unrestricted</u>	<u>Restricted</u>	<u>Total</u>	<u>Total</u>
Transfer from predecessor organisation		846	0	846	33,072
Donations and Legacies	Donations	2,625	0	2,625	1,339
	Donated trustee expenses	1,065	0	1,065	0
	Gift aid	860	0	860	0
	Grants - government	3,971	850	4,821	11,334
	Grants - other	0	5,500	5,500	3,000
	Total	8,521	6,350	14,871	15,673
Charitable Activities	Walks and talks	498	0	498	35
	Archaeological storage	0	0	0	0
	Total	498	0	498	35
Trading Activities	Sale of goods	1,495	0	1,495	18
	Paranormal	0	0	0	0
	Costume hire	10	0	10	0
	Christmas	453	0	453	0
	Total	1,958	0	1,958	18
Total Income		11,823	6,350	18,173	48,798

Details of grants are given in the Financial Review.

4 Analysis of Expenditure

All Figures in £

		Current Year			Total
		Unrestricted Costs	Restricted Costs	Total	
Raising Funds	Fundraising and marketing	104	0	104	0
	Cost of sales	556	0	556	0
	Christmas	50	0	50	0
	Other	0	0	0	0
	Total	710	0	710	0
Charitable Activities	Projects	2,756	6,230	8,986	6,859
	Walks and talks	430	0	430	0
	Visitors	70	0	70	0
	Insurance	1,520	0	1,520	1,073
	Utilities	2,914	0	2,914	1,402
	Broadband and IT	1,366	0	1,366	630
	Trustee expenses	1,065	0	1,065	0
	Equipment & maintenance	453	0	453	1,312
	Other	712	0	712	433
	Total	11,286	6,230	17,516	11,709
Total Expenditure		11,996	6,230	18,226	11,709

All charitable expenditure is incurred in running the Museum and its programme of walks and talks. There are no governance or accounting costs. There are, therefore, considered to be no support costs.

5 Stock

All Figures in £

		Current Year	Prior Year
Books for resale	Opening stock	0	0
	Additions	789	0
	Sold or donated	-531	0
	Closing stock	258	0

6 Debtors

All Figures in £

		Current Year	Prior Year
Trade debtors		0	0
Prepayments and accrued income		1,204	278
Total		1,204	278

7 Creditors

All Figures in £

	Current Year	Prior Year
Trade creditors	0	2,978
Accruals	2,532	1,201
Total	2,532	4,179

All creditors are due within one year.

8 Funds of the Charity

All Figures in £

	Current Year	Prior Year
<u>Restricted Funds</u>		
Opening balance	0	0
Income	6,350	0
Expenditure	-6,230	0
Transfers	0	0
Closing balance	120	0
<u>Unrestricted Funds</u>		
Designated Funds:		
Opening balance	20,000	0
Income	0	0
Expenditure	-3,186	0
Transfers	8,186	20,000
Closing balance	25,000	20,000
General Funds:		
Opening balance	17,089	0
Income	11,823	48,798
Expenditure	-8,810	-11,709
Transfers	-8,186	-20,000
Closing balance	11,916	17,089
Total Unrestricted Funds:		
Opening balance	37,089	0
Income	11,823	48,798
Expenditure	-11,996	-11,709
Transfers	0	0
Closing balance	36,916	37,089

Total Funds

Opening balance	37,089	0
Income	18,173	48,798
Expenditure	<u>-18,226</u>	<u>-11,709</u>
Closing balance	<u>37,036</u>	<u>37,089</u>

Grants toward the Battle Room refurbishment, new computer, Rebuilding the Foundations project and programme of talks are regarded as restricted. All such grants were spent in the year, except for talks where a balance of £120 will be spent in 2022/23.

Designated fund expenditure consists of project expenditure not covered by grants. The closing designated fund balance is in respect of expenditure on projects that are expected to be carried out in the next two years, including fundraising and other costs associated with the proposed structural repairs to and interior refurbishment of the museum building.

Accounts



Tewkesbury Museum

Annual Report and Accounts for the Period 22 October 2019 to 31 March 2021

Contents

Subject	Page No.
Reference and Administrative Details	2
Trustees' Report	3
Independent Examiner's Report	7
Statement of Financial Activities	8
Balance Sheet	9
Notes to the Accounts	10
Memorandum Statement of Financial Activities	17
Memorandum Balance Sheet	18
Memorandum Notes to the Accounts	19

Reference and Administrative Details

**Charity
Number** 1185929

Address 64 Barton Street
Tewkesbury
Gloucestershire
GL20 5PX

Trustees Steve Goodchild (Chair)
Ian Bartlett
Karen Brennan
Paul Drake
Craig Fletcher (retired 31/12/20)
Joanne Raywood

P Drake was appointed on 27/1/20. All other trustees were appointed on 22/10/19 as the first trustees in the charity's constitution.

Trustees' Report

Structure, Governance and Management

The Museum is a Charitable Incorporated Organisation, registered with the Charity Commission for England and Wales, number 1185929.

The Museum's governing document is its Constitution, approved by the Charity Commission on 22 October 2019.

The governing body consists of up to nine trustees. Up to four trustees may be appointed by Tewkesbury Town Council, subject to ratification by the existing trustees.

Objectives and Activities

The objects of the Museum are:

- The establishment and maintenance of one or more museums in Tewkesbury
- The advancement of public knowledge and education about the history and heritage of Tewkesbury and its environs□.

The main activities of the Museum are:

1. Effective stewardship of the CIO's collections and archives
2. Exhibiting, interpreting and providing access to collections and archives
3. Collecting artefacts in its own right or in collaboration with other museums
4. Working in partnership with other organisations that have an interest in the history of Tewkesbury and its environs

The trustees have complied with the duty in section 4 of the Charities Act 2006 to have due regard to guidance on public benefit published by the Commission, specifically PB2 'Public benefit: running a charity'.

The Museum is run entirely by volunteers.

Achievements and Performance

The CIO was formed on 22 October 2019 but did not take over responsibility for the running of the Museum until 1 June 2020. Until that date the Museum continued to be run by the CIO's predecessor organisation, the unincorporated charity Tewkesbury Museum, registration number 203157.

Covid-19 restrictions reduced the Museum's operations dramatically:

- Visitors
 - o Between April 2019 and March 2020 the Museum was open on 262 days and had 4,531 visitors
 - o During April and May 2020 and between November 2020 and March 2021 it was closed
 - o Between April 2020 and March 2021, it was open on 75 days and had 1,394 visitors, an approximately 70% reduction on the previous 12 months
- Events
 - o Between April 2019 and March 2020, volunteers led 15 tours and walks with 271 participants, gave 5 talks to groups and 8 public talks with 280 participants.
 - o Between April 2020 and March 2021 there were no tours, walks or talks, our Father Christmas sessions had to be cancelled, and with the cancellation of the Medieval Festival no-one hired our costumes

The model fairground, constructed by Alfred Salt in the 1950s and relocated to a new position in the front room of our ground floor in the first few months of 2020, proved a big success, particularly with our younger visitors, in the months when we were allowed to open.

The Battle Room – the first floor room dedicated to the Battle of Tewkesbury – is being refurbished. By 31 March 2021 nearly half the work had been done. We were planning to have a grand unveiling ceremony on 4 May 2021, the 550th anniversary of the battle, but this has had to be delayed due to Covid. This has also led to the postponement of improvements to the adjoining gallery (see 'Plans for the Future').

We have continued the task of reconciling our collection, paper records and Modes database. Alongside this, we have started to record environmental conditions in our galleries and stores, to better understand any deficiencies which might affect the condition of objects in our care. To this end, we acquired a further ten therma-hygrometers in November.

Our landlords, Tewkesbury Town Council, made a successful application to Historic England for a £25k grant to make urgently-needed repairs to the roof of the museum. These are being carried out in April and May 2021. They will, unfortunately only partially resolve the major problems with the roof structure and covering, and a much more substantial grant will be needed to fund further repairs to the roof and other structural elements of the building. To be considered for such a grant our building will have to be included in Historic England's 'At Risk' register. An inspection to achieve such a registration has been delayed, first by floods and then by Covid.

The deadline for our re-accreditation with Arts Council England was originally March 2020. This has been deferred twice, first to March 2021 and then to March 2022. To meet the new deadline we will have to repeat some of the work we have already done. On a positive note, however, this gives us time to review and embed the policies and procedures into our ways of working.

Plans for the Future

We will be continuing work to properly record our collection, to fully comply with the national 'Spectrum' standard and our obligations for accreditation. Alongside this, we will be fully implementing our Collection Care plan to manage the collection.

We were not allowed to enter the museum building while the roof repairs were in progress. This meant that we were unable to open on the first allowed date of 17 May 2021, but had to wait a few weeks longer. We hope to resume our programme of tours, walks and talks at about the same time.

With regard to the major repairs needed to the roof area and the damaged second floor ceilings, we have commissioned a structural survey which will be carried out in the spring or summer, and Tewkesbury Town Council have appointed a grant-finding consultancy to help develop a strategy for these repairs. We will work closely with them in this project. Our building will not be fit for its present, or indeed any other use, if these repairs are not carried out in the next few years.

Once the Battle Room refurbishment is complete, and as allowed by structural repairs, we will carry out substantial work in the adjoining gallery on the second floor. Our plan is to dedicate it to the prehistoric, Roman and medieval periods, accommodating some items displaced from the Battle Room, and to transfer the Ashchurch exhibit there. We will also repurpose the 'children's corner' on the first floor into a discovery area, move our Victorian exhibits on the ground floor and expand the Raymond Priestley display.

Financial Review

Although the CIO was formed on 22 October 2019, it did not take over the running of the Museum until 1 June 2020. There were no financial transactions between these two dates; so, while the official accounting period is for over 17 months, the new charity was only active for ten of these.

The apparently extremely favourable surplus for this period is misleading:

- The headline surplus of £37.1k reflects £33.1k which was transferred from our predecessor organisation, the unincorporated charity Tewkesbury Museum, registration number 203157

- Much of our normal expenditure continued, despite all events being cancelled and the museum itself being closed between November 2020 and March 2021, resulting in a deficit on ongoing activities of £7.3k
- We were very lucky to receive £11.3k Covid-related government grants, converting this deficit into a surplus of £4.0k

As a new charity, we had no funds brought forward, and therefore ended the year with funds equal to our overall surplus of £37.1k. Our reserves policy is to hold designated funds of up to two years of our forecast project costs and general funds of one to two years of our forecast running costs. £20k of our funds have been designated for projects, leaving £17.1k general funds, equivalent to 28 months' forecast running costs.

Although the CIO and its predecessor organisation are, legally, different entities, they are, in substance, the same. Memorandum accounts have therefore been prepared, showing the combined results of the two charities for the normal financial year from 1 April 2020 to 31 March 2021, with comparatives for the previous year. These accounts and related notes are set out on pages 17 to 22. The comments above, other than the £33.1k transfer, also apply to these combined figures; and differences in income and expenditure between the two years are almost entirely due to the effects of Covid restrictions.

Approval

This report was approved by the Trustees on 13 May 2021 and signed on their behalf by:

Steve Goodchild (Chair)

Independent examiner's report on the accounts

Report to the trustees/ members of

Tewkesbury Museum

On the accounts for the period ended

31 March 2021

Charity no. 1185929

Set out on pages

8 to 16

Responsibilities and basis of report

I report to the trustees on my examination of the accounts of the above charity ("the Trust") for the period ended 31/3/2021.

As the charity's trustees, you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ("the Act").

I report in respect of my examination of the Trust's accounts carried out under section 145 of the 2011 Act and in carrying out my examination, I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

Independent examiner's statement

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination which gives me cause to believe that in, any material respect:

- the accounting records were not kept in accordance with section 130 of the Charities Act; or
- the accounts did not accord with the accounting records; or
- the accounts did not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Signed:

Date:

Name:

Elizabeth Giles

Address:

c/o Tewkesbury Museum

64 Barton Street
Tewkesbury
Gloucestershire
GL20 5PX

Tewkesbury Museum

Statement of Financial Activities Period from 22 October 2019 to 31 March 2021

All Figures in £

	Note	Current Period		
	—	<u>Unrestricted</u>	<u>Restricted</u>	<u>Total</u>
Income from:				
Transfer from Predecessor Organisation		33,072	0	33,072
Donations and legacies		15,673	0	15,673
Charitable activities		35	0	35
Trading activities		18	0	18
Total Income	3	48,798	0	48,798
Expenditure on:				
Raising funds		0	0	0
Charitable activities		11,709	0	11,709
Total expenditure	4	11,709	0	11,709
Net income/(expenditure) and net movement in funds for the year		37,089	0	37,089
Reconciliation of funds				
Total funds brought forward		0	0	0
Total funds carried forward		37,089	0	37,089

Tewkesbury Museum

Balance Sheet at 31 March 2021

<i>All Figures in £</i>	Note 	<u>Current Period</u>
Current assets		
Debtors	5	278
Cash at bank and in hand		40,990
Total current assets		<u>41,268</u>
Liabilities		
Creditors: amounts falling due within one year	6	4,179
Net current and total net assets		<u>37,089</u>
Funds of the charity		
Unrestricted:	7	
Designated		20,000
Other		17,089
Total		<u>37,089</u>
Restricted		0
Total funds		<u>37,089</u>

Approved by the trustees on 13 May 2021 and signed and authorised for issue on their behalf by:

Steve Goodchild

Paul Drake

The notes on pages 10 to 16 form part of these accounts.

Notes to the Accounts for the Period 22 October 2019 to 31 March 2021

1 Accounting Policies

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

a) Basis of preparation

These accounts have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant note(s) to these accounts.

The accounts have been prepared in accordance with:

- The Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), issued on 16 July 2014; and with
- The Charities Act 2011.

Tewkesbury Museum meets the definition of a public benefit entity under FRS 102.

b) Going concern

Given the Museum's level of year-end reserves, the Trustees consider that the charity has adequate resources to continue in operation for the foreseeable future. Accordingly, the financial statements have been prepared on a going concern basis.

c) Fund accounting

Unrestricted funds are available to spend on activities that further any of our charitable purposes.

Restricted funds are donations where the donor has specified they should only be used for certain aspects of our work. The costs of raising and administering such funds are charged against the specific fund, unless expressly forbidden by the donor.

The aim and use of each material restricted fund is set out in the accounting policy notes. Investment income, gains and losses are allocated to the appropriate fund.

d) Income

Income is recognised when the charity becomes entitled to the resources, it is more likely than not that the trustees will receive the resources, and the monetary value can be measured with sufficient reliability.

Donations, grants and gifts are recognised when receivable. If a donation is subject to performance conditions, the income is recognised in our Statement of Financial Activities when it is probable that those conditions will be met, unless it is considered more appropriate to include it as deferred income in Creditors.

There has been no offsetting of assets and liabilities, or of income and expenditure, unless required or permitted by the FRS 102 SORP.

Legacies are recognised when there is a high probability that they will be received and the amount can be measured with a reasonable degree of accuracy.

Gift Aid recoverable is included in income when there is a valid declaration from the donor. Any Gift Aid amount recovered on a donation is considered to be a part of that gift and is treated as an addition to the same fund as the initial donation unless the donor or the terms of the appeal have specified otherwise.

Interest on deposits is included when receivable and the amount can be measured reliably, which is normally on notification by the bank of the interest paid or payable.

Trading income is recognised at the point of sale.

e) Expenditure

Expenditure is recognised once there is a legal or constructive obligation and the amount can be measured with reasonable certainty. All expenditure is accounted for on an accruals basis under the following headings:

- *Expenditure on raising funds* comprises marketing costs, costs incurred in seeking donations, grants and legacies, and the costs of fundraising activities
- *Expenditure on charitable activities* comprises the costs of running the Museum and its programme of walks and talks, and in storing archaeological artefacts on loan
- *Support costs* are incurred in support of expenditure on the objects of the charity. However, as the Museum has no staff,

governance or accounting costs and its administrative costs are negligible, it is considered that there are no support costs

- Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

f) Volunteers

The value of the services provided by volunteers is not included in these financial statements.

g) Fixed assets

Assets costing more than £1,000 are capitalised at their historical cost when purchased.

The Museum's objects and display furniture do not generate income, and are, therefore, not classified as fixed assets. Any acquisition costs are charged when incurred.

h) Stock

It is uncertain whether merchandise will be sold, and acquisition costs are not material. Any such purchases are, therefore, charged when incurred.

i) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discounts offered.

j) Cash at bank and in hand

Cash at bank and in hand includes cash and short term highly liquid investments.

k) Creditors

Creditors are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors are normally recognised at their settlement amount after allowing for any trade discounts due.

2 Basis of Accounts

Tewkesbury Museum was registered as a Charitable Incorporated Organisation on 22 October 2019. On 31 May 2020 the predecessor organisation transferred all its assets and liabilities to the new organisation, which assumed the running of the museum from 1 June

2020. The Accounts and Notes set out on pages 8 to 16 relate to this organisation only.

The current organisation is, legally, different to the predecessor organisation, but the two are, in substance, the same. The Memorandum Accounts and Notes set out on pages 17 to 22, showing the combined figures for both organisations, reflect the performance of the Museum as a whole for the last two years.

3 Analysis of Income

All Figures in £

		Current Period		
		<u>Unrestricted</u>	<u>Restricted</u>	<u>Total</u>
Transfer from Predecessor Organisation		33,072	0	33,072
Donations and Legacies	Donations	1,339	0	1,339
	Grants	14,334	0	14,334
	Total	15,673	0	15,673
Charitable Activities	Walks and talks	35	0	35
	Archaeological Artefact Storage	0	0	0
	Total	35	0	35
Trading Activities	Sale of Goods	18	0	18
	Paranormal	0	0	0
	Costume Hire	0	0	0
	Father Christmas	0	0	0
	Total	18	0	18
Total Income		48,798	0	48,798

Tewkesbury Museum was registered as a Charitable Incorporated Organisation on 22 October 2019. On 31 May 2020 the predecessor organisation transferred all its assets and liabilities to the new organisation, which assumed the running of the museum from 1 June 2020. Assets with a financial value consisted of a bank balance and sales and petty cash floats.

Government grants totalling £11,334 were received in respect of the closure of the museum and the cessation of other activities due to Covid 19. A Growth Hub grant of £3,000 was received for a 3-D imaging project.

4 Analysis of Expenditure

All Figures in £

		Current Period		
		<u>Unrestricted</u>	<u>Restricted</u>	<u>Total</u>
		<u>Costs</u>	<u>Costs</u>	<u>—</u>
Raising Funds	Leaflets	0	0	0
	Father Christmas	0	0	0
	Other	0	0	0
	Total	0	0	0
Charitable Activities	Projects	6,859	0	6,859
	Insurance	1,073	0	1,073
	Utilities	1,402	0	1,402
	Broadband and IT	630	0	630
	Equipment and Maintenance	1,312	0	1,312
	Other	433	0	433
	Total	11,709	0	11,709
Total Expenditure		11,709	0	11,709

Expenditure on raising funds includes that on marketing, fundraising and trading activities.

All charitable expenditure is incurred in running the Museum and its programme of walks and talks, and in storing archaeological artefacts on loan. There are no governance or accounting costs. There are, therefore, considered to be no support

£3,019 of current year project expenditure was for a 3-D imaging project. The rest was predominantly for the refurbishment of the battle room.

5 Debtors

All Figures in £

Current
Period

Owed in respect of trading activities	0
Prepayments	278
Total	278

6 Creditors

All creditors are due within one year.

All Figures in £

Current
Period

Owed to Suppliers	2,978
Accruals	1,201
Total	4,179

7 Funds of the Charity

All Figures in £

Current
Period

Restricted Funds

Opening Balance	0
Income	0
Expenditure	0
Transfers	0
Closing Balance	0

Unrestricted Funds

Designated Funds:

Opening Balance	0
Income	0
Expenditure	0
Transfers	20,000
Closing Balance	20,000

General Funds:

Opening Balance	0
Income	48,798
Expenditure	-11,709
Transfers	-20,000
Closing Balance	17,089

Total Unrestricted Funds:

Opening Balance	0
Income	48,798
Expenditure	-11,709
Transfers	0
Closing Balance	37,089

Tewkesbury Museum - Current and Predecessor Organisations

Memorandum Balance Sheet at 31 March 2021

<i>All Figures in £</i>	Note —	Current Year <u>Total</u>	Prior Year <u>Total</u>
Current assets			
Debtors	5	278	1,007
Cash at bank and in hand		41,836	35,302
Total current assets		<u>42,114</u>	<u>36,309</u>
Liabilities			
Creditors: amounts falling due within one year	6	4,179	1,671
Net current and total net assets		<u>37,935</u>	<u>34,638</u>
Funds of the charity	7		
Unrestricted: Designated		20,000	20,000
Other		17,935	14,638
Total		<u>37,935</u>	<u>34,638</u>
Restricted		0	0
Total funds		<u>37,935</u>	<u>34,638</u>

The notes on pages 19 to 22 form part of these memorandum accounts.

Notes to the Memorandum Accounts for the Year Ended 31 March 2021

1 Accounting Policies

The accounting policies for the memorandum accounts are the same as for the official accounts. See pages 10 to 12 above.

2 Basis of Accounts

These accounts are for both Tewkesbury Museum organisations, the current one (the CIO) and the original one. They compare the current year (1 April 2020 to 31 March 2021) with the prior year (1 April 2019 to 31 March 2020).

There was very little activity in April and May, ie until the CIO took over the running of the Museum. Nearly all current year figures are, therefore, for the CIO, but they also include the original organisation's income of £5 and expenditure of £725.

The CIO did not receive any income or incur any expenditure in the prior year, so these figures are entirely for the original organisation. They are a modified version of that organisation's published figures. The published figures were prepared on a cash basis; those shown below have been restated onto an accruals basis.

3 Analysis of Income

All Figures in £

		Current Year			Prior Year
		<u>Unrestricted</u>	<u>Restricted</u>	<u>Total</u>	<u>Total</u>
Donations and Legacies	Donations	1,344	0	1,344	4,304
	Grants	14,334	0	14,334	0
	Total	15,678	0	15,678	4,304
Charitable Activities	Walks and talks	35	0	35	1,440
	Archaeological Storage	0	0	0	525
	Total	35	0	35	1,965
Trading Activities	Sale of Goods	18	0	18	526
	Paranormal	0	0	0	225
	Costume Hire	0	0	0	359
	Father Christmas	0	0	0	1,001
	Total	18	0	18	2,111
Total Income		15,731	0	15,731	8,380

Government grants totalling £11,334 were received in respect of the closure of the museum and the cessation of other activities due to Covid 19. A Growth Hub grant of £3,000 was received for a 3-D imaging project

4 Analysis of Expenditure

All Figures in £

		Current Year			Total
		<u>Unrestricted</u>	<u>Restricted</u>	<u>Total</u>	
		<u>Costs</u>	<u>Costs</u>	<u>Costs</u>	
Raising Funds	Leaflets	0	0	0	473
	Father Christmas	0	0	0	80
	Other	0	0	0	0
	Total	0	0	0	553
Charitable Activities	Projects	6,859	0	6,859	8,471
	Insurance	1,555	0	1,555	1,668
	Utilities	1,565	0	1,565	2,167
	Broadband and IT	710	0	710	824
	Equipment & Maintenance	1,312	0	1,312	437
	Other	433	0	433	723
	Total	12,434	0	12,434	14,290
Total Expenditure		12,434	0	12,434	14,843

Expenditure on raising funds includes that on marketing, fundraising and trading activities.

All charitable expenditure is incurred in running the Museum and its programme of walks and talks, and in storing archaeological artefacts on loan. There are no governance or accounting costs. There are, therefore, considered to be no support costs.

Prior year project expenditure was for the refurbishment of the fairground and for a costed condition report on the museum building.

£3,019 of current year project expenditure was for a 3-D imaging project. The rest was predominantly for the refurbishment of the battle room.

5 Debtors

All Figures in £

	<u>Current Year</u>	<u>Prior Year</u>
Owed in respect of trading activities	0	525
Prepayments	<u>278</u>	<u>482</u>
Total	<u>278</u>	<u>1,007</u>

6 Creditors

All creditors are due within one year.

All Figures in £

	<u>Current Year</u>	<u>Prior Year</u>
Owed to Suppliers	2,978	350
Accruals	<u>1,201</u>	<u>1,321</u>
Total	<u>4,179</u>	<u>1,671</u>

7 Funds of the Charity

All Figures in £

	<u>Current Year</u>	<u>Prior Year</u>
<u>Restricted Funds</u>		
Opening Balance	0	0
Income	0	0
Expenditure	0	0
Transfers	<u>0</u>	<u>0</u>
Closing Balance	<u>0</u>	<u>0</u>
<u>Unrestricted Funds</u>		
Designated Funds:		
Opening Balance	20,000	0
Income	0	0
Expenditure	-6,859	0
Transfers	<u>6,859</u>	<u>20,000</u>
Closing Balance	<u>20,000</u>	<u>20,000</u>
General Funds:		
Opening Balance	14,638	41,101
Income	15,731	8,380
Expenditure	-5,575	-14,843
Transfers	<u>-6,859</u>	<u>-20,000</u>
Closing Balance	<u>17,935</u>	<u>14,638</u>
Total Unrestricted Funds:		
Opening Balance	34,638	41,101
Income	15,731	8,380
Expenditure	-12,434	-14,843
Transfers	<u>0</u>	<u>0</u>
Closing Balance	<u>37,935</u>	<u>34,638</u>
<u>Total Funds</u>		
Opening Balance	34,638	41,101
Income	15,731	8,380
Expenditure	<u>-12,434</u>	<u>-14,843</u>
Closing Balance	<u>37,935</u>	<u>34,638</u>

Designated fund expenditure was mainly on 3D imaging and the battle room refurbishment. The designated fund balance is in respect of expenditure on projects that are expected to be carried out in the next two years. This includes the completion of the battle room refurbishment and the relay of the second floor, including a new Raymond Priestley exhibition.

