

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.



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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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
website: 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.

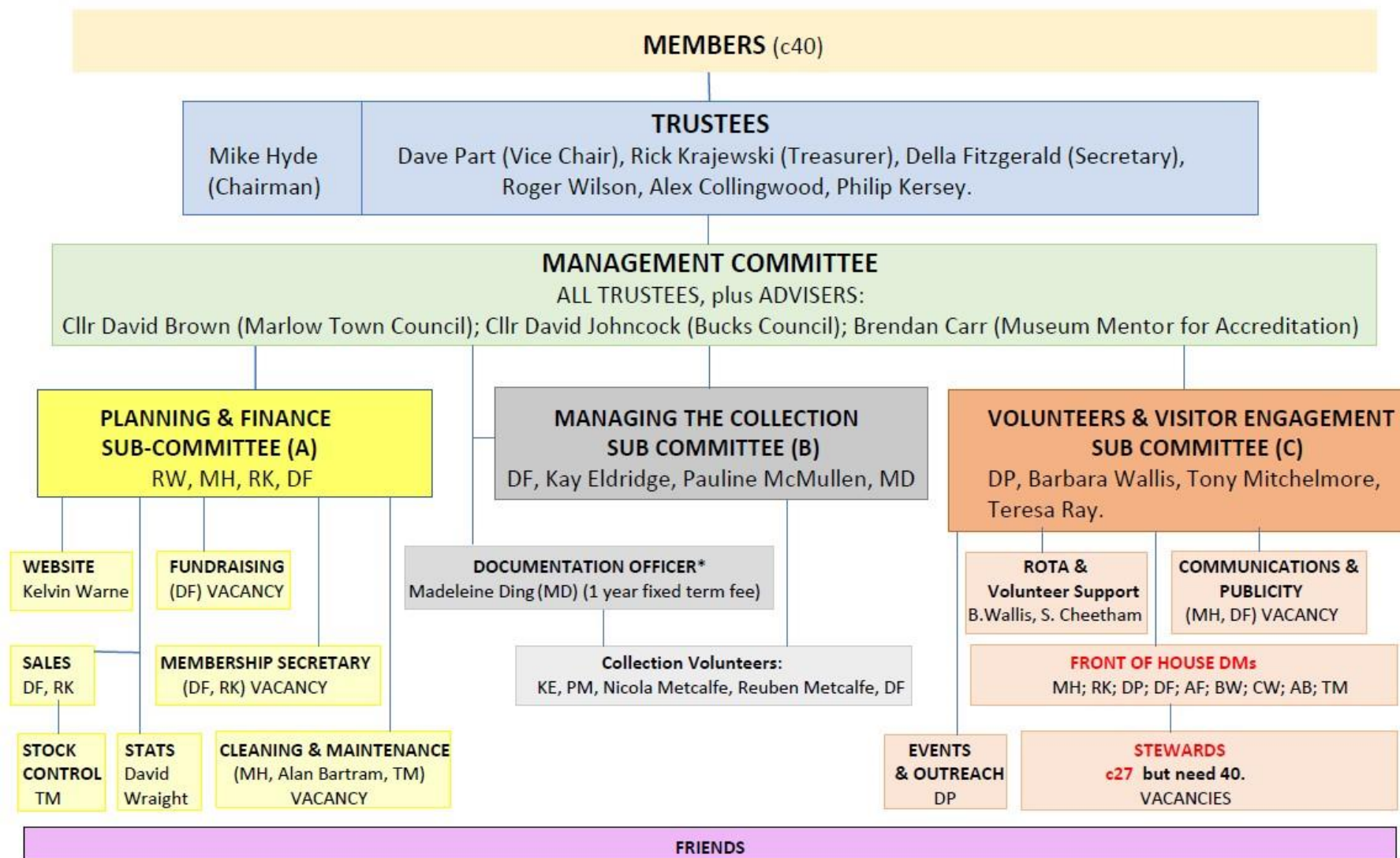
2.3 Governance & Management

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 Wraith 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.

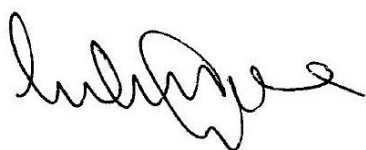
All the indications are that this will remain the case for the foreseeable future.

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,

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

Michael A. Hyde (Chair)

Date: 28th 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: 28th 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
Ongoing income, donations etc	£	£
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
	4,725	3,731
Other grants and funding		
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
	9,452	2,504
	14,178	6,235

Operating Expenditure	30 Apr 23	30 Apr 22
Project Running costs	£	£
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
	10,020	10,735
Peacock Room Setup costs		
Equipment purchase	1,621	250
Exhibition Costs		
Exhibition - Display Materials	1,654	0
Photo Competitions	0	0
	1,654	0
Depreciation of Fixed Assets	0	0
	13,296	10,985

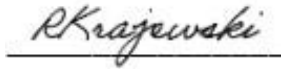
Income & Expenditure (see detail to the left)	£	
Income	14,178	
Expenses	13,296	
Operating Surplus/(Deficit)	882	
Balance Sheet		
Fixed Assets	0	-
Cash	18,394	
Debtors	0	
Accrued Income	600	
Prepayments	956	
Total Assets	19,949	
Creditors	620	
Deferred Income	0	
Reserve Funds b/f	18,447	net
Operating Surplus/(Deficit)	882	19,329
Total Liabilities & Funds	19,949	
Cashflow		
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	
Net operating cashflow:	-2,537	
Capital expenditure	0	
Cash at 30 Apr 23	18,393	

Reserves Analysis	Apr-23	Apr-22
General reserves	17,865	16,983
Competition fund	514	514
Restricted funds		
Acquisitions Fund	950	950
	19,329	18,447

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:

A handwritten signature in cursive script, reading "RKrajewski", is written over a horizontal line.

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 12th May 2023 and has included the Museum in her will.



marlow
museum

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

www.marlowmuseum.org

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

Income		
	30 Apr 23	30 Apr 22
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Exhibition - Display Materials	1,654	0
Photo Competitions	0	0
	1,654	0
Depreciation of Fixed Assets	0	0
	13,295	10,985

Income & Expenditure	30 Apr 23	30 Apr 22
<i>(see detail to the left)</i>	£	£
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Operating Surplus/(Deficit)	882	(4,750)

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Operating Surplus/(Deficit)	882	19,329
Total Liabilities & Funds	19,949	

Cashflow	
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Competition fund	514	514
Restricted funds		
Acquisitions Fund	950	950
	19,329	18,447

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