

# MARLOW MUSEUM CENTRE PROJECT

England & Wales · Charity number 1187853

## Details

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**Other names** MARLOW MUSEUM

**Status** Registered

**Legal form** CIO

**Registered** 2020-02-10

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

## Contact

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**Address** Peacock Room  
Court Garden Leisure Complex  
Pound Lane  
Marlow  
SL7 2AE

**Phone** 01628484415

**Email** [contact@marlowmuseum.org](mailto:contact@marlowmuseum.org)

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

## Activities

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**Objects:** THE OBJECTS OF THE MMCP ARE TO ADVANCE THE EDUCATION OF THE PUBLIC BY THE ESTABLISHMENT AND MAINTENANCE OF A MUSEUM FOR THE COLLECTION, PRESERVATION, CONSERVATION, EXPLANATION, INTERPRETATION AND DISPLAY OF ARTEFACTS, SPECIMENS, HISTORICAL AND OTHER RECORDS RELATING TO THE COMMUNITIES OF BISHAM, GREAT MARLOW, LITTLE MARLOW, MARLOW BOTTOM, MARLOW TOWN AND MEDMENHAM.

**Activities:** The charity provides a museum of local history for Marlow and District, based in the Peacock Room at Court Garden, Pound Lane, Marlow, Bucks.

## Classification

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- **How:** Provides Services
- **What:** General Charitable Purposes, Education/training, Arts/culture/heritage/science
- **Who:** Children/young People, Elderly/old People, People With Disabilities, Other Charities Or Voluntary Bodies, The General Public/mankind

## Geography

- Buckinghamshire

## Finances

Period end	Income	Expenditure	Assets	Employees
2025-04-30	£18,640	£27,448	-	-
2024-04-30	£275,163	£33,674	-	-
2023-04-30	£14,177	£13,295	-	-
2022-04-30	£6,235	£10,985	-	-
2021-04-30	£23,059	£7,716	-	-

## Trustees

Name	Role	Appointed
<b>MICHAEL ALFRED HYDE</b>	Chair	2020-02-20
Alexander Dimitrios Collingwood		2020-02-20
Della Christine Barrett Fitzgerald		2020-02-20
Heather Margaret Adams		2025-07-10
Jacqueline Roberts		2023-07-18
Richard Mark Krajewski		2020-02-20
Roger Wilson		2020-02-20

**MARLOW MUSEUM CENTRE PROJECT**

England & Wales - Charity number 1187853

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# Accounts

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the marlow museum centre  
heritage people environment



# Trustees' Annual Report & Financial Statement

1 May 2024 - 30 April 2025



**marlow**  
**museum**

**A Charitable Incorporated Organisation  
Registered Charity Number 1187853**

# Marlow Museum Centre Project Trustees' Annual Report & Statement of Financial Activity for the Year Ended 30 April 2025

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## Contents

<b>1</b>	<b>Reference and Administration Details 2024-25</b> .....	<b>3</b>
1.1	Charity Name & Registration .....	3
1.2	Charity's Address.....	3
1.3	Names of the Trustees .....	3
1.4	Names of Advisors.....	3
1.5	Bank .....	3
1.6	Independent Examiner .....	3
<b>2</b>	<b>Structure, Governance &amp; Management</b> .....	<b>4</b>
2.1	Type of Governing Document.....	4
2.2	Trustee Selection Methods.....	4
2.3	Governance & Management .....	4
<b>3</b>	<b>Activities, Achievements &amp; Performance 2024-5</b> .....	<b>6</b>
3.1	Objects of the CIO .....	6
3.2	Statutory Declaration .....	6
3.3	Activities, Achievements & Performance.....	6
<b>4</b>	<b>Financial Review</b> .....	<b>9</b>
4.1	Details of Any Funds Materially in Deficit .....	9
4.2	Policy on Reserves .....	9
4.3	Principal Sources of Funding and Outgoings.....	9
4.4	Remuneration of Trustees .....	10
4.5	Financial Status .....	10
4.6	Statutory Statements on Liabilities.....	10
<b>5</b>	<b>Statement of Financial Activity</b> .....	<b>12</b>
5.1	Independent Examiner's Report on the Accounts .....	12
5.2	Receipts & Payments During the Financial Year Ended 30 April 2025	13
5.3	Approval of the Board of Trustees.....	14
5.4	Notes to the Accounts .....	15

# 1 Reference and Administration Details 2024-25

## 1.1 Charity Name & Registration

The Charity's name is Marlow Museum Centre Project, known informally as Marlow Museum. It is a Charitable Incorporated Organisation, registration number 1187853, registered with the Charity Commission on 10 February 2020. The charity is also registered with HM Revenue & Customs.

## 1.2 Charity's Address

Court Garden, Pound Lane, Marlow, Buckinghamshire SL7 2AE.

e-mail: [contact@marlowmuseum.org](mailto:contact@marlowmuseum.org)

website: [www.marlowmuseum.org](http://www.marlowmuseum.org)

## 1.3 Names of Trustees

<i>Name</i>	<i>Office</i>	<i>Appointed</i>	<i>Resigned</i>
Michael A. Hyde	Chair	2020	
David Part	Vice Chair	2020	April 2025
Richard Krajewski	Treasurer	2020	
Jacqueline Roberts	Secretary	2023	
Philip Kersey		2020	January 2025
Roger Wilson		2020	
Alex Collingwood		2020	
Della Fitzgerald		2020	

## 1.4 Names of Advisors

Cllr David Johncock, Bucks Council

Cllr Natalia Mityaeva, Marlow Town Council

Brendan Carr, Museum Mentor for Accreditation, (March 2021- Feb 2025)

Madeleine Ding, Documentation Officer (FTAs: July 2022-July 2023; Sept-Oct 2024)

Emily Toettcher, Fundraising & Audience Development (FTAs Sept 2023-Dec 2024)

## 1.5 Names of Staff on Fixed Term Agreements

Alice Le Page (Jan 2025 – Jan 2027)

Philip Kersey (Jan 2025 – Jan 2027)

## 1.6 Bank

Lloyds Bank, 45 High St, Maidenhead SL6 1JS

## 1.7 Independent Examiner

Roger C. Smith

## **2 Structure, Governance & Management**

### **2.1 Type of Governing Document**

The governing document is a constitution, based on the Charity Commission's model governing document for a Charitable Incorporated Organisation with voting members other than its trustees.

### **2.2 Trustee Selection Methods**

There must be at least three charity trustees. There is no maximum number of charity trustees that may be appointed to the CIO.

In accordance with the Constitution, Trustees are appointed or re-appointed by a resolution passed at a properly convened meeting of the charity trustees or at the Annual General Meeting of Members.

In appointing Trustees, due consideration is given to ensuring that the Trustees have, between them, the skills and experience necessary to manage the charity effectively and in accordance with charity law.

All new trustees are given a copy of the Constitution, the most recent Trustees' Annual Report & Financial Statement, and Minutes of recent Trustees' meetings.

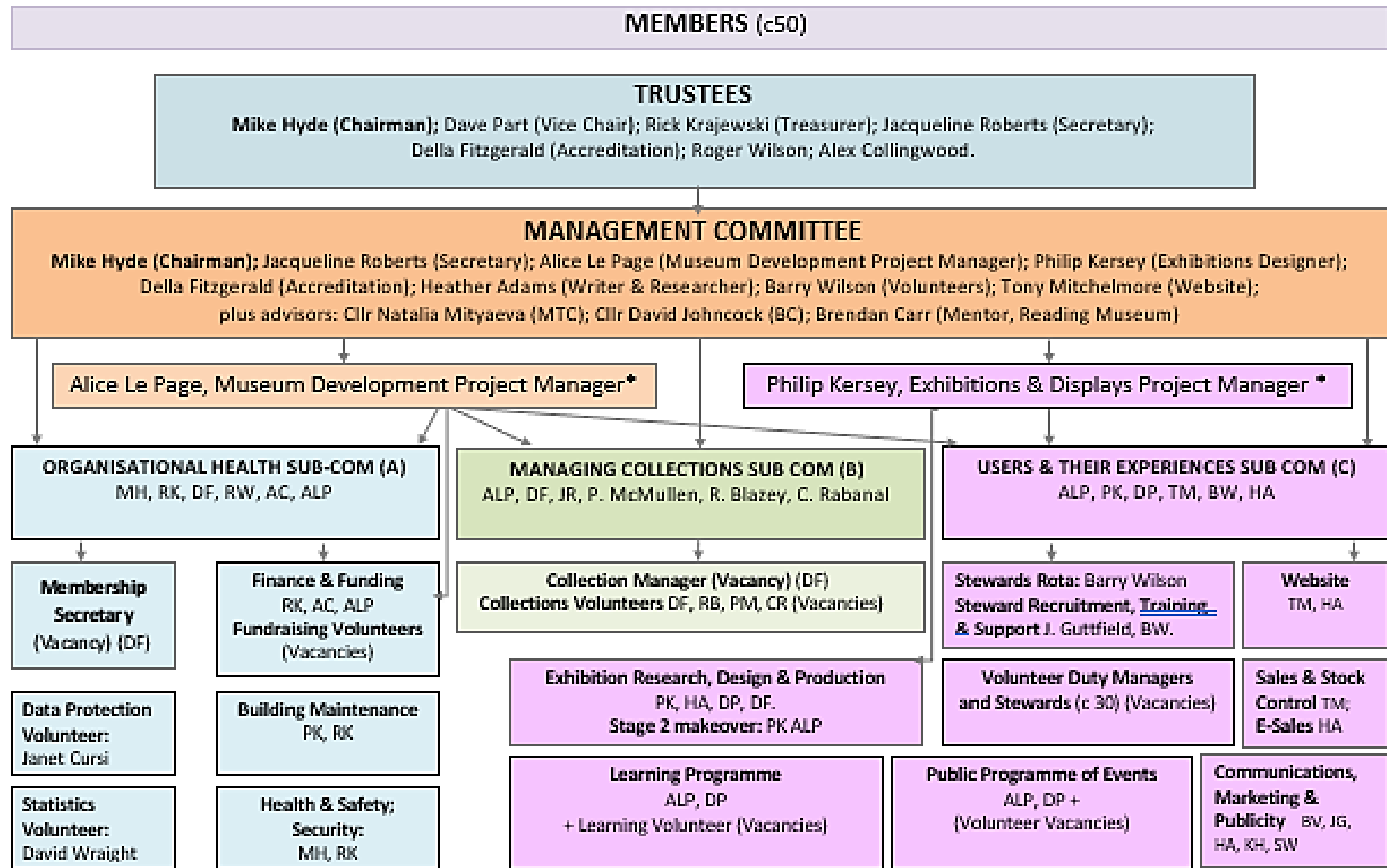
### **2.3 Governance & Management**

The Trustee Board is responsible for governing the charity. Council representatives, and any other advisors appointed from time to time, provide advice to the Board to assist strategic planning.

The Board delegates responsibility for the day-to-day operation of the museum to a Management Committee, which must include at least one Trustee and both part-time members of staff. The Management Committee reports regularly to the Trustee Board.

There are three sub committees, Planning & Finance; Managing Collections; and Volunteers & Visitors' Engagement, which report to the Management Committee and make recommendations for the Committee's approval.

# Marlow Museum Organisational Structure January 2025



All are volunteers except those marked \*

## **3 Activities, Achievements & Performance 2024-5**

### **3.1 Objects of the CIO**

The Objects of Marlow Museum Centre Project are to advance the education of the public by the establishment and maintenance of a museum for the collection, preservation, conservation, explanation, interpretation and display of artefacts, specimens, historical and other records relating to the communities of Marlow Town, Bisham, Little Marlow, Great Marlow, Marlow Bottom, and Medmenham.

### **3.2 Statutory Declaration**

The Trustees confirm that they have paid due regard to the guidance issued by the Charity Commission on public benefit in deciding what activities the charity should undertake.

### **3.3 Activities, Achievements & Performance**

#### **a) Museum Refurbishment**

22nd May 2024 was the 15<sup>th</sup> anniversary of the opening of the museum. The museum marked it with an official reopening party after the Makeover Stage One. About fifty people took part, including sponsors, councillors and representatives of various local organisations. During 2025 we are planning Makeover Stage Two, which will involve replacing or improving the display cabinets and upgrading the way we exhibit the history of Marlow.

#### **b) Exhibitions and displays**

During 2024-25 we have undertaken two major new exhibitions, on a scale unprecedented for Marlow Museum. The first was *'Writers in Marlow - From Frankenstein to Noddy'* which ran from July 2024 - March 2025. This included borrowings from other museums (Eton and Henley), from private collectors and a specialist bookshop. A highlight of the display was a unique and precious watercolour of the boat from which Percy Bysshe Shelley drowned in Italy, borrowed from Eton College Museum. The exhibition was enhanced by a 'literary trail' map of Marlow, as well as an exhibition booklet for sale, and walks and talks given by our writer & researcher Heather Adams to our Welcome Volunteers and to the general public.

The second exhibition was *'Lace –From William Borlase to Pamela Nottingham'*, which is running from April to September 2025, to commemorate our sadly-missed volunteer Pamela Nottingham. She was a lace maker, explorer, teacher

and writer, who left the museum her MBE for services to lace making, as well as her collection of lace, books and lace making equipment, and a substantial financial legacy which has made the museum secure for the foreseeable future. We involved lace making groups around the country and abroad, who wanted to express their indebtedness to Pamela for her books and teaching. Their input has enriched the exhibition and many of them came to the Exhibition Launch Party, which was also live-streamed to enable Pamela's far-flung family and friends to participate. In fact, April saw the highest number of visitors on record for the museum. There have since been talks on the history of lace, tying in with the Marlow Society's programme of talks, and on Saturday 5th July 2025 the museum will be putting on a lace-themed folk concert in All Saints' church, featuring award winning folk artists, Jackie Oates and John Spiers. This will be the biggest fundraising event we have attempted so far.

These two exhibitions have shown what we can achieve, in spite of being in such a small building: we have substantially grown our audience, through attempting new things. They have also highlighted the importance of planning, thinking laterally, and involving as many people as possible to draw in the community.

### **c) Museum professionals working with the Museum**

Towards the end of 2024, the Trustees, building on the Audience Development work done by Emily Toettcher, realised that the museum had progressed to the extent that the volunteers could benefit considerably from professional assistance to develop it further. A decision was made to set aside some of the legacy monies to enable two part-time fixed-term posts to be created, one for a Museum Development Manager at 10 hours a week and one for an Exhibitions and Display Designer at 5 hours a week, both for 2 years from January 2025-January 2027. We were very fortunate to find an experienced Museum Development Manager, Alice Le Page, and an equally experienced Museum Designer, Philip Kersey. Philip has been with the museum since its inception, but was pleased to be able to give more professional time to its development, leaving his role as trustee to enable this. Their presence since January 2025 has already made a considerable difference to the museum. The beautiful exhibition 'Lace' is our most striking display ever, and Alice has already expanded the museum's work in the community, providing activities for children in school holidays and having a regular presence on social media.

### **d) Accreditation**

The trustees applied for Accreditation with Arts Council England in February 2025. The application was well received and a subsequent visit went very well.

The award of **Accredited Museum** status was announced on June 19<sup>th</sup> 2025. This is a considerable achievement for a small, mainly volunteer-led museum. Future plans are to publicise our new Accredited Museum status and to further implement the policies, plans and procedures created in working towards Accreditation.

#### **e) Legacies**

Over the last two years, the museum has received a total of £512,400 from the will of former member, volunteer and museum supporter – Pamela Nottingham Johnson. The trustees have designated the majority of this money as an investment fund, from which the museum can cover much of its running costs, thus avoiding the risk of repeated operational deficits, as incurred in many previous years.

The Trustees have also received news of a further legacy from another late member of the museum together with a final settlement from the Johnson estate. The combined receipt from these is c.£45,000.

#### **f) New Website and more use of IT**

The trustees commissioned a new website which went live in January 2025. It presents a more up-to-date image and enables more information to be made available to the public. The trustees also purchased Three Rings software in July 2024 to better manage the volunteer rota online. A new laptop was bought in Autumn 2024 to enable the Collections database to be transferred to Modes, the standard museum collections management system. The museum was fortunate to acquire the services of three new Collections volunteers who had been working as a team at Wycombe Museum. They are working through the inventory, taking photographs, checking all details are in Modes, and ensuring items are labelled and packed correctly. A stronger presence on social media is now being maintained for publicity purposes, with regular posts on Facebook, and Instagram.

#### **g) Looking Ahead**

The aims for 2025-26 are: to recruit more volunteers to make opening hours more secure; to undertake Makeover Stage 2 - improving the cabinets and displays; to create a better learning programme for schools; and to further develop the public programme of activities for families.

## **4 Financial Review**

### **4.1 Details of Any Funds Materially in Deficit**

The Charity has no funds which are materially in deficit.

### **4.2 Policy on Reserves**

The Charity's policy on reserves is to generate and maintain a balance which is sufficient:

- a) to preserve the financial viability of the Charity in the event that unforeseen and/or unavoidable circumstances precipitate a short-term fall in its income;
- b) to enable the Charity, in the interests of meeting its objectives, to undertake from time to time the setting up of new and innovative projects on a pilot basis to demonstrate the viability and potential benefits of such activities as a precursor to securing the external funding necessary to maintain such projects on an on-going basis.

For these purposes the Charity will endeavour to generate and maintain reserves which are at least 50% of its annual expenditure.

### **4.3 Principal Sources of Funding and Outgoings**

The museum incurred a cash deficit of just under £9,000 in the year.

Our single largest source of income in the year was interest income (c.£8,600). Our second largest income was a £3,000 grant funding the final part of the museum refurbishment in 2024.

Our "on-going" income was otherwise broadly flat year on year.

Our grant income was significantly down on last year – the grants being principally to fund the museum refurbishment which was completed at the start of the financial year.

Significant line items of expenditure in the year were:

- £5,000 of expenditure on the current lace exhibition;

- £7,000 of expenditure on three consultants who have been helping to develop the museum's offering, the development of processes as we headed towards accreditation, as well as opening the museum for an additional day in the week;
- £3,000 investment into the redevelopment of the museum (this was covered by grant income).

Aside from these items, our costs were broadly flat year on year.

With significant cash resources, the trustees decided in the year to invest almost half a million pounds into a portfolio of (FSCS protected) deposit accounts designed with a variety of maturities to maximise income, whilst providing access to funds as required. Our objective is to generate, in interest, sufficient income to cover our on-going deficits (certainly whilst interest rates remain relatively high). Had we had a full year of interest, we would have achieved that in the year.

We ended the year with over £20,000 at the bank and an investment fund of £490,000.

#### **4.4 Remuneration of Trustees**

All Trustees act in a voluntary capacity and receive no remuneration or other material benefits from their services to the Charity.

Out-of-pocket expenses necessarily and reasonably incurred by Trustees in promoting the purposes of the Charity are reimbursed at cost.

#### **4.5 Financial Status**

The charity's current resources from unrestricted and restricted funds are sufficient to meet its outgoings for at least the next year.


All the indications are that this will remain the case for the foreseeable future.

#### **4.6 Statutory Statements on Liabilities**

The Trustees declare that:

- The charity has given no guarantees where potential liability under the guarantee is outstanding at the date of this statement (*e.g.*: any outstanding/ongoing contract or legal undertaking to buy or provide specific services);
- The charity has no debt outstanding at the date of this statement which is owed by the CIO and which is secured by an express charge on any assets of the CIO (*e.g.*: a mortgage on property owned by the charity).

Approved by the Trustees and signed on their behalf,

A handwritten signature in black ink, appearing to read 'Michael A. Hyde', written in a cursive style.

Michael A. Hyde (Chair)

Date: 18<sup>th</sup> June 2025

## 5 Statement of Financial Activity

### 5.1 Independent Examiner's Report on the Accounts

**Report to the Trustees and Members of Marlow Museum Centre Project  
on the accounts for the year ended 30 April 2025  
set out on the following pages**

#### 5.1.1 Responsibilities and Basis of the Report

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

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


#### 5.1.2 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 giving me cause to believe that in any material respect:

1. accounting records were not kept in respect of the Trust as required by section 130 of the Act; *or*
2. the accounts do not accord with those records.

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.



Roger Smith

Date: 18<sup>th</sup> June 2025

**Marlow Museum Centre Project  
Income & Expenditure Account for Year Ended 30 April 2025**

<b>Income</b>	<b>30 Apr 25</b>	<b>30 Apr 24</b>
<b>Ongoing income, donations etc</b>	£	£
Membership	1,365	320
Private Donations	989	1,140
Visitor Donations	656	498
Bridge Night	0	0
Sale of Books	1,614	663
Other Sales	791	757
Street Collection	28	274
Gift Aid	25	477
Interest	8,662	0
	<b>14,128</b>	<b>4,129</b>
<b>Other grants and funding</b>		
Grants - Local Authorities/Councils	3,175	11,209
Community Charities	1,200	102
Marlow Remembers WW1	0	0
Corporate/Trust Donations	0	9,172
Other	137	551
	<b>4,512</b>	<b>21,034</b>
<b>Exceptional income</b>		
Pam Johnson legacy		512,400
	<b>18,640</b>	<b>537,563</b>

<b>Operating Expenditure</b>	<b>30 Apr 25</b>	<b>30 Apr 24</b>
<b>Project Running costs</b>	£	£
Rent	5,067	4,604
Insurance	496	795
Phone Rental and Broadband	413	217
Alarm	238	146
Fundraising	15	1,250
Air Conditioner	0	0
Advertising	275	404
Stationery and Equipment	130	16
Affiliations	91	151
Hall Hire	93	81
Electricity	1,197	1,142
Travel and Parking	291	241
Cost of Books & other sales	1,166	610
Sundry	1,191	1,155
Website etc	1,370	
Collection/documentation	631	2,500
Consultant payments E/A/P	7,000	
	<b>19,604</b>	<b>13,312</b>
<b>Peacock Room Setup costs</b>		
Museum Refurb project	3,169	20,032
Equipment purchase		0
<b>Exhibition Costs</b>		
Exhibition - Display Materials	4,674	330
	<b>4,674</b>	<b>330</b>
<b>Depreciation of Fixed Assets</b>	0	0
	<b>27,448</b>	<b>33,674</b>

<b>Income &amp; Expenditure</b>	<b>30 Apr 25</b>	<b>30 Apr 24</b>
(see detail to the left)	£	£
Income	18,640	537,563
Expenses	27,448	33,674
<b>Surplus/(Deficit)</b>	<b>(8,808)</b>	<b>503,889</b>

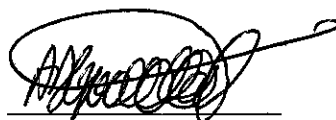
<b>Balance Sheet</b>		
Fixed Assets	0	
Flagstone savings	490,494	
Lloyds Savings	23,469	
Cash	447	
Debtors	0	
Accrued Income	0	
Prepayments/deferred income	0	
<b>Total Assets</b>	<b>514,410</b>	
Creditors	0	
Deferred Income	0	
Reserve Funds b/f	523,218	net
Surplus/(Deficit)	-8,808	514,410
<b>Total Liabilities &amp; Funds</b>	<b>514,410</b>	

<b>Cashflow</b>	
Cash at 01 May 24	16,828
Operating Surplus	-8,808
Depreciation charged	0
Change in Debtors	0
Change in Accrued Income	450
Change in Prepayments	-160
Change in creditors	261,410
Change in Deferred Income	-310
<b>Net operating cashflow:</b>	<b>252,582</b>

Transfer to investments	-490,000
Transfer from/(to) Lloyds savings	226,500
Interest earned in Lloyds savings	-4,969
interest earned in Flagstone	-494
Capital expenditure	0
<b>Cash at 30 Apr 25</b>	<b>447</b>

<b>Reserves Analysis</b>	<b>Apr-25</b>	<b>Apr-24</b>
General reserves	22,946	281,754
Competition fund	514	514
Designated funds		
Acquisitions Fund	950	950
Investment Fund	490,000	240,000
	<b>514,410</b>	<b>523,218</b>

The FY25 accounts have been prepared on a receipts and payments basis (FY24 accruals basis)

Signed  Date **16 October 2025**  
Alex Collingwood, Chairman

Signed  Date **16 October 2025**  
Rick Krajewski, Hon Treasurer

In connection with my examination of the above accounts, no matter has come to my attention:  
i) Which gives me any cause to believe that they do not comply with the accounting records and  
ii) To which, in my opinion attention should be drawn in order to enable proper understanding of the accounts to be reached.

Signed  Roger Smith FCA, Independent Examiner. Date: **16 October 2025**

### 5.3 Approval of the Board of Trustees

The Trustees declare that they have approved the above Annual Report & Statement of Financial Activity.

Signed on behalf of the Trustees:

*RKrajewski*

Rick Krajewski, Treasurer

Date: 18<sup>th</sup> June 2025

## 5.4 Notes to the Accounts

a) **Accounting Policies**

The financial statements have been prepared in accordance with the Charities Act 2011 Section 133, using the Receipts and Payments basis available to small charities and the charity's own Simple Accounts Spreadsheet.

b) **Reimbursement of Out-of-Pocket Expenses**

Out-of-pocket expenses necessarily, reasonably and incidentally incurred by Trustees in the course of their duties as Trustees are reimbursed in accordance with the prevailing Financial Policies & Procedures.

c) **Salaries & Professional Fees**

No trustee receives any payments for the services they provide to the charity.

d) **Fixed Assets**

The charity has not purchased or disposed of any fixed assets in the current financial year.

e) **Creditors**

Cheques issued prior to the end of the financial year but not appearing in the end of financial year bank statement are only reported as outstanding creditors if they remain un-presented at the time of producing the financial statements.

f) **Rounding Discrepancies**

All amounts are recorded to the penny, but in these accounts are shown as digitally rounded to the nearest pound. This can occasionally result in a total apparently not being the sum of its constituent amounts. All individual amounts, and their totals, are nevertheless correct.

Marlow Museum  
presents

Award-winning folk musicians

**Jackie Oates  
&  
John Spiers**

with SPECIAL GUEST ROGER WATSON in

**Lace - A Musical Celebration**

**7pm 5 July 2025**  
All Saints Church,  
Marlow, SL7 2AA

£15 Adult/£6 under 16s

[WWW.MARLOWMUSEUM.ORG/EVENTS-NEWS](http://WWW.MARLOWMUSEUM.ORG/EVENTS-NEWS)

**marlow  
museum**

REGISTERED CHARITY: 1187853

**marlow  
museum**

Court Garden, Pound Lane, Marlow, Bucks SL7 2AE

[www.marlowmuseum.org](http://www.marlowmuseum.org)

**MARLOW MUSEUM CENTRE PROJECT**

England & Wales - Charity number 1187853

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# Accounts

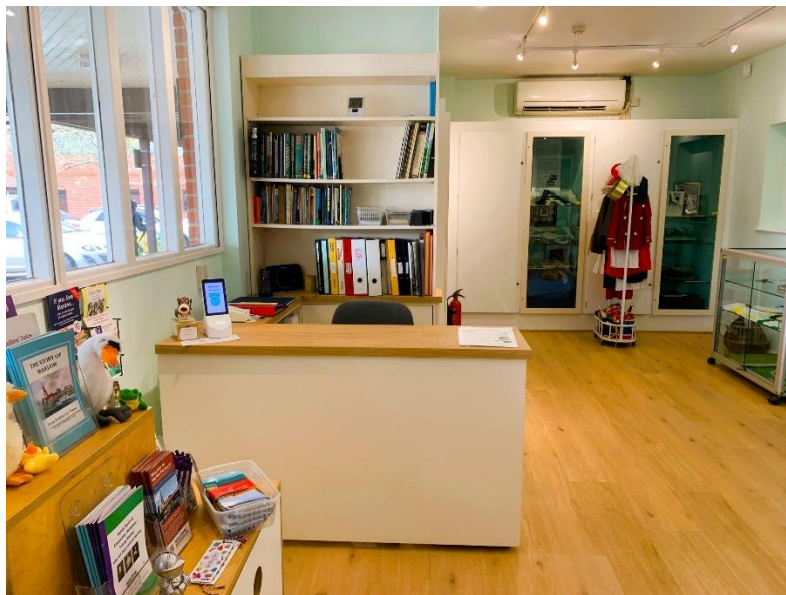
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the marlow museum centre  
heritage people environment



# Trustees' Annual Report & Financial Statement

**1 May 2023 - 30 April 2024**



**marlow  
museum**

**A Charitable Incorporated Organisation  
Registered Charity Number 1187853**



*Together We Celebrate*

**Friday 26<sup>th</sup> July 6pm – 9pm at Marlow Museum:**

**Launch of the new exhibition**

*'From Frankenstein to Noddy - Writers of Marlow'*

Exhibition to be opened by 'Mary Shelley'.

Further events on Saturday 27<sup>th</sup> and Sunday 28<sup>th</sup> 1-5pm

# Marlow Museum Centre Project Trustees' Annual Report & Statement of Financial Activity for the Year Ended 30 April 2024

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## Contents

<b>1</b>	<b>Reference and Administration Details 2023-24</b>	<b>4</b>
1.1	Charity Name & Registration	4
1.2	Charity's Address	4
1.3	Names of the Trustees Who Manage the Charity	4
1.4	Names of Advisors	4
1.5	Bank	4
1.6	Independent Examiner	4
<b>2</b>	<b>Structure, Governance &amp; Management</b>	<b>5</b>
2.1	Type of Governing Document	5
2.2	Trustee Selection Methods	5
2.3	Governance & Management	5
<b>3</b>	<b>Activities, Achievements &amp; Performance 2023-4</b>	<b>7</b>
3.1	Objects of the CIO	7
3.2	Statutory Declaration	7
3.3	Activities, Achievements & Performance	7
<b>4</b>	<b>Financial Review</b>	<b>11</b>
4.1	Details of Any Funds Materially in Deficit	11
4.2	Policy on Reserves	11
4.3	Principal Sources of Funding and Outgoings	11
4.4	Remuneration of Trustees	12
4.5	Financial Status	12
4.6	Statutory Statements on Liabilities	13
<b>5</b>	<b>Statement of Financial Activity</b>	<b>14</b>
5.1	Independent Examiner's Report on the Accounts	14
5.2	Receipts & Payments During the Financial Year Ended 30 April 2024	15
5.3	Approval of the Board of Trustees	16
5.4	Notes to the Accounts	17

# 1 Reference and Administration Details 2023-24

## 1.1 Charity Name & Registration

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## 1.2 Charity's Address

Court Garden, Pound Lane, Marlow, Buckinghamshire SL7 2AE.

e-mail: [contact@marlowmuseum.org](mailto:contact@marlowmuseum.org)

website: [www.marlowmuseum.org](http://www.marlowmuseum.org)

## 1.3 Names of the Trustees Who Manage the Charity

<i>Name</i>	<i>Office</i>	<i>Appointed</i>
Michael A. Hyde	Chair	2020
Richard Krajewski	Treasurer	2020
David Part	Vice Chair	2020
Della Fitzgerald	Secretary	2020
Philip Kersey		2021
Roger Wilson		2021
Alex Collingwood		2021
Jacqueline Roberts		2023

## 1.4 Names of Advisors

Cllr David Johncock, Bucks Council

Cllr Natalia Mityaeva, Marlow Town Council

Brendan Carr, Museum Mentor for Accreditation

Madeleine Ding, Documentation Officer (FTA: July 2022-July 2023).

Emily Toettcher, Fundraising & Audience Development (FTAs Sept 2023-Sept 2024)

## 1.5 Bank

Lloyds Bank, 45 High St, Maidenhead SL6 1JS

## 1.6 Independent Examiner

Roger C. Smith

## **2 Structure, Governance & Management**

### **2.1 Type of Governing Document**

The governing document is a constitution, based on the Charity Commission's model governing document for a Charitable Incorporated Organisation with voting members other than its trustees.

### **2.2 Trustee Selection Methods**

There must be at least three charity trustees. There is no maximum number of charity trustees that may be appointed to the CIO.

In accordance with the Constitution, Trustees are appointed or re-appointed by a resolution passed at a properly convened meeting of the charity trustees or at the Annual General Meeting of Members.

In appointing Trustees, due consideration is given to ensuring that the Trustees have, between them, the skills and experience necessary to manage the charity effectively and in accordance with charity law.

All new trustees are given a copy of the Constitution, the most recent Trustees' Annual Report & Financial Statement, and Minutes of recent Trustees' meetings.

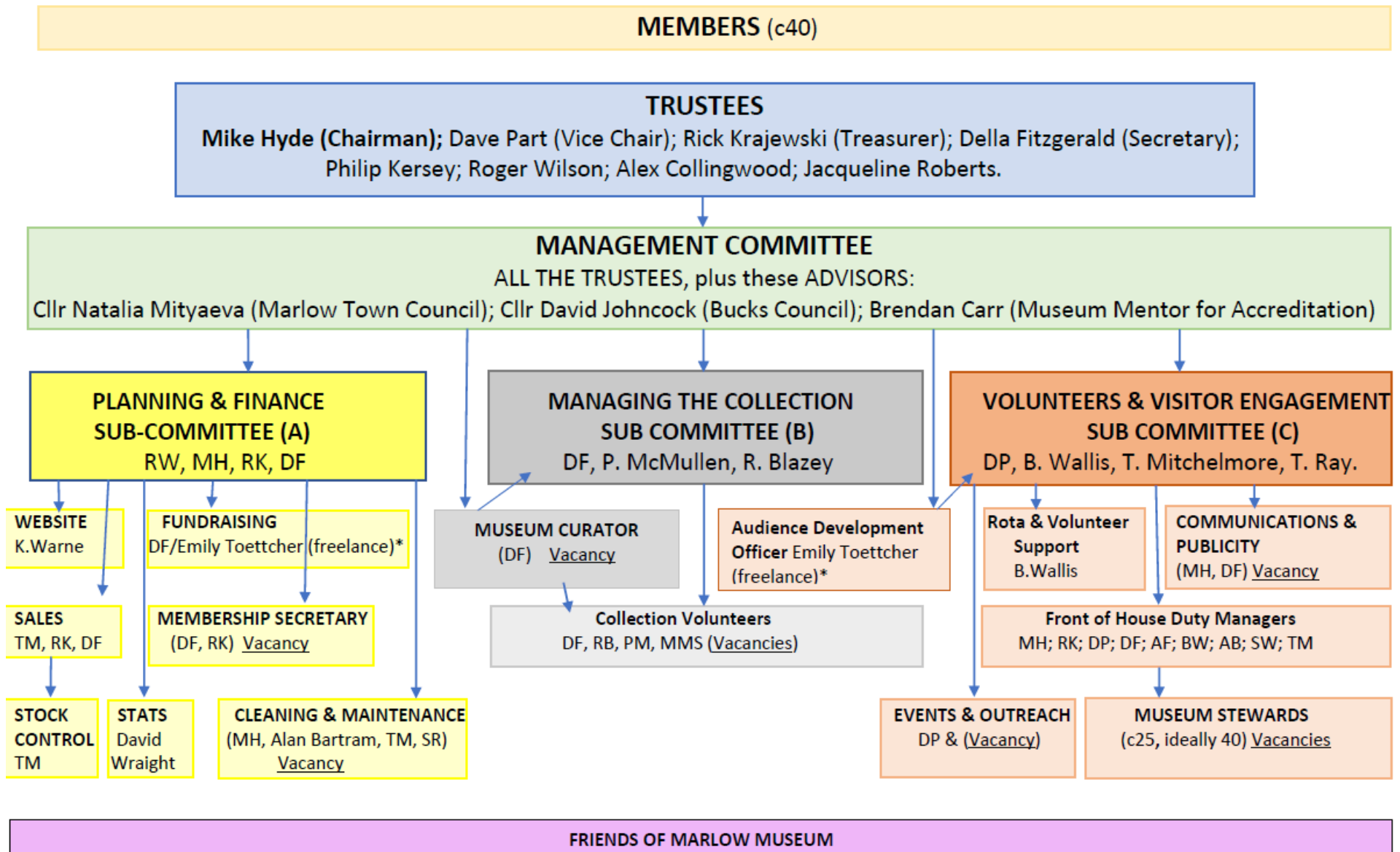
### **2.3 Governance & Management**

The Trustees and Advisors make up the Management Committee which is responsible for the management of the museum.

There are three sub committees, Planning & Finance; Managing Collections; and Volunteers & Visitors' Engagement, which report to the Management Committee and make recommendations for the Committee's approval.

The next page shows the organisational structure for 2023-24.

# Marlow Museum Organisational Structure October 2023



ALL VOLUNTEER ROLES EXCEPT ANY MARKED\*

## **3 Activities, Achievements & Performance 2023-4**

### **3.1 Objects of the CIO**

The Objects of Marlow Museum Centre Project are to advance the education of the public by the establishment and maintenance of a museum for the collection, preservation, conservation, explanation, interpretation and display of artefacts, specimens, historical and other records relating to the communities of Marlow Town, Bisham, Little Marlow, Great Marlow, Marlow Bottom, and Medmenham.

### **3.2 Statutory Declaration**

The Trustees confirm that they have paid due regard to the guidance issued by the Charity Commission on public benefit in deciding what activities the charity should undertake.

### **3.3 Activities, Achievements & Performance**

#### **a) Museum Refurbishment**

Last year's report stated the intention to undertake a complete makeover of the interior of the museum, to show what can be achieved within a small building. It was acknowledged that the size of the building was limiting, but the plan was to give it a high-quality fresh new look, with the intention of appealing more successfully to families, schools, tourists and existing supporters. 22nd May 2024 would mark the 15<sup>th</sup> anniversary of the opening of the museum. Accordingly, during 2023-24 the trustees set about raising funds for a Birthday Makeover project.

With the encouragement and support of freelance museum consultant Emily Toettcher, the museum was fortunate to achieve total funding of £17,627 from the following sources: SW Chilterns Community Board; Marlow Town Council; S. E. Museum Development's Access Audit Grant; S.E. Museum Development's Going Green Grant; and the Shanly Foundation. The museum also made a substantial contribution from its own funds; however the landlord Buckinghamshire Council has promised to recompense the museum for money spent on emergency repairs to the timbers of the west wall, which were found to be rotten once the makeover had begun.

The museum was closed for the makeover for ten weeks, from January 31<sup>st</sup> until a ‘soft’ reopening on April 6<sup>th</sup> with a Building Bird Boxes activity for children, run by Wild Marlow outside the museum. The Official Reopening and 15th Anniversary Celebration was held on May 22<sup>nd</sup> with fifty people taking part, including sponsors, councillors and representatives of various local organisations.

The building is now warmer in winter and cooler in summer: more energy-efficient, comfortable and welcoming for both visitors and volunteers. The walls and loft have been insulated, the loft part-boarded and the windows double glazed. There is new LED directional lighting replacing the old fluorescent tubes. A new wood-effect vinyl floor has transformed the appearance of the museum. A bespoke reception desk with matching bookcase has made space for a new retail area. A contactless donations box, alongside the contactless payment machine, uses technology to raise funds more efficiently.

## **b) Exhibitions and displays**

The exhibitions for much of last year were the permanent ‘Story of Marlow’ and ‘Marlow in the 1950s’ which continued because it was popular and the trustees were planning the museum refurbishment. There was also a small temporary display to celebrate the 150<sup>th</sup> anniversary of the Marlow Donkey, the single track railway between Marlow and Maidenhead.

After the refurbishment, the museum reopened with a temporary exhibition of ‘20 Remarkable Marlovians Through the Ages’, as well as the permanent ‘Story of Marlow’. The new exhibition booklet on sale in the museum contains the stories of 45 Remarkable Marlovians.

Because the museum was closed for 10 weeks at the start of 2024, visitor numbers inevitably were slightly down on last year; however, they made a strong return during the ‘soft’ opening in April and this has continued.

At the 15th Anniversary celebration in May there was a display of photographs from 2009 till the present, showing the huge range of displays, events and activities that the museum has put on over that time.

## **c) Museum professionals working with the Museum**

Marlow Museum has always been volunteer-led and staffed. However, over the last two years the trustees have benefited greatly from professional advice, first

from the Accreditation Mentor from Reading Museum; then from a Documentation Officer, suggested by the Mentor, on a fixed term agreement; and lastly from a freelance Museum Consultant who, during in 2023-24, has undertaken two fixed term agreement projects for Marlow Museum: a Fundraising Review and Strategy, and an Audience Development Project.

The trustees realise that the museum has now progressed to the extent that volunteers can benefit considerably from professional assistance to develop it further.

#### **d) Legacies**

Over the last decade the museum has benefited from legacies from several people who had been volunteer stewards and wanted to leave the museum something in their will, usually a gift in the order of £1000, but sometimes objects for the museum's collection. These legacies have been extremely helpful and have enabled the trustees to make special purchases such as a gazebo with museum branding for use at public occasions like Marlow Carnival.

In the last months of this financial year, however, the museum has inherited something really special: a carefully-collected lace collection, with associated equipment and books, from an internationally-known lace expert, Pamela Nottingham Johnson. The trustees have taken advice from the Lace Guild about identification and care of the lace. In addition, Pamela chose to leave a substantial share of her large estate to several charities, the museum being one of them. The gift of £250,000, coming in April 2024, has given the museum financial security and will enable it to make plans for the future with hope. The trustees have decided to designate the bulk of the money as an investment fund, from which the museum can cover much of its running costs, thus avoiding the risk of repeated operational deficits as incurred in previous years. Pamela was born in Marlow and although she moved away in her forties, she never lost her love for the town. She used to return regularly to volunteer as a museum steward and demonstrate and teach lace. Her ashes have been interred in Marlow cemetery alongside her parents. A commemorative lace exhibition will be held at the museum in 2025.

#### **e) Looking Ahead**

The next exhibition at the end of July 2024 will be 'From Frankenstein to Noddy – Writers in Marlow' for which we hope to borrow objects from various sources, including Eton College Museum. This will run until Spring 2025. It will

be opened by 'Mary Shelley' on Friday 26<sup>th</sup> July, as part of the Bucks Culture Open Weekend with events at the museum continuing until Sunday 28<sup>th</sup> July.

The plan for 2024-5 is to complete the inventory of the museum's collections, including the new lace collection, and further implement the policies, plans and procedures created in the work towards Accreditation, including making the museum more energy efficient and more accessible to all visitors. The trustees will apply for Accreditation with Arts Council England by February 2025.

Meanwhile the trustees intend to commission a new website and purchase software to better manage the volunteer rota. They will arrange for the Collections database to be transferred to Modes, the standard museum collections management system.

For the next year, the trustees plan more input from museum professionals to create a better learning programme for schools and a programme of activities for families. The intention is to complete and implement the Audience Development Plan, improving displays and activities in line with feedback from the target visitor groups.

## **4 Financial Review**

### **4.1 Details of Any Funds Materially in Deficit**

The Charity has no funds which are materially in deficit.

### **4.2 Policy on Reserves**

The Charity's policy on reserves is to generate and maintain a balance which is sufficient:

- a) to preserve the financial viability of the Charity in the event that unforeseen and/or unavoidable circumstances precipitate a short-term fall in its income;
- b) to enable the Charity, in the interests of meeting its objectives, to undertake from time to time the setting up of new and innovative projects on a pilot basis to demonstrate the viability and potential benefits of such activities as a precursor to securing the external funding necessary to maintain such projects on an on-going basis.

For these purposes the Charity will endeavour to generate and maintain reserves which are at least 50% of its annual expenditure.

### **4.3 Principal Sources of Funding and Outgoings**

The museum closed the year with reserves increased by over £240,000 to £260,000 down to one matter – the museum was in receipt of (a first deposit from) a legacy from long term friend, member and steward of the museum – Pam Nottingham Johnson who sadly passed away last year.

Ignoring the legacy, the museum incurred a deficit of £8,500 in the year, largely reflecting the trustees' investment into the redevelopment of the museum, as well as their continued investment in processes such as fund raising and audience development as the museum heads towards Accreditation. Ignoring the museum's contribution to the refurbishment from reserves and the investment in fund raising, its "on-going" deficit was below £5,000 which is about what the trustees would expect, given pre-exceptional levels of income and costs of c.£4,000 and c.£9,000 respectively.

Ignoring the matters referred to above, the museum's "on-going" revenues and costs were broadly flat year on year.

Whilst historically the trustees have reported that a continuation of annual deficits cannot be sustained for long, with the legacy, which is currently invested to generate interest income, they should expect the on-going deficit to be more than covered for the foreseeable future – certainly whilst interest rates remain relatively high – providing the museum with the opportunity to continue to invest in infrastructure, systems and other resources.

The trustees have already noticed a step-up in visitor numbers since the museum was relaunched in May with a new exhibition to boot: sales and donations are currently more than double the same period last year and long may this continue. Combined with the audience development work being undertaken and fund-raising investment, the trustees are hopeful of ever decreasing the on-going operating deficit.

We ended the year with over £20,000 at the bank and an investment fund of £240,000.

#### **4.4 Remuneration of Trustees**

All Trustees act in a voluntary capacity and receive no remuneration or other material benefits from their services to the Charity.

Out-of-pocket expenses necessarily and reasonably incurred by Trustees in promoting the purposes of the Charity are reimbursed at cost.

#### **4.5 Financial Status**

The charity's current resources from unrestricted and restricted funds are sufficient to meet its outgoings for at least the next year.

All the indications are that this will remain the case for the foreseeable future.

## 4.6 Statutory Statements on Liabilities

The Trustees declare that:

- The charity has given no guarantees where potential liability under the guarantee is outstanding at the date of this statement (*e.g.*: any outstanding/ongoing contract or legal undertaking to buy or provide specific services);
- The charity has no debt outstanding at the date of this statement which is owed by the CIO and which is secured by an express charge on any assets of the CIO (*e.g.*: a mortgage on property owned by the charity).

Approved by the Trustees and signed on their behalf,



Michael A. Hyde (Chair)

Date: 28<sup>th</sup> June 2024

## 5 Statement of Financial Activity

### 5.1 Independent Examiner's Report on the Accounts

**Report to the Trustees and Members of Marlow Museum Centre Project  
on the accounts for the year ended 30 April 2024  
set out on the following pages**

#### 5.1.1 Responsibilities and Basis of the Report

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

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


#### 5.1.2 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 giving me cause to believe that in any material respect:

1. accounting records were not kept in respect of the Trust as required by section 130 of the Act; *or*
2. the accounts do not accord with those records.

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.



Roger Smith

Date: 28<sup>th</sup> June 2024

## 5.2 Receipts & Payments During the Financial Year Ended 30 April 2024

### Marlow Museum Centre Project Income & Expenditure Account for 12 months Ended 30 April 2024

Income	30 Apr 24	30 Apr 23
<b>Ongoing income, donations etc</b>	£	£
Membership	320	570
Private Donations	1,140	1,272
Visitor Donations	498	572
Bridge Night	0	0
Sale of Books	663	1,377
Other Sales	757	144
Street Collection	274	178
Gift Aid	477	612
	<b>4,129</b>	<b>4,725</b>
<b>Other grants and funding</b>		
Grants - Local Authorities/Councils	11,209	9,200
Community Charities	102	100
Marlow Remembers WW1	0	0
Corporate/Trust Donations	9,172	0
Other	551	152
	<b>21,034</b>	<b>9,452</b>
<b>Exceptional income</b>		
Pam Johnson legacy	250,000	0
	<b>275,163</b>	<b>14,177</b>

Operating Expenditure	30 Apr 24	30 Apr 23
<b>Project Running costs</b>	£	£
Rent	4,604	5,169
Insurance	795	642
Phone Rental and Broadband	217	269
Alarm	148	299
Fundraising	1,250	0
Air Conditioner	0	271
Advertising	404	52
Stationery and Equipment	16	303
Affiliations	151	68
Hall Hire	81	91
Electricity	1,142	1,287
Travel and Parking	241	270
Cost of Books & other sales	610	580
Sundry	1,155	699
Collection/documentation	2,500	0
	<b>13,312</b>	<b>10,020</b>
<b>Museum Refurbishment project</b>	<b>20,032</b>	<b>1,621</b>
Equipment purchase	0	0
<b>Exhibition Costs</b>		
Exhibition - Display Materials	330	1,654
Photo Competitions	0	0
	<b>330</b>	<b>1,654</b>
<b>Depreciation of Fixed Assets</b>	<b>0</b>	<b>0</b>
	<b>33,674</b>	<b>13,295</b>

Income & Expenditure (see detail to the left)	30 Apr 24	30 Apr 23
Income	£ 275,163	£ 14,177
Expenses	33,674	13,295
<b>Operating Surplus/(Deficit)</b>	<b>241,489</b>	<b>682</b>

Balance Sheet	30 Apr 24	30 Apr 23
Fixed Assets	0	
Investments	240,000	
Cash	21,828	
Debtors	0	
Accrued Income	450	
Prepayments	-160	
<b>Total Assets</b>	<b>262,118</b>	
Creditors	990	
Deferred Income	310	
Reserve Funds b/f	19,329	net
Operating Surplus/(Deficit)	241,489	260,818
<b>Total Liabilities &amp; Funds</b>	<b>262,118</b>	

Cashflow	30 Apr 24
Cash at 01 May 23	18,394
Operating Surplus	241,489
Depreciation charged	0
Change in Debtors	0
Change in Accrued Income	150
Change in Prepayments	1,115
Change in creditors	370
Change in Deferred Income	310
Net operating cashflow:	243,434
Transfer to investments	-240,000
Capital expenditure	0
<b>Cash at 30 Apr 24</b>	<b>21,828</b>

Reserves Analysis	Apr-24	Apr-23
General reserves	19,354	17,865
Competition fund	514	514
Restricted funds		
Acquisitions Fund	950	950
Investment Fund	240,000	
	<b>260,818</b>	<b>19,329</b>

Signed  Chairman Date 7/6 2024

Signed  Hon Treasurer Date 7/6 2024

In connection with my examination of the above accounts, no matter has come to my attention:

- i) Which gives me any cause to believe that they do not comply with the accounting records and  
ii) To which, in my opinion attention should be drawn in order to enable proper understanding of the accounts to be reached.

Signed  Roger Smith FCA, Independent Examiner.

Date: 7<sup>th</sup> June 2024

### 5.3 Approval of the Board of Trustees

The Trustees declare that they have approved the above Annual Report & Statement of Financial Activity.

Signed on behalf of the Trustees:

*RKrajewski*

Rick Krajewski, Treasurer

Date: 28<sup>th</sup> June 2024

## 5.4 Notes to the Accounts

a) **Accounting Policies**

The financial statements have been prepared in accordance with the Charities Act 2011 Section 133, using the Receipts and Payments basis available to small charities and the charity's own Simple Accounts Spreadsheet.

b) **Reimbursement of Out-of-Pocket Expenses**

Out-of-pocket expenses necessarily, reasonably and incidentally incurred by Trustees in the course of their duties as Trustees are reimbursed in accordance with the prevailing Financial Policies & Procedures.

c) **Salaries & Professional Fees**

No trustee receives any payments for the services they provide to the charity.

d) **Fixed Assets**

The charity has not purchased or disposed of any fixed assets in the current financial year.

e) **Creditors**

Cheques issued prior to the end of the financial year but not appearing in the end of financial year bank statement are only reported as outstanding creditors if they remain unpresented at the time of producing the financial statements.

f) **Rounding Discrepancies**

All amounts are recorded to the penny, but in these accounts are shown as digitally rounded to the nearest pound. This can occasionally result in a total apparently not being the sum of its constituent amounts. All individual amounts, and their totals, are nevertheless correct.



In fond memory of our loyal steward and lace maker, Pam Nottingham Johnson, who passed away on 12<sup>th</sup> May 2023 and has included the Museum in her will.





Court Garden, Pound Lane, Marlow, Bucks SL7 2AE

[www.marlowmuseum.org](http://www.marlowmuseum.org)

**MARLOW MUSEUM CENTRE PROJECT**

England & Wales - Charity number 1187853

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# Accounts

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the marlow museum centre  
heritage people environment



# Trustees' Annual Report & Financial Statement

**1 May 2022 - 30 April 2023**



**marlow  
museum**

**A Charitable Incorporated Organisation  
Registered Charity Number 1187853**



## One World in Marlow 2023

Starts: **29th Jul, 12.00pm**  
Ends: **29th Jul, 4.00pm**

Starts: **30th Jul, 12.00pm**  
Ends: **30th Jul, 4.00pm**

Marlow

| Bucks Open Weekend

A festival of Marlow's  
colourful history, and  
heritage at Marlow  
Museum.



**Bucks Open Weekend**

Celebrating creativity and culture in  
Bucks 27th-30th July

# Marlow Museum Centre Project Trustees' Annual Report & Statement of Financial Activity for the Year Ended 30 April 2023

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## Contents

<b>1</b>	<b>Reference and Administration Details 2022-23</b> .....	<b>4</b>
1.1	Charity Name & Registration .....	4
1.2	Charity's Address.....	4
1.3	Names of the Trustees Who Manage the Charity.....	4
1.4	Names of Advisors .....	4
1.5	Bank.....	4
1.6	Independent Examiner.....	4
<b>2</b>	<b>Structure, Governance &amp; Management</b> .....	<b>5</b>
2.1	Type of Governing Document .....	5
2.2	Trustee Selection Methods .....	5
2.3	Governance & Management.....	5
<b>3</b>	<b>Activities, Achievements &amp; Performance 2022-23</b> .....	<b>7</b>
3.1	Objects of the CIO .....	7
3.2	Statutory Declaration.....	7
3.3	Activities, Achievements & Performance .....	7
3.4	Looking Ahead.....	10
<b>4</b>	<b>Financial Review</b> .....	<b>11</b>
4.1	Details of Any Funds Materially in Deficit.....	11
4.2	Policy on Reserves.....	11
4.3	Principal Sources of Funding and Outgoings .....	11
4.4	Remuneration of Trustees .....	12
4.5	Financial Status .....	12
4.6	Statutory Statements on Liabilities.....	12
<b>5</b>	<b>Statement of Financial Activity</b> .....	<b>13</b>
5.1	Independent Examiner's Report on the Accounts.....	13
5.2	Receipts & Payments During the Financial Year Ended 30 April 2023.....	14
5.3	Approval of the Board of Trustees.....	15
5.5	Notes to the Accounts.....	16

# 1 Reference and Administration Details 2022-23

## 1.1 Charity Name & Registration

The Charity's name is Marlow Museum Centre Project, known informally as Marlow Museum. It is a Charitable Incorporated Organisation, registration no: 1187853, registered with the Charity Commission on 10 February 2020. The charity is also registered with HM Revenue & Customs.

## 1.2 Charity's Address

Court Garden, Pound Lane, Marlow, Buckinghamshire SL7 2AE.  
e-mail: [contact@marlowmuseum.org](mailto:contact@marlowmuseum.org)  
website: [www.marlowmuseum.org](http://www.marlowmuseum.org)

## 1.3 Names of the Trustees Who Manage the Charity

<i>Name</i>	<i>Office</i>	<i>Appointed</i>
Michael A. Hyde	Chair	2020
Richard Krajewski	Treasurer	2020
David Part	Vice Chair	2020
Della Fitzgerald	Secretary	2020
Philip Kersey		2021
Roger Wilson		2021
Alex Collingwood		2021

## 1.4 Names of Advisors

Cllr David Johncock, Bucks Council

Cllr David Brown, Marlow Town Council

Brendan Carr, Museum Mentor for Accreditation

Madeleine Ding, Documentation Officer (fixed-term agreement, one year)

## 1.5 Bank

Lloyds Bank, 45 High St, Maidenhead SL6 1JS

## 1.6 Independent Examiner

Roger C. Smith

## **2 Structure, Governance & Management**

### **2.1 Type of Governing Document**

The governing document is a Constitution, based on the Charity Commission's model governing document for a Charitable Incorporated Organisation with voting members other than its trustees.

### **2.2 Trustee Selection Methods**

There must be at least three charity trustees. There is no maximum number of charity trustees that may be appointed to the CIO.

In accordance with the Constitution, Trustees are appointed or re-appointed by a resolution passed at a properly convened meeting of the charity trustees or at the Annual General Meeting of Members.

In appointing Trustees, due consideration is given to ensuring that the Trustees have, between them, the skills and experience necessary to manage the charity effectively and in accordance with charity law.

All new trustees are given a copy of the Constitution, the most recent Trustees' Annual Report & Financial Statement, and Minutes of recent Trustees' meetings.

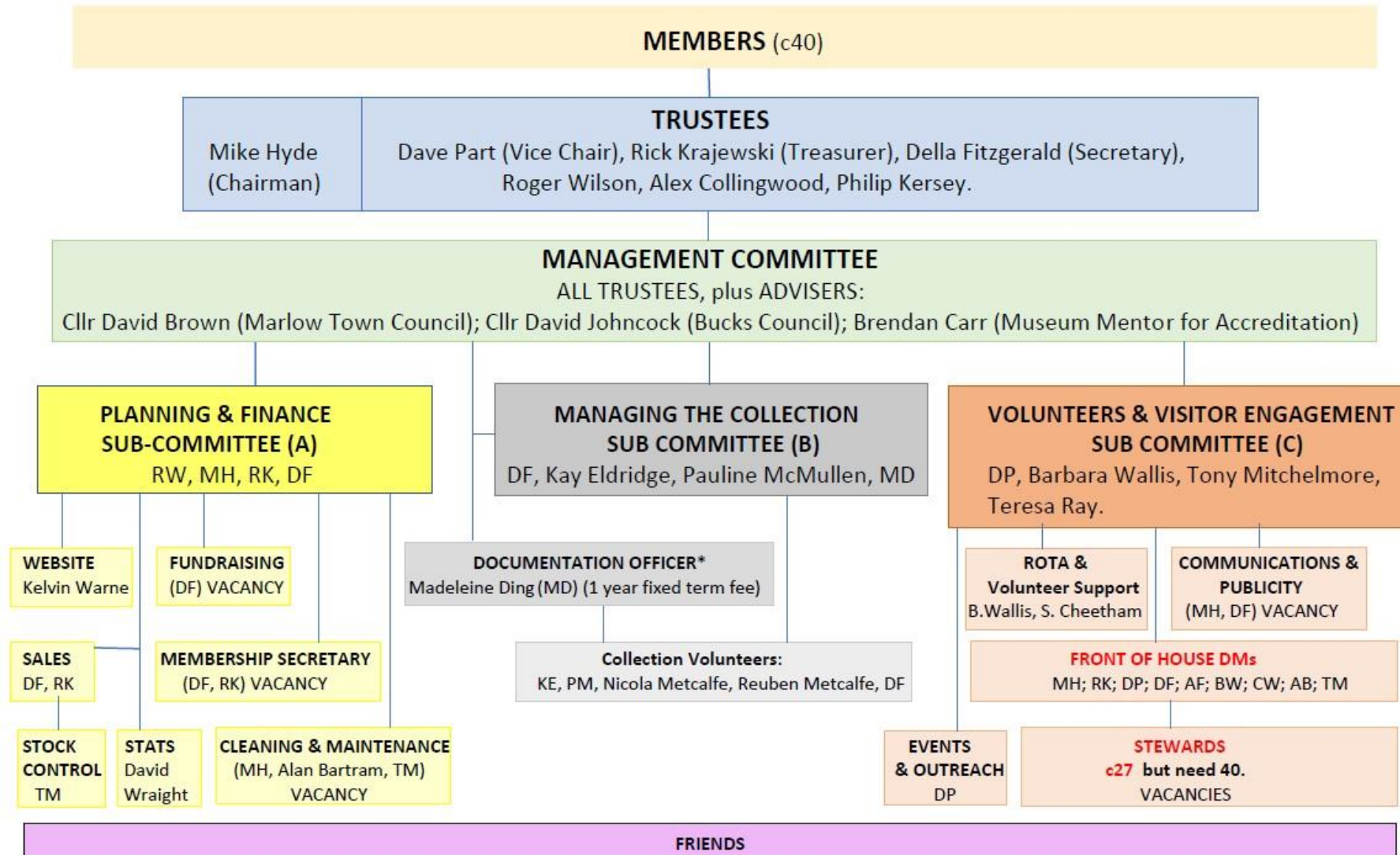
### **2.3 Governance & Management**

The Trustees and the Advisors make up the Management Committee which is responsible for the management of the museum.

There are three sub committees, Planning & Finance; Managing Collections, and Volunteers & Visitors' Engagement, which report to the Management Committee and make recommendations for the Committee's approval.

The next page shows the organisational structure for 2022-23.

## Marlow Museum Organisational Structure February 2023



*ALL ARE VOLUNTEER ROLES EXCEPT ANY MARKED\**

## **3 Activities, Achievements & Performance 2022-23**

### **3.1 Objects of the CIO**

The Objects of Marlow Museum Centre Project are to advance the education of the public by the establishment and maintenance of a museum for the collection, preservation, conservation, explanation, interpretation and display of artefacts, specimens, historical and other records relating to the communities of Bisham, Great Marlow, Little Marlow, Marlow Bottom, Marlow Town and Medmenham.

### **3.2 Statutory Declaration**

The Trustees confirm that they have paid due regard to the guidance issued by the Charity Commission on public benefit in deciding what activities the charity should undertake.

### **3.3 Activities, Achievements & Performance**

#### **a) Exhibitions and displays**

2022-23 was nationally momentous, marking the Platinum Jubilee of Queen Elizabeth II in June and her death in September 2022. We marked the Platinum Jubilee with a well-received exhibition and booklet, '70 Years Ago: Marlow in the 1950s', opened by Miss Marlow 1953. The coronation of King Charles III and Queen Camilla came only 6 days after the end of that financial year. We had a small exhibit about Coronations through the Ages and a popular picture frame with a cut-out where people could take a selfie as King Charles. The permanent exhibition of the Story of Marlow remains popular with visitors.

#### **b) Raising awareness of the Museum: Community Survey March-April 2023**

The survey showed great support for the museum. 90% of respondents thought that a place like Marlow should definitely have a museum. Yet 5% of respondents had never heard of Marlow Museum and 35% had never visited. 70% of people thought it should be bigger, our long-term aim. 52% thought it needed a refit to make it more attractive, one of the things that we were seeking support for. 57% thought it should be open more often, as we would like, although many people realised that this depended on volunteer numbers. It was interesting that the survey was completed by a good cross section of age groups with the largest group being 35-54 years, many of these likely to be parents with children, the group we most want to attract. The exercise was well worth doing just to raise awareness and will be repeated in the future.

#### **c) Presence in the Community**

We visit schools and care homes as well as speaking to local clubs. This year our Outreach Officer Dave Part has worked with 285 pupils at 4 different schools during 13 different

sessions at school or at the museum, as well as creating special events at the museum as part of Bucks Culture weekends. We engage with the Heritage Festival, Walking Festival, Heritage Open Days, Marlow Regatta and many other events, as well as conducting an annual Street Collection to raise funds. An unsung hero behind the scenes is our webmaster Kelvin Warne who always responds very promptly and never complains. We also have a presence on Facebook and Twitter.

The museum often acts as a focal point for the start or end of a number of Marlow Society Town Walk groups. Mike Hyde our Chairman conducts our own illustrated walk to the nearby WW1 Training Trenches several times during the year, which acts as a modest fund raiser as well as promoting awareness of the museum.

Due to our location next to a large public park we often act as an unofficial information point for visitors, particularly because the town's Library Information Centre is closed on Sundays.

With the permission of Bucks Council we hold an annual Street Collection in the town which helps us to engage with the public and raise some funds. We now use three card readers because fewer people use cash since the pandemic.

As well as participating in South West Chilterns Community Board meetings, the museum belongs to many other local networks including Marlow Community Association, Visit Bucks, Chilterns Tourism, Dementia Action in Marlow and Marlow & District u3a. The museum is affiliated to the Association of Independent Museums and benefits from help from South East Museums Development. We have close relationships with the Marlow Society and Marlow Archaeology Group. We have regular broadcasts on Wycombe Sound radio and on Marlow FM. We will be participating again in the Bucks Culture Open Weekend in July.

#### **d) Museum Accreditation**

Much of what we have done this year has been related to the aim of achieving Museum Accreditation with Arts Council England by February 2025. It is a demanding exercise, making changes to the way we work, but essential if we are to join the ranks of accredited museums meeting national standards. Being accredited shows other museums that they can safely lend objects to us and proves to funders that we are worth investing in.

We are indebted to the valuable help and advice provided by our museum mentor, Brendan Carr from Reading Museum. He has contributed to Management Committee meetings, urging us to think strategically about re-presenting the museum in more modern form. In April he conducted an Annual Review of our progress towards Accreditation with which he was generally pleased. However, he identified a gap in our understanding of the 'Users and their Experience' standards and recommended that we employ a freelance Audience Development Officer on a fixed term part time arrangement for 6 months, to help us develop that aspect of our work. This would be a worthwhile investment of funds and we hope to advertise the post in the near future.

The work of the three sub-committees set up in 2021 to reflect the three main groups of Accreditation standards (Organisational Health, Managing Collections, and Users and Their Experience) is progressing well if a little slowly at times. Much of the work is being overseen and managed by Museum Secretary, Della Fitzgerald.

### **i) Organisational Health**

The Planning & Finance group organised a community survey to gauge public support for the museum, created a new organisational chart and is working on the Forward Plan for the next 5 years. It is also planning a complete makeover for the museum to bring it up to date, make it less cluttered and more appealing to families.

We were successful in applying for grants from Marlow Town Council (£500); Heart of Bucks (£3000 to cover the Documentation Officer's post); and South West Chilterns Community Board (£2700 for the Platinum Jubilee exhibition).

Thanks to our salesman Tony Mitchelmore we have increased sales of books this year by over £500, with outlets at Marlow Library, Rebellion Brewery and the Barn Club in Marlow Bottom, as well as at the Museum. The self-published booklets created by our Secretary now make a very worthwhile contribution to our income.

### **ii) Managing Collections**

This group has met once a month with our professional Documentation Officer, Madeleine Ding, who has helped us carry out an inventory of our collection and create the many plans, policies and procedures required to keep the collection safe and accessible. These now need to be fully implemented.

One important development this year was to move our collection and racking from a lock-up garage in town to a much more spacious store in Court Garden House, close to the museum and leased from Buckinghamshire Council at a lower rent than the lock-up. We are very grateful to the team of volunteers who accomplished this move in half a day, in spite of the long flight of stairs involved. Some volunteers for that day came in response to an appeal on local Facebook groups. Since then the premises have been checked for fire safety and we have replaced all our extinguishers. Extra racking was purchased and was erected by our Treasurer. Thanks are due to volunteer Alan Bartram who painted about forty boxes given to us by Oxford Museums and made them fit for re-use. In addition three good-sized table-top display boxes were given to us by Windsor Museum.

### **iii) Users & Their Experience**

Dave Part, Vice-Chairman, chairs the Volunteers and Visitor Engagement group, which has been focusing first on improving things for our volunteers. Volunteer numbers had declined after the pandemic and recruitment and retention have been identified as key issues for the future. The Volunteers' Handbook was updated, printed and distributed. A monthly Volunteers' Get-together was established, meeting in the Court Garden café to help volunteers get to know one another better and feel part of a team. The Volunteers' Christmas lunch was held in La Cantina. We are especially grateful to our Stewards

Coordinator, Barbara Wallis, whose task has not been easy this year. She was also helped for a few months by Sue Cheetham.

We have found new ways to welcome young volunteers, including students on the Duke of Edinburgh Award scheme. Reuben and Maisy have made useful contributions to the work of the Collections group; Ethan and Nikolai have worked with our vice-chairman to plan an exhibition; Sophie created successful new activities for young visitors and assisted as an extra steward in the museum. We hope to continue to support young people in the development of their skills prior to university. Our attempt to recruit student volunteers from Bucks New Uni has not yet been successful, but we will try again.

The focus will now move on to improving visitors' experiences, with the help of the proposed Audience Development Officer. Our visitor numbers are slowly picking up again. In 2020-21 because of the pandemic closure we had only 177; in 2021-22, 746; and this year we had 1,750 visitors of which 430 were children. This is even better than the 2018-19 year, but not as high as most years before that. David Wraight has reliably maintained our statistical database.

### **3.4 Looking Ahead**

In the next two years the trustees intend to undertake a complete makeover of the interior of the museum, to show what can be achieved within a small building. We acknowledge that the present building is limiting, but we will give it a high-quality, fresh new look, with the intention of appealing more successfully to families, tourists and existing supporters. This will enable us to learn how to make the most of space and present the history of Marlow in the most appealing way. The skills learned will then fit us for setting up a larger museum in due course, after we have gained Accreditation. Making applications to appropriate grant-making bodies will be a key factor, both in the short to medium term and in the long term, where the scale of fundraising will need to be much greater. We will also strengthen our links with schools, old people's homes, the Marlow Society, Marlow Archaeology Group and other partners during the next few years.

As stated in last year's report, but worth repeating, our ideal building in the long term would have a minimum of two exhibition rooms, a good amount of storage and an education/meeting room which could be shared by the community. We could then perhaps bring into safe keeping items such as the old fire engine, the town clock and the layout of the old station and railway, which are presently held elsewhere. Extending the current building would be possible, but would have implications for the car park and the entrance to Court Garden Leisure Centre, and would of course need to be agreed by Bucks Council.

A perfect location for a museum in Marlow would be adjacent to the café, toilets and play park in Higginson Park. This location is busy almost every day of the year. A museum there could also serve as a Visitor Centre for the many tourists who come to Marlow and want information and maps. After achieving Accreditation we would like to work with the community, Bucks Council, local developers and architects, and funders such as the Heritage Lottery and Arts Council England to realise this ambition.

## **4 Financial Review**

### **4.1 Details of Any Funds Materially in Deficit**

The Charity has no funds which are materially in deficit.

### **4.2 Policy on Reserves**

The Charity's policy on reserves is to generate and maintain a balance which is sufficient:

- a) to preserve the financial viability of the Charity in the event that unforeseen and/or unavoidable circumstances precipitate a short-term fall in its income;
- b) to enable the Charity, in the interests of meeting its objectives, to undertake from time to time the setting up of new and innovative projects on a pilot basis to demonstrate the viability and potential benefits of such activities as a precursor to securing the external funding necessary to maintain such projects on an on-going basis.

For these purposes the Charity will endeavour to generate and maintain reserves which are at least 50% of its annual expenditure.

### **4.3 Principal Sources of Funding and Outgoings**

This year we have generated a good proportion of our income ourselves, through memberships, sales, donations and Gift Aid. Sales were at an all-time high, although visitor donations (and donations per visitor) were at a long-term low. We also had an increase in income from grants, £3000 of which was from an Outreach grant that had been held over from the previous years because of Covid preventing its implementation. In addition we received £500 from Marlow Town Council, £3000 from Heart of Bucks to cover the costs of a Documentation Officer on a fixed-term agreement, and £2700 from South West Chilterns Community Board for our Platinum Jubilee Exhibition, opening event and booklet.

Reflecting the national situation, almost all of our running costs increased this year, particularly electricity and equipment purchases. We made savings by moving our store from the lock-up in Berwick Road to rooms on the top floor of Court Garden House, but these savings merely offset the electricity cost increase.

Our current cost base is c.£9,000 p.a. – excluding the costs of setting up new exhibitions. Pre-covid, our income never exceeded this level (excluding covid grants). This year (excluding the outreach grant), we received £11k. We must continue to seek grant funding for each new exhibition and project.

We ended the year with a £882 operating surplus, a relief after last year's £4750 deficit. We have sufficient cash reserves to cover the deficits if our income reverts to its pre-covid average for the foreseeable future. But we do need your continued financial support.

#### 4.4 Remuneration of Trustees

All Trustees act in a voluntary capacity and receive no remuneration or other material benefits from their services to the Charity.

Out-of-pocket expenses necessarily and reasonably incurred by Trustees in promoting the purposes of the Charity are reimbursed at cost.

#### 4.5 Financial Status

The charity's current resources from unrestricted and restricted funds are sufficient to meet its outgoings for at least the next year.

All the indications are that this will remain the case for the foreseeable future.

#### 4.6 Statutory Statements on Liabilities

The Trustees declare that:

- The charity has given no guarantees where potential liability under the guarantee is outstanding at the date of this statement (*e.g.*: any outstanding/ongoing contract or legal undertaking to buy or provide specific services);
- The charity has no debt outstanding at the date of this statement which is owed by the CIO and which is secured by an express charge on any assets of the CIO (*e.g.*: a mortgage on property owned by the charity).

Approved by the Trustees and signed on their behalf,



Michael A. Hyde (Chair)

Date: 28<sup>th</sup> June 2023

## 5 Statement of Financial Activity

### 5.1 Independent Examiner's Report on the Accounts

#### Report to the Trustees and Members of Marlow Museum Centre Project on the accounts for the year ended 30 April 2023 set out on the following pages

##### 5.1.1 Responsibilities and Basis of the Report

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

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

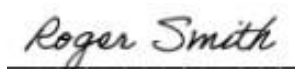
##### 5.1.2 Independent Examiner's Statement

I have completed my examination.

I confirm that no material matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1. accounting records were not kept in respect of the Trust as required by section 130 of the Act; *or*
2. the accounts do not accord with those records.

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.



Roger Smith

Date: 28<sup>th</sup> June 2023

## 5.2 Receipts & Payments During the Financial Year Ended 30 April 2023

### Marlow Museum Centre Project Income & Expenditure Account for 12 months Ended 30 April 2023

Income	30 Apr 23	30 Apr 22
	£	£
<b>Ongoing income, donations etc</b>		
Membership	570	460
Private Donations	1,272	1,195
Visitor Donations	572	411
Bridge Night	0	0
Sale of Books	1,377	835
Other Sales	144	276
Street Collection	178	229
Gift Aid	612	325
	<b>4,725</b>	<b>3,731</b>
<b>Other grants and funding</b>		
Grants - Local Authorities/Councils	9,200	500
Community Charities	100	0
Marlow Remembers WW1	0	0
Corporate/Trust Donations	0	1,890
Other	152	114
	<b>9,452</b>	<b>2,504</b>
	<b>14,178</b>	<b>6,235</b>

Operating Expenditure	30 Apr 23	30 Apr 22
	£	£
<b>Project Running costs</b>		
Rent	5,169	5,100
Insurance	642	657
Phone Rental and Broadband	269	246
Alarm	299	177
Air Conditioner	271	0
Advertising	52	270
Stationery and Equipment	303	75
Affiliations	88	85
Hall Hire	91	0
Electricity	1,287	732
Travel and Parking	270	11
Cost of Books	580	518
Sundry	699	920
Intern costs	0	1,944
	<b>10,020</b>	<b>10,735</b>
<b>Peacock Room Setup costs</b>		
Equipment purchase	1,621	250
<b>Exhibition Costs</b>		
Exhibition - Display Materials	1,654	0
Photo Competitions	0	0
	<b>1,654</b>	<b>0</b>
<b>Depreciation of Fixed Assets</b>	<b>0</b>	<b>0</b>
	<b>13,296</b>	<b>10,985</b>

Income & Expenditure (see detail to the left)	£	
Income	14,178	
Expenses	13,296	
<b>Operating Surplus/(Deficit)</b>	<b>882</b>	
<b>Balance Sheet</b>		
Fixed Assets	0	-
Cash	18,394	
Debtors	0	
Accrued Income	600	
Prepayments	956	
<b>Total Assets</b>	<b>19,949</b>	
Creditors	620	
Deferred Income	0	
Reserve Funds b/f	18,447	net
<b>Operating Surplus/(Deficit)</b>	<b>882</b>	<b>19,329</b>
<b>Total Liabilities &amp; Funds</b>	<b>19,949</b>	
<b>Cashflow</b>		
Cash at 01 May 22	20,930	
Operating Surplus	882	
Depreciation charged	0	
Change in Debtors	0	
Change in Accrued Income	-275	
Change in Prepayments	-8	
Change in creditors	-136	
Change in Deferred Income	-3,000	
<b>Net operating cashflow:</b>	<b>-2,537</b>	
Capital expenditure	0	
<b>Cash at 30 Apr 23</b>	<b>18,393</b>	
<b>Reserves Analysis</b>	<b>Apr-23</b>	<b>Apr-22</b>
General reserves	17,865	16,983
Competition fund	514	514
Restricted funds		
Acquisitions Fund	950	950
	<b>19,329</b>	<b>18,447</b>

### 5.3 Approval of the Board of Trustees

The Trustees declare that they have approved the above Annual Report & Statement of Financial Activity.

Signed on behalf of the Trustees:

*RKrajewski*

Rick Krajewski, Treasurer

Date: 28 June 2023

## 5.5 Notes to the Accounts

a) **Accounting Policies**

The financial statements have been prepared in accordance with the Charities Act 2011 Section 133, using the Receipts and Payments basis available to small charities and the charity's own Simple Accounts Spreadsheet.

b) **Reimbursement of Out-of-Pocket Expenses**

Out-of-pocket expenses necessarily, reasonably and incidentally incurred by Trustees in the course of their duties as Trustees are reimbursed in accordance with the prevailing Financial Policies & Procedures.

c) **Salaries & Professional Fees**

No trustee receives any payments for the services they provide to the charity. In the current financial year the charity employed *no* staff or external contractors.

d) **Fixed Assets**

The charity has not purchased or disposed of any fixed assets in the current financial year.

e) **Creditors**

Cheques issued prior to the end of the financial year but not appearing in the end of financial year bank statement are only reported as outstanding creditors if they remain unrepresented at the time of producing the financial statements.

f) **Rounding Discrepancies**

All amounts are recorded to the penny, but in these accounts are shown as digitally rounded to the nearest pound. This can occasionally result in a total apparently not being the sum of its constituent amounts. All individual amounts, and their totals, are nevertheless correct.

## Pictures from the Opening day of our Jubilee Exhibition June 2022



The photos include some of the ladies who gave us their clear memories of 1950s Marlow

Celebrating the new reign with our new gazebo - Regatta June 2023



Everyone wants to pose as King Charles III



A recent visit by South Hampstead School pupils who enjoyed the museum and the selfie frame.



In fond memory of our loyal steward and lace maker, Pam Nottingham Johnson, who passed away on 12<sup>th</sup> May 2023 and has included the Museum in her will.



# marlow museum

Court Garden, Pound Lane, Marlow, Bucks SL7 2AE

[www.marlowmuseum.org](http://www.marlowmuseum.org)

**Marlow Museum Centre Project**  
**Income & Expenditure Account for 12 months Ended 30 April 2023**

<b>Income</b>		
	<b>30 Apr 23</b>	<b>30 Apr 22</b>
<b>Ongoing income, donations etc</b>	£	£
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	<b>14,177</b>	<b>6,235</b>

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	<b>1,654</b>	<b>0</b>
<b>Depreciation of Fixed Assets</b>	0	0
	<b>13,295</b>	<b>10,985</b>

<b>Income &amp; Expenditure</b>	<b>30 Apr 23</b>	<b>30 Apr 22</b>
<i>(see detail to the left)</i>	£	£
Income	14,177	6,235
Expenses	13,295	10,985
<b>Operating Surplus/(Deficit)</b>	<b>882</b>	<b>(4,750)</b>

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Competition fund	514	514
Restricted funds		
Acquisitions Fund	950	950
	<b>19,329</b>	<b>18,447</b>

Signed MICHAEL HYDE Chairman Date 2023 Signed RICK KRAJEWSKI Hon Treasurer Date 20203

In connection with my examination of the above accounts, no matter has come to my attention:  
i) Which gives me any cause to believe that they do not comply with the accounting records and  
ii) To which, in my opinion attention should be drawn in order to enable proper understanding of the accounts to be reached.

Signed ROGER SMITH Roger Smith FCA, Independent Examiner. Date: 2023

**MARLOW MUSEUM CENTRE PROJECT**

England & Wales - Charity number 1187853

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# Accounts

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the marlow museum centre  
heritage people environment



# Trustees' Annual Report & Financial Statement for the Year Ended 30 April 2022



**marlow**  
**museum**

A Charitable Incorporated Organisation  
Registered Charity Number 1187853



# Marlow Museum Centre Project Trustees' Annual Report & Statement of Financial Activity for the Year Ended 30 April 2022

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## Contents

<b>1</b>	<b>Reference and Administration Details .....</b>	<b>4</b>
1.1	Charity Name & Registration .....	4
1.2	Charity's Address.....	4
1.3	Names of the Trustees Who Manage the Charity.....	4
1.4	Names of Advisors .....	4
1.5	Bank.....	4
1.6	Independent Examiner.....	4
<b>2</b>	<b>Structure, Governance &amp; Management .....</b>	<b>5</b>
2.1	Type of Governing Document .....	5
2.2	Trustee Selection Methods .....	5
2.3	Governance & Management.....	5
<b>3</b>	<b>Activities, Achievements &amp; Performance .....</b>	<b>6</b>
3.1	Objects of the CIO .....	6
3.2	Statutory Declaration.....	6
3.3	Executive Summary.....	6
3.4	Activities, Achievements & Performance .....	6
3.5	Looking Ahead.....	9
<b>4</b>	<b>Financial Review .....</b>	<b>11</b>
4.1	Details of Any Funds Materially in Deficit.....	11
4.2	Policy on Reserves.....	11
4.3	Principal Sources of Funding and Outgoings .....	11
4.4	Remuneration of Trustees .....	11
4.5	Financial Status .....	11
4.6	Statutory Statements on Liabilities.....	11
<b>5</b>	<b>Statement of Financial Activity.....</b>	<b>13</b>
5.1	Independent Examiner's Report on the Accounts.....	13
5.2	Receipts & Payments During the Financial Year Ended 30 April 2022.....	14
5.4	Notes to the Accounts.....	16

# 1 Reference and Administration Details

## 1.1 Charity Name & Registration

The Charity's name is Marlow Museum Centre Project, known informally as Marlow Museum. It is a Charitable Incorporated Organisation, registration no: 1187853, registered with the Charity Commission on 10 February 2020. The charity is registered with HM Revenue & Customs.

## 1.2 Charity's Address

Court Garden, Pound Lane, Marlow, Buckinghamshire SL7 2AE.  
e-mail: [contact@marlowmuseum.org](mailto:contact@marlowmuseum.org)  
website: [www.marlowmuseum.uk](http://www.marlowmuseum.uk)

## 1.3 Names of the Trustees Who Manage the Charity

<i>Name</i>	<i>Office</i>	<i>Appointed</i>	<i>Resigned</i>
Michael A. Hyde	Chair	2020	
Richard Krajewski	Treasurer	2020	
David Part	Vice Chair	2020	
Della Fitzgerald	Secretary	2020	
Philip Kersey		2021	
Roger Wilson		2021	
Alex Collingwood		2021	

## 1.4 Names of Advisors

CLlr David Johncock, Bucks Council  
CLlr David Brown, Marlow Town Council  
Brendan Carr, Museum Mentor for Accreditation  
There are currently no members of staff.

## 1.5 Bank

Lloyds Bank, 45 High St, Maidenhead SL6 1JS

## 1.6 Independent Examiner

Roger C. Smith

## **2 Structure, Governance & Management**

### **2.1 Type of Governing Document**

The governing document is a constitution, based on the Charity Commission's model governing document for a Charitable Incorporated Organisation with voting members other than its trustees.

### **2.2 Trustee Selection Methods**

There must be at least three charity trustees. There is no maximum number of charity trustees that may be appointed to the CIO.

In accordance with the Constitution, Trustees are appointed or re-appointed by a resolution passed at a properly convened meeting of the charity trustees.

In appointing Trustees, due consideration is given to ensuring that the Trustees have, between them, the skills and experience necessary to manage the charity effectively and in accordance with charity law.

All new trustees are given a copy of the Constitution, the most recent Trustees' Annual Report & Financial Statement, and Minutes of recent Trustees' meetings.

### **2.3 Governance & Management**

The Trustees and the Advisors make up the Management Committee which is responsible for the management of the museum.

There are three sub committees, Planning & Finance; Managing Collections, and Volunteers & Visitors Engagement, which report to the Management Committee and make recommendations for the Committee's approval.

## **3 Activities, Achievements & Performance**

### **3.1 Objects of the CIO**

The Objects of Marlow Museum Centre Project are to advance the education of the public by the establishment and maintenance of a museum for the collection, preservation, conservation, explanation, interpretation and display of artefacts, specimens, historical and other records relating to the communities of Bisham, Great Marlow, Little Marlow, Marlow Bottom, Marlow Town and Medmenham.

### **3.2 Statutory Declaration**

The Trustees confirm that they have paid due regard to the guidance issued by the Charity Commission on public benefit in deciding what activities the charity should undertake.

### **3.3 Executive Summary**

Following a difficult year due to the Coronavirus pandemic and the various lockdown rules, in May 2021 the Marlow Museum returned to being operational, fulfilling our objectives, and being open to the public on three afternoons per week.

Unfortunately during the pandemic a number of our volunteer Stewards felt they needed to retire, but we are slowly recruiting new ones.

In addition we have re-established our out-reach programme visiting schools and receiving student visits, thus fulfilling part of our charitable objectives. All our efforts are undertaken by volunteers without whom we could not function.

### **3.4 Activities, Achievements & Performance**

#### **The purpose of the charity**

Shortly after the start of the year on which we are reporting, on May 19<sup>th</sup> 2021 we were able to reopen the museum after the second pandemic-induced closure and re-start the public services expressed in our objects: education of the public through maintaining a museum that conserves and displays items relating to the long and interesting history of Marlow and the five surrounding communities.

#### **Reopening the museum**

With Covid still about, 2021-22 was not a normal year. Nevertheless the museum in Court Garden was open on three afternoons a week from May to October 2021 and March to June 2022 and, in the 2021-2 winter, on one afternoon a week from November to February.

Before opening we were careful to undertake a thorough clean of the museum and a risk assessment for the sake of both visitors and volunteers, to keep everyone safe. In spite of the continuance of Covid, we have been able to remain open at normal opening hours

throughout the year, other than on the rare occasions when we had no stewards fit and able to be on duty at the museum, or the week when we were closed to prepare a new exhibition.

### **Exhibitions and displays**

During May 2021 to May 2022 we maintained our long-running exhibition 'The Story of Marlow' which has proved very popular not only with local residents but to visitors from around the UK and beyond.

Additionally, from November 2021 to April 2022 Marlow Archaeology Group mounted an exhibition in the museum of '20 years of Archaeology in the Marlow area'. This covered some major archaeological discoveries, including the Anglo-Saxon 'Marlow Warlord' and the monastery at Cookham ruled by Queen Cynethryth, the widow of the powerful King Offa of Mercia.

In early June 2022, the museum trustees arranged an exhibition in honour of the Queen's Platinum Jubilee called '70 Years Ago: Marlow in the 1950s'. There was a grand opening for the public on Jubilee weekend, with free refreshments. The exhibition was opened by Miss Marlow 1953. As has become our custom, we have produced a 70-page illustrated booklet on the exhibition for visitors to purchase. We obtained funding for both from the SW Chilterns Community Board for which we were most grateful. The exhibition will continue through much of this year. Sales of our booklets now make a good contribution to our income.

Recently a well-loved local hardware store, Hunt's, closed after many years; the Marlow Society purchased Hunt's ancient delivery bicycle and have loaned it to the museum as an eye-catching feature to stand outside when the museum is open.

### **Reaching out to the Community**

We began to restart our outreach, working from time to time with schools and community organisations to promote local history.

Working with a local pub-restaurant, the Duke of Clarence, the museum held a display there on life in medieval Marlow on November 28<sup>th</sup> 2021. On that day in 1499, the Duke of Clarence's son Edward Plantagenet was executed for treason and his body taken to Bisham Abbey near Marlow for burial. Literature telling the story was also made available. This was an example of the museum linking with historic events or persons to enrich local knowledge and building contacts with local businesses.

The museum often acts as a focal point for the start or end of a number of local Town Walk groups. We also hold our own illustrated walk to the nearby WW1 Training Trenches several times during the year which acts as a modest fund raiser as well as promoting awareness of the museum.

With the permission of Bucks Council we hold an annual Street Collection in the town which helps us to engage with the public.

Due to our location next to a large public park we often act as an unofficial information point for visitors, particularly because the town's Library Information Centre is closed on Sundays.

The museum had a stall at the SW Chilterns Community Board 'Event in the Park' in April 2022. This helped to raise awareness of the museum and gave an opportunity to talk to many members of the community. Through the intervention of the SWCCB and the Clare Foundation, the museum has received a free, fully reconditioned laptop with Office 365 from the company CloudyIT.

As well as participating in SWCCB meetings, the museum belongs to many other local networks including Marlow Community Forum, Marlow Community Association, Visit Bucks, Chilterns Tourism, Dementia Action in Marlow and Marlow & District u3a Family History group. The museum is affiliated to the Association of Independent Museums and benefits from help from South East Museums Development. We have regular broadcasts on Wycombe Sound radio and hope to return to Marlow FM soon. We will be participating in the Bucks Culture Open Weekend in July.

### **Becoming a Charitable Incorporated Organisation**

Marlow Museum Centre Project began operating as a CIO on 1<sup>st</sup> May 2021, with the new registered charity number 1187853. All assets from the previous charity of the same name, number 1129346, were transferred to the CIO. The last AGM of 1129346 was held on 21<sup>st</sup> June 2021 and that charity was closed down. The first AGM of the CIO 1187853 took place on 5<sup>th</sup> August 2021.

### **Museum Accreditation**

In early 2021 we gained Working Towards Accreditation status with Arts Council England. For twelve weeks from mid-April to July 2021 we took on a paid intern, Kaitlin Hyde, to help us prepare for Accreditation. This arrangement was funded by a 100% grant from the University of Reading. Kaitlin continued through summer 2021 to work remotely as a volunteer on the Accreditation documentation. In September 2021 three new sub-committees of the Management Committee were set up, reflecting the three themes of the Accreditation Standard: Planning and Finance; Managing Collections; and Volunteers and Visitor Engagement. These sub-committees are progressing the work towards Accreditation, with advice from our Museum Mentor from Reading Museum, Brendan Carr.

### **The Contributions of Volunteers**

At present everyone involved in running the museum is a volunteer. Volunteer Steward numbers have been lower this year and we continue to seek more. Our Rota and Volunteer Coordinator keeps in regular touch with Stewards, and they also receive the quarterly Newsletter sent by email to Members, Friends and Supporters. On 6<sup>th</sup> June 2021, in Volunteers Week, we held a Thank you Tea Party for our volunteers at the museum and on 10<sup>th</sup> November 2021 we held an early Volunteers' Christmas Lunch at a local restaurant. We would like to have more regular social events for our volunteer team. Over the year we have recruited several new volunteers to take on roles such as Visitors, Donations and Sales Statistics; Stock Control and Sales; Reference Librarian; Collection documentation;

Museum Handyman, alongside ongoing roles such as Website Manager. These all make a vital contribution to the smooth running of the museum.

### **Raising awareness of the Museum**

For four weeks in June 2021, by arrangement with Sorbon Estates, we were able to occupy a pop-up shop in Liston Court, Marlow at no charge, in order to further raise awareness of the museum with residents and visitors to Marlow. This was deemed a success and further similar opportunities will be sought.

### **Fundraising, Sales and Donations**

In October 2021 we raised £229.46 through our annual Street Collection. This was much less than previously, but that was partly expected because the pandemic has resulted in fewer people carrying cash and a general decrease in disposable income. The next Street Collection will be on June 25<sup>th</sup> 2022.

One of our valued volunteers and a past trustee, Jan Caddie, passed away in July 2021 and the family asked for donations to the museum in her memory. The donations received have passed £1000 and will make a considerable contribution to our income this year.

### **How the activities have delivered public benefit**

Our visitors are our main beneficiaries, but we also use our website and social media to deliver information to a wider public and publicise opportunities at the museum and elsewhere. From May 2021 to April 2022, visitor numbers have gradually improved: we had 746 visitors this year, still less than half the number before the pandemic. At first there were almost no tourist visitors, mostly only regional residents. This is gradually returning to normal, where we have up to 50% tourist visitors. Since April numbers have continued to improve, especially with the start of the 1950s exhibition where we had over 80 visitors on one day. Our well-received activities in the community, including school visits mentioned above, have continued to deliver wider public benefit locally.

Our volunteers are also beneficiaries of our service. We are now having to look further afield for volunteers: fortunately some are willing to travel a certain distance to Marlow to support us and enjoy the social and mental health benefits of being a museum volunteer.

## **3.5 Looking Ahead**

As a CIO we are improving the museum's governance and steadily working to bring our procedures in line with Museum Accreditation standards. We are taking professional advice from our Museum Mentor, SE Museums Development and neighbouring museums. In the next year we hope to employ a professional Documentation Officer on a fixed contract to help us reach the required documentation standards. We have until February 2025 to achieve full Accreditation. We will then be able to benefit from a wider range of grant funding and will be able to borrow objects from and lend items to other museums.

We have recently negotiated a new 5-year lease of our museum building, the Peacock Room, from May 2022 with Bucks Council. However, we would hope to be in more spacious accommodation by the end of that period. We have now been in the building for

thirteen years and it is no longer adequate for our purposes. We cannot display larger items that we have been offered. The external structure of the present building is also in need of renovation. We have had to rent a separate storage building which has doubled our rental costs. It would be more practical to have storage in or near the museum building. In the meantime, we will continue to display Marlow's history and heritage as fully as possible within the constraints of the building.

Our ideal building would have a minimum of two exhibition rooms, a good amount of storage and an education/meeting room which could be shared by the community. We would strengthen our links with schools, old people's homes, the Marlow Society, Marlow Archaeology Group and others, who could all benefit from access to such a building. We could then perhaps bring into safe keeping items such as the old fire engine, the town clock and the layout of the old station and railway, which are presently held elsewhere. Extending the current building would be possible, but would have implications for the car park and the entrance to Court Garden Leisure Centre.

A perfect location for a museum in Marlow would be adjacent to the café, toilets and play park in Higginson Park. This location is busy almost every day of the year. A museum there could also serve as a Visitor Centre for the many tourists who come to Marlow and want information and maps. We would like to work with the community, Bucks Council, local developers and architects, and funders such as the Heritage Lottery and Arts Council England to realise this dream.

## **4 Financial Review**

### **4.1 Details of Any Funds Materially in Deficit**

The Charity has no funds which are materially in deficit.

### **4.2 Policy on Reserves**

The Charity's policy on reserves is to generate and maintain a balance which is sufficient:

- a) to preserve the financial viability of the Charity in the event that unforeseen and/or unavoidable circumstances precipitate a short-term fall in its income;
- b) to enable the Charity, in the interests of meeting its objectives, to undertake from time to time the setting up of new and innovative projects on a pilot basis to demonstrate the viability and potential benefits of such activities as a precursor to securing the external funding necessary to maintain such projects on an on-going basis.

For these purposes the Charity will endeavour to generate and maintain reserves which are at least 50% of its annual expenditure.

### **4.3 Principal Sources of Funding and Outgoings**

Over half our income this year came from a combination of donations (including those in memoriam and from the Street Collection), membership subscriptions, sales (an increasing source of funds) and Gift Aid. We had less income from grants, partly because we lost our fundraiser and partly because in comparison the previous year's income had been boosted by exceptional Covid-survival grants, without which we would have been in difficulties. Fundraising events like the Bridge Evening have not been able to take place for the last two years. We had a grant from the University of Reading to cover the costs of a paid intern for 12 weeks working on preparing the museum for Accreditation.

Many of our expenses increased last year, including the costs of rent, insurance, alarm, electricity and advertising. The cost of employing the intern was very slightly more than the grant we received. We ended the year with a £4750 operating deficit. A fundraising programme will be put in place to prevent this recurring.

### **4.4 Remuneration of Trustees**

All Trustees act in a voluntary capacity and receive no remuneration or other material benefits from their services to the Charity.

Out-of-pocket expenses necessarily and reasonably incurred by Trustees in promoting the purposes of the Charity are reimbursed at cost.

### **4.5 Financial Status**

The charity's current resources from unrestricted and restricted funds are sufficient to meet its outgoings for at least next year.

All the indications are that this will remain the case for the foreseeable future.

### **4.6 Statutory Statements on Liabilities**

The Trustees declare that:

- The charity has given no guarantees where potential liability under the guarantee is outstanding at the date of this statement (*e.g.*: any outstanding/ongoing contract or legal undertaking to buy or provide specific services);
- The charity has no debt outstanding at the date of this statement which is owed by the CIO and which is secured by an express charge on any assets of the CIO (*e.g.*: a mortgage on property owned by the charity).

Approved by the Trustees and signed on their behalf,

A handwritten signature in black ink, appearing to read 'Michael A. Hyde', written in a cursive style.

Michael A. Hyde (Chair)

Date: 28<sup>th</sup> June 2022

## 5 Statement of Financial Activity

### 5.1 Independent Examiner's Report on the Accounts

#### Report to the Trustees and Members of Marlow Museum Centre Project on the accounts for the year ended 30 April 2022 set out on the following pages

##### 5.1.1 Responsibilities and Basis of the Report

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

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

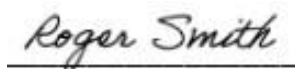
##### 5.1.2 Independent Examiner's Statement

I have completed my examination.

I confirm that no material matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1. accounting records were not kept in respect of the Trust as required by section 130 of the Act; *or*
2. the accounts do not accord with those records.

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.



Roger Smith

Date: 28<sup>th</sup> June 2022

## 5.2 Receipts & Payments During the Financial Year Ended 30 April 2022

### Marlow Museum Centre Project Income & Expenditure Account for 12 months Ended 30 April 2022

Income		
	30 Apr 22	30 Apr 21
	£	£
<b>Ongoing income, donations etc</b>		
Membership	460	570
Private Donations	1,195	230
Visitor Donations	411	115
Sale of Books	835	71
Other Sales	276	22
Street Collection	229	0
Gift Aid	325	187
	<b>3,731</b>	<b>1,195</b>
<b>Other grants and funding</b>		
Grants - Local Authorities/Councils	500	21,599
Community Charities	0	180
Corporate/Trust Donations	1,890	0
Other	114	85
	<b>2,504</b>	<b>21,864</b>
	<b>6,235</b>	<b>23,059</b>

Operating Expenditure		
	30 Apr 22	30 Apr 21
	£	£
<b>Project Running costs</b>		
Rent	5,100	4,900
Insurance	657	622
Phone Rental and Broadband	246	253
Alarm	177	91
Intern costs	1,944	0
Air Conditioner	0	328
Advertising	270	0
Stationery and Equipment	75	2
Affiliations	85	117
Electricity	732	482
Travel and Parking	11	92
Cost of Books	518	0
Sundry	920	781
	<b>10,735</b>	<b>7,668</b>
<b>Peacock Room Setup costs</b>		
Equipment purchase	250	0
	<b>250</b>	<b>0</b>
<b>Exhibition Costs</b>		
Exhibition - Display Materials	0	(85)
	<b>0</b>	<b>(85)</b>
<b>Depreciation of Fixed Assets</b>		
	<b>0</b>	<b>133</b>
	<b>10,985</b>	<b>7,716</b>

Income & Expenditure (see detail to the left)	Apr-22 £	Apr-21 £
Income	6,235	23,059
Expenses	10,985	7,716

Operating Surplus/(Deficit) (4,750) 15,344

Balance Sheet		
	Apr-22	
Fixed Assets	0	
Cash	20,930	
Debtors	0	
Accrued Income	325	
Prepayments	948	
<b>Total Assets</b>	<b>22,203</b>	

Creditors	756	
Deferred Income	3,000	
Reserve Funds b/f	23,197	} net
Operating Deficit	(4,750)	
<b>Total Liabilities &amp; Funds</b>	<b>22,203</b>	<b>18,447</b>

Cashflow		
Cash at 01 May 21	27,875	
Operating Surplus	(4,750)	
Depreciation charged	-	
Change in Debtors	-	
Change in Accrued Income	(325)	
Change in Prepayments	(32)	
Change in creditors	52	
Change in Deferred Income	(1,890)	
<b>Net operating cashflow:</b>	<b>(6,945)</b>	
Capital expenditure	0	
<b>Cash at 30 Apr 22</b>	<b>20,930</b>	

Signed Michael Hyde Chairman Date: 24 June 2022

Signed R Krajewski Hon Treasurer Date: 24 June 2022

In connection with my examination of the above accounts, no matter has come to my attention:  
i) Which gives me any cause to believe that they do not comply with the accounting records and  
ii) To which, in my opinion attention should be drawn in order to enable proper understanding of the accounts to be reached.

Signed Roger Smith R. Smith FCA, Independent Examiner. Date: 24 June 2022

Reserves Analysis	Apr-22	Apr-21
General reserves	16,982	21,733
Competition fund	514	514
Restricted funds		
Acquisitions Fund	950	950
	<b>18,447</b>	<b>23,197</b>

### 5.3 Approval of the Board of Trustees

The Trustees declare that they have approved the above Annual Report & Statement of Financial Activity.

Signed on behalf of the Trustees:

*RKrajewski*

Rick Krajewski, Treasurer

Date: 28 June 2022

## 5.5 Notes to the Accounts

a) **Accounting Policies**

The financial statements have been prepared in accordance with the Charities Act 2011 Section 133, using the Receipts and Payments basis available to small charities and the charity's own Simple Accounts Spreadsheet.

b) **Reimbursement of Out-of-Pocket Expenses**

Out-of-pocket expenses necessarily, reasonably and incidentally incurred by Trustees in the course of their duties as Trustees are reimbursed in accordance with the prevailing Financial Policies & Procedures.

c) **Salaries & Professional Fees**

No trustee receives any payments for the services they provide to the charity. In the current financial year the charity employed *no* staff or external contractors.

d) **Fixed Assets**

The charity has not purchased or disposed of any fixed assets in the current financial year.

e) **Creditors**

Cheques issued prior to the end of the financial year but not appearing in the end of financial year bank statement are only reported as outstanding creditors if they remain unrepresented at the time of producing the financial statements.

f) **Rounding Discrepancies**

All amounts are recorded to the penny, but in these accounts are shown as digitally rounded to the nearest pound. This can occasionally result in a total apparently not being the sum of its constituent amounts. All individual amounts, and their totals, are nevertheless correct.



Part of The Story of Marlow exhibition



Volunteers' Week Tea Party



Some of our booklets



The Duke of Clarence Day



The new laptop



The Community Event in the park

Pictures from the Opening day of our Jubilee Exhibition







Court Garden, Pound Lane, Marlow, Bucks SL7 2AE

[www.marlowmuseum.net](http://www.marlowmuseum.net)

**MARLOW MUSEUM CENTRE PROJECT**

England & Wales - Charity number 1187853

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# Accounts

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# **marlow museum**

Reg. Charity No. 1187853

Court Garden, Pound Lane, Marlow, Bucks SL7 2AE

## **Trustees' Annual Report for the year ending 30 April 2021.**

### **Becoming a CIO**

After 12 years serving as Registered Charity Number 1129346, the Marlow Museum Centre Project reached an important and interesting period in its life last year. On 10 February 2020 we received the news that our application to reform as a Charitable Incorporated Organisation (CIO) had been accepted by the Charity Commission and the CIO had been given the Registered Charity Number 1187853. Since then we have been organising the transition between the original charity and the new CIO, which became fully operational only at the beginning of May 2021. There is therefore little to say in this report on 2020-2021, since the CIO was technically dormant. The Financial Report will show no income and no expenditure because the CIO was not operational during the reporting period 1 May 2020 – 30 April 2021.

The AGM on 5<sup>th</sup> August 2021 is the first for the new CIO. We retain the Museum's original name – Marlow Museum Centre Project - together with its assets, monies, and artefacts, which were passed to the CIO on 1<sup>st</sup> May 2021. We are known locally simply as Marlow Museum.

### **Objectives**

The museum retains its objectives of collecting and preserving artefacts related to Marlow and District, as well as interpreting and displaying them to the public. We continue to serve not only Marlow Town but Marlow Bottom, Great Marlow, Little Marlow, Medmenham and Bisham. We plan to expand our work to reach out to schools and premises such as care homes. Outdoor events and attendance at local community events will resume as soon as Covid 19 rules and opportunities permit.

### **Effects of the Pandemic**

It is my pleasure to report that the museum remains in good health after a very difficult period during the pandemic. Due to the HMG lockdown the museum was closed for most of 2020-21, only opening in September and October. During that year it received only 177 visitors, took £77 in donations and £82 in sales. No fundraising events were held. However, the museum benefitted from a number of grants from Bucks Council.

### **Forward Planning**

During 2020 we decided to work to become an Accredited Museum, with a view to upgrading our status in the museum world, as well as enabling us to borrow items from other museums and benefit from certain grants. We applied to the Arts Council for 'Working Towards Accreditation' status, were awarded this on 23 February 2021 and given up to three years to complete the work necessary to apply for full Accreditation. This exercise is ongoing and requires a great deal of administrative effort.

As the museum year was ending, we were kindly offered by SORBON Estates the use of town centre premises for six weeks as a 'shop window' for the museum. The opportunity attracted public attention and brought visitors to the museum at Court Garden. Our ambition is to expand our premises or move to a larger site when circumstances allow.

**Marlow Museum Centre Project**  
**Income & Expenditure Account for year ended 30 April 2021**

Income	30 Apr 21	30 Apr 20
<u>Ongoing income, donations etc</u>	£	£
Membership	570	465
Private Donations	230	712
Visitor Donations and Sales	115	607
Film Show and Bridge Night	-	987
Sale of Books	71	858
Other Sales	22	192
Street Collection	-	200
Gift Aid	187	567
	<u>1,195</u>	<u>4,588</u>
<u>Other grants and funding</u>		
Grants - Local Authorities/Councils	21,599	425
Community Charities	180	124
Marlow Remembers WW1	-	375
Corporate/Trust Donations	-	3,150
Other	85	516
	<u>21,864</u>	<u>4,590</u>
	<u>23,059</u>	<u>9,178</u>

Operating Expenditure	30 Apr 21	30 Apr 20
<u>Project Running costs</u>	£	£
Rent	4,900	4,853
Insurance	622	596
Phone Rental and Broadband	253	224
Alarm	91	134
Modes Software	-	85
Air Conditioner	328	-
Advertising	-	-
Stationery and Equipment	2	620
Affiliations	117	62
Hall Hire	-	154
Electricity	482	582
Travel and Parking	92	10
Cost of Books	-	381
Sundry	781	652
	<u>7,668</u>	<u>8,355</u>
<u>Peacock Room Setup costs</u>		
Equipment purchase	-	298
<u>Exhibition Costs</u>		
Exhibition - Display Materials	(85)	-
Photo Competitions	-	-
	<u>(85)</u>	<u>-</u>
<u>Depreciation of Fixed Assets</u>	133	150
	<u>7,716</u>	<u>8,800</u>

Income & Expenditure (see detail to the left)	£	
Income	23,059	
Expenses	7,716	
<b>Operating Surplus/Deficit</b>	<b>15,344</b>	
<u>Balance Sheet</u>		
Fixed Assets	-	
Cash	27,875	
Debtors	-	
Accrued Income	-	
Prepayments	916	
<b>Total Assets</b>	<b>28,791</b>	
Creditors	705	
Deferred Income	4,890	
Reserve Funds b/f	7,853	} net: 23,197
Operating Surplus/Deficit	15,344	
<b>Total Liabilities &amp; Funds</b>	<b>28,791</b>	
<u>Cashflow</u>		
Cash at 1st May 2020	20,432	
Operating Surplus	15,344	
Depreciation charged	133	
Change in Debtors	-	
Change in Accrued Inc.	90	
Change in Prepayments	(48)	
Change in creditors	35	
Change in Deferred Inc.	(8,110)	
<b>Net operating cashflow:</b>	<b>7,444</b>	
Capital expenditure	-	
<b>Cash at 30 Apr 2021</b>	<b>27,875</b>	
		2,021 2020
<u>Reserves Analysis:</u>		
General reserves	21,733	6,389
Competition fund	514	514
Acquisitions Fund	950	950
	<u>23,197</u>	<u>7,853</u>

Chairman:  Date: 7/5/21 Hon Treasurer:  Date: 7/5/21

In connection with my examination of the above accounts, no matter has come to my attention:

- i) Which gives me any cause to believe that they do not comply with the accounting records and
- ii) To which, in my opinion attention should be drawn in order to enable a proper understanding of the accounts to be reached.

Signed: 

L N Stacey FCCA, Independent Examiner

Date: 7/5/21