

REPORT OF THE TRUSTEES AND
CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2020
FOR
THE SALISBURY AND SOUTH WILTSHIRE MUSEUM TRUST
A COMPANY LIMITED BY GUARANTEE

THE SALISBURY AND SOUTH WILTSHIRE MUSEUM TRUST
A COMPANY LIMITED BY GUARANTEE

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for the year ended 31 December 2020

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THE SALISBURY AND SOUTH WILTSHIRE MUSEUM TRUST
A COMPANY LIMITED BY GUARANTEE

COMPANY INFORMATION
for the year ended 31 December 2020

TRUSTEES:

J L Turner (Chairman) (Appointed 3 July 2020)
A H Beckwith-Smith
D K Edmonds (Treasurer)
C H Elmer
A X T Green
S Jackson
P Marland (Retired 15 September 2020)
J G R Perry
B P Plummer (Appointed 30 January 2020)
T F Reeve
S M Denniston (Retired 15 September 2020)

Observers

E C Probert – *Dean and Chapter, Salisbury Cathedral*
A N Deane – *Wiltshire Council*

SECRETARY:

D K Edmonds

REGISTERED OFFICE:

The King's House
65 The Close
Salisbury
SP1 2EN

REGISTERED NUMBER:

1826436 (England and Wales)

**REGISTERED
CHARITY NUMBER:**

289850

AUDITORS:

Fawcetts LLP
Chartered Accountants
and Statutory Auditors
Windover House
St Ann Street
Salisbury
SP1 2DR

THE SALISBURY AND SOUTH WILTSHIRE MUSEUM TRUST
A COMPANY LIMITED BY GUARANTEE

REPORT OF THE TRUSTEES
for the year ended 31 December 2020

The trustees present their report with the financial statements of the company for the year ended 31 December 2020. The trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" in preparing the annual report and financial statements of the charity.

PRINCIPAL ACTIVITY

The principal activity of the company in the period under review was that of the trusteeship and management of a museum in the city of Salisbury.

STATUS

The Salisbury and South Wiltshire Museum Trust (the Trust) was incorporated on 20 June 1984. The Trust is a registered charity, number 289850. Its registered company number is 1826436.

TRUSTEES

The trustees during the period from 1 January 2020 to the date of this report were:

J L Turner (Chairman) - Appointed 3 July 2020

A H Beckwith-Smith

D K Edmonds

C H Elmer

A X T Green

S Jackson

P Marland - Retired 15 September 2020

J G R Perry

B P Plummer - Appointed 30 January 2020

T F Reeve

S M Denniston - Retired 15 September 2020

Observers

E C Probert - Dean and Chapter

A N Deane - Wiltshire Council

PROFESSIONAL ADVISERS AND KEY PERSONNEL

Director/Curator: A X T Green BA MA AMA

Address: The King's House
65 The Close
Salisbury, SP1 2EN

Bankers: Lloyds Bank Plc
38 Blue Boar Row
Salisbury, SP1 1DB

Solicitors: Wilsons Solicitors LLP
Alexandra House
St Johns Street
Salisbury, SP1 2SB

Investment advisers: Quilter Cheviot Investment Management
London Road Office Park
Salisbury
SP1 3HP

**THE SALISBURY AND SOUTH WILTSHIRE MUSEUM TRUST
A COMPANY LIMITED BY GUARANTEE**

**REPORT OF THE TRUSTEES
for year ended 31 December 2020**

STRUCTURE, GOVERNANCE AND MANAGEMENT

Organisational structure

Salisbury Museum is an unincorporated charity. It is controlled by the Salisbury and South Wiltshire Museum Trust, a company limited by guarantee. This company is also a registered charity, but it has no assets. The collections and lease of the King's House belong to the Museum.

The Museum is governed by a Board of Trustees which meets each month and which determines the general policy of the Museum. The day-to-day management and financial affairs of the Museum delegated to the director and his staff. Sub-committees are formed from time to time to deal with specific issues, eg marketing and communications, governance.

Risk management

The trustees have assessed, as far as reasonably possible, the major risks to which the charity is exposed including those related to the operations and finances of the Museum and are satisfied that systems are in place to mitigate any exposure to major risks.

Investment powers

The trustees have the power to invest in such stocks, shares, investments and property as they see fit. The trustees have engaged Quilter Cheviot – with effect from April 2020 - as investment managers.

Trustee appointment, induction and training

The Trust can have a maximum of twenty trustees. The Chairman, Treasurer and a maximum of fourteen trustees are elected from within the Museum membership and serve three-year terms. The Articles of Association also allow for The Dean and Chapter of Salisbury Cathedral, Southampton University and Wiltshire Archaeological and Natural History Society to each appoint one nominated trustee. Wiltshire Council can appoint two Nominated Trustees.

However during 2017 the trustees commissioned an independent review of the governance arrangements of the museum. As a result of this review it was agreed at a Board meeting on 2 November 2017 that the nominated trustees would cease to be trustees but could continue to attend Board meetings as observers.

All new trustees are sent a pack of Museum policies, constitution and other documents and are offered a personal tour of the Museum and induction by the Director. From time to time trustees are offered training courses such as those arranged by Wiltshire Council.

OBJECTIVES AND ACTIVITIES

In setting the objectives and planning the activities of the Museum, the trustees have given careful consideration to the Charity Commission's guidance on public benefit. The objectives are set out in the Memorandum as the provision and maintenance of a museum in or near the City of Salisbury for the benefit of the public providing exhibits of historical, scientific and artistic significance and interest and to act as its trustee.

Mission Statement:

At The Salisbury Museum we are committed to welcoming, inspiring and entertaining our diverse audiences by telling the story of Salisbury and the surrounding area – a unique landscape which has been the cradle of unparalleled human achievement for over half a million years.

We continually seek new ways to engage and collaborate with the broadest of audiences and partners. We use our expertise, creativity and passion, and the extraordinary breadth of our collections, to present contemporary experiences, displays, exhibitions and events which give context to the archaeological, historic and artistic riches of Salisbury and south Wiltshire.

THE SALISBURY AND SOUTH WILTSHIRE MUSEUM TRUST
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REPORT OF THE TRUSTEES
for the year ended 31 December 2020

The Salisbury Museum acts as a catalyst to understanding and learning about English history on many different levels, and to appreciating what is so special and significant about this landscape, and the lives of the people who have shaped it – and who continue to shape it today.

The Museum Director updates a forward plan each year to ensure that the Museum staff are clear about the priorities and targets for the forthcoming year.

Volunteers play a significant role in the Museum's ability to deliver its services. The Museum had over 200 volunteers in 2020 who contributed 5,691 (2019 also 200 volunteers and 17,372) hours of work to the Museum. Their work is vital to the wellbeing of the Museum and the Trustees are extremely grateful for all their hard work.

ACHIEVEMENTS AND PERFORMANCE

The year 2020 will forever be associated with the COVID-19 pandemic. The museum closed to the public on 17 March 2020 just before the first national lockdown and remained closed until 30 July. The museum shut again for the second national lockdown from 5 November, reopened on 3 December, and closed on 30 December as Wiltshire moved into tighter restrictions. The museum was only open for just over six months in 2020, missing a significant proportion of the busy summer season in June and July.

To re-open in July we followed strict government guidelines and risk assessed all our activities to ensure we were COVID secure. The café was the first to open as the franchise holders were able to offer an outdoor table service. In the museum we introduced an improved cleaning regime, one-way system, more volunteer gallery stewards, screens for reception staff and hand sanitising stations. Extra staff were employed to gather contact details of all visitors for track and trace.

The museum opened four days per week with shorter hours (11am to 4pm). For August and September we waived entry fees and encouraged donations. This was popular with visitor numbers 58% of what they were the year before in August (2,135) and 38% in September (1,131). We initially offered an advance booking system but the take up and the requirement for it were minimal as visitor numbers were never high enough to create problems with overcrowding. Admission fees were reintroduced in October, but at a slightly lower rate due to the closure of the costume gallery (see below), lack of a major exhibition and a reduction in chargeable VAT. Despite the fall in international tourism numbers were not as low as we were expecting because the domestic market was strong.

In terms of exhibitions the year opened with the final few days of the *Trinity Buoy Wharf Drawing Prize* exhibition (until 11 January). This was followed by *Albert Goodwin: Visionary Landscapes* (from 25 January). This was an exhibition of watercolours and sketches on loan from Maidstone Museum that illustrated the artist's travels (which included Salisbury). The exhibitions planned for the remainder of the year - *As You See Me* and *Cutting it Fine: The Art of the Wood Engraver* were postponed.

When the museum re-opened on 30 July we created an exhibition called *Pick & Mix* which revealed some of the social history, fine art, natural history and geology in the reserve collections. This followed an online version on Instagram. The purpose was to highlight our future plans to develop the museum with funding from the National Lottery Heritage Fund (see below). This exhibition remained in place for the remainder of 2020. In October we were fortunate to be loaned a group of Lego Brick models of Tudor buildings and characters made by Brick Galleria based in Salisbury. These were positioned around the museum as part of the one-way system.

In terms of events we started to organize behind the scenes tours for the public when we were closed. These were booked online via Eventbrite and proved to be very popular. The public were taken around, socially distanced, in groups of 10 and shown objects in the galleries and in the stores. The only major family events were those linked to our *Look Again* fashion project held over February half term and a 'drop in' event on 29 October when visitors could meet the Lego brick model makers.

THE SALISBURY AND SOUTH WILTSHIRE MUSEUM TRUST
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REPORT OF THE TRUSTEES
for the year ended 31 December 2020

ACHIEVEMENTS AND PERFORMANCE Continued

The one area the museum made considerable progress on in 2020 was our NLHF funded redevelopment project: *Salisbury Museum for Future Generations*. In 2019 the museum secured a development round grant of £429,400 to fund staff and consultants to work up the bid in more detail to submit a round II application in 2021. The key staff – the Chief Operating Officer (Kate Barker), Activity Plan Coordinator (Emma Gascoigne), Project Curator (Bridget Telfer – seconded from her role as Volunteer Coordinator) and Project Administrator (Natasha Clayton) were all in post early in 2020. The professional team were also all in place including the Architects and Designers (Metaphor), Conservation Architects (St Ann's Gate) and Activity and Business Plan consultants (Tricolor). A full digital survey of the building was undertaken before the first lockdown so we were able to make progress on design and content throughout the year. By December, drafts of both the business plan and activity plan were ready for the NLHF mid-term review in January 2021.

The museum also made significant headway with the fundraising for the project. The campaign, called Past Forward, aims to raise the £1.2 million needed in match funding. Fundraising consultants Development Partners helped to produce a case for support and a fundraising brochure. A private donor came forward who is willing to make a major donation and initial approaches to trusts and foundations look very promising.

Another area of major development in 2020 was our online activity. As a result of closure the museum created a number of online initiatives. This included the Pick and Mix online Instagram exhibition, Museum Connect films (funded by Wessex Museums) and behind the scenes video tours with the museum Director.

Look Again, the Esmée Fairbairn Museums Association funded project to redisplay the costume gallery was delayed by COVID-19. The gallery was refurbished by external contractors, but the project is dependent on volunteer support to mount the costumes. Therefore the scheme has been mothballed and the staff involved were furloughed. This has preserved the restricted funds specifically given to this initiative.

In addition to the NLHF staff noted above two other staff appointments were made in 2020. Rachel Coman was appointed to take over from Bridget Telfer as our part-time Volunteer Coordinator on 1 July (having been appointed before lockdown in March). Denise Wilding started as a job share with Wil Partridge, the Wiltshire Finds Liaison Officer, on 22 July (again delayed due to COVID-19), but due to relocation left on 28 December.

The museum made 104 acquisitions over the year.

The total number of visitors for 2020 was 9,157, which is about a third of what we would achieve in a 'normal' year.

FINANCIAL REVIEW

The year was dominated by the effects of Covid; from closure of the Museum which meant no entrance income to the generosity of Members who kept faith with us and the considerable support the Government both Local and National provided. In numbers we received £29,295 from the Arts Council towards our overheads (insurance and security bills still needed to be met); £60,000 from Government (the Job Retention Scheme Grant – Furlough) which meant staff, (who generously helped by taking a pay cut when we were closed) were paid; over £26,000 by local Councils as well as foregoing their "business rates" of nearly £10,000.

Membership income remained strong and we received over £27,000 in general donations as well as nearly £60,000 towards our NLHF project –Past Forward.

The donations that have been specifically received towards our NLHF project have now been transferred to the new Salisbury Gallery Fund detailed in our "restricted funds".

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REPORT OF THE TRUSTEES
for the year ended 31 December 2020

As in previous years the Museum's individual projects continued to benefit with incoming funds of nearly £140,000 (2019 - £184,107).

The Director, supported by the management team and Board of Trustees, moved swiftly to deal with the effects of closure on the Museum in particular by cutting out all unnecessary expenditure including turning off the heat and limiting the amount spent on maintenance. The overall effect was that the Museum's loss in the year, before depreciation, was just £10,912 and this was more than offset by our investment gains of £36,680.

As mentioned in last year's report our investments are now handled locally by Quilter Cheviot and we did exit from our "Defined Benefit" pension scheme with the Wiltshire County Council at a cost of £271,000 and that by leaving this removes a previous pension liability that was unquantifiable from year to year.

The free reserves policy of Salisbury Museum is to hold liquid reserves in the form of cash or readily convertible investments of £150,000; this being the equivalent to approximately six months of operational expenditure. It is the aim of Salisbury Museum to have sufficient unrestricted reserves to allow the Museum to operate effectively for the foreseeable future, safeguard its collections and cover its pension commitments. At 31 December 2020 the Museum had free reserves of £441,403 (2019: £417,751 –restated after taking into account £155,316 transferred to the new Salisbury Gallery Fund). Included in these figures are unrestricted investments held of £354,699 (2019 £454,145). Given the unpredictable nature of much of the Museum's income, the trustees aim to invest any surplus unrestricted funds to provide a relatively secure stream of income to fund future activities.

The trustees maintain a close watch on the museum's cash flow and during this difficult time the full Board of Trustees has met monthly to review matters.

FUTURE DEVELOPMENTS – COVID-19

As a result of COVID-19 Salisbury Museum closed to the public on 17 March 2020. We lost the bulk of our regular income from ticket sales, events, retail, café, educational visits and facility hire. We still maintained regular income from our Wiltshire Council grant, subletting and membership.

To reduce the financial impact of the coronavirus crisis the museum placed most of the core staff on furlough from April onwards and utilised the government's Coronavirus Job Retention Scheme to pay 80% of salary. An emergency grant of £29,295 was also secured from the Arts Council to help with core costs. In July, after consultation and a full review sadly four roles were deemed redundant which will represent a saving of £74,000 per annum.

STATEMENT OF TRUSTEES' RESPONSIBILITIES

Law applicable to incorporated charities in England and Wales requires the trustees (who are also the directors of the company) to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the company and of the group and its financial activities for that period. In preparing those financial statements, the trustees are required to

- select suitable accounting policies and then apply them consistently;
- make judgments and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company and the group will continue in business.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

**THE SALISBURY AND SOUTH WILTSHIRE MUSEUM TRUST
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**REPORT OF THE TRUSTEES
for the year ended 31 December 2020**

STATEMENT AS TO DISCLOSURE OF INFORMATION TO AUDITORS

So far as the trustees are aware, there is no relevant audit information (as defined by Section 418 of the Companies Act 2006) of which the company's auditors are unaware, and each trustee has taken all the steps that he or she ought to have taken as a trustee in order to make himself or herself aware of any relevant audit information and to establish that the company's auditors are aware of that information.

AUDITORS

Fawcetts were reappointed auditors during the year and have expressed their willingness to continue in that capacity.

In preparing this report advantage has been taken of the exemptions available to small companies under the Companies Act 2006.

ON BEHALF OF THE BOARD:

Jon Turner - Trustee

D K Edmonds - Trustee

Dated: 20 April 2021

THE SALISBURY AND SOUTH WILTSHIRE MUSEUM TRUST
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REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF THE SALISBURY AND SOUTH WILTSHIRE MUSEUM TRUST

Opinion

We have audited the consolidated financial statements of The Salisbury and South Wiltshire Museum Trust (the 'charitable company') for the year ended 31 December 2020 which comprise the Consolidated Statement of Financial Activities, the Consolidated Balance Sheet, the Consolidated Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and of the charitable parent company's affairs as at 31 December 2020 and of its incoming resources and application of resources for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the Trustees use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the Trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

The other information comprises the information included in the Report of the Trustees, other than the financial statements and our Report of the Auditors thereon. The Trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Report of the Trustees, which includes the Report of the Directors prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Directors included within the Report of the Trustees have been prepared in accordance with applicable legal requirements

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**THE SALISBURY AND SOUTH WILTSHIRE MUSEUM TRUST
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REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF THE SALISBURY AND SOUTH WILTSHIRE MUSEUM TRUST

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Matters on which we are required to report by exception

In light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Directors included within the Report of the Trustees.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Trustees

As explained more fully in the Statement of Trustees' Responsibilities set out on page six, the Trustees (who are also directors of the charitable company for the purposes of company law and trustees of the charity for the purposes of charity law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue a Report of the Auditors that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

Extent to which the audit was considered capable of detecting irregularities, including fraud.

We identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and then design and perform audit procedures responsive to those risks, including obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion.

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THE SALISBURY AND SOUTH WILTSHIRE MUSEUM TRUST
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REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF THE SALISBURY AND SOUTH WILTSHIRE MUSEUM TRUST

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Identifying and assessing potential risks related to irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations we consider the following:

- the nature of the charity sector, control environment and business performance;
- results of our enquiries of management about their own identification and assessment of the risks of irregularities;
- any matters we identified having obtained and reviewed the charitable company's documentation of their policies and procedures relating to:
 - identifying, evaluating and complying with laws and regulations and whether they were aware of any instances of non-compliance;
 - detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected or alleged fraud;
 - the internal controls established to mitigate risks of fraud or non-compliance with laws and regulations
- the matters discussed among the audit engagement team regarding how and where fraud might occur in the financial statements and any potential indicators of fraud.

As a result of these procedures, we considered the opportunities and incentives that may exist within the organisation for fraud and identified the greatest potential for fraud in the following area: revenue and resource recognition. In common with all audits under ISAs (UK), we are also required to perform specific procedures to respond to the risk of management override.

We have also obtained an understanding of the legal and regulatory frameworks that the charitable company operates in, focusing on provisions of those laws and regulations that had a direct effect on the determination of material amounts and disclosures in the financial statements. The key laws and regulations we considered in this context included the UK Companies Act, Charities Act and related legislation.

Audit response to risks identified

As a result of performing the above, we identified revenue and profit recognition a key audit matter related to the potential risk of fraud. Our procedures to respond to risks identified included the following:

- reviewing the financial statement disclosures and testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described as having a direct effect on the financial statements;
- enquiring of management concerning actual and potential litigation and claims;
- performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud;
- reading minutes of meetings of those charged with governance and reviewing correspondence with HMRC and
- in addressing the risk of fraud through management override of controls, testing the appropriateness of journal entries and other adjustments; assessing whether the judgements made in making accounting estimates are indicative of a potential bias; and evaluating the business rationale of any significant transactions that are unusual or outside the normal course of business.

We also communicated relevant identified laws and regulations and potential fraud risks to all engagement team members and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

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TRUST**

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Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our Report of the Auditors.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in a Report of the Auditors and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Simon Ellingham BA FCA DChA (Senior Statutory Auditor)
for and on behalf of Fawcetts LLP
Chartered Accountants and Statutory Auditors
Windover House
St Ann Street
Salisbury
SP1 2DR

Dated: 12 May 2021

THE SALISBURY AND SOUTH WILTSHIRE MUSEUM TRUST
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CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
(including Income and Expenditure Account)
for the year ended 31 December 2020

	Notes	Unrestricted funds £	Restricted funds £	Total 2020 £	Total 2019 £
Income and endowments from:					
Donations and legacies		26,105	501,983	528,088	253,444
Charitable activities	3	183,766	-	183,766	164,955
Other trading activities	4	80,468	-	80,468	163,381
Investments	5	6,355	4,709	11,064	19,076
Total income		<u>296,694</u>	<u>506,692</u>	<u>803,386</u>	<u>600,856</u>
Expenditure on:					
Raising funds		13,222	-	13,222	27,445
Charitable activities – Operation of the Museum		518,908	505,825	1,024,733	806,792
Other trading activities		16,546	-	16,546	28,622
Total expenditure	8	<u>548,676</u>	<u>505,825</u>	<u>1,054,501</u>	<u>862,859</u>
Gains/(Losses) on investment assets - Realised		(15,095)	(9,055)	(24,150)	15,037
- Unrealised		51,775	28,345	80,120	58,415
		<u>36,680</u>	<u>19,290</u>	<u>55,970</u>	<u>73,452</u>
Net income/(expenditure) before transfers		<u>(215,302)</u>	<u>20,157</u>	<u>(195,145)</u>	<u>(188,551)</u>
Transfers between funds		<u>77,562</u>	<u>(77,562)</u>	<u>-</u>	<u>-</u>
Net income/(expenditure)		<u>(137,740)</u>	<u>(57,405)</u>	<u>(195,145)</u>	<u>(188,551)</u>
Other recognized gains/losses					
Actuarial gains/(losses) on defined benefit pension schemes		-	-	-	209,000
Net movement in funds		<u>(137,740)</u>	<u>(57,405)</u>	<u>(195,145)</u>	<u>20,449</u>
Fund balances brought forward at 1 January 2020		<u>580,797</u>	<u>2,052,434</u>	<u>2,633,231</u>	<u>2,612,782</u>
Fund balances carried forward at 31 December 2020		<u>443,057</u>	<u>1,995,029</u>	<u>2,438,086</u>	<u>2,633,231</u>

None of the group's activities were acquired or discontinued in the current or preceding periods.

The statement of financial activities includes all gains and losses recognised during the year.

The notes form part of these financial statements

THE SALISBURY AND SOUTH WILTSHIRE MUSEUM TRUST
A COMPANY LIMITED BY GUARANTEE
(Registered No: 1826436)

BALANCE SHEETS
31 December 2020

		Consolidated		The Company	
		2020	2019	2020	2019
	Notes	£	£	£	£
FIXED ASSETS:					
Tangible assets	9	1,021,267	1,262,337	-	-
Investments	10	542,050	658,276	-	-
Heritage assets	11	486,403	486,403	-	-
		<u>2,049,720</u>	<u>2,407,016</u>	<u>-</u>	<u>-</u>
CURRENT ASSETS:					
Stock	12	11,654	7,766	-	-
Debtors	13	129,977	159,265	-	-
Cash at bank and in hand		<u>290,589</u>	<u>359,338</u>	<u>-</u>	<u>-</u>
		<u>432,220</u>	<u>526,369</u>	<u>-</u>	<u>-</u>
CREDITORS: Amounts falling due within one year	14	<u>(43,854)</u>	<u>(29,154)</u>	<u>-</u>	<u>-</u>
NET CURRENT ASSETS		<u>388,366</u>	<u>497,215</u>	<u>-</u>	<u>-</u>
TOTAL ASSETS LESS CURRENT LIABILITIES:		2,438,086	2,904,231	-	-
CREDITORS: Amounts falling due after more than one year		<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Net Assets excluding pension scheme liability		<u>2,438,086</u>	<u>2,904,231</u>	<u>-</u>	<u>-</u>
Defined benefit pension scheme deficit	20	<u>-</u>	<u>(271,000)</u>	<u>-</u>	<u>-</u>
NET ASSETS		<u>2,438,086</u>	<u>2,633,231</u>	<u>-</u>	<u>-</u>
FUNDS:					
Restricted funds	15	1,995,029	2,052,434	-	-
Unrestricted funds	16	<u>443,057</u>	<u>580,797</u>	<u>-</u>	<u>-</u>
		<u>2,438,086</u>	<u>2,633,231</u>	<u>-</u>	<u>-</u>

The financial statements were approved and authorised for issue by the Board of Trustees on 20 April 2021 and were signed on its behalf by:

D K Edmonds – Trustee

THE SALISBURY AND SOUTH WILTSHIRE MUSEUM TRUST
A COMPANY LIMITED BY GUARANTEE

CONSOLIDATED STATEMENT OF CASH FLOWS
for the year ended 31 December 2020

		2020 £	2019 £
CASH FLOWS FROM OPERATING ACTIVITIES:			
Net cash (used in)/provided by operating activities	(a)	(276,159)	(37,355)
Cash flows from investing activities:			
Dividends, interest and rents from investments		11,064	19,076
Purchase of property, plant and equipment		-	(4,959)
Purchase of heritage assets		-	(1,128)
Proceeds from sale of investments		611,208	308,323
Realised Loss (Gains) on disposals of investments		24,150	(15,037)
Purchase of investments		<u>(439,012)</u>	<u>(107,803)</u>
Net cash (used in)/provided by investing activities		<u>207,410</u>	<u>198,472</u>
Change in cash and cash equivalents in the reporting period		(68,749)	161,117
Cash and cash equivalents at 1 January 2020		359,338	198,221
		<u> </u>	<u> </u>
Cash and cash equivalents at 31 December 2020	(b)	<u><u>290,589</u></u>	<u><u>359,338</u></u>
a. RECONCILIATION OF NET INCOME/(EXPENDITURE) TO NET CASH FLOW FROM OPERATING ACTIVITIES			
		2020 £	2019 £
Net expenditure for the year as per the Statement of Financial Activities		(195,145)	(188,551)
Adjusted for:			
Depreciation		241,070	255,338
Unrealised (Gains)/losses on investments		(80,120)	(58,415)
Dividends, interest and rents from investments		(11,064)	(19,076)
Decrease/(Increase) in stocks		(3,888)	3,760
(Increase)/Decrease in debtors		29,288	17,483
(Decrease)/Increase in creditors including pension fund deficit		<u>(256,300)</u>	<u>(47,894)</u>
Net cash (used in) provided by operating activities		<u><u>(276,159)</u></u>	<u><u>(37,355)</u></u>
b. ANALYSIS OF CASH AND CASH EQUIVALENTS			
		2020 £	2019 £
Cash at bank and in hand		<u>290,589</u>	<u>359,338</u>
		<u><u>290,589</u></u>	<u><u>359,338</u></u>

The Museum has no borrowings or obligations under finance leases therefore a reconciliation of net debt has not been provided.

The notes form part of these financial statements

THE SALISBURY AND SOUTH WILTSHIRE MUSEUM TRUST
A COMPANY LIMITED BY GUARANTEE

NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 December 2020

1. ACCOUNTING POLICIES

Basis of preparation

The Museum constitutes a public benefit entity as defined by FRS 102. The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Companies Act 2006 and UK Generally Accepted Accounting Practice.

The financial statements are prepared on a going concern basis under the historical cost convention, modified to include certain items at fair value. The financial statements are presented in sterling which is the functional currency of the charity and rounded to the nearest £1.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

Basis of consolidation

The consolidated financial statements incorporate the financial statements of the Museum Trust and its subsidiary undertakings, The Salisbury and South Wiltshire Museum and Salisbury Museum Replicas Limited. A separate statement of financial activities for the Trust itself is not presented because the Trust has taken advantage of the exemptions afforded by section 408 of the Companies Act 2006.

Income

Income is recognised on an accruals basis. Income received for specific purposes is treated as restricted. Donations are included in incoming resources when they are receivable. Legacies are included when the charity is advised by the personal representative of an estate that payment will be made or property transferred and the amount involved can be quantified.

Grant income

Grants and other income that are awarded subject to specific performance conditions are recognised when the performance conditions for their receipt have been met and, where appropriate, income is deferred accordingly. The substance of other contractual conditions attached to the grants and the nature of the arrangement with the funder are considered when determining the periods in which income is recognised. The Museum has received support from the UK government as part of a package of measures introduced to support business during the Coronavirus pandemic. Government grants are recognised in the financial statements in the period in which they become receivable.

Tangible fixed assets

Expenditure on fixed assets is capitalised except for expenditure incurred on the replacement of assets of low value with a short life. Repair, renovation and replacement expenditure is written off as expenditure in the statement of financial activities. The cost of fixed assets is their purchase cost, together with any incidental costs of acquisition.

The King's House is held on a long lease, is a listed property and is carried at its original cost as the trustees consider that it is not appropriate to apply a valuation to such property.

Leasehold property is depreciated at 2% per annum on cost.

Freehold property is depreciated at 10% per annum on cost.

Leasehold improvements are depreciated at 10% per annum on cost.

Fixtures and fittings are depreciated at 33.3% per annum on cost.

THE SALISBURY AND SOUTH WILTSHIRE MUSEUM TRUST
A COMPANY LIMITED BY GUARANTEE

NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 December 2020

1. ACCOUNTING POLICIES (continued)

Expenditure

Expenditure is allocated to expense headings either on a direct cost basis or apportioned according to time spent. The irrecoverable element of VAT is included with the item of expense to which it relates.

Heritage assets

Up to 31 March 2005 items acquired for the Museum's collection of exhibits were charged to the Statement of Financial Activities in the year of acquisition. The value of the collection at 31 March 2005 is considered to be incalculable and is therefore not included on the balance sheet. From 1 April 2005, in line with SORP 2005, acquisitions for the collection are capitalised as heritage assets. Heritage assets are not depreciated as they are considered to have an indefinite useful life.

Stocks

Stock is valued at the lower of cost and net realisable value, after making due allowance for obsolete and slow moving items.

Pension costs

The Museum contributes to employees individual defined contribution pension schemes. Additionally, until 30 September 2019, the Museum made contributions to the Wiltshire Pension Fund, a defined benefit scheme, on behalf of certain employees. Contributions are charged to the revenue account in the period in which they fall due and amounted to £27,520 in the period (2019 - £46,673). Actuarial gains and losses are recognised immediately in the Statement of Financial Activities.

Investments

All investments are stated at market value. Any gain or loss on revaluation is taken to the statement of financial activities.

Funds

The Museum's funds consist of unrestricted and restricted amounts. The Museum may use unrestricted amounts at its discretion. Restricted funds represent income contributions which are restricted to a particular purpose. Designated funds comprise unrestricted funds that have been set aside by the trustees for a particular purpose.

2. TRADING INCOME AND EXPENDITURE

The Museum operates a shop on its premises. Its trading results are shown below.

	2020	2019
	£	£
Turnover	11,125	32,000
Cost of sales	<u>6,450</u>	<u>17,769</u>
Gross profit	4,675	14,231
Administrative expenses	<u>10,096</u>	<u>10,853</u>
Net (Loss) profit	<u>(5,421)</u>	<u>3,378</u>

THE SALISBURY AND SOUTH WILTSHIRE MUSEUM TRUST
A COMPANY LIMITED BY GUARANTEE

NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 December 2020

3. CHARITABLE ACTIVITIES

	2020	2019
	£	£
Membership subscriptions	48,948	46,918
Entrance tickets	19,814	90,137
Grants from Wiltshire Council and The Arts Council	55,665	27,900
Coronavirus Job Retention Scheme (CJRS)- Furlough	<u>59,339</u>	<u>-</u>
Total	<u>183,766</u>	<u>164,955</u>

4. OTHER TRADING ACTIVITIES

	2020	2019
	£	£
Special Events	1,248	33,068
Rental income	57,524	59,447
Lecture theatre hire and film work	557	4,075
Museum shop sales	11,125	32,000
Sundry income including Hurricane store income	<u>10,014</u>	<u>34,791</u>
	<u>80,468</u>	<u>163,381</u>

5. INVESTMENT INCOME

	2020	2019
	£	£
Dividends	10,984	18,949
Interest	<u>80</u>	<u>127</u>
	<u>11,064</u>	<u>19,076</u>

6. STAFF COSTS

	2020	2019
	£	£
Wages and salaries- museum total salary	357,992	297,492
Social security costs	19,377	17,267
Other pension costs	<u>27,520</u>	<u>46,673</u>
Total Staff Costs	404,889	361,432
Less: Funded by restricted income	<u>(217,073)</u>	<u>(161,332)</u>
	<u>187,186</u>	<u>200,100</u>

The average number of employees during the year, calculated on a full-time equivalent basis, was as follows:

	2020	2019
Office and management	<u>15</u>	<u>13</u>

At the balance sheet date there were no outstanding pension contributions (2019 - £Nil). During the year under review four personnel were made redundant at a cost of £26,588. Apart from the disclosures made in note 19 to the financial statements, neither the trustees, nor any person connected with them, received any remuneration or reimbursement of expenses during the year. No employee earned £60,000 per annum or more. Key management personnel, which consist of the Trustees and the Museum Director, were paid a total of £36,800 (2019 £40,484) before employer pension contributions.

THE SALISBURY AND SOUTH WILTSHIRE MUSEUM TRUST
A COMPANY LIMITED BY GUARANTEE

NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 December 2020

7. EXPENDITURE

Expenditure includes:

	2020 £	2019 £
Auditors' remuneration including professional fees	4,000	4,000
Depreciation – owned assets	241,070	255,338
Directors' remuneration including employer pension contributions	<u>44,528</u>	<u>49,077</u>

8. ANALYSIS OF TOTAL RESOURCES EXPENDED

Year ended 31 December 2020

	Staff costs £	Support costs £	Depreciation £	2020 Total £
Charitable activities:				
Costs of raising funds	-	13,222	-	13,222
Costs of operating Museum shop	8,410	8,136	-	16,546
Costs of operating the Museum	<u>394,479</u>	<u>381,184</u>	<u>241,070</u>	<u>1,016,733</u>
	402,889	402,542	241,070	1,046,501
Management and administration of the Charity:				
Governance costs	<u>2,000</u>	<u>6,000</u>	<u>-</u>	<u>8,000</u>
Total resources expended	<u>404,889</u>	<u>408,542</u>	<u>241,070</u>	<u>1,054,501</u>

Year ended 31 December 2019

	Staff costs £	Support costs £	Depreciation £	2019 Total £
Charitable activities:				
Costs of raising funds	-	27,445	-	27,445
Costs of operating Museum shop	8,928	19,694	-	28,622
Costs of operating the Museum	<u>350,504</u>	<u>192,950</u>	<u>255,338</u>	<u>798,792</u>
	359,432	240,089	255,338	854,859
Management and administration of the Charity:				
Governance costs	<u>2,000</u>	<u>6,000</u>	<u>-</u>	<u>8,000</u>
Total resources expended	<u>361,432</u>	<u>246,089</u>	<u>255,338</u>	<u>862,859</u>

The sole activity of the charity is the operation of a museum in Salisbury.

THE SALISBURY AND SOUTH WILTSHIRE MUSEUM TRUST
A COMPANY LIMITED BY GUARANTEE

NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 December 2020

9. TANGIBLE FIXED ASSETS

	The King's House At Cost £	Hurricane Close Store £	Improvements to date £	Fixtures and fittings £	Totals £
COST					
At 1 January 2020	250,000	158,682	2,592,276	241,158	3,242,116
Additions	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
At 31 December 2020	<u>250,000</u>	<u>158,682</u>	<u>2,592,276</u>	<u>241,158</u>	<u>3,242,116</u>
DEPRECIATION					
At 1 January 2020	103,750	31,737	1,610,864	233,428	1,979,779
Charge for the year	<u>5,000</u>	<u>15,868</u>	<u>214,126</u>	<u>6,076</u>	<u>241,070</u>
At 31 December 2020	<u>108,750</u>	<u>47,605</u>	<u>1,824,990</u>	<u>239,504</u>	<u>2,220,849</u>
NET BOOK VALUE					
At 31 December 2020	<u>141,250</u>	<u>111,077</u>	<u>767,286</u>	<u>1,654</u>	<u>1,021,267</u>
At 31 December 2019	<u>146,250</u>	<u>126,945</u>	<u>981,412</u>	<u>7,730</u>	<u>1,262,337</u>

10. FIXED ASSET INVESTMENTS

	£
VALUATION:	
At 1 January 2020	658,276
Additions	439,012
Disposals	(635,358)
Net unrealised investment gains	<u>80,120</u>
At 31 December 2020	<u>542,050</u>

THE SALISBURY AND SOUTH WILTSHIRE MUSEUM TRUST
A COMPANY LIMITED BY GUARANTEE

NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 December 2020

11. HERITAGE ASSETS

	£
COST:	
At 1 January 2020	486,403
Additions	<u>-</u>
As at 31 st December 2020	<u>486,403</u>

The Museum's collections are assets of historical importance held to advance the Museum's conservational and educational objectives and which through public access contribute to the culture and education of Salisbury and its visitors. Additions to the Museum's collections have been capitalised and stated at cost since 1 April 2005. No value has been placed on the collections held prior to 1 April 2005 as reliable cost information is not available and conventional valuation approaches lack sufficient reliability when applied to assets such as those held in the Museum's collections. The cost of any such valuation would also be onerous in comparison to any additional benefit that may be derived by users of the financial statements.

During 2020 one hundred and four items were added to the collection but there was no cost involved in acquiring them.

12. STOCKS

	2020 £	2019 £
Goods for resale	<u>11,654</u>	<u>7,766</u>

13. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2020 £	2019 £
Other debtors	113,742	142,802
Prepayments	<u>16,235</u>	<u>16,463</u>
	<u>129,977</u>	<u>159,265</u>

14. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2020 £	2019 £
Other creditors	28,004	10,645
Accrued expenses	<u>15,850</u>	<u>18,509</u>
	<u>43,854</u>	<u>29,154</u>

THE SALISBURY AND SOUTH WILTSHIRE MUSEUM TRUST
A COMPANY LIMITED BY GUARANTEE

NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 December 2020

15. RESTRICTED FUNDS

	At 1.1.20 £	Income £	Transfers between funds £	Dividends and interest £	Investment gains/ (losses) £	Expenses £	At 31.12.20 £
General Funds							
Specimen fund	2,488	-	-	-	-	-	2,488
Museum Publications	750	-	-	-	-	-	750
Tisbury Environs	26,097	1,500	-	-	-	(5,314)	22,283
Acquisition fund	1,877	-	-	-	-	-	1,877
Esmée Fairbairn Collection	22,799	49,610	-	-	-	(35,272)	37,137
W C Refurbishment fund	18,178	-	-	-	-	-	18,178
Salisbury Area Board Grant	250	-	46	-	-	(296)	-
Salisbury City Council grant	3,241	16,000	260	-	-	(6,011)	13,490
W M Photography Project	2,996	4,657	-	-	-	(3,446)	4,207
Coombe Bissett Research Project	1,810	-	-	-	-	-	1,810
OU Meteorite display	458	-	-	-	-	-	458
Wylde Hoard conservation	5,798	-	-	-	-	-	5,798
Wessex Museums Partnership	-	63,767	(1,618)	-	-	(57,293)	4,856
Finds Liaison Officer (PAS)	-	25,675	-	-	-	(24,230)	1,445
Roman House	1,258	-	-	-	-	-	1,258
Art Society Donation	5,000	-	-	-	-	(5,000)	-
WPM Connections Project	-	1,650	-	-	-	(1,296)	354
Rex Whistler Archive	1,412	91	-	-	-	-	1,503
John & Ruth Howard	-	3,500	-	-	-	-	3,500
	94,412	166,450	(1,312)	-	-	(138,158)	121,392
National Lottery Heritage Fund	-	276,497	32,867	-	-	(309,364)	-
Educational Funds							
K B Wyatt Trust	217,011	-	-	4,709	19,290	(58,303)	182,707
Capital Funds							
Heritage assets	486,403	-	-	-	-	-	486,403
King's House & Costume Gallery Appeal fund	146,250	-	(5,000)	-	-	-	141,250
Hurricane Close Store	126,946	-	(15,868)	-	-	-	111,078
Wessex Gallery	981,412	-	(214,126)	-	-	-	767,286
Salisbury Gallery Fund	-	59,036	125,877	-	-	-	184,913
	1,741,011	59,036	(109,117)	-	-	-	1,690,930
Total	<u>2,052,434</u>	<u>501,983</u>	<u>(77,562)</u>	<u>4,709</u>	<u>19,290</u>	<u>(505,825)</u>	<u>1,995,029</u>

THE SALISBURY AND SOUTH WILTSHIRE MUSEUM TRUST
A COMPANY LIMITED BY GUARANTEE

NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 December 2020

15. RESTRICTED FUNDS (continued)

Description of Restricted Funds

The Specimen fund consists of bequests and other monies raised specifically for the acquisition of individual exhibits.

Museum Publications represents donated funds provided for a new booklet about Clarendon Palace.

The Tisbury Environs fund represents a grant from the British Museum and other donations for funding research and excavation of a Roman archaeological site near Tisbury.

The Acquisition fund was financed from the proceeds of disposal of unaccessioned items donated to the museum but outside the scope of its collections and will be used for the acquisition of items for the museum's collections.

Esmée Fairbairn Collection fund represents significant funding received to support the 'Look Again' costume gallery refurbishment project between 2018 and 2020.

The W C Refurbishment fund represents donations and other monies raised towards the refurbishment of the museum's toilets.

Salisbury Area Board Grant is from Wiltshire Council to fund community consultation.

The Salisbury City Council grant is to fund community and family events and activities organised by the museum.

The Wessex Museum Photographic Project represents funds received for a photographic project with young people in the Tidworth area.

The Coombe Bissett Research Project fund consists of donations to support a small archaeological research project in the village.

The OU Meteorite Display fund represents a grant from the Open University to help fund display panels for the Lake House meteorite.

The Wylde Hoard Conservation fund represents donations made towards the cost of conserving and displaying this Bronze Age hoard acquired by the museum in 2014.

The Wessex Museums Partnership fund represents the museum's portion of funding from Arts Council England to support a range of innovative projects delivered by the partnership including exhibitions, community engagement, learning, marketing, fundraising and collections care. The Wessex Museums Partnership is led by Poole Museums Service and includes the Dorset Museum and Wiltshire Museum as well as the Salisbury Museum.

THE SALISBURY AND SOUTH WILTSHIRE MUSEUM TRUST
A COMPANY LIMITED BY GUARANTEE

NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 December 2020

15. RESTRICTED FUNDS (continued)

Description of Restricted Funds (continued)

The Roman House fund represents donations and other funds raised towards the development and construction of an outdoor classroom at the museum based on the design of a traditional timber framed Roman building.

The Art Society provided £5,000 in order to assist with the refurbishment of the costume gallery as part of the 'Look Again' project.

The WPM connections fund is a grant from the Wessex Museums to support the development of online content during the COVID-19 pandemic in 2020.

The Rex Whistler fund represents donations received towards the cost of conserving our significant Rex Whistler Archive.

The grant from the John and Ruth Howard Trust is was for outreach activity in 2020 which was cancelled due to the pandemic. This grant can be spent at the museum's discretion.

Finds Liaison Officer (FLO) is a position funded in the form of a grant from the Portable Antiquities Scheme (PAS) based at The British Museum.

The K B Wyatt Trust fund is to be used for the purposes of education for children.

The Heritage assets fund represents acquisitions for the Museum's collection that have been capitalised on the balance sheet.

The King's House and Costume Gallery fund represents donations received in the 1980s to enable the move to The King's House and the improvement of the property. The transfer to unrestricted funds is an amount equivalent to the depreciation charged in the year.

The Hurricane Close Store fund represents a grant of £50,000 received from the Garfield Weston Foundation and a grant of £75,000 from Wiltshire Council towards the purchase of an off-site storage facility. The purchase of the store was completed in February 2018.

The Wessex Gallery Capital fund represents the amount of grants and donations for the Wessex Gallery that have been spent on leasehold improvements and fixtures and fittings. A transfer equivalent to the depreciation charge is made to unrestricted funds each year.

The Salisbury Gallery fund is donations received towards Past Forward: Salisbury Museum for Future Generations – our major redevelopment project. This was merged with the 150th anniversary fund in 2020.

The National Lottery Heritage Fund awarded Salisbury Museum a major grant towards the development of the Museum and the Salisbury Gallery in particular. During the year the Salisbury Museum started Phase I of the Salisbury Gallery Project. We were awarded for Phase I £429,000 by the NLHF. The Museum has to "match fund" this grant by providing 10%.

THE SALISBURY AND SOUTH WILTSHIRE MUSEUM TRUST
A COMPANY LIMITED BY GUARANTEE

NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 December 2020

16. UNRESTRICTED FUNDS

	Pension scheme deficit	General funds £	Total £
Balance at 1 January 2020	(271,000)	851,797	580,797
Surplus/ (Deficit) for the period	-	(137,740)	(137,740)
Repaid in the period	<u>271,000</u>	<u>(271,000)</u>	<u>-</u>
Balance at 31 December 2020	<u>-</u>	<u>443,057</u>	<u>443,057</u>

17. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted funds £	Restricted funds £	Total funds £
Fund values at 31 December 2019 are represented by:			
Tangible fixed assets	1,654	1,019,613	1,021,267
Investments	354,699	187,351	542,050
Heritage assets	-	486,403	486,403
Current assets	130,558	301,662	432,220
Liabilities	(43,854)	-	(43,854)
Pension scheme liability	<u>-</u>	<u>-</u>	<u>-</u>
	<u>443,057</u>	<u>1,995,029</u>	<u>2,438,086</u>
Unrealised gains included above on investment assets at 31 December 2020	<u>51,775</u>	<u>28,345</u>	<u>80,120</u>
Reconciliation of movements in unrealised gains on investment assets:			
Unrealised Gains at 31 December 2019	58,494	25,277	83,771
Cost adjustments in respect of transactions in the year	(58,494)	(25,277)	(83,771)
Gains arising on revaluations in period	<u>51,775</u>	<u>28,345</u>	<u>80,120</u>
Unrealised Gains at 31 December 2020	<u>51,775</u>	<u>28,345</u>	<u>80,120</u>

18. National Lottery Heritage Fund

During the year the Salisbury Museum started Phase I of the Salisbury Gallery Project. We were awarded for Phase I £429,000 by the NLHF. The Museum has to "match fund" this grant by providing 10%.

2020

Salisbury Museum Spent to 31 st December 2020	309,364
NLHF reimbursed to date	(216,757)
Salisbury Museum match funding (10%)	(29,439)
VAT Element of Salisbury Museum match funding	<u>(3,430)</u>
Balance owed by NLHF as at 31 st December 2020	<u>£59,838</u>

THE SALISBURY AND SOUTH WILTSHIRE MUSEUM TRUST
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NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 December 2020

19. RELATED PARTY TRANSACTIONS

Mr Adrian Green, the Museum Director, is a trustee of the charity. During the year ended 31 December 2020, Mr Green received a gross salary of £36,800 (2019: £40,484) and the Museum paid £7,728 (2019: £8,593) in employer's pension contributions.

20. PENSION COSTS

	2020 £	2019 £
Defined benefit pension scheme:		
Exit fee	-	271,000
Deficit	<u>-</u>	<u>-</u>

Until 30 September 2019, the Museum participated in the Wiltshire Pension Fund ('the Fund'), a multi-employer defined benefit pension scheme for a number of its employees.

A decision was made during 2019 by the Trustees to exit from the Wiltshire Pension Fund due to the concern that the potential liability of a "Defined Benefit" scheme was more than the Museum could afford to bear. Negotiations were entered into and with the agreement of the staff who were members and a guarantee supplied by Wiltshire Council we were able to exit for a figure of £271,000. Our actuarial deficit just four years ago was £644,000 (2016). We exited from the scheme on 30 September 2019 but the deficit of £271,000 was settled in March 2020.

The Wiltshire Pension Fund is a funded defined benefit scheme, with the assets held in separate trustee-administered funds. The total contribution made for the year ended 31 December 2020 was £NIL (2019: £40,947), of which employer's contributions were £NIL (2019: £35,601) and the employees' contributions were £NIL (2019: £5,346). The scheme was in deficit and the Museum entered into an agreement to make additional contributions which in 2020 amounted to £NIL (2019: £17,250). The additional contributions ceased when the Museum exited the scheme on 30 September 2019.

The Museum also operates defined contribution schemes (NEST & Royal London) for the remaining staff and since 30 September 2019 for the former members of the Wiltshire Pension Fund. Contributions to those schemes by the Employer in 2020 was £27,520 (2019: £11,072) with the employees contributing to these schemes in 2020 £8,878 (2019: £4,213).

21. CONTINGENT LIABILITY

As at 31 December 2020 the Museum has received grants totalling £1,625,816 from the Heritage Lottery Fund for the Archaeology of Wessex Gallery. Under the terms of the grant the funds would be repayable should the Museum breach its obligations. The Heritage Lottery Fund has a legal charge over the leasehold property of the Museum to secure all monies that may become due. The trustees consider that it is highly unlikely that any amounts will ever become repayable to the Heritage Lottery Fund and accordingly no liability is included in these financial statements.

In addition, as at 31 December 2020 the Museum had received grants from Wiltshire County Council of £75,000 and £50,000 from Garfield Weston regarding the acquisition of a permanent store at Old Sarum Industrial Park, the Hurricane Close Store, for the long term storage of the museums and finds. Although the Museum owns the freehold of the Hurricane Close store we would have a liability to repay these grants in the event of a sale of the property

THE SALISBURY AND SOUTH WILTSHIRE MUSEUM TRUST
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NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 December 2020

22. COMPARATIVE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds £	Restricted funds £	Total 2019 £	Total 2018 £
Income and endowments from:				
Donations and legacies	69,337	184,107	253,444	315,868
Charitable activities	164,955	-	164,955	160,642
Other trading activities	163,381	-	163,381	200,829
Investments	<u>12,139</u>	<u>6,937</u>	<u>19,076</u>	<u>25,862</u>
Total income	<u>409,812</u>	<u>191,044</u>	<u>600,856</u>	<u>703,201</u>
Expenditure on:				
Raising funds	27,445		27,445	17,188
Charitable activities – Operation of the Museum	590,744	219,646	810,390	790,772
Other trading activities	<u>25,024</u>		<u>25,024</u>	<u>54,761</u>
Total expenditure	<u>643,213</u>	<u>219,646</u>	<u>862,859</u>	<u>862,721</u>
Gains/(Losses) on investment assets - Realised	13,667	1,370	15,037	(3,913)
- Unrealised	<u>41,381</u>	<u>17,034</u>	<u>58,415</u>	<u>(54,078)</u>
	<u>55,048</u>	<u>18,404</u>	<u>73,452</u>	<u>(57,991)</u>
Net income/(expenditure) before transfers	<u>(178,353)</u>	<u>(10,198)</u>	<u>(188,551)</u>	<u>(217,511)</u>
Transfers between funds	<u>230,134</u>	<u>(230,134)</u>	<u>-</u>	<u>-</u>
Net income/(expenditure)	<u>51,781</u>	<u>(240,332)</u>	<u>(188,551)</u>	<u>(217,511)</u>
Other recognized gains/losses				
Actuarial gains/(losses) on defined benefit pension schemes	209,000	-	209,000	84,000
Net movement in funds	<u>260,781</u>	<u>(240,332)</u>	<u>20,449</u>	<u>(133,511)</u>
Fund balances brought forward at 1 January 2019	<u>320,016</u>	<u>2,292,766</u>	<u>2,612,782</u>	<u>2,746,293</u>
Fund balances carried forward at 31 December 2019	<u>580,797</u>	<u>2,052,434</u>	<u>2,633,231</u>	<u>2,612,782</u>

THE SALISBURY AND SOUTH WILTSHIRE MUSEUM TRUST
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INCOME AND EXPENDITURE ACCOUNT
for the year ended 31 December 2020

	2020		2019	
	£	£	£	£
Income:				
Membership subscriptions	48,948		46,918	
Donations	26,105		68,850	
Hurricane Close Store	132		276	
Legacies	-		487	
Entrance tickets	19,814		90,137	
Events	1,248		33,068	
Rental income	49,423		49,423	
Café Income	8,101		10,024	
Lecture theatre hire & filming	557		4,075	
Shop sales	11,125		32,000	
Lending our artefacts	5,000		15,000	
Grant - Wiltshire Council	22,320		27,900	
Grants - Art Council, Support Grants & CJRS	92,684		-	
Museum Tax Credit from HMR&C	1,073		14,115	
Commission & Royalties & Bank interest	336		820	
Dividends	6,275		12,012	
Education income	<u>3,553</u>		<u>4,707</u>	
		296,694		409,812
Expenditure:				
Salary costs (before deducting "Furlough" of £59,339)	187,816		200,100	
Lighting and heating	18,630		21,986	
Telephone	1,585		2,037	
Printing, stationery and postage	7,809		13,460	
Computer expenses	13,251		11,481	
Travel and courses	819		1,338	
Sundry expenses including additional costs for Covid 19	5,508		2,074	
Audit and accountancy	4,000		4,000	
Consultancy fees for HR, VAT and Business Development.	1,299		6,406	
Quilter Cheviot (2020) and Cazenove (2019) fees	154		4,649	
Bank charges	2,341		3,673	
Insurance	15,411		16,048	
Maintenance	10,291		28,733	
Conservation	208		457	
Security	8,539		5,973	
Publicity and fundraising	13,222		27,445	
Exhibition costs – including Festival of Archaeology	12,163		14,945	
Cost of shop sales	6,450		17,769	
Library and subscriptions	1,509		567	
Rent	769		769	
Council tax and Salisbury B I D fee	2,022		12,683	
Hurricane Store expenses	2,321		4,071	
VAT recovered less irrecoverable VAT	(8,511)		(16,470)	
Contribution to P A S	-		1,181	
Contribution to Wessex Museums Partnership	<u>-</u>		<u>2,500</u>	
		307,606		387,875
Carried forward		(10,912)		21,937

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THE SALISBURY AND SOUTH WILTSHIRE MUSEUM TRUST
A COMPANY LIMITED BY GUARANTEE
INCOME AND EXPENDITURE ACCOUNT
for the year ended 31 December 2020

	2020		2019	
	£	£	£	£
Brought forward		(10,912)		21,937
Depreciation:				
Leasehold property	5,000		5,000	
Hurricane Close Store	15,868		15,868	
Improvements to property	214,126		214,126	
Fixtures and fittings	<u>6,076</u>		<u>20,344</u>	
		241,070		255,338
		<u> </u>		<u> </u>
		(251,982)		(233,401)
Investment gains:				
Gain/(loss) on revaluation of investments	51,775		41,381	
Gain/(loss) on disposal of investments	<u>(15,095)</u>		<u>13,667</u>	
		36,680		55,048
		<u> </u>		<u> </u>
Net (deficit)/surplus before transfers		(215,302)		(178,353)
Transfer from restricted funds		<u>232,878</u>		<u>230,134</u>
Operating surplus in year		17,576		51,781
Transfer of Salisbury Gallery Fund to NHLF Project		<u>(155,316)</u>		<u>-</u>
NET MOVEMENT IN UNRESTRICTED FUNDS		<u>(137,740)</u>		<u>51,781</u>

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