

BUSHEY MUSEUM TRUST

England & Wales · Charity number 294261

Details

Other names	BUSHEY MUSEUM, BUSHEY MUSEUM AND ART GALLERY
Status	Registered
Legal form	CIO
Registered	1986-05-02
Register	View on the Charity Commission register

Contact

Address	Bushey Museum & Art Gallery Rudolph Road Bushey WD23 3HW
Phone	02084204057
Email	busmt@busheymuseum.org
Website	www.busheymuseum.org

Activities

Objects: TO ADVANCE THE EDUCATION OF THE PUBLIC IN BUSHEY IN THE COUNTY OF HERTFORD BY THE PROVISION OF A MUSEUM.

Activities: The advancement of education in Bushey and district by the provision of a community museum and art gallery and local studies centre with material of archaeological, historical, artistic and social interest.

Classification

- **How:** Provides Human Resources, Provides Buildings/facilities/open Space, Provides Services, Provides Advocacy/advice/information, Sponsors Or Undertakes Research, Acts As An Umbrella Or Resource Body
- **What:** Education/training, Arts/culture/heritage/science, Environment/conservation/heritage
- **Who:** Children/young People, Elderly/old People, The General Public/mankind

Geography

- **Area of benefit:** BUSHEY
- Hertfordshire

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£75,295	£57,738	-	-
2024-03-31	£88,964	£62,192	-	-
2023-03-31	£449,638	£38,676	-	-
2022-03-31	£155,445	£62,175	-	-
2021-03-31	£44,482	£49,745	-	-

Trustees

Name	Role	Appointed
AUDREY ADAMS	Chair	2013-01-25
ADELE TAYLOR		2015-03-20
ANTHONY WOOLLARD		
Barry Stanley Hyman		2018-05-23
Brenda Ann Batten		2019-07-29
Catherine Dawn Earle		2020-09-28
David Delit Singh Johal		2023-06-05
Hannah Schoenholtz		2025-11-28
MARGARET WILLIAMSON CRAIG GRAY		2007-05-09
RITA JOYCE CASTLE Hon ARAM		2012-02-10
Valerie Anne Penketh		2023-06-05

Accounts

BUSHEY MUSEUM TRUST

A Charitable Incorporated Organisation (CIO)

CIO CRM: 0172913

A registered charity

Charity number: 294261

TRUSTEES' ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

**Trustees' annual report and financial statements
for the year ended
31 March 2025**

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REPORT OF THE TRUSTEES

The Trustees present their report on the affairs of the Trust together with the financial statements of the Trust for the year to 31 March 2025

The financial statements have been prepared in accordance with the accounting policies set out in 11.1 below and comply with the Charities Act, the Trust's Memorandum and Articles of Association and 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 (FRS102) effective from 1 January 2019.

Bushey Museum was officially opened on 22 October 1993. The Museum was accorded full registration with the Museums and Galleries Commission on 28 October 1993. The Commission's successor body, the Museum, Libraries and Archives Council, awarded the Museum full accredited status in July 2008. This was further renewed by the Arts Council in December 2013. The Museum also merits the accreditation of "Quality Assured Visitor Attraction" under the Visitor Attraction Quality Assurance Scheme (VAQAS).

1. LEGAL AND ADMINISTRATIVE INFORMATION

Charity name:	Bushey Museum Trust
Charity registration number:	294261
Registered office and operational address:	Rudolph Road, Bushey, Herts WD23 3HW
Registered Museum number:	RD1048

1.1 DIRECTORS AND TRUSTEES

The directors of the charitable company are its Trustees for the purposes of charity law. The Trustees serving during the year were as follows:

Audrey Adams (Chairman)	Margaret Craig Gray
Rita Castle	Barry Hyman
Catherine Earle	Adele Taylor
Anthony Woollard	Valerie Penketh
Patricia Woollard	David Johal
Brenda Batten	

1.2 PROFESSIONAL ADVISERS**Solicitors:**

Penman Sedgwick
5 George Street
Watford WD18 0SQ

Bankers:

Charities Aid Foundation Bank

Independent Examiner

Richard A Kessel FCA
8 Athol Gardens
Pinner HA5 3XQ

REPORT OF THE TRUSTEES - continued**2. CONSTITUTION AND PRINCIPAL OBJECT**

The Trust is constituted as a Charitable Incorporated Organisation. It is a registered charity and operates as a registered museum.

The object of the Trust as set out in its Memorandum of Association is to advance the education of the public in Bushey by the provision of a museum and local studies centre with material of archaeological, historic, artistic and social interest.

2.1 PURPOSES AND ACTIVITIES

The principal purpose of the charity is as stated above. The charity also has the general aims of:

- contributing to the quality of life of the people of Bushey and District and increasing their knowledge and awareness of the unique heritage of Bushey;
- providing a local studies centre with material of archaeological, historical, artistic and social interest to promote family, social and industrial history research; and,
- furthering the social and cultural welfare of the community of Bushey and District and supporting and enhancing the activities of the associated Reveley Lodge Trust (see 2.4.2).

2.2 STRATEGIES TO DELIVER OUR AIMS

The strategies employed to achieve the charity's aims and objectives are:

- to present accessible temporary and permanent exhibitions and displays on topics related to art and local history by and through all media with emphasis on interpretation of meaning;
- to provide stimulating museum-based educational experiences for children and adults and to host school visits to, and other tours of, the Museum and its related facilities for these purposes;
- to encourage and provide research material to enable researchers and local historians to publish the results online or in written form whenever practicable and affordable;
- to provide and maintain a local studies centre for family and social history research; and,
- to provide facilities for small local organisations to hold meetings and educational classes.

2.3 Volunteers

Apart from one paid part-time employee, all aspects of the running of Bushey Museum are carried out by volunteers, many of whom are members of the Friends of Bushey Museum. Volunteers are involved in all office functions cataloguing, labelling, research, curating, mounting exhibitions, data input and all the other activities of a museum. The volunteers also provide stewarding for the 20 hours a week when the Museum is open to the public (Thursdays to Sundays). Without the material and human support of our volunteers the museum could not function.

REPORT OF THE TRUSTEES - continued**2.4 RELATED PARTIES****2.4.1 BUSHEY MUSEUM SERVICES LIMITED**

Bushey Museum Services Limited (company number 02238032) is controlled by the Museum and is responsible for the trading conducted on behalf of the Museum. During the year steps were taken to wind up the company and the retail operation is now incorporated into the Museum. The shop is entirely run by volunteers and there is also an online facility.

2.4.2 REVELEY LODGE TRUST

In 2003 Bushey Museum Trust (BMT) received a bequest in accordance with the will of Mrs Eila Chewett comprising land and property at Reveley Lodge, 88 Elstree Road, Bushey Heath WD23 4GL together with eight neighbouring cottages. Under the terms of the will, these assets were bequeathed absolutely for the general charitable purposes of BMT. At the time of the bequest the Trustees took the view that because:

- (1) the consolidation of the bequeathed assets with those of BMT might put at risk the continuation of financial support for Bushey Museum from Hertsmere Borough Council; and,
- (2) the administration and management of land and property would require different skills from those required for the management of a museum and art gallery,

it was expedient to:

- (1) form a separate incorporated charitable trust called the Bushey Museum Property Trust (BMPT), renamed during 2018/2019 as The Reveley Lodge Trust (RLT) to avoid confusion between the names of the two separate trusts; and,
- (2) to assign the bequeathed assets to the new trust.

To ensure legal separation of the two trusts under company law a majority of the trustees of RLT are not also trustees of BMT. In other respects the continuing mutually supportive inter-relationship of BMT and RLT is evidenced by contingency provisions in the constitution of RLT and by the fact that BMT supplies management and staffing for the educational activities provided for children and adults which take place at Reveley Lodge. The Chairman of the Reveley Lodge Trust is Granville Taylor.

2.4.3 FRIENDS OF BUSHEY MUSEUM

The Friends of Bushey Museum is a registered charity (number 1039713 - registered 20 November 1986). Its charitable aims are:

The education of the public by promotion, support, assistance and improvement of Bushey Museum through the activities of its members

It is a membership organisation separate from the Museum and is chaired by Rita Castle. It offers its members four newsletters a year and a programme of social events, outings and an annual holiday. These events contribute greatly to the Museum's aim of furthering the social and cultural welfare of the local community, with the Museum seen as a focus for positive social interaction. The Friends of Bushey Museum had a membership of 482 on 31 March 2025 (2024: 521).

REPORT OF THE TRUSTEES - continued**3. CHARITABLE ACTIVITIES****3.1 STATUTORY DECLARATION**

The Trustees declare that they have had due regard for the Public Benefit in determining the activities of the charity in line with the provisions of the Charity Commission.

3.2 VISITORS TO BUSHEY MUSEUM

During the year to 31 March 2025, the Museum was open to the public for 210 days and attracted a total of 7,545 visitors. This includes users of the Meeting Room and Art Studio and visiting educational groups. In the year to 31 March 2024 the Museum attracted a total of 6,533 visitors.

3.3 BUSHEY MUSEUM WEBSITE

The website www.busheymuseum.org has continued to evolve since being re-launched in 2019. It provides a comprehensive guide for prospective visitors and includes special features and further information to complement exhibitions and events at the Museum. Other features include the ever-popular online jigsaws featuring paintings owned by the Museum. The website includes links to other relevant bodies and local organisations.

3.4 SOCIAL MEDIA

The Museum is represented on Facebook and Instagram. These sites are designed to complement and enhance exhibitions and events at the Museum and at Reveley Lodge and subscribers are encouraged to add their comments and photographs. There are also links to relevant local organisations and news of local community events in Bushey.

3.5 EDUCATIONAL SERVICE

The Museum provides educational "experiences" which are linked to the National Curriculum. They are held at the Museum, at Reveley Lodge and as outreach sessions at individual schools and are organised by Adele Taylor assisted by an experienced team of volunteers. The most popular session in the year to 31 March 2025 was "the Victorian experience" (19 sessions) followed by "Plants and Seeds" (11 sessions) and "History through Toys" (8 sessions). There were also some Local History Mornings (7 sessions). A total of 45 sessions were organised involving 954 pupils and 217 school staff. There were also 2 special sessions held during School Assemblies involving 365 pupils and 19 staff. (in 2023/2024 a total of 27 sessions were held involving 673 pupils and 122 staff). 540 volunteer hours were donated (2024: 330).

3.6 FROBISHER STUDIO AND MEETING ROOM

The Frobisher Studio was re-erected on the Museum site in 2007 after a century standing in nearby Glencoe Road. It was refurbished with the aid of a Heritage Lottery Grant and generous support from its former owner. After a hiatus caused by the pandemic local art classes and a printing group gradually returned and the Studio was occupied five days a week. In the year to 31 March 2025 a total of 1,442 students used the Frobisher Studio facilities compared with 1,473 students in the year to 31 March 2024.

The Meeting Room is an important asset being used for meetings of Museum bodies such as the Trustees, the Management Committee, the Education Service, the Friends of Bushey Museum, the newsletter collators and the Museum's embroidery group. It is also available to community groups and other local organisations. There were 260 Meeting Room users in the year to 31 March 2025 compared with 148 users in the year to 31 March 2024.

REPORT OF THE TRUSTEES - continued**3.7 EXHIBITIONS****3.7.1 PERMANENT EXHIBITIONS****THE LUCY KEMP-WELCH MEMORIAL GALLERY**

This is a permanent display of paintings and drawings by Lucy Kemp-Welch. Most of the paintings on show are owned by the Lucy Kemp-Welch Trust and some are kindly on loan from the Kemp-Welch family. In March 2023 at the request of the Kemp-Welch Trust, eight of their choicest paintings were loaned to the Russell Cotes Museum in Bournemouth and then to the National Horse Racing Museum in Newmarket where they were received very enthusiastically by a whole new public. The Kemp-Welch paintings were returned to Bushey in March 2024 and were successfully re-hung in the newly redecorated Gallery.

THE HERKOMER ROOM

This celebrates the towering contribution to Bushey's art heritage of Professor Sir Hubert von Herkomer, his school of art and his many artistic activities. Although this room is a permanent exhibition, occasionally some changes of items and displays are made. This year there were no notable acquisitions.

3.7.2 TEMPORARY EXHIBITIONS IN THE MAIN GALLERIES**THE COUNCIL CHAMBER GALLERY**

In January 2024 an exhibition of works by the Monro Circle featured local watercolour artists active before Herkomer's time. In June 2024 this was replaced by a display of donated artworks. The Museum is fortunate to have received a number of donations over the years and this presented an opportunity to exhibit some of them. January 2025 saw the opening of a new exhibition devoted to Weather and Water which proved very timely!

THE ANNE BLESSLEY GALLERY

The Gallery, named in honour of the Museum's founding art curator, offers an ideal space for smaller displays. In October 2023 an exhibition of paintings and artefacts connected to St. James' Church was mounted in support of the Church Tower appeal. This was succeeded in April 2024 by a selling exhibition of works by members of the Chandos Art Society. This was replaced in October 2024 by a display of works by local artist Marguerite Frobisher who specialised in animal subjects and ran her own Art School.

THE JUBILEE ROOM

This small gallery provides an ideal setting for photographic exhibitions. For most of the year it featured another display in the very popular Then and Now series. This one was contributed by local photographer Jeff Owens who colourised a selection of old photographs and compared them with modern day shots of the same scenes photographed by himself. In September 2024 we were pleased to display a community artwork completed during the annual Bushey Performing Arts Festival along with photographs of the event contributed by Bushey photographer Laurence Stone and members of the Pinner Camera Club.

LOCAL HISTORY GALLERIES

The local history displays benefitted from the acquisition of further examples of Bushey Heath pottery and some other less spectacular items. The Jubilee case housed a display about the life and work of local artist Myrtle Broome. The unwieldy Reveley Case was replaced by two new display cases, one earmarked for new acquisitions and the other for costume displays.

3.8 DEALING WITH ENQUIRIES

The Museum continued to respond to queries from all over the world on a variety of topics. Following the pandemic these were mainly dealt with by email. The Museum also continued to advise Hertsmere Borough Council on such matters as street naming.

REPORT OF THE TRUSTEES - continued**4. ORGANISATION**

The Trustees who served during the year to 31 March 2025 are listed on page 2. They normally meet six times per year and at other times as required. The museum receives most welcome advice from Hertsmere Borough Council's Heritage and Museums Officer Ruth Stratton who supports all museums and heritage organisations within the Borough. During the year the Trust had one part-time paid employee, Buildings Manager David Berry.

4.1 JOINT MEETINGS

Bushey Museum Trust and the Reveley Lodge Trust formerly held bi-annual joint meetings at which matters of mutual interest were discussed. These were suspended during the pandemic and have yet to be reinstated though informal contact continues.

4.2 COUNCIL LIAISON

The long-established six-monthly management meetings involving representatives of Hertsmere BC and Museum officials continued. Their purpose is to inform the Council representatives of the activities and plans of the Museum and to discuss matters of mutual interest. The Council nominated two representatives to this meeting, Cllr Seamus Quilty and Cllr Shailain Shah. The Museum's regular representatives were Audrey Adams, Brenda Batten and Catherine Earle with other Trustees attending depending on the subjects being discussed.

4.3 RISK MANAGEMENT

All activities are risk assessed. The Trustees have reviewed the risks which they consider to be relevant and have concluded that adequate measures exist or are in the course of implementation in order to minimise most of those risks which are within their control. However, succession planning continues to be problematic.

5. FINANCIAL RESULTS AND REVIEW**5.1 OVERVIEW**

Hertsmere Borough Council continues to provide support for the Museum with a Service Level Agreement between the Council and the Bushey Museum Trust under which Hertsmere BC provides the building and a grant towards the Museum's core funding. In addition, Hertsmere BC provides the services of a part-time Museums Officer. Bushey Museum is very grateful for this support.

In the year to 31 March 2025 the Museum received income of £75,295 (2024: £88,964). This was reduced from the previous year.

This year we received a grant of £11,740 to purchase some display cases

Unrestricted grants of £34,000 were received during the year (2024: £34,000). The remainder of funds received came from charges for services provided by the Museum and from donations.

The total designated fund at 31 March 2025 amounted to £175,061 (2024: £175,061)

The Museum had total net income resource of £17,557 (2024: £26,772) of which £13,017 (2024: £26,800) was unrestricted and non-designated. We did not transfer money from reserves to the refurbishment designated fund.

As a registered charity and a company without share capital the Trust does not pay any dividends.

REPORT OF THE TRUSTEES - continued**5.2 RESERVES POLICY**

It is important to note that, despite the scale and quality of its operations, the bulk of the Museum's day-to-day operations are run by volunteers with the assistance of just one part-time Buildings Manager. The Museum's running costs are, therefore, disproportionately low relative to the scale of its operations. But, by corollary, the Museum's long-term maintenance and refurbishment costs are disproportionately high relative to its costs and therefore its annual turnover. In the unlikely event of a deep cut in its regular income such that the Museum could no longer operate in its present manner, the Trustees would have to decide whether to either:

- a) find another suitable organisation or individual willing to take over the running of the Museum as a charity in its entirety; or,
- b) distribute the items in the Museum's collection to other museums or dispose of the items by sale or auction, disperse any residual funds in accordance with the provisions of the governing document and hand back the premises to Hertsmere Borough Council.

Therefore, the Trustees' reserve policy is to maintain reserves of approximately 75% of current expenditure. Given that general expenditure in the year to 31 March 2025 amounted to £13,017 excluding expenditure from restricted and designated funds, the Museum's reserves at 31 March 2025 should be not less than £9,763 and as the Museum's unrestricted reserves at 31 March 2025 amounted to £81,601, no transfer was made to the refurbishment designated fund. At 31 March 2025 designated funds totalled £175,061 (2024: £64,044 and £175,061 respectively).

5.3 FINANCIAL OUTLOOK

As reviewed in Section 11.4 designated funds and particularly section 11.4.2 refurbishment and redevelopment, the long-term sustainability of Bushey Museum is dependent on being able to maintain and develop its physical environment in order to:

- a) ensure that its facilities meet such evolving best practice standards for museums as necessary to maintain its accredited status; and,
- b) enable it to introduce new and better ways to present its collection for the public benefit and to promote community engagement in its collection and the historical cultures it represents.

While major refurbishment and redevelopment projects will require significant external funding, it is necessary that the Museum develops its own resources to provide the necessary seed-funding required for such undertakings.

5.4 FUTURE PLANS

Frustratingly, the Trustees find it difficult to plan for the future of the Museum because of various factors over which they have no control. The lease for the present Museum building, which is owned by Hertsmere Borough Council, expires in 2028. This matter has already been raised with the Council. The adjoining Bushey Fire Station closed in 2014. The Museum had hoped to be able to take over this site and incorporate it in a major rebuilding project including the provision of a new gallery and extra storage space. After nearly ten years of indecision Hertfordshire County Council, who are responsible for the Fire Station, offered the premises for commercial rent at the beginning of 2023. Agreement was reached with a local engineering company, who moved into the premises at the beginning of 2024.

Meanwhile, Bushey Country Club, which is owned by Hertsmere Borough Council, became vacant in early 2018. This is a large-scale site in the centre of Bushey and there was an extensive consultation with Bushey residents regarding its future use. One of the suggestions made was to build a community "hub" incorporating a purpose-built museum on this site and this was subsequently included in the Hertsmere draft local plan offered for public consultation in April 2024. Clearly it would be unwise to rule out this possibility but without definite and detailed plans the Trustees are unable to commit themselves to any option at this time. The wheels of local government turn very slowly and at the moment the future of the Museum is suffering as a result.

REPORT OF THE TRUSTEES - continued**5.5 TRUSTEES' RESPONSIBILITY IN RELATION TO THE FINANCIAL STATEMENTS**

Law applicable to charities in England and Wales requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the Charity's financial activities during the year and of its financial position at the end of the year. In preparing these statements the Trustees are required to:

- select suitable accounting policies and apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards and the statement of recommended practice have been followed subject to any departures disclosed and explained in the financial statements; and,
- prepare the financial statements on a going concern basis unless it is inappropriate to presume that the charity will continue in business.

The Trustees are responsible for keeping accounting records which disclose with reasonable accuracy at any time the financial position of the Charity and enable them to ensure that the financial statements comply with the Charities Act 2011. They are also responsible for safeguarding the assets of the charity and taking reasonable steps for the prevention and detection of fraud and other irregularities.

Approved by the Trustees on 28th August 2025

Signed on their behalf by

Audrey Adams

Audrey Adams
Chairman of the Bushey Museum Trust

**Independent examiner's report to the Trustees of
Bushey Museum Trust
("the CIO")**

I report on the accounts of the Bushey Museum Trust for the year ended 31 March 2025, which are set out on pages 12 to 19.

Respective responsibilities of the Trustees and examiner

The charity's Trustees are responsible for the preparation of the accounts. The charity's Trustees consider that an audit is not required for this year under section 144(2) of the Charities Act 2011 ("the 2011 Act") and that an independent examination is needed. It is my responsibility to:

- examine the accounts under section 145 of the 2011 Act
- to follow procedures laid down in the general directions given by the Charity Commission under section 145(5)(b) of the 2011 Act; and,
- to state whether particular matters have come to my attention.

Basis of independent examiner's report

My examination was carried out in accordance with the general directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts and seeking explanations from you as Trustees concerning such matters. The procedures undertaken do not provide all the evidence that would be required in an audit and consequently no opinion is given as to whether the accounts present a "true and fair view" and the report is limited to those matters set out in the statement below.

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 charity as required by section 130 of the Act; or,
2. The accounts do not accord with those records; or,
3. The accounts do not comply with the appropriate requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination.

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

R A Kessel

Richard A Kessel FCA
8 Athol Gardens
Pinner HA5 3XQ

28th August 2025

BUSHEY MUSEUM TRUST

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A Charitable Incorporated Organisation

Statement of financial activities for the year ended 31 March 2025

	Year ended 31 March 2025				2024
	Unrestricted funds	Designated funds	Restricted funds	Total	
	£	£	£	£	£
INCOMING RESOURCES					
Voluntary income					
Donations	1,064	-	-	1,064	4,632
Legacies	-	-	4,540	4,540	-
Grants	34,000	11,740	-	45,740	47,569
Income generated					
Museum shop	4,072	-	-	4,072	16,252
Lettings and sundries	15,278	-	-	15,278	17,533
Investment income					
Bank interest received	511	-	-	511	1,107
Investment Income	1,155	-	-	1,155	-
Charitable income					
Exhibitions	-	-	-	-	-
Education	2,935	-	-	2,935	1,871
Local history	-	-	-	-	-
Other income	-	-	-	-	-
Total incoming resources	59,015	11,740	4,540	75,295	88,964
RESOURCES EXPENDED					
Costs of generating funds					
Fundraising	240	-	-	240	441
Charitable activities - coll.					
Acquisitions	-	-	-	-	13,479
Conservation and cat.	1,401	-	-	1,401	655
Exhibitions	1,318	11,740	-	13,058	1,722
Other charitable activities					
Education	1,490	-	-	1,490	559
Local history	-	-	-	-	-
Miscellaneous	-	-	-	-	-
Establishment					
Maintenance	3,298	-	-	3,298	3,028
Services	7,887	-	-	7,887	7,400
Administration					
Human resources	23,383	-	-	23,383	21,951
Office services	6,316	-	-	6,316	3,546
Professional fees	665	-	-	665	144
Shop amalgamation	-	-	-	-	9,267
O/bal adjustment	-	-	-	-	-
Total resources expended	45,998	11,740	-	57,738	62,192
Net incoming resources	13,017	-	4,540	17,557	26,772
RECONCILIATION					
Balance brought forward	64,044	175,061	398,042	637,147	610,375
Net incoming resources	13,017	-	4,540	17,557	26,772
Transfers between funds	-	-	-	-	-
Balance carried forward	77,061	175,061	402,582	654,704	637,147

BUSHEY MUSEUM TRUST

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A Charitable Incorporated Organisation

Movement in funds for the year ended 31 March 2025

	B/fwd 1 April 2024 £	Receipts £	Payments £	Transfers £	C/fwd 31 March 2025 £
CASH ASSETS					
Petty cash	111	-	(169)	350	292
Bank current a/c	548,760	98,192	(77,075)	(390,350)	179,527
O/s debtors	14,267		(14,197)	-	70
O/s creditors	(10,491)	9,651	-	-	(840)
Asset purchases	84,500	-	-	-	84,500
Investment income	-	1,155	-	390,000	391,155
Total cash assets	637,147	108,998	(91,441)	-	654,704
COMPRISING					
General unrestricted					
Reserves	64,044	97,258	(79,701)	-	81,601
Designated unrestricted					
Collection	89,561	11,740	(11,740)	-	89,561
Refurbishment and dev.	85,000	-	-	-	85,000
Lighting and security	500	-	-	-	500
Restricted					
Collection	600			-	600
Exhibitions	4,030	-	-	-	4,030
Grants	393,412	-	-	-	393,412
Total funds	637,147	108,998	(91,441)	-	654,704

BUSHEY MUSEUM TRUST

A Charitable Incorporated Organisation

Balance sheet as at 31 March 2025

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	Notes	31 March 2025	31 March 2024
Fixed assets			
Tangible fixed assets	11.7	-	-
Heritage assets	11.8	84,500	84,500
Investment in subsidiary	11.9	-	-
Other investments	11.10	391,155	-
		475,655	84,500
Current assets			
Petty cash		292	111
Bank current account		179,527	548,760
Sundry debtors	11.5	70	14,267
		179,889	563,138
Current liabilities			
Creditors due within one year	11.6	(840)	(10,491)
Net current assets		179,049	552,647
NET ASSETS		654,704	637,147
Comprising:			
General unrestricted funds			
Reserves		81,601	64,044
Designated unrestricted funds			
Collection	11.4.1	89,561	89,561
Refurbishment and development	11.4.2	85,000	85,000
Lighting and security	11.4.3	500	500
Total unrestricted funds		256,662	239,105
Restricted funds			
Collection	11.3.1	600	600
Exhibitions	11.3.2	4,030	4,030
Grants	11.3.3	393,412	393,412
Total restricted funds		398,042	398,042
TOTAL FUNDS		654,704	637,147

The notes on pages 16 to 19 form part of these financial statements.

For the year ended 31 March 2025 the company was entitled to exemption under section 477 of the Companies Act 2006 ("the Act") relating to small companies. The members have not required the company to obtain an audit of its accounts for the year in question in accordance with section 476 of the Act.

The directors acknowledge their responsibility for complying with the requirements of the Act with respect to provisions applicable to companies subject to the small companies regime.

On 11 April 2023 the Trust ceased to operate as a Limited Company and became a Charitable Incorporated Organisation.

Approved by the Trustees and signed on their behalf by Audrey Adams, Chairman of Trustees

Audrey Adams

28th August 2025

Notes to the financial statements for the year ended 31 March 2025**11.1 Accounting policies****11.1.1 Basis of preparation**

The accounts have been prepared in accordance with the Statement of Recommended Practice, Accounting and Reporting by Charities SORP (FRS102), applicable accounting standards and the historical cost convention. The presentation of the balance sheet and statement of financial activities includes a general fund and a restricted fund. This is necessitated by the conditions of various grants and donations. Details of the grants, donations and legacies received are included in the Trustees' report.

11.1.2 Fixed assets

The Trustees' accounting policy is to write off all fixed assets in the year in which they are acquired. Details can be found in Note 11.7.

11.1.3 Cash flow statement

The Trust has taken advantage of the exemption provided by the Financial Reporting Standard 1 for small charities and has not prepared a cash flow statement for the year. The requirement for cash flow statements was dropped for accounting periods commencing on or after 1 January 2016 if the income of the charity is less than £500,000.

11.1.4 Collection

Items shown under the Collection heading are only those purchased by the Trust out of income or through specific grants. Further details of the Collection are set out in the Trustees' report.

In accordance with previously recommended practice, the items in the Collection acquired prior to 1 April 2021 have not been shown as an asset of the Trust but were treated as part of routine expenditure. The SORP, FRS102, requires the information on Heritage and Inalienable Assets which would cover the Collection should be given in Notes to the Accounts whether or not they have been capitalised. The Trustees have considered this carefully and have decided that it is not practical on the grounds of difficulty and cost and so are taking advantage of the exception to this reporting requirement provided in the SORP FRS102. Furthermore, the Trustees consider that publication would prejudice the efficient working of the Charity by increasing the risk of theft and/or vandalism.

As communicated in the Trustees' report and in the notes to the financial statements, the year ended 31 March 2022 represented the first year in which such items have been acquired with reliable cost information. Such items have duly been capitalised as explained further in notes 11.1.5 and 11.8.

11.1.5 Heritage assets

A heritage asset is a tangible or intangible asset with historical, artistic, scientific, technological, geophysical or environmental qualities that is held and maintained principally for its contribution to knowledge and culture.

Heritage assets are initially recognised at cost or valuation if donated. Subsequently they are held at cost less depreciation and impairment.

Where the cost or valuation of heritage assets are not available and such information cannot be easily obtained, the Charity considers if the cost of obtaining a valuation is justified by the usefulness of the information to the users of the accounts for its own stewardship purposes.

Notes to the financial statements for the year ended 31 March 2025 - continued**11.2 Grants and donations**

The Museum received grants from Hertsmere Borough Council which this year totalled £34,000. During the year money was also received from Hertsmere Borough Council amounting to £11,740 which related to the purchasing of display cases. Private donations and donations from Museum visitors amounted to £1,064 (2024 £4,632). Some grants and donations received in the year to 31 March 2025 were unrestricted and for the general fund of the Museum.

The Friends of the Museum were again generous in their purchases of new acquisitions and other capital items although the Museum's temporary brake on acquisitions (due to a lack of storage space) meant that fewer requests were made.

11.3 Restricted funds

Restricted funds are funds which have been donated to support a specific purpose within the Museum's overall charitable purposes.

At 31 March 2025 the Museum had three restricted funds:

11.3.1 Grants for specific items

These grants are given to the Museum to support the purchase of specific items such as items for the Collection, equipment to enhance the activities and environment or particular consumables. Such grants are normally entirely disbursed shortly after receipt in accordance with the trust on which they were given or, in some cases, may be a reimbursement for items already purchased by the Museum. The Collections Restricted Fund stood at £600 at 31 March 2025 (2024: £600).

11.3.2 Exhibition fund

This fund is intended for paying costs related to the mounting of exhibitions including the hiring in of exhibitions from elsewhere. The fund stood at £4,030 at 31 March 2025 (2024: £4,030).

11.3.3 Grants

This fund is intended to pay costs related to the work needed for the building. The fund stood at £393,412 at 31 March 2025 (2024: £393,412).

11.4 Designated funds

Designated funds are funds which are part of the general fund (ie: available for application to any of the Museum's charitable objects at the discretion of the Trustees) but which have been put to one side by the Trustees in anticipation of future expenditure which are significantly in excess of the normal day-to-day costs of running the Museum.

At 31 March 2025 the Museum had three designated funds:

11.4.1 Collection

From time-to-time items become available which it would be in the public interest for the Museum to be able to add to its Collection.

The open market value of such items (eg: at public auction) can be considerable, reflecting their general level of interest and value to the public.

Whilst the generosity of the Museum's donors is also considerable, the time that it takes to arrange for sufficient funds for the Museum to enable it to purchase an important item can be such that the item has already been sold before the Museum has arranged sufficient funds to make the purchase.

Notes to the financial statements for the year ended 31 March 2025 - continued

The Trustees therefore believe that it is in the best interests of the public and the charitable purposes of the Museum to create and hold a designated fund to enable it to respond quickly when items of relevant interest become available for purchase.

Because of the impossibility of predicting when important artefacts will become available it is not possible to indicate the time-scale in which monies held in the Collection designated fund will be needed.

The fund stood at £89,561 at 31 March 2025 (2024: £89,561).

11.4.2 Refurbishment and development

As previously indicated in the Trustees' report sections 2.3 and 5.2, because of the extensive contributions of volunteers, the day-to-day running costs of the Museum are disproportionately low relative to the Museum's annual turnover.

The Trustees believe, therefore, that it is in the best interests of the public and the charitable purposes of the Museum to create and hold a designated fund to cover the occasional costs of major refurbishments or extensions to the Museum's premises.

In respect of refurbishments of the existing Museum premises, the Trustees have set the current target value for the refurbishment designated fund at £100,000 to £150,000. The fund stood at £85,000 at 31 March 2025 (2024: £85,000).

Wherever possible (and subject to the requirement for appropriate liquidity) the monies in the combined refurbishment and redevelopment designated fund will be held in suitable income-generating investments.

11.4.3 Lighting and security

In common with most museums, The Bushey Museum requires special lighting to both display the exhibits in the best way for the public benefit and protect delicate artefacts from damage by daylight or inappropriate artificial lighting. Inevitably such special lighting can be expensive both to purchase when required for new exhibits and to repair when malfunctioning.

The Trustees have, therefore, created and hold a designated lighting and security fund to cover expenditure on special lighting which is over and above that covered by the normal maintenance budget. The Trustees have set the current target value for the lighting and security fund at £2,000. The fund stood at £500 at 31 March 2025 (2024: £500).

11.5 Sundry debtors

	2025 £	2024 £
Arising on pending shop transfer	-	14,267
Other sundry debtors	70	-
	70	14,267

11.6 Creditors due within one year

	2025 £	2024 £
Professional fees (independent examiner)	840	1,044
Stock held in shop pending transfer	-	9,267
Other sundry creditors	-	180
	840	10,491

Notes to the financial statements for the year ended 31 March 2025 - continued**11.7 Tangible fixed assets**

As set out in notes 11.1.2 (accounting policies) the Trustees' accounting policy in respect of tangible fixed assets is to write off all fixed assets in the year of acquisition. The reason for this is that the Museum's tangible fixed assets are principally acquired using grants or donations and this leads to distortions in reporting where the income used to acquire the asset is all in one year but the asset may be written off over a longer period. Therefore, this expenditure does not adhere to the matching principle directly as set out above or indirectly since the Museum does not levy admission charges or raise any other income against which the expenditure could be matched in the future.

11.8 Heritage assets

	£
Carrying value at 1 April 2024	84,500
Additions during the year	-
Disposals during the year	-
Carrying value at 31 March 2025	84,500

The Museum received a grant to purchase a Herkomer portrait in 2022 which is shown here. The Museum holds other donated assets which have not been recognised on the balance sheet due to the difficulty in valuing these assets. This is due to the fact that these assets are generally not traded in an open market and are generally of low individual value. The inclusion of these assets in the balance sheet is not considered significant to the users of these financial statements.

11.9 Investment in subsidiary

Bushey Museum Services Limited is a wholly owned subsidiary of Bushey Museum Trust. The principal activity of the company is to run the Bushey Museum shop selling a range of greetings cards, publications and a large variety of other items both in the shop and on-line. All the profits of the company are donated to Bushey Museum Trust. The company's accounting reference date is 30 September.

The activities and results of the company have been incorporated into the Museum's results since last year.

11.10 Other investments

The money we received from Grants in previous years was in the form of restricted funds and consequently, the Trustees decided to invest most of this money with an outside investment company specifically used by charities and recommended by our sister company the Friends of Bushey Museum.

11.11 Staff costs and numbers

The average number of employees during the year calculated on the basis of full-time equivalent was 0.66 (2024: 0.66).

No employee received emoluments in excess of £60,000pa.

The Museum does not operate any pension scheme for its employees as they have opted out of this benefit.

11.12 Trustee remuneration and related party transactions

No Trustee received any remuneration or reimbursement of out-of-pocket expenses during the year.

There have been no related party transactions during the year except as disclosed herein.

Accounts

BUSHEY MUSEUM TRUST

As from 11 April 2023

A Charitable Incorporated Organisation (CIO)

CIO CRM: 0172913

A registered charity

Charity number: 294261

TRUSTEES' ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

REPORT OF THE TRUSTEES

The Trustees present their report on the affairs of the Trust together with the financial statements of the Trust for the year to 31 March 2024

The financial statements have been prepared in accordance with the accounting policies set out in 11.1 below and comply with the Charities Act, the Trust's Memorandum and Articles of Association and 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 (FRS102) effective from 1 January 2019.

Bushey Museum was officially opened on 22 October 1993. The Museum was accorded full registration with the Museums and Galleries Commission on 28 October 1993. The Commission's successor body, the Museum, Libraries and Archives Council, awarded the Museum full accredited status in July 2008. This was further renewed by the Arts Council in December 2013. The Museum also merits the accreditation of "Quality Assured Visitor Attraction" under the Visitor Attraction Quality Assurance Scheme (VAQAS).

1. LEGAL AND ADMINISTRATIVE INFORMATION

Charity name:	Bushey Museum Trust
Charity registration number:	294261
Registered office and operational address:	Rudolph Road, Bushey, Herts WD23 3HW
Registered Museum number:	RD1048

1.1 DIRECTORS AND TRUSTEES

The directors of the charitable company are its Trustees for the purposes of charity law. The Trustees serving during the year were as follows:

Audrey Adams (Chairman)	Brenda Batten
Rita Castle	Margaret Craig Gray
Catherine Earle	Barry Hyman
Carey Keates (died 27 February 2024)	Adele Taylor
Anthony Woollard	Valerie Penketh (appointed 5 June 2023)
Patricia Woollard	David Johal (appointed 5 June 2023)

1.2 PROFESSIONAL ADVISERS**Solicitors:**

Penman Sedgwick
5 George Street
Watford WD18 0SQ

Bankers:

Charities Aid Foundation Bank

Independent Examiner

Richard A Kessel FCA
8 Athol Gardens
Pinner HA5 3XQ

REPORT OF THE TRUSTEES - continued**2. CONSTITUTION AND PRINCIPAL OBJECT**

The Trust is constituted as a Charitable Incorporated Organisation. It is a registered charity and operates as a registered museum

The object of the Trust as set out in its Memorandum of Association is to advance the education of the public in Bushey by the provision of a museum and local studies centre with material of archaeological, historic, artistic and social interest.

2.1 PURPOSES AND ACTIVITIES

The principal purpose of the charity is as stated above. The charity also has the general aims of:

- contributing to the quality of life of the people of Bushey and District and increasing their knowledge and awareness of the unique heritage of Bushey;
- providing a local studies centre with material of archaeological, historical, artistic and social interest to promote family, social and industrial history research; and,
- furthering the social and cultural welfare of the community of Bushey and District and supporting and enhancing the activities of the associated Reveley Lodge Trust (see 2.5.2).

2.2 STRATEGIES TO DELIVER OUR AIMS

The strategies employed to achieve the charity's aims and objectives are:

- to present accessible temporary and permanent exhibitions and displays on topics related to art and local history by and through all media with emphasis on interpretation of meaning;
- to provide stimulating museum-based educational experiences for children and adults and to host school visits to, and other tours of, the Museum and its related facilities for these purposes;
- to encourage and provide research material to enable local historians to write books and pamphlets on local history and to publish the results wherever practicable and affordable;
- to provide and maintain a local studies centre for family and social history research; and,
- to provide facilities for small local organisations to hold meetings and educational classes.

2.3 COVID-19 PANDEMIC

The international COVID-19 pandemic of 2020 is no longer a factor in the day-to-day operation of the Museum. The Museum resumed Sunday opening from 3 April 2022 restoring the opening time to 20 hours per week and this arrangement has continued. Most of the associated activities at the Museum including Friends' meetings, Educational services, Community meetings and Art classes are fully operational once again.

2.4 Volunteers

Apart from one paid part-time employee, all aspects of the running of Bushey Museum are carried out by volunteers, many of whom are members of the Friends of Bushey Museum. Volunteers are involved in all office functions cataloguing, labelling, research, curating, mounting exhibitions, data input and all the other activities of a museum. The volunteers also provide stewarding for the 20 hours a week when the Museum is open to the public (Thursdays to Sundays). Without the material and human support of our volunteers the museum could not function.

REPORT OF THE TRUSTEES - continued**2.5 RELATED PARTIES****2.5.1 BUSHEY MUSEUM SERVICES LIMITED**

Bushey Museum Services Limited (company number 02238032) is controlled by the Museum and is responsible for the trading conducted on behalf of the Museum. All profits are covenanted to the Museum. The shop is entirely run by volunteers and there is also an on-line facility. This operation has now been incorporated into the Museum.

2.5.2 REVELEY LODGE TRUST

In 2003 Bushey Museum Trust (BMT) received a bequest in accordance with the will of Mrs Eila Chewett comprising land and property at Reveley Lodge, 88 Elstree Road, Bushey Heath together with eight neighbouring cottages. Under the terms of the will, these assets were bequeathed absolutely for the general charitable purposes of BMT. At the time of the bequest the Trustees took the view that because:

- (1) the consolidation of the bequeathed assets with those of BMT might put at risk the continuation of financial support for Bushey Museum from Hertsmere Borough Council; and,
- (2) the administration and management of land and property would require different skills from those required for the management of a museum and art gallery,

it was expedient to:

- (1) form a separate incorporated charitable trust called the Bushey Museum Property Trust (BMPT), renamed during 2018/2019 as The Reveley Lodge Trust (RLT) to avoid confusion between the names of the two separate trusts; and,
- (2) to assign the bequeathed assets to the new trust.

To ensure legal separation of the two trusts under company law a majority of the trustees of RLT are not also trustees of BMT. In other respects the continuing mutually supportive inter-relationship of BMT and RMT is evidenced by contingency provisions in the constitution of RLT and by the fact that BMT supplies management and staffing for the educational activities provided for children and adults which take place at Reveley Lodge. The Chairman of the Reveley Lodge Trust is Granville Taylor.

2.5.3 FRIENDS OF BUSHEY MUSEUM

The Friends of Bushey Museum is a registered charity (number 1039713 - registered 20 November 1986). Its charitable aims are:

The education of the public by promotion, support, assistance and improvement of Bushey Museum through the activities of its members

It is a membership organisation separate from the Museum and is chaired by Rita Castle. It offers its members four newsletters a year and a programme of social events, outings and an annual holiday. These events contribute greatly to the Museum's aim of furthering the social and cultural welfare of the local community, with the Museum seen as a focus for positive social interaction. The Friends of Bushey Museum had a membership of 521 on 31 March 2024 (2023: 549).

REPORT OF THE TRUSTEES - continued**3. CHARITABLE ACTIVITIES****3.1 STATUTORY DECLARATION**

The Trustees declare that they have had due regard for the Public Benefit in determining the activities of the charity in line with the provisions of the Charity Commission.

3.2 VISITORS TO BUSHEY MUSEUM

During the year to 31 March 2024, the Museum was open to the public for 208 days and attracted a total of 6,533 visitors. This includes users of the Meeting Room and Art Studio and visiting educational groups. In the year to 31 March 2023 the Museum attracted a total of 5,973 visitors.

3.3 BUSHEY MUSEUM WEBSITE

The website has continued to evolve since being re-launched in 2019. It provides a comprehensive guide for prospective visitors and includes special features and further information to complement exhibitions and events at the Museum. Other items include the ever-popular on-line jigsaws featuring paintings owned by the Museum. The website links to other relevant bodies and local organisations.

3.4 SOCIAL MEDIA

The Museum has a very active Facebook page which is updated daily and attracts about 1,300 followers, many of them members of the lively local Facebook community who like to share their news and photographs. Like the website it is designed to complement and enhance exhibitions and events at the Museum and Reveley Lodge. Regular features include artists' birthdays, and extensive use is made of the Museum's photographic archive. There is also news from Herkomer's birthplace in Landsburg supplied by the local museum there. The Facebook page links to various websites of local organisations including the Museum's and helps to publicise community events in Bushey.

3.5 EDUCATIONAL SERVICE

The Museum provides educational "experiences" which are linked to the National Curriculum. They are held at the Museum, at Reveley Lodge and as outreach sessions at individual schools and are organised by Adele Taylor assisted by an experienced team of volunteers. The most popular session in the year to 31 March 2024 was "the Victorian experience" (10 sessions) followed by "history through toys" (8 sessions) and "meet Lucy Kemp-Welsh" (4 sessions). Other sessions offered were "local history", "plants and seeds" and GCSE art preparation. A total of 27 sessions were organised, involving 673 pupils and 122 school staff. In the year to 31 March 2023 a total of 32 sessions were held, involving 757 pupils and 138 school staff.

3.6 FROBISHER STUDIO AND MEETING ROOM

The Frobisher Studio was re-erected on the Museum site in 2007 after a century standing in nearby Glencoe Road. It was refurbished with the aid of a Heritage Lottery Grant and generous support from its former owner. After a hiatus caused by the pandemic local art classes and a printing group gradually returned and the Studio was occupied five days a week. In the year to 31 March 2024 a total of 1,473 students used the Frobisher Studio facilities compared with 1,316 students in the year to 31 March 2023.

The Meeting Room is an important asset being used for meetings of Museum bodies such as the Trustees, the Management Committee, the Education Service, the Friends of Bushey Museum, the newsletter collators and the Museum's embroidery group. It is also available to community groups and other local organisations. There were 148 Meeting Room users in the year to 31 March 2024 compared with 347 users in the year to 31 March 2023.

REPORT OF THE TRUSTEES - continued**3.7 EXHIBITIONS****3.7.1 PERMANENT EXHIBITIONS**THE LUCY KEMP-WELCH MEMORIAL GALLERY

This is a permanent display of paintings and drawings by Lucy Kemp-Welch. Most of the paintings on show are owned by the Lucy Kemp-Welch Trust and some are kindly on loan from the Kemp-Welch family. In March 2023 at the request of the Kemp-Welch Trust, eight of their choicest paintings were loaned to the Russell Cotes Museum in Bournemouth and then the National Horse Racing Museum in Newmarket where they were received very enthusiastically by a whole new public. The Museum took advantage of their absence to redecorate the Gallery and then filled the space with an exhibition entitled 100 years of costume along with some local history items. The Kemp-Welch paintings returned to Bushey in March 2024.

THE HERKOMER ROOM

This celebrates the towering contribution to Bushey's art heritage of Professor Sir Hubert von Herkomer, his school of art and his many artistic activities. Although this room is a permanent exhibition, occasionally some changes of items and displays are made. In June 2023 the Museum acquired six silver spoons and some enamels designed by Herkomer, which enhanced the collection.

3.7.2 TEMPORARY EXHIBITIONS IN THE MAIN GALLERIESTHE COUNCIL CHAMBER GALLERY

In July 2023 *Kate Cowdery and the Bushey Art Colony* gave way to *Your Favourite Painting* chosen by volunteers and visitors as a way of celebrating the Museum's 30th anniversary. A wide variety of paintings were nominated and displayed. In January 2024 this was replaced by a new exhibition of works by *Monro Circle* featuring local watercolour artists active before Herkomer's time.

THE ANNE BLESSLEY GALLERY

The Gallery, named in honour of the Museum's founding art curator, offers an ideal space for smaller displays. After *Colonising Cornwall - Bushey artists in the West Country, A History of Bushey in Embroidery* was installed in June 2023. Bushey is fortunate to be home to a number of talented needlewomen (and men) and the Museum was delighted to be able to showcase their work. In October 2023 an exhibition of paintings and artefacts connected to St James' Church was mounted in support of the Church Tower appeal.

THE JUBILEE ROOM

This small gallery provides an ideal setting for photographic exhibitions. 2023 started with an exhibition of photographs by *William Hoather Master Photographer* who depicted the lives of people in Bushey Heath before the second World War. In September 2023 this was replaced by *Albert Chewett and Gaetano Valvona*, a transfer from Reveley Lodge. Valvona, an Italian, was a male model who sat for many prominent Victorian artists including Chewett.

LOCAL HISTORY GALLERIES

The local history displays have been frequently altered with several new minor exhibitions of local collections in the Jubilee case and the Reveley case. The Platinum Jubilee and the Coronation of King Charles III provided the chance to display examples from the Museum's collection of commemorative china and other artefacts.

3.8 DEALING WITH ENQUIRIES

The Museum continued to respond to queries from all over the world on a variety of topics. Following the pandemic these were mainly dealt with by email. The Museum also continued to advise Hertsmere Borough Council on such matters as street naming.

REPORT OF THE TRUSTEES - continued**4. ORGANISATION**

The Trustees who served during the year to 31 March 2024 are listed on page 2. They normally meet six times per year and at other times as required. The museum receives most welcome advice from Hertsmere Borough Council's Heritage and Museums Officer Ruth Stratton, who supports all museums and heritage organisations within the Borough. During the year the Trust had one part-time paid employee, Buildings Manager David Berry.

4.1 JOINT MEETINGS

Bushey Museum Trust and the Reveley Lodge Trust formerly held bi-annual joint meetings at which matters of mutual interest were discussed. These were suspended during the pandemic and have yet to be reinstated though informal contact continues.

4.2 COUNCIL LIAISON

The long-established six-monthly management meetings involving representatives of Hertsmere BC and Museum officials continued. Their purpose is to inform the Council representatives of the activities and plans of the Museum and to discuss matters of mutual interest. The Council nominated two representatives to this meeting, Cllr Seamus Quilty and Cllr Shailain Shah. The Museum's regular representatives were Audrey Adams, Brenda Batten, Catherine Earle and Carey Keates.

4.3 RISK MANAGEMENT

All activities are risk assessed. The Trustees have reviewed the risks which they consider to be relevant and have concluded that adequate measures exist or are in the course of implementation in order to minimise most of those risks which are within their control. However, succession planning continues to be problematic.

5. FINANCIAL RESULTS AND REVIEW**5.1 OVERVIEW**

Hertsmere Borough Council continues to provide support for the Museum with a Service Level Agreement between the Council and the Bushey Museum Trust under which Hertsmere BC provides the building and a grant towards the Museum's core funding. In addition, Hertsmere BC provides the services of a part-time Museums Officer. Bushey Museum is very grateful for this support.

In the year to 31 March 2024 the Museum received income of £88,964 (2023: £449,638). This was reduced from the previous year due to the fact that we received last year a legacy of £393,292 which had restrictions attached to it. This year we received a grant of £499 to purchase some safety steps and £13,070 to acquire some Herkomer enamels.

Unrestricted grants of £34,000 were received during the year (2023: £34,000). The remainder of funds received came from charges for services provided by the Museum and from donations.

The total designated fund at 31 March 2024 amounted to £175,061 (2023: £160,061)

The Museum had total net income resource of £26,772 (2023: £410,962) of which £26,800 (2023: £17,642) was unrestricted and non-designated. We transferred £15,000 from reserves to the refurbishment designated fund.

As a registered charity and a company without share capital the Trust does not pay any dividends.

REPORT OF THE TRUSTEES - continued**5.2 RESERVES POLICY**

It is important to note that, despite the scale and quality of its operations, the bulk of the Museum's day-to-day operations are run by volunteers with the assistance of just one part-time Buildings Manager. The Museum's running costs are, therefore, disproportionately low relative to the scale of its operations. But, by corollary, the Museum's long-term maintenance and refurbishment costs are disproportionately high relative to its costs and therefore its annual turnover. In the unlikely event of a deep cut in its regular income such that the Museum could no longer operate in its present manner, the Trustees would have to decide whether to either:

- a) find another suitable organisation or individual willing to take over the running of the Museum as a charity in its entirety; or,
- b) distribute the items in the Museum's collection to other museums or dispose of the items by sale or auction, disperse any residual funds in accordance with the provisions of the governing document and hand back the premises to Hertsmere Borough Council.

Therefore, the Trustees' reserve policy is to maintain reserves of approximately 75% of current expenditure. Given that general expenditure in the year to 31 March 2024 amounted to £26,800 excluding expenditure from restricted and designated funds, the Museum's reserves at 31 March 2024 should be not less than £20,100 and the Museum's unrestricted reserves at 31 March 2024 amounted to £64,044, a transfer of £15,000 was made to the refurbishment designated fund. At 31 March 2024 designated funds totalled £175,061 (2023: £52,272 and £160,089 respectively).

5.3 FINANCIAL OUTLOOK

As reviewed in Section 11.4 designated funds and particularly section 11.4.2 refurbishment and redevelopment, the long-term sustainability of Bushey Museum is dependent on being able to maintain and develop its physical environment in order to:

- a) ensure that its facilities meet such evolving best practice standards for museums as necessary to maintain its accredited status; and,
- b) enable it to introduce new and better ways to present its collection for the public benefit and to promote community engagement in its collection and the historical cultures it represents.

While major refurbishment and redevelopment projects will require significant external funding, it is necessary that the Museum develops its own resources to provide the necessary seed-funding required for such undertakings.

5.4 FUTURE PLANS

Frustratingly, the Trustees find it difficult to plan for the future of the Museum because of various factors over which they have no control. The lease for the present Museum building, which is owned by Hertsmere Borough Council, expires in 2028. This matter has already been raised with the Council. The adjoining Bushey Fire Station closed in 2014. The Museum had hoped to be able to take over this site and incorporate it in a major rebuilding project including the provision of a new gallery and extra storage space. After nearly ten years of indecision Hertfordshire County Council, who are responsible for the Fire Station, offered the premises for commercial rent at the beginning of 2023. Agreement was reached with a local engineering company, who moved into the premises at the beginning of 2024.

Meanwhile, Bushey Country Club, which is owned by Hertsmere Borough Council, became vacant in early 2018. This is a large-scale site in the centre of Bushey and there was an extensive consultation with Bushey residents regarding its future use. One of the suggestions made was to build a community "hub" incorporating a purpose-built museum on this site and this was subsequently included in the Hertsmere draft local plan offered for public consultation in April 2024. Clearly it would be unwise to rule out this possibility but without definite and detailed plans the Trustees are unable to commit themselves to any option at this time. The wheels of local government turn very slowly and at the moment the future of the Museum is suffering as a result.

REPORT OF THE TRUSTEES - continued**5.5 TRUSTEES' RESPONSIBILITY IN RELATION TO THE FINANCIAL STATEMENTS**

Law applicable to charities in England and Wales requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the Charity's financial activities during the year and of its financial position at the end of the year, In preparing these statements the Trustees are required to:

- select suitable accounting policies and apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards and the statement of recommended practice have been followed subject to any departures disclosed and explained in the financial statements; and,
- prepare the financial statements on a going concern basis unless it is inappropriate to presume that the charity will continue in business.

The Trustees are responsible for keeping accounting records which disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 2011. They are also responsible for safeguarding the assets of the charity and taking reasonable steps for the prevention and detection of fraud and other irregularities.

Approved by the Trustees on 13th December 2024

Signed on their behalf by

Audrey Adams

Audrey Adams
Chairman of the Bushey Museum Trust

**Independent examiner's report to the Trustees of
Bushey Museum Trust
("the CIO")**

I report on the accounts of the Bushey Museum Trust for the year ended 31 March 2024, which are set out on pages 12 to 19,

Respective responsibilities of the Trustees and examiner

The charity's Trustees are responsible for the preparation of the accounts. The charity's Trustees consider that an audit is not required for this year under section 144(2) of the Charities Act 2011 ("the 2011 Act") and that an independent examination is needed. It is my responsibility to:

- examine the accounts under section 145 of the 2011 Act
- to follow procedures laid down in the general directions given by the Charity Commission under section 145(5)(b) of the 2011 Act; and,
- to state whether particular matters have come to my attention.

Basis of independent examiner's report

My examination was carried out in accordance with the general directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts and seeking explanations from you as Trustees concerning such matters. The procedures undertaken do not provide all the evidence that would be required in an audit and consequently no opinion is given as to whether the accounts present a "true and fair view" and the report is limited to those matters set out in the statement below.

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 charity as required by section 130 of the Act; or
2. The accounts do not accord with those records; or,
3. The accounts do not comply with the appropriate requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination.

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

Richard Kessell

Richard A Kessel FCA
8 Athol Gardens
Pinner HA5 3XQ

13th December 2024

BUSHEY MUSEUM TRUST

A Charitable Incorporated Organisation

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Statement of financial activities for the year ended 31 March 2024

	Year ended 31 March 2024				2023
	Unrestricted funds £	Designated funds £	Restricted funds £	Total £	£
INCOMING RESOURCES					
Voluntary income					
Donations	4,632	-	-	4,632	1,662
Legacies	-	-	-	-	393,292
Grants	34,000	499	13,070	47,569	34,800
Income generated					
Museum shop	16,252	-	-	16,252	2,491
Lettings and sundries	17,533	-	-	17,533	14,944
Investment income					
Bank interest received	1,107	-	-	1,107	318
Charitable income					
Exhibitions	-	-	-	-	-
Education	1,871	-	-	1,871	2,131
Local history	-	-	-	-	-
Other income	-	-	-	-	-
Total incoming resources	75,395	499	13,070	88,964	449,638
RESOURCES EXPENDED					
Costs of generating funds					
Fundraising	441	-	-	441	-
Charitable activities - coll.					
Acquisitions	409	-	13,070	13,479	-
Conservation and cat.	655	-	-	655	662
Exhibitions	1,722	-	-	1,722	1,419
Other charitable activities					
Education	559	-	-	559	80
Local history	-	-	-	-	-
Miscellaneous	-	-	-	-	-
Establishment					
Maintenance	3,028	-	-	3,028	2,944
Services	7,400	-	-	7,400	5,729
Administration					
Human resources	21,951	-	-	21,951	20,842
Office services	3,047	499	-	3,546	4,540
Professional fees	144	-	-	144	2,460
Shop amalgamation	9,267	-	-	9,267	-
O/bal adjustment	(28)	28	-	-	-
Total resources expended	48,595	527	13,070	62,192	38,676
Net incoming resources	26,800	(28)	-	26,772	410,962
RECONCILIATION					
Balance brought forward	52,244	160,089	398,042	610,375	199,413
Net incoming resources	26,800	(28)	-	26,772	410,962
Transfers between funds	(15,000)	15,000	-	-	-
Balance carried forward	64,044	175,061	398,042	637,147	610,375

BUSHEY MUSEUM TRUST

A Charitable Incorporated Organisation

Movement in funds for the year ended 31 March 2024

	B/fwd 1 April 2023 £	Receipts £	Payments £	Transfers £
CASH ASSETS				
Petty cash	60	40	(189)	200
Bank current a/c	531,278	84,394	(66,712)	(200)
O/s debtors	-	14,267	-	-
O/s creditors	(12,383)	1,892	-	-
Asset purchases	84,500	-	-	-
Inv in shop	6,920	-	(6,920)	-
Total cash assets	610,375	100,593	(73,821)	-
COMPRISING				
General unrestricted				
Reserves	52,272	87,024	(60,252)	(15,000)
Designated unrestricted				
Collection	89,561	499	(499)	-
Refurbishment and dev.	70,000	-	-	15,000
Lighting and security	500	-	-	-
Restricted				
Collection	600	13,070	(13,070)	-
Exhibitions	4,030	-	-	-
Grants	393,412	-	-	-
Total funds	610,375	100,593	(73,821)	-

C/fwd
31 March 2024
£

111
548,760
14,267
(10,491)
84,500
-
637,147

64,044
89,561
85,000
500
600
4,030
393,412
637,147

BUSHEY MUSEUM TRUST

A Charitable Incorporated Organisation

Balance sheet as at 31 March 2024

	Notes	31 March 2024
Fixed assets		
Tangible fixed assets	11.7	-
Heritage assets	11.8	84,500
Investment in subsidiary	11.9	-
		84,500
Current assets		
Petty cash		111
Bank current account		548,760
Sundry debtors	11.5	14,267
		563,138
Current liabilities		
Creditors due within one year	11.6	(10,491)
Net current assets		552,647
NET ASSETS		637,147
Comprising:		
General unrestricted funds		
Reserves		64,044
Designated unrestricted funds		
Collection	11.4.1	89,561
Refurbishment and development	11.4.2	85,000
Lighting and security	11.4.3	500
Total unrestricted funds		239,105
Restricted funds		
Collection	11.3.1	600
Exhibitions	11.3.2	4,030
Grants	11.3.3	393,412
Total restricted funds		398,042
TOTAL FUNDS		637,147

31 March 2023

-
84,500
6,920
91,420

60
531,278
-
531,338

(12,383)
518,955
610,375

52,272
89,561
70,000
500
212,333

600
4,030
393,412
398,042
610,375

The notes on pages 16 to 19 form part of these financial statements.

For the year ended 31 March 2024 the company was entitled to exemption under section 477 of the Companies Act 2006 ("the Act") relating to small companies. The members have not required the company to obtain an audit of its accounts for the year in question in accordance with section 476 of the Act.

The directors acknowledge their responsibility for complying with the requirements of the Act with respect to provisions applicable to companies subject to the small companies' regime.

On 11 April 2023 the Trust ceased to operate as a Limited Company and became a Charitable Incorporated Organisation.

Approved by the Trustees and signed on their behalf by Audrey Adams, Chairman of Trustees

Audrey Adams

Audrey Adams

Notes to the financial statements for the year ended 31 March 2024

11.1 Accounting policies

11.1.1 Basis of preparation

The accounts have been prepared in accordance with the Statement of Recommended Practice, Accounting and Reporting by Charities SORP (FRS102), applicable accounting standards and the historical cost convention. The presentation of the balance sheet and statement of financial activities includes a general fund and a restricted fund. This is necessitated by the conditions of various grants and donations. Details of the grants, donations and legacies received are included in the Trustees' report.

11.1.2 Fixed assets

The Trustees' accounting policy is to write off all fixed assets in the year in which they are acquired. Details can be found in Note 11.7.

11.1.3 Cash flow statement

The Trust has taken advantage of the exemption provided by the Financial Reporting Standard 1 for small charities and has not prepared a cash flow statement for the year. The requirement for cash flow statements was dropped for accounting periods commencing on or after 1 January 2016 if the income of the charity is less than £500,000.

11.1.4 Collection

Items shown under the Collection heading are only those purchased by the Trust out of income or through specific grants. Further details of the Collection are set out in the Trustees' report

In accordance with previously recommended practice, the items in the Collection acquired prior to 1 April 2021 have not been shown as an asset of the Trust but were treated as part of routine expenditure. The SORP (FRS102) requires the information on Heritage and Inalienable Assets which would cover the Collection should be given in Notes to the Accounts whether or not they have been capitalised. The Trustees have considered this carefully and have decided that it is not practical on the grounds of difficulty and cost and so are taking advantage of the exception to this reporting requirement provided in the SORP (FRS102). Furthermore, the Trustees consider that publication would prejudice the efficient working of the Charity by increasing the risk of theft and/or vandalism.

As communicated in the Trustees' report and in the notes to the financial statements, the year ended 31 March 2022 represented the first year in which such items have been acquired with reliable cost information. Such items have duly been capitalised as explained further in notes 11.1.5 and 11.8.

11.1.5 Heritage assets

A heritage asset is a tangible or intangible asset with historical, artistic, scientific, technological, geophysical or environmental qualities that is held and maintained principally for its contribution to knowledge and culture.

Heritage assets are initially recognised at cost or valuation if donated. Subsequently they are held at cost less depreciation and impairment.

Where the cost or valuation of heritage assets are not available and such information cannot be easily obtained, the Charity considers if the cost of obtaining a valuation is justified by the usefulness of the information to the users of the accounts for its own stewardship purposes.

Notes to the financial statements for the year ended 31 March 2024 - continued**11.2 Grants and donations**

The Museum received grants from Hertsmere Borough Council which this year totalled £34,000. During the year money was also received from Hertsmere Borough Council amounting to £499 which related to the purchasing of safety steps. £13,070 was also received during the year to purchase some Herkomer enamels. Private donations and donations from Museum visitors amounted to £4,632 (2023: £1,662). Some grants and donations received in the year to 31 March 2024 were unrestricted and for the general fund of the Museum.

The Friends of the Museum were again generous in their purchases of new acquisitions and other capital items although the Museum's temporary brake on acquisitions (due to a lack of storage space) meant that fewer requests were made.

11.3 Restricted funds

Restricted funds are funds which have been donated to support a specific purpose within the Museum's overall charitable purposes.

At 31 March 2024 the Museum had three restricted funds:

11.3.1 Grants for specific items

These grants are given to the Museum to support the purchase of specific items such as items for the Collection, equipment to enhance the activities and environment or particular consumables. Such grants are normally entirely disbursed shortly after receipt in accordance with the trust on which they were given or, in some cases, may be a reimbursement for items already purchased by the Museum. The Collections Restricted Fund stood at £600 at 31 March 2024.

11.3.2 Exhibition fund

This fund is intended for paying costs related to the mounting of exhibitions including the hiring in of exhibitions from elsewhere. The fund stood at £4,030 at 31 March 2024.

11.3.3 Grants

This fund is intended to pay costs related to the work needed for the building. The fund stood at £393,412 at 31 March 2024.

11.4 Designated funds

Designated funds are funds which are part of the general fund (ie: available for application to any of the Museum's charitable objects at the discretion of the Trustees) but which have been put to one side by the Trustees in anticipation of future expenditure which are significantly in excess of the normal day-to-day costs of running the Museum.

At 31 March 2024 the Museum had three designated funds:

11.4.1 Collection

From time-to-time items become available which it would be in the public interest for the Museum to be able to add to its Collection.

The open market value of such items (eg: at public auction) can be considerable, reflecting their general level of interest and value to the public.

Whilst the generosity of the Museum's donors is also considerable, the time that it takes to arrange for sufficient funds for the Museum to enable it to purchase an important item can be such that the item has already been sold before the Museum has arranged sufficient funds to make the purchase.

Notes to the financial statements for the year ended 31 March 2024 - continued

The Trustees therefore believe that it is in the best interests of the public and the charitable purposes of the Museum to create and hold a designated fund to enable it to respond quickly when items of relevant interest become available for purchase.

Because of the impossibility of predicting when important artefacts will become available it is not possible to indicate the time-scale in which monies held in the Collection designated fund will be needed.

The Trustees have set the current target value for the Collection designated fund at £20,000. The fund stood at £89,561 at 31 March 2024.

11.4.2 Refurbishment and development

As previously indicated in the Trustees' report sections 2.4 and 5.2, because of the extensive contributions of volunteers, the day-to-day running costs of the Museum are disproportionately low relative to the Museum's annual turnover.

The Trustees believe, therefore, that it is in the best interests of the public and the charitable purposes of the Museum to create and hold a designated fund to cover the occasional costs of major refurbishments or extensions to the Museum's premises.

In respect of refurbishments of the existing Museum premises, the Trustees have set the current target value for the refurbishment designated fund at £100,000 to £150,000. The fund stood at £85,000 at 31 March 2024.

Wherever possible (and subject to the requirement for appropriate liquidity) the monies in the combined refurbishment and redevelopment designated fund will be held in suitable income-generating investments.

11.4.3 Lighting and security

In common with most museums, The Bushey Museum requires special lighting to both display the exhibits in the best way for the public benefit and protect delicate artefacts from damage by daylight or inappropriate artificial lighting. Inevitably such special lighting can be expensive both to purchase when required for new exhibits and to repair when malfunctioning.

The Trustees have, therefore, created and hold a designated lighting and security fund to cover expenditure on special lighting which is over and above that covered by the normal maintenance budget. The Trustees have set the current target value for the lighting and security fund at £2,000. The fund stood at £500 at 31 March 2024.

11.5 Sundry debtors

	2024 £
Arising on pending shop transfer	14,267

11.6 Creditors due within one year

	2024 £
Professional fees (independent examiner)	1,044
Stock held in shop pending transfer	9,267
Other sundry creditors	180
	10,491

2023
£

-

2023
£

1,800

-

10,583

12,383

BUSHEY MUSEUM TRUST

A Charitable Incorporated Organisation

Notes to the financial statements for the year ended 31 March 2024 - continued

11.7 Tangible fixed assets

As set out in notes 11.1.2 (accounting policies) the Trustees' accounting policy in respect of tangible fixed assets is to write off all fixed assets in the year of acquisition. The reason for this is that the Museum's tangible fixed assets are principally acquired using grants or donations and this leads to distortions in reporting where the income used to acquire the asset is all in one year but the asset may be written off over a longer period. Therefore, this expenditure does not adhere to the matching principle directly as set out above or indirectly since the Museum does not levy admission charges or raise any other income against which the expenditure could be matched in the future.

11.8 Heritage assets

	£
Carrying value at 1 April 2023	84,500
Additions during the year	-
Disposals during the year	-
Carrying value at 31 March 2024	84,500

The Museum received a grant to purchase a Herkomer portrait in 2022 which is shown here. The Museum holds other donated assets which have not been recognised on the balance sheet due to the difficulty in valuing these assets. This is due to the fact that these assets are generally not traded in an open market and are generally of low individual value. The inclusion of these assets in the balance sheet is not considered significant to the users of these financial statements.

11.9 Investment in subsidiary

Bushey Museum Services Limited is a wholly owned subsidiary of Bushey Museum Trust. The principal activity of the company is to run the Bushey Museum shop selling a range of greetings cards, publications and a large variety of other items both in the shop and on-line. All the profits of the company are donated to Bushey Museum Trust. The company's accounting reference date is 30 September.

Since the year end and due to the Museum becoming a CIO, the activities and results of the company have been incorporated into the Museum's results.

11.10 Staff costs and numbers

The average number of employees during the year calculated on the basis of full-time equivalent was 0.66 (2023: 0.66).

No employee received emoluments in excess of £60,000pa.

The Museum does not operate any pension scheme for its employees as they have opted out of this benefit.

11.11 Trustee remuneration and related party transactions

No Trustee received any remuneration or reimbursement of out-of-pocket expenses during the year.

There have been no related party transactions during the year except as disclosed herein.

Accounts

BUSHEY MUSEUM TRUST

A company limited by guarantee

Company number 1937575

(Company closed 11th April 2023)

As from 11th April 2023:

A Charitable Incorporated Organisation (CIO)

CIO CRM:0172913

A registered charity

Charity number 294261

TRUSTEES' ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

BUSHEY MUSEUM TRUST

A company limited by guarantee

REPORT OF THE TRUSTEES continued

Page 2

The Trustees present their report on the affairs of the Trust together with the financial statements of the Trust for the year to 31 March 2023. Their report and financial statements have also been prepared to meet the requirements for a directors' report and accounts for Companies Act purposes.

The financial statements have been prepared in accordance with the accounting policies set out in 11.1 below and comply with the Charities Act, the Trust's Memorandum and Articles of Association, and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) effective 1 January 2019.

Bushey Museum was officially opened on 22 October 1993. The Museum was accorded Full Registration with the Museums and Galleries Commission on 28 October 1993. The Commission's successor body, the Museum, Libraries and Archives Council, awarded the Museum full accredited status in July 2008. This was further renewed by the Arts Council in December 2013. The Museum also merits the accreditation of "Quality Assured Visitor Attraction" under the Visitor Attraction Quality Assurance Scheme (VAQAS).

1. LEGAL AND ADMINISTRATIVE INFORMATION

Charity name:	Bushey Museum Trust
Charity registration number:	294261
Company registration number:	01937575
Registered office & operational address:	Rudolph Road, Bushey, Herts WD23 3HW
Registered Museum number:	RD1048

The Museum operates under a Partnership Agreement with Hertsmere Borough Council, which provides the buildings and core funding for the Museum in accordance with the Council's published Cultural Strategy.

During the year, the Trust applied to convert the Charitable Company to a Charitable Incorporated Organisation (CIO), and the application was granted on 11th April 2023.

1.1 DIRECTORS AND TRUSTEES

The directors of the charitable company are its Trustees for the purposes of charity law. The Trustees serving during the year were as follows:

Audrey Adams <i>Chairman</i>	Brenda Batten
Rita Castle	Margaret Craig Gray
Catherine Earle	Dr Patrick Forsyth (resigned July 2022)
Carey Keates	Barry Hyman
Anthony Woollard	Adele Taylor
Patricia Woollard	

1.2. PROFESSIONAL ADVISERS

Solicitors:
Penman Sedgwick, 5 George Street, Watford, WD18 0SQ

Bankers:
Charities Aid Foundation Bank

Independent Examiner:
Adam Badi
TaxAssist Accountants Potters Bar
45A The Broadway
Darkes Lane
Potters Bar EN6 2HZ

BUSHEY MUSEUM TRUST

A company limited by guarantee

REPORT OF THE TRUSTEES continued

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2. CONSTITUTION AND PRINCIPAL OBJECT

The Trust is constituted as a company limited by guarantee, under its Memorandum and Articles of Association registered 8 August 1985. It is a registered charity, and operates a registered museum.

The object of the Trust as set out in its Memorandum of Association is:
to advance the education of the public in Bushey by the provision of a museum and local studies centre with material of archaeological, historical, artistic and social interest.

2.1 PURPOSES AND ACTIVITIES

The principal purpose of the charity is as stated above. The charity also has the general aims of:

- contributing to the quality of life of the people of Bushey and District and increasing their knowledge and awareness of the unique heritage of Bushey;
- providing a Local Studies centre with material of archaeological, historical, artistic and social interest to promote family, social and industrial history research;
- furthering the social and cultural welfare of the community of Bushey and District, and supporting and enhancing the activities of the associated Reveley Lodge Trust (see 2.5.2)

2.2 STRATEGIES TO DELIVER OUR AIMS

The strategies employed to achieve the charity's aims and objectives are:

- to present accessible temporary and permanent exhibitions and displays on topics related to art and local history by and through all media, with emphasis on Interpretation of meaning;
- to provide stimulating museum-based educational experiences for children and adults and to host school visits to, and other tours of, the Museum and its related facilities for these purposes;
- to encourage and provide research material to enable local historians to write books and pamphlets on local history, and to publish the results wherever practicable and affordable;
- to provide and maintain a Local Studies Centre for family and social history research;
- to provide facilities for small local organisations to hold meetings and educational classes.

2.3 COVID-19 PANDEMIC

The international Covid-19 Pandemic was receding by the beginning of 2022, though some of the Museum community continued to be cautious in their social interactions. The Museum was able to resume Sunday opening from 3rd April 2022, restoring the opening time to 20 hours, and most of the associated activities at the Museum, including Friends' meetings, Educational services, Community meetings and Art classes, gradually resumed.

2.4 VOLUNTEERS

Apart from one paid part-time employee, all aspects of the running of Bushey Museum are carried out by volunteers, most of whom are members of the Friends of Bushey Museum. Volunteers are involved in all office functions, cataloguing, labelling, research, curating, mounting exhibitions, data input and all the other activities of a museum. The Volunteers also provide stewarding for the 20 hours a week when the Museum is open to the public (Thursdays to Sundays). Without the material and human support of our volunteers, the Museum could not function.

BUSHEY MUSEUM TRUST

A company limited by guarantee

REPORT OF THE TRUSTEES continued

Page 4

2.5 RELATED PARTIES

2.5.1 BUSHEY MUSEUM SERVICES LTD

Bushey Museum Services Ltd (company no. 02238032) is controlled by the Museum, and is responsible for the trading conducted on behalf of the Museum. All profits are covenanted to the Museum. The shop is entirely run by volunteers, and there is also an on-line facility.

2.5.2 REVELEY LODGE TRUST.

In 2003 Bushey Museum Trust (BMT) received a bequest in accordance with the will of Mrs Eila Chewett, comprising land and property at Reveley Lodge, 88 Elstree Road, Bushey Heath, together with eight neighbouring cottages. Under the terms of the will, these assets were bequeathed absolutely for the general charitable purposes of BMT.

At the time of the bequest, the Trustees took the view that because

(1) the consolidation of the bequeathed assets with those of BMT might put at risk the continuation of financial support for Bushey Museum from Hertsmere Borough Council, and

(2) the administration and management of land and property would require different skills from those required for the management of a museum and art gallery,

it was expedient to

1) form a separate incorporated charitable trust called the Bushey Museum Property Trust (BMPT), renamed during the 2018-9 year to The Reveley Lodge Trust, (RLT), to avoid confusion between the names of the two separate Trusts, and

2) to assign the bequeathed assets to it.

To ensure legal separation of the two trusts under company law a majority of the trustees of RLT are not also trustees of BMT. In other respects, the continuing mutually-supportive inter-relationship of BMT and RLT is evidenced by contingency provisions in the constitution of RLT and by the fact that BMT supplies management and staffing for the educational activities provided for children and adults which take place at Reveley Lodge. The Chairman of the Reveley Lodge Trust is Granville Taylor.

2.5.3 FRIENDS OF BUSHEY MUSEUM

The Friends of Bushey Museum is a registered charity (no 1039713 – registered 20 November 1986). Its charitable aims are: *The education of the public by promotion, support, assistance and improvement of Bushey Museum through the activities of its members.* It is a membership organisation separate from the Museum, and is chaired by Rita Castle. It offers its members four Newsletters a year and a programme of social events, outings and an annual holiday. These events contribute greatly to the Museum's aim of furthering the social and cultural welfare of the local community, with the Museum seen as a focus for positive social interaction. The Friends of Bushey Museum had a membership of 549 on 31st March 2023 (the equivalent figure in March 2022 was 564).

3. CHARITABLE ACTIVITIES

3.1 STATUTORY DECLARATION

The Trustees declare that they have had due regard for the Public Benefit in determining the activities of the charity, in line with the provisions of the Charity Commission

3.2 VISITORS TO BUSHEY MUSEUM

During the period 1st April 2022 to 31st March 2023, the Museum was open to the public on 224 days and attracted a total number of 5,973 visitors. This includes users of the Meeting Room and Art Studio and visiting Educational groups. Comparisons with the previous year are slightly misleading because the Museum was open for only 133 days, due to periods of lockdown arising from the Covid-19 Pandemic. The total number of visitors during 2021 to 2022 was 4,333.

3.3 BUSHEY MUSEUM WEBSITE:

The website has continued to evolve since being re-launched in 2019. It provides a comprehensive guide for prospective visitors, and includes special features and further information to complement exhibitions and events at the Museum. Other items include the ever-popular online jigsaws, featuring paintings owned by the Museum. The website includes links to other relevant bodies and local organisations. It also continues to host an online facility for the Museum shop.

3.4 SOCIAL MEDIA

The Museum has a very active Facebook page, which is updated daily and attracts about 1,300 followers, many of them members of the lively local Facebook community who like to share their news and photographs. Like the website, it is designed to complement and enhance exhibitions and events at the Museum and at Reveley Lodge. Regular features include Artists' Birthdays, and extensive use is made of the Museum's photographic archive. There is also news from Herkomer's birthplace in Landsberg, supplied by the local Museum there. The page links to various websites of local organisations, including the Museum's, and helps to publicise community events in Bushey.

3.5 EDUCATIONAL SERVICE

The Museum provides educational "Experiences" which are linked to the National Curriculum. They are held at the Museum, at Reveley Lodge and at individual schools and are led by Adele Taylor, assisted by a team of volunteers. The most popular session during 2022 to 2023 was "The Victorian Experience" (20 sessions), followed by "History Through Toys", "World War 2", "Local History", "Plants and Seeds" and "Meet Lucy Kemp-Welch". A total of 32 sessions were organised, involving 757 pupils and 138 school staff. (In 2021-22, a total of 25 sessions were held as the country gradually emerged from the pandemic). 447 volunteer hours were donated. The Service also offered online local history information.

3.6 FROBISHER STUDIO AND MEETING ROOM

The Frobisher Studio was re-erected on the Museum site in 2007 after a century standing in nearby Glencoe Road. It was refurbished with the aid of a Heritage Lottery Grant and generous support from its former owner. After a hiatus caused by the pandemic, local art classes and a printing group gradually returned and the Studio was occupied five days a week. A total of 1,316 students used the Frobisher Studio facilities in the year up to 31st March 2023 (878 participants in 2021-2022).

The Meeting Room is an important asset, being used for meetings of Museum bodies such as the Trustees, the Management Committee, the Education Service, the Friends of Bushey Museum, the newsletter collators and the Museum's embroidery group. It is also available to community groups. After an enforced closure caused by the Pandemic, usage is gradually increasing and there were 347 Meeting Room users in the year up to 31st March 2023 (487 in 2021-2022).

3.7 EXHIBITIONS:

3.7.1 PERMANENT EXHIBITIONS

THE LUCY KEMP-WELCH MEMORIAL GALLERY

This is a permanent display of paintings and drawings by Lucy Kemp-Welch. Most of the paintings on show are owned by the Lucy Kemp-Welch Memorial Trust and some are kindly on loan from the Kemp-Welch family. In March 2023, at the request of the Kemp-Welch Trust, eight of their choicest paintings were loaned to the Russell Cotes Museum in Bournemouth, where they were received very enthusiastically by a whole new public. Bushey also loaned some items from its own collection. The Museum took advantage of their absence to redecorate the Gallery, and then filled the space with an exhibition entitled 100 years of Costume, along with some local history items.

THE HERKOMER ROOM

This celebrates the towering contribution to Bushey's art heritage of Professor Sir Hubert von Herkomer, his School of Art and his many artistic activities. Although this room is a permanent exhibition, occasionally some changes of items and display are made.

3.7.2 TEMPORARY EXHIBITIONS IN THE MAIN GALLERIES:

THE COUNCIL CHAMBER GALLERY:

In January 2022, an exhibition entitled *Friends' Contributions* was installed. This acknowledged the many donations the Museum has received from the Friends of Bushey Museum over a period of many years. This was replaced in June by *Love Among the Easels – the Herkomer School and Romance*, of which it turned out there was a great deal! In January 2023, a new exhibition featuring the work of *Kate Cowderoy and the Bushey Art Colony* was introduced, featuring works mainly from the 1920s and 1930s.

THE ANNE BLESSLEY GALLERY:

This Gallery, named in honour of the Museum's Founding Art Curator, offers an ideal space for smaller displays. On St George's Day, 23rd April 2022, the Museum marked the Platinum Jubilee with a major exhibition *In Celebration of the Reign of Queen Elizabeth II*. As well as artworks and photographs, the exhibition included a large collage by 8-year-old Macie Belasco, a local schoolgirl. The hall and stairs of the Museum were adorned by "Bunting fit for a Queen" – 70 colourful bunting flags each representing a year of the Queen's reign and made by local artists and needleworkers. This project was organised by local charity ASCEND and co-ordinated by textile artist Sian Fenwick. In October 2022 an exhibition entitled *Colonising Cornwall - Bushey artists in the West Country* was installed. It proved very popular with visitors.

THE JUBILEE ROOM:

This small Gallery provides an ideal setting for photographic exhibitions. At the beginning of 2022 the theme was *Bushey Before TV*, which explored the ways Bushey people spent their leisure time before the advent of television. In October 2022, this was replaced by an exhibition showcasing the work of *William Hoather Master Photographer* who depicted the lives of people in Bushey Heath before the second World War and drew on the Museum's extensive collection of photographic plates donated by the Hoather family.

LOCAL HISTORY GALLERIES:

The Local History displays have been frequently altered, with several new minor exhibitions of local collections in the Jubilee case and the Reveley Case. The Platinum Jubilee and the Coronation of King Charles III provided the chance to display examples from the Museum's collection of commemorative china and other artifacts.

3.8 DEALING WITH ENQUIRIES

The Museum continued to respond to queries from all over the world on a variety of topics. Following the pandemic, these were mainly dealt with by email. The Museum also continued to advise Hertsmere Borough Council on such matters as street naming.

BUSHEY MUSEUM TRUST

A company limited by guarantee

REPORT OF THE TRUSTEES continued

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4. ORGANISATION:

The Trustees who served during the year 2021-22 are listed on page 2. They normally meet six times per year, and at other times as required. The Museum receives most welcome advice from Hertsmere Borough Council's Heritage and Museums Officer, Ruth Stratton, who supports all museums and heritage organisations within the Borough. During the year the Trust had one part-time paid employee, Buildings Manager David Berry.

4.1 JOINT MEETINGS:

Bushey Museum Trust and the Reveley Lodge Trust formerly held bi-annual joint meetings at which matters of mutual interest were discussed. These were suspended during the Pandemic and have yet to be reinstated, though informal contacts continue.

4.2. COUNCIL LIAISON:

The long-established six-monthly Management Meetings involving representatives of Hertsmere BC and Museum officials continued. Their purpose was to inform the Council representatives of the activities and plans of the Museum and to discuss matters of mutual interest. The Council nominated two representatives to this meeting, Cllr Paul Morris and Cllr David Carter. The Museum's regular representatives were Audrey Adams, Brenda Batten, Catherine Earle and Carey Keates.

4.3. RISK MANAGEMENT:

All activities are risk-assessed. The Trustees have reviewed the risks which they consider to be relevant and have concluded that adequate measures exist or are in course of implementation in order to minimise most of those risks which are within their control. However, succession planning continues to be problematic.

5. FINANCIAL REVIEW AND RESULTS

5.1. OVERVIEW:

Hertsmere Borough Council continues to provide support for the Museum with a Service Level Agreement between the Council and the Bushey Museum Trust, under which Hertsmere provides the building and a grant towards the Museum's core funding. In addition, Hertsmere provides the services of a part-time Museums Officer. Bushey Museum is very grateful for this support.

The Museum had income of £449,638 (2022: £155,445), this was increased from the previous year due to the fact we had a grant for £800 to cover the movement outside of the defibrillator machine, with a further legacy of £393,292 which has restrictions attached to it.

Unrestricted grants of £34,000 were received within the year (2022: £34,000). The remainder of the funds came from charges for services provided by the Museum, and from donations.

The total Designated Fund at the end of the financial year amounted to £160,061 (2022: £160,061).

The Museum had total Net Income Resource of £410,962 (2022: £93,270) of which £17,642 (2022: £8,770) was unrestricted and non-designated. No money was transferred from Reserves to the Refurbishment Designated Fund.

As a registered charity, and a company limited by guarantee without share capital, the Trust does not pay any dividends.

5.2 RESERVES POLICY

It is important to note that, despite the scale and quality of its operations, the bulk of the Museum's day-to-day operations are run by volunteers with the assistance of just one part-time Buildings Manager. The Museum's running costs are therefore disproportionately low, relative to the scale of its operations. But, by corollary, the Museum's long-term maintenance and refurbishment costs are disproportionately high relative to its costs, and therefore, its annual turnover.

In the unlikely event of a deep cut in its regular income, such that the Museum could no longer operate in its present manner, the Trustees would either have to decide whether to:

- a) find another suitable organisation or individual willing to take over the running of the Museum as a charity in its entirety: or
- b) distribute the items in the Museum's collection to other Museums or dispose of the items by sale or auction, disburse any residual funds in accordance with the provisions of the governing document, and hand back the premises to Hertsmere Borough Council.

Therefore the Trustees' Reserve Policy is to maintain reserves of approximately 75% of current expenditure. Given that general expenditure in the Financial Year End 2023 ended March 2023 was £17,642 excluding expenditure from Restricted and Designated Funds, the Museum's reserves at this Financial Year End should be not less than £13,500, the Museum's unrestricted reserves were £52,272, no transfers were made to the Refurbishment Designated Fund. Designated Funds totalled £160,061. (2022: £34,602 and £160,061 respectively).

5.3 FINANCIAL OUTLOOK

As reviewed in Section 11.4 Designated Funds, and particularly in Section 11.4.2

Refurbishment and Redevelopment, the long-term sustainability of Bushey Museum is dependent on being able to maintain and develop its physical environment in order to:

- a) ensure that its facilities meet such evolving best practice standards for museums as necessary to maintain its accredited status;
- b) enable it to introduce new and better ways to present its collection for the public benefit and to promote community engagement in its collection and the historical cultures it represents.

While major refurbishment and redevelopment projects will require significant external funding, it is necessary that the Museum develops its own resources to provide the necessary seed-funding for such undertakings. As noted in the overview, the Museum's net income in the financial year ended March 2023 was not sufficient to allow for any transfer this year to the Refurbishment and Redevelopment Designated Fund.

5.4. FUTURE PLANS:

Frustratingly, the Trustees find it difficult to plan for the future of the Museum because of various factors over which they have no control.

The lease for the present Museum building, which is owned by Hertsmere Borough Council, expires in 2028. This matter has already been raised with the Council.

The adjoining Bushey Fire Station closed in 2014. The Museum had hoped to be able to take over the site and incorporate it in a major rebuilding project, including the provision of a new gallery and extra storage space. After nearly ten years of indecision, Herts County Council, who are responsible for the Fire Station, offered the premises for commercial rent at the beginning of 2023. After six months or so, no suitable tenants had been found, so the buildings remain empty and continue to deteriorate.

Meanwhile Bushey Country Club, which is owned by Hertsmere, became vacant in early 2018. This is a large site in the centre of Bushey and there was an extensive consultation with Bushey residents regarding future use. One of the suggestions made was to build a community "hub", incorporating a purpose-built museum, on this site. Clearly it would be unwise to rule out this possibility absolutely, but without definite and detailed plans the Trustees are unable to commit themselves to any option at this time. The wheels of local government turn very slowly, and at the moment, the future of the Museum is suffering as a result.

5.5 CORONAVIRUS PANDEMIC

The international Covid-19 Pandemic had a major impact on all the activities connected with Bushey Museum, in common with most other organisations. Between March 2020 and May 2021 the Museum was closed for long periods, as dictated by Government protocols. By April 2022 the Museum was able to open to the public for 20 hours per week, in line with pre-Covid arrangements. Most of the associated activities at the Museum, including Friends' meetings, Educational services and Art classes had been put on hold during 2020-21, but were gradually reintroduced as public confidence was restored.

5.6 TRUSTEES' RESPONSIBILITY IN RELATION TO THE FINANCIAL STATEMENTS

Law applicable to charities in England and Wales requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the Charity's financial activities during the year and of its financial position at the end of the year. In preparing these statements the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards and the Statement of Recommended practice have been followed subject to any departures disclosed and explained in the financial statements; and
- prepare the financial statements on an ongoing concern basis unless it is inappropriate to presume that the charity will continue in business.

The Trustees are responsible for keeping accounting records which disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 2011. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Approved by the Trustees on 07/09/2023

Signed on their behalf by

Audrey Adams

Audrey Adams,
Chairperson of Bushey Museum Trust.

**Independent Examiner's Report to the Trustees of
Bushey Museum Trust**

**Independent examiner's report to the Trustees of Bushey Museum Trust
("the CIO").**

I report on the accounts of the Trust for the year ended 31 March 2023, which are set out on pages 12 to 19

Respective responsibilities of trustees and examiner

The charity's trustees are responsible for the preparation of the accounts. The charity's trustees consider that an audit is not required for this year under section 144(2) of the Charities Act 2011 (the 2011 Act) and that an independent examination is needed. It is my responsibility to:

- examine the accounts under section 145 of the 2011 Act;
- to follow the procedures laid down in the general Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act; and
- to state whether particular matters have come to my attention.

Basis of independent examiner's report

My examination was carried out in accordance with the general Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from you as trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit and consequently no opinion is given as to whether the accounts present a 'true and fair view' and the report is limited to those matters set out in the statement below.

Going concern

The COVID-19 viral pandemic is one of the most significant economic events for the UK with unprecedented levels of uncertainty of outcomes. It is therefore difficult to evaluate all of the potential implications on the Charities activities and the wider economy. The Trustees' view on the impact of COVID-19 is disclosed in the accounting policies

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 charity as required by section 130 of the Act; or
2. The accounts do not accord with those records; or
3. The accounts do not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination.

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



Adam Badi ACMA

TaxAssist Accountants Potters Bar

Chartered Management Accountants

45A The Broadway,

Darkes Lane

Potters Bar EN6 2HZ

07/09/2023

STATEMENT OF FINANCIAL ACTIVITIES FOR THE FINANCIAL YEAR ENDED 31ST MARCH 2023

	Current Financial Year March 2023				Prior Year 2022
	Unrestricted Funds	Designated Funds	Restricted Funds	Total	
INCOMING RESOURCES					
Voluntary Income	£	£	£	£	£
Donations	1,662			1,662	1,387
Legacies	-		393,292	393,292	11,000
Grants	34,000	800		34,800	128,610
Income Generated					
Bushey Museum Services (Shop)	2,491			2,491	5,584
Lettings and Sundries	14,944			14,944	7,576
Investment Income					
Bank Interest	318			318	-
Charitable Income					
Exhibitions	-			-	-
Education	2,131			2,131	1,288
Local History	-			-	-
Other	-			-	-
	<u>55,546</u>	<u>800</u>	<u>393,292</u>	<u>449,638</u>	<u>155,445</u>
RESOURCES EXPENDED					
Costs of Generated Funds					
Fundraising	-			-	-
Charitable Activities - Collection					
Acquisitions	-			-	1,116
Conservation and Cataloguing	662			662	811
Exhibitions	647	772		1,419	1,271
Other Charitable Activities					
Education	80			80	857
Local History	-			-	-
Miscellaneous	-			-	10,823
Establishment					
Maintenance	2,944			2,944	958
Services	5,729			5,729	11,842
Administration					
Human Resources	20,842			20,842	23,100
Office Services	4,540			4,540	9,452
Professional Services	2,460			2,460	1,945
Total Resources Expended	<u>37,904</u>	<u>772</u>	<u>-</u>	<u>38,676</u>	<u>62,175</u>
Net Incoming Resources	<u>17,642</u>	<u>28</u>	<u>393,292</u>	<u>410,962</u>	<u>93,270</u>
RECONCILIATION					
Balance Brought Forward	34,602	160,061	4,750	199,413	106,143
Net Incoming Resources	17,642	28	393,292	410,962	93,270
Transfers Between Funds	-	-	-	-	-
Balance Carried Forward	<u>52,244</u>	<u>160,089</u>	<u>398,042</u>	<u>610,375</u>	<u>199,413</u>

**MOVEMENT IN FUNDS FOR THE FINANCIAL YEAR ENDED 31ST
MARCH 2023**

	Bt Fwd 1st Apr 2022	Recpts in Period	Paymts in Period	Tr'fers in Period	Cd Fwd at 31-Mar-23
CASH ASSETS					
Cash at Bank and In Hand					
Petty Cash	18	-	(208)	250	61
Bank Current Account	120,355	475,472	(64,299)	(250)	531,278
Outstanding Debtors	-				-
Outstanding Creditors	(12,380)		(3)		(12,383)
Purchase of Assets	84,500				84,500
Investment in Subsidiary	6,920				6,920
Total Cash Assets	199,413				610,375
Comprising:					
General (Unrestricted) Fund					
Reserves	34,602	82,180	(64,510)	-	52,272
Designated (Unrestricted) Funds					
Collection	89,561				89,561
Refurbishment	70,000		-		70,000
Lighting and Security	500				500
Restricted Funds					
Collection	600				600
Exhibitions	4,030				4,030
Grants	120	393,292			393,412
Total Funds	199,413				610,375

BALANCE SHEET AS AT 31 MARCH 2023

COMPANY NUMBER 01937575

		31-Mar-23	31-Mar-22
	Notes		
Fixed assets		£	£
Tangible Fixed Assets	11.8	-	-
Heritage Assets	11.9	84,500	84,500
Investment in Subsidiary	11.1	6,920	6,920
Total Fixed Assets		91,420	91,420
Current Assets			
Petty Cash		61	18
Bank, Current account		531,278	120,355
Sundry Debtors	11.7	-	-
		531,339	120,373
Creditors (falling due within one year)	11.6	(12,383)	(12,380)
Net Current Assets		518,955	107,993
Net Assets		610,375	199,413
Comprising:			
General (Unrestricted Fund)			
Reserves		52,272	34,602
Designated (Unrestricted) Funds			
Collection	11.4.1	89,561	89,561
Refurbishment & Development	11.4.2	70,000	70,000
Lighting	11.4.3	500	500
Total Unrestricted Funds		212,333	194,663
Restricted Funds			
Collection	11.3.1	600	600
Exhibitions	11.3.2	4,030	4,030
Grants	11.3.3	393,412	120
Total Restricted Funds		398,042	4,750
Total Funds		610,375	199,413

BUSHEY MUSEUM TRUST

A company limited by guarantee

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REPORT OF THE TRUSTEES continued

The notes on the following pages to form part of these financial statements.

For the year ending 31st March 2023 the company was entitled to exemption under Section 477 of the Companies Act 2006 relating to small companies. The members have not required the company to obtain an audit of its accounts for the year in question, in accordance with Section 476.

The Directors acknowledge their responsibility for complying with the requirements of the Act with respect to provisions applicable to companies subject to the small companies' regime.

Approved by the Trustees and signed on their behalf by Audrey Adams, Chairman of Trustees

Audrey Adams

Audrey Adams

07/09/2023

11. NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023**11.1 ACCOUNTING POLICIES****11.1.1 BASIS OF PREPARATION**

The accounts have been prepared in accordance with the Statement of Recommended Practice, Accounting and Reporting by Charities SORP (FRS 102), applicable accounting standards, the Companies Act 2006 and the historical cost convention. The presentation of the Balance Sheet and Statement of Financial Activities includes a General Fund and a Restricted Fund. This is necessitated by the conditions of various grants and donations. Details of the grants received, donation and legacies are included in the Annual Report

11.1.2 FIXED ASSETS

The Trustees' accounting policy is to write off all fixed assets in the year in which they were acquired. Details of this may be found in Note 11.8.

11.1.3 CASH FLOW STATEMENT

The Trust has taken advantage of the exemption provided by the Financial Reporting Standard 1 for small charities and has not prepared a Cash Flow Statement for the year. The requirement for cashflow statements was dropped for accounting period commencing on or after 1st January 2016 if the income of the charity is less than £500,000.00.

11.1.4 COLLECTION

Items shown under the Collection heading are only those purchased by the Trust out of income or through specific grants. Further details of the Collection are given in the Report of the Trustees which introduces these accounts.

In accordance with previously recommended practice, the items in the Collection acquired prior to 1 April 2021 have not been shown as an asset of the Trust but were treated as part of routine expenditure. The SORP (FRS 102) requires the information on Heritage and Inalienable Assets, which would cover the collection, should be given in Notes to the Accounts whether or not they have been capitalised. The Trustees have considered this carefully and have decided that it is not practical on the grounds of difficulty and cost and so are taking advantage of the exception to this reporting requirement provided in the SORP (FRS 102). Furthermore, the Trustees consider that publication would prejudice the efficient working of the Charity by increasing the risk of theft and/or vandalism.

As communicated in the Trustees' report and in the notes to the financial statements, the year ended 31 March 2022 represented the first year in which such items have been acquired with reliable cost information. Such items have duly been capitalised as explained further in note 11.1.6 and 11.9.

11.1.5 ROUNDING ERRORS

All amounts are recorded and calculated digitally to the penny but are shown rounded to the nearest pound. In some cases, this can result in minor discrepancies between the apparent sum of individual amounts and the total shown. The individual amounts and their sums are nevertheless correct.

11.1.6 HERITAGE ASSETS

A heritage asset is a tangible or intangible asset with historical, artistic, scientific, technological, geophysical or environmental qualities that is held and maintained principally for its contribution to knowledge and culture.

Heritage assets are initially recognised at cost or valuation if donated. Subsequently they are held at cost less depreciation and impairment.

Where the cost or valuation of heritage assets are not available and such information cannot be easily obtained the charity consider if the cost of obtaining a valuation is justified by the usefulness of the information to the users of the accounts and to the charity for its own stewardship purposes.

Notes to the Financial Statements - continued

11.2. GRANTS AND DONATIONS

The Museum received grants from Hertsmere Borough Council which this year totalled £34,000. During the year there was also money received from Hertsmere Borough Council adding up to a sum of £800 which related to moving the defibrillator outside. Private donations and donations from Museum visitors amounted to £1,662. We also received a legacy from Friends of the Museum –the money will be put into deposit until much later on as there are codicils to the donation. Some grants and donations received in the current Financial Year were unrestricted for the General Fund of the Museum.

The Friends of the Museum were again generous in their purchases of new acquisitions and other capital items although the Museum's temporary brake on acquisitions (due to lack of storage space) meant that fewer requests were made. The Trustees would like to take this opportunity to thank all of those who supported the Museum during the year with their time, talents, donations and grants.

11.3. RESTRICTED FUNDS

Restricted Funds are funds which have been donated to support a specific purpose within the Museum's overall charitable purposes.

In Financial Year Ending March 2023 the Museum had three restricted funds:

11.3.1. GRANTS FOR SPECIFIC ITEMS

These grants are given to the Museum to support the purchase of specific items, such as items for the collection, equipment to enhance the activities and environment or particular consumables. Such grants are normally entirely disbursed shortly after receipt, in accordance with the trust on which they were given; or, in some cases, may be a reimbursement for items already purchased by the Museum. The Collections Restricted Fund ended the financial year with a £600 balance.

11.3.2. EXHIBITION FUND

This fund is intended for paying costs related to the mounting of exhibitions, including the hiring in of exhibitions from elsewhere. It currently stands at £4,030.

11.3.3 GRANTS

This fund is intended for paying costs related to the work needed for the building. It currently stands at £393,412.

11.4 DESIGNATED FUNDS

Designated Funds are funds which are part of the General Fund (i.e. available for application to any of the Museum's charitable objects at the discretion of the Trustees) but which have been put to one side by the Trustees in anticipation of future expenditures which are significantly in excess of the normal day-to-day costs of running the Museum.

The Museum has three Designated Funds.

11.4.1. COLLECTION

From time-to-time items become available which it would be to the public benefit for the Museum to be able to add to its collection.

The open market value of such items (e.g. at public auction) can be considerable, reflecting their general level of interest and value to the public.

Whilst the generosity of the Museum's donors (particularly the Friends of Bushey Museum) is also considerable, the time that it takes to arrange for sufficient funds for the Museum to enable it to purchase an important item can be such that the item has already been sold before the Museum has arranged sufficient funds to make the purchase itself.

The Trustees therefore believe that it is in the best interests of the public and the charitable purposes of the Museum to create and hold a designated fund to enable it to be able to respond quickly when items of relevant interest become available for purchase.

Notes to the Financial Statements - continued

Because of the impossibility of predicting when important artefacts will become available it is not possible to indicate the time-scale in which the monies held in the Collection Designated Fund will be needed.

The Trustees have set the current target value for the Collection Designated Fund as £20,000, less the amount in the Collection Restricted Fund. This fund currently holds £89,561.

11.4.2. REFURBISHMENT AND REDEVELOPMENT

As previously indicated, (see sections 2.4 Volunteers and 5.2 Reserves Policy), because of the extensive contributions of volunteers, the day-to-day running costs of the Museum are disproportionately low relative to the Museum's annual turnover.

The Trustees therefore believe that it is in the best interests of the public and the charitable purposes of the Museum to create and hold a Designated Fund to cover the occasional costs of major refurbishments or extensions to the Museum's premises.

In respect of refurbishments of the existing Museum premises the Trustees have set the current target value for the Refurbishment Designated Fund as £100,000-£150,000. The amount currently held in the Refurbishment Designated Fund is £70,000.

Whenever possible (and subject to the requirement for appropriate liquidity) the monies in the combined Refurbishment and Redevelopment Designated Fund will be held in suitable income-generating investments.

11.4.3. LIGHTING

In common with most museums, the Bushey Museum requires special lighting both to:(a) display the exhibits in the best way for the public benefit; and (b) protect delicate artefacts from damage by daylight or inappropriate artificial lighting.

Inevitably such special lighting can be expensive both to purchase when required for new exhibits and to repair when malfunctioning.

The Trustees have therefore created and hold a Designated Lighting Fund to cover expenditure on special lighting which is over and above that covered by the normal maintenance budget, with a current target value for this Fund as £2,000. The fund currently holds £500

11.6 CREDITORS DUE WITHIN ONE YEAR

	2023	2022
Professional Fees (Independent Examiner)	-1,800	-945
Other sundry creditors	-10,583	-11,435

11.7 OTHER SUNDRY DEBTORS

As at the year end the Charity did not have any sundry debtors

11.8. TANGIBLE FIXED ASSETS

As set out in 11.1.2 (Accounting Policies), the Trustees' accounting policy in respect of tangible fixed assets is to write off all fixed assets in the year in which they were acquired. The reason for this is that the Museum's tangible fixed assets are principally acquired using grants or donations and this leads to distortions in reporting, where the income used to acquire is all in one year but the asset is written off over the following four years. Therefore, this expenditure does not adhere to the matching principle directly as set out above or indirectly since the Museum does not levy admission charges or raise any other income against which the expenditure could be matched in the future.

BUSHEY MUSEUM TRUST

A company limited by guarantee

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Notes to the Financial Statements - continued

11.9 HERITAGE ASSETS

Heritage assets held at cost

	£
Carrying amount at beginning of the reporting period	84,500
Additions	<u>0</u>
Carrying amount at reporting date	84,500

The Charity received a grant to purchase a Herkomer portrait in 2022 which is shown here. The Charity holds other donated assets which have not been recognised on the balance sheet due to the difficulty in valuing the assets. This is due to the assets generally not being traded in an open market, and generally being of low individual value. The inclusion of these assets in the balance sheet is not considered significant to the users of the financial statement. Therefore last year was the first year the Charity recognised heritage assets so the five-year summary of transactions as required by the SORP is not considered relevant.

11.10 SUBSIDIARY COMPANY

Bushey Museum Services Ltd is a wholly owned subsidiary of Bushey Museum Trust.

The principal activity of the Company is to run Bushey Museum Shop selling a range of greetings cards, publications and a large variety of other items both in the shop and online. All Services Company activities are carried out by volunteers, and all the profits of the Company are donated to Bushey Museum Trust in the form of a single annual payment under the Gift Aid scheme.

The company's accounting reference date is 30 September in each year.

11.11. STAFF COSTS AND NUMBERS

The average number of employees during the year, calculated on the basis of full-time equivalents, was 0.66 (2021-22: 0.66)

No employee received emoluments of more than £60,000.

The charity does not operate any pension scheme for its one employee as he does not require this facility.

11.12 TRUSTEE REMUNERATION & RELATED PARTY TRANSACTIONS

No Trustees received any remuneration or reimbursement of out-of-pocket expenses during the year. There have been no related party transactions during the year.

END OF REPORT

Accounts

BUSHEY MUSEUM TRUST

A company limited by guarantee

Company number 01937575

A registered charity

Charity number 294261

TRUSTEES' ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

The Trustees present their report on the affairs of Bushey Museum Trust (“the Trust”) (“the charitable company”) (“the charity”) (“the Museum”) (“the company”) (“BMT”), together with the financial statements of the Trust for the year to 31 March 2022. Their report and financial statements have also been prepared to meet the requirements for a directors’ report and accounts for Companies Act purposes.

The financial statements have been prepared in accordance with the accounting policies set out in 11.1 below, and comply with the Charities Act, the Trust’s Memorandum and Articles of Association, and 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 (FRS 102) effective 1 January 2019.

Bushey Museum was officially opened on 22 October 1993. The Museum was accorded Full Registration with the Museums and Galleries Commission on 28 October 1993. The Commission’s successor body, the Museum, Libraries and Archives Council, awarded the Museum full accredited status in July 2008. This was further renewed by the Arts Council in December 2013. The Museum also merits the accreditation of “Quality Assured Visitor Attraction” under the Visitor Attraction Quality Assurance Scheme (VAQAS).

1. LEGAL AND ADMINISTRATIVE INFORMATION

Charity name:	Bushey Museum Trust
Charity registration number:	294261
Company registration number:	01937575
Registered office & operational address:	Rudolph Road, Bushey, Herts WD23 3HW
Registered Museum number:	RD1048

The Museum operates under a Partnership Agreement with Hertsmere Borough Council, which provides the buildings and core funding for the Museum in accordance with the Council’s published Cultural Strategy.

1.1 DIRECTORS AND TRUSTEES

The directors of the charitable company are its Trustees for the purposes of charity law. The Trustees serving during the year were as follows:

Audrey Adams <i>Chairman</i>	Brenda Batten
Rita Castle	Margaret Craig Gray
Catherine Earle	Dr Patrick Forsyth (resigned July 2022)
John Gerry (resigned November 2021)	Barry Hyman
Carey Keates	Adele Taylor
Anthony Woollard	Patricia Woollard

1.2. PROFESSIONAL ADVISERS

Solicitors:
Penman Sedgwick, 5 George Street, Watford, WD18 0SQ

Bankers:
Charities Aid Foundation Bank

Independent Examiner:
Daley Tyndale FCCA
Haines Watts (City) LLP
New Derwent House
69-73 Theobalds Road
London WC1X 8TA

2. CONSTITUTION AND PRINCIPAL OBJECT

The Trust is constituted as a company limited by guarantee, under its Memorandum and Articles of Association registered 8 August 1985. It is a registered charity, and operates a registered museum.

The object of the Trust as set out in its Memorandum of Association is:
to advance the education of the public in Bushey by the provision of a museum and local studies centre with material of archaeological, historical, artistic and social interest.

2.1 PURPOSES AND ACTIVITIES

The principal purpose of the charity is as stated above. The charity also has the general aims of:

- contributing to the quality of life of the people of Bushey and District and increasing their knowledge and awareness of the unique heritage of Bushey;
- providing a Local Studies centre with material of archaeological, historical, artistic and social interest to promote family, social and industrial history research;
- furthering the social and cultural welfare of the community of Bushey and District, and supporting and enhancing the activities of the Bushey Museum Property Trust

2.2 STRATEGIES TO DELIVER OUR AIMS

The strategies employed to achieve the charity's aims and objectives are:

- to present accessible temporary and permanent exhibitions and displays on topics related to art and local history by and through all media, with emphasis on interpretation of meaning;
- to provide stimulating museum-based educational experiences for children and adults and to host school visits to, and other tours of, the Museum and its related facilities for these purposes;
- to encourage and provide research material to enable local historians to write books and pamphlets on local history, and to publish the results wherever practicable and affordable;
- to provide and maintain a Local Studies Centre for family and social history research;
- to provide facilities for small local organisations to hold meetings and educational classes.

2.3 COVID-19 PANDEMIC

The international Covid-19 Pandemic continued to have a major impact on all the activities connected with Bushey Museum. Having been forced to close to visitors for much of 2020-21, the Museum reopened on 20 May 2021, initially for three days a week (Thursday to Saturday). The Museum adhered strictly to Government Protocols regarding the wearing of face coverings, social distancing and Track and Trace throughout this period and was grateful for guidance on these matters provided by Hertsmeres's Museums Officer, Ruth Stratton. On 21 May 2021, one day after reopening, the Museum was honoured to receive a visit from the Rt. Hon. Oliver Dowden MP, at that time Minister of Culture as well as MP for Hertsmeres.

For the first nine months of 2021, most of the associated activities at the Museum, including Friends' meetings, Educational services and Community and Art group meetings, were either put on hold or transferred to Zoom and other online platforms. By the end of the year many of these activities had resumed, albeit in a limited way, as participants gradually became used to meeting in person again.

2.4 VOLUNTEERS

Apart from one paid part-time employee, all aspects of the running of Bushey Museum are carried out by volunteers, most of whom are members of the Friends of Bushey Museum. Volunteers are involved in all office functions, cataloguing, labelling, research, curating, mounting exhibitions, data input and all the other activities of a museum. The Volunteers also provide stewarding for the 15 hours a week when the Museum is open. (The Museum was open 20 hours a week in previous years, but the hours were cut to 15 hours because many of the stewards were shielding or isolating. The Museum was able to resume Sunday opening from 3 April 2022, restoring the opening time to 20 hours). Without the material and human support of our volunteers, the Museum could not function.

2.4.1 MR GARETH WOOD

At the beginning of 2021, the Museum's long-serving Operations Manager Gareth Wood, the only paid employee, was diagnosed with a terminal illness. He kept working for as long as he could, supported by the Trustees and other volunteers, but the day-to-day running of the Museum became increasingly difficult, especially after reopening to the public in May 2021. Sadly, Mr Wood died in August 2021.

A defibrillator was installed in the Museum in his memory, paid for by Museum supporters and the local community, and the Friends organised a Coffee Morning to raise funds for the Peace Hospice in Watford, also in Gareth's memory. In August 2021 Mr David Berry was appointed as the Museum's new Building Manager and soon settled seamlessly into the role.

2.5 RELATED PARTIES

2.5.1 BUSHEY MUSEUM SERVICES Limited

Bushey Museum Services Limited (company no. 02238032) is controlled by the Museum, and is responsible for the trading conducted on behalf of the Museum. All profits are covenanted to the Museum. The shop is entirely run by volunteers, and there is also an on-line facility.

2.5.2 REVELEY LODGE TRUST.

In 2003 Bushey Museum Trust (BMT) received a bequest in accordance with the will of Mrs Eila Chewett, comprising land and property at Reveley Lodge, 88 Elstree Road, Bushey Heath, together with eight neighbouring cottages. Under the terms of the will, these assets were bequeathed absolutely for the general charitable purposes of BMT.

At the time of the bequest, the Trustees took the view that because:

(1) the consolidation of the bequeathed assets with those of BMT might put at risk the continuation of financial support for Bushey Museum from Hertsmere Borough Council, and

(2) the administration and management of land and property would require different skills from those required for the management of a museum and art gallery,

it was expedient to:

1) form a separate incorporated charitable trust called the Bushey Museum Property Trust (BMPT), renamed during the 2018-9 year to The Reveley Lodge Trust, (RLT), to avoid confusion between the names of the two separate Trusts, and

2) to assign the bequeathed assets to it.

To ensure legal separation of the two trusts under company law a majority of the Trustees of RLT are not also Trustees of BMT. In other respects, the continuing mutually-supportive inter-relationship of BMT and RLT is evidenced by contingency provisions in the constitution of RLT and by the fact that BMT supplies management and staffing for the educational activities provided for children and adults which take place at Reveley Lodge.

Joint meetings of the two Trusts, at which matters of mutual interest are discussed, are normally held twice a year. The Chairman of the Reveley Lodge Trust is Granville Taylor.

2.5.3 FRIENDS OF BUSHEY MUSEUM

The Friends of Bushey Museum is a registered charity (no 1039713 – registered 20 November 1986). Its charitable aims are: *The education of the public by promotion, support, assistance and improvement of Bushey Museum through the activities of its members.* It is a membership organisation separate from the Museum, and is chaired by Rita Castle. It offers its members six Newsletters a year (reducing to four in 2022). Normally it also promotes an extensive programme of public lectures, social events, outings and an annual holiday, but these were curtailed during the pandemic and are gradually being restored. These events contribute greatly to the Museum's aim of furthering the social and cultural welfare of the local community, with the Museum seen as a focus for positive social interaction. The Friends of Bushey Museum had a membership of 564 on 31 March 2022 (the equivalent figure in March 2021 was 601).

3. CHARITABLE ACTIVITIES

3.1 STATUTORY DECLARATION

The Trustees declare that they have had due regard for the Public Benefit in determining the activities of the charity, in line with the provisions of the Charity Commission.

3.2 VISITORS TO BUSHEY MUSEUM

Visitor figures for the past two years have been badly skewed by the Pandemic. The Museum was open to visitors for only 27 days in 2020/21 with a total attendance of approximately 280. Following further periods of lockdown, the Museum reopened its doors to the public on 20 May 2021 and this time was able to remain open continuously for 133 days up to 31 March 2022, attracting a grand total of 4,333 visitors. This figure includes users of the Meeting Room and Art Studio and School groups.

3.3 BUSHEY MUSEUM WEBSITE:

This was completely rebuilt and re-launched in January 2019, and has since been continually upgraded, with new features and information added to complement exhibitions and events at the Museum. The "Artist of the Month" feature continues to prove particularly popular, with interviews and examples of the featured artist's work. The website includes links to other relevant bodies and organisations, notably Creative Hertfordshire. It also continues to host an online facility for the Museum shop.

3.4 SOCIAL MEDIA

The Museum has a very active Facebook page, which is updated daily and attracts about 1,300 followers. Like the website, it is designed to complement and enhance exhibitions and events at the Museum and at Reveley Lodge. Regular features include Artists' Birthdays, Where in Bushey and an ABC of Bushey Artists, and extensive use is made of the Museum's photographic archive.

The page links to various websites of local organisations, including the Museum's, and helps to publicise community events in Bushey.

3.5 EDUCATIONAL SERVICE

The Museum provides educational "Experiences" which are linked to the National Curriculum, held both at the Museum and at Reveley Lodge. These experiences include "The Victorian House" and "Traditional Toys", and are headed by Adele Taylor with a team of volunteers. The Covid 19 pandemic and subsequent lockdowns resulted in the cancellation of all on-site sessions during 2021-22. As restrictions eased schools began, tentatively at first, to resume using the Education service, and a total of 25 sessions were held during 2021-22. The most popular was "The Victorian House", followed by "Traditional Toys", "Museum Artefacts" and "Meet Lucy Kemp-Welch". Altogether 685 students took part, accompanied by 99 adults. 236 volunteer hours were donated.

3.6 FROBISHER STUDIO AND MEETING ROOM:

The Frobisher Studio was re-erected on the Museum site in 2007 after a century standing in nearby Glencoe Road. It was refurbished with the aid of a Heritage Lottery Grant and assistance from its former owner. The pandemic resulted in the closure of the facility in March 2020 and it did not reopen until May 2021. Local art classes and a printing group gradually returned and by March 2022 the Studio was occupied five days per week with a total of 878 participants for the year.

The Meeting Room is one of our most-used assets, being used for meetings of Museum bodies such as the Trustees, the Management Committee, the Education Service, the Friends of Bushey Museum, the newsletter collators and the Museum's embroidery group. It is also available to community groups, and has been used as a polling station, which brings in some funding. All these activities were halted by the pandemic from March 2020. The Room reopened to a limited extent in June 2021. There were 487 Meeting Room users in the year up to 31 March 2022.

3.7 EXHIBITIONS:

3.7.1 PERMANENT EXHIBITIONS

THE LUCY KEMP-WELCH MEMORIAL GALLERY

This is a permanent display of paintings and drawings by Lucy Kemp-Welch. Most of the paintings on show are owned by the Lucy Kemp-Welch Memorial Trust and some are kindly on loan from the Kemp-Welch family.

THE HERKOMER ROOM

This celebrates the towering contribution to Bushey's art heritage of Professor Sir Hubert von Herkomer, his School of Art and his many artistic activities. Although this room is a permanent exhibition, occasionally some changes of items and display are made. In January 2022, the Museum managed to acquire a Herkomer portrait entitled *The Lady in White*, with generous assistance from the Arts Council England /Victoria and Albert Purchase Grant Fund, the Art Fund Purchase Grant Fund and the Friends of Bushey Museum. This portrait is regarded as an outstanding example of Herkomer's work and as such is one of the most significant acquisitions the Museum has ever made.

3.7.2 TEMPORARY EXHIBITIONS IN THE MAIN GALLERIES:

THE COUNCIL CHAMBER GALLERY:

In March 2020, an exhibition entitled *Recent Arrivals: Additions to Bushey Museum's Collection* was mounted in the Council Chamber. This encompassed artworks acquired by Bushey Museum during the previous five years and, consequently, offered the visitor a variety of subjects, styles and media.

Because of the limited opening time at the Museum, this exhibition remained in place until June 2021. It was replaced by *Travels with my Sketchbook – Beyond Bushey*, an exhibition featuring works by former students of the Herkomer School who subsequently travelled throughout the British Isles in search of inspiration and their future artistic lives. In January 2022, an exhibition entitled *Friends' Contributions* was installed. This acknowledged the many donations the Museum has received from the Friends of Bushey Museum over a period of many years.

THE ANNE BLESSLEY GALLERY:

This Gallery, named in honour of the Museum's Founding Art Curator, offers an ideal space for smaller displays. *The Young Generation: Art by and about Children* continued until October 2021. It was replaced by *Face to Face – Portraits by Bushey Artists*, which included both self-portraits by artists and portraits by artists of artists.

THE JUBILEE ROOM:

A photographic exhibition based on locally listed buildings built before 1830 and entitled *Before the Railway came to Bushey* continued until August 2021. This was succeeded by photographs illustrating various modes of *Transport*. At the beginning of 2022 this was replaced by an exhibition called *Bushey Before TV*, which explored the ways Bushey people spent their leisure time before the advent of television.

LOCAL HISTORY GALLERIES:

The Local History displays have been frequently altered, with several new minor exhibitions of local collections in the Jubilee case and the Reveley Case. The Museum has continued to add to its extensive collection of Bushey Heath pottery.

3.8 DEALING WITH ENQUIRIES

The Museum continued to respond to queries from all over the world on a variety of topics. These were mainly dealt with by email, as personal visits had to be curtailed because of the pandemic. The Museum also continued to advise Hertsmere Borough Council on such matters as street naming.

4. ORGANISATION:

The Trustees who served during the year 2021-22 are listed on page 2. They normally meet six times per year, and at other times as required. The Museum receives most welcome advice from Hertsmere Borough Council's Heritage and Museums Officer, Ruth Stratton, who supports all museums and heritage organisations within the Borough.

During the year the Trust had one part-time paid employee, the Buildings Manager.

4.1 JOINT MEETINGS:

Bushey Museum Trust and the Reveley Lodge Trust normally hold bi-annual joint meetings at which matters of mutual interest are discussed. They were not held this year because of the Pandemic.

4.2. COUNCIL LIAISON:

The long-established biennial Management Meetings involving representatives of Hertsmere BC and Museum officials were reintroduced. Their purpose was to inform the Council representatives of the activities and plans of the Museum and to discuss matters of mutual interest. The Council nominated two representatives to this meeting, Cllr Paul Morris and Cllr David Carter. The Museum's representatives were Audrey Adams, Brenda Batten, Catherine Earle and Carey Keates.

4.3. RISK MANAGEMENT:

All activities are risk-assessed. The Trustees have reviewed the risks which they consider to be relevant and have concluded that adequate measures exist or are in course of implementation in order to minimise most of those risks which are within their control. However, succession planning continues to be problematic.

5. FINANCIAL REVIEW AND RESULTS

5.1. OVERVIEW:

Hertsmere Borough Council continues to provide support for the Museum with a Service Level Agreement between the Council and the Bushey Museum Trust, under which Hertsmere provides the building and a grant towards the Museum's core funding. In addition, Hertsmere provides the services of a part-time Museums Officer. Bushey Museum is very grateful for this support.

The Museum had income of £155,445 (2021:44,481), this was increased from the previous year due to the Museum not being open to the public for a long time due to lockdown, plus we had grants adding up to £85,586 to cover the purchase of Herkomer's picture mentioned earlier in this report, with a further two legacies adding up to £11,000.

Unrestricted grants of £34,000 were received within the year (2021:37,880). The remainder of the funds came from charges for services provided by the Museum, and from donations.

The total Designated Fund balance at the end of the financial year amounted to £160,061.

The Museum had total Net Income Resources of £93,270 (2021: £5,263 net out-flow of resources), of which £8,770 were unrestricted and non-designated. No money was transferred from Reserves to the Refurbishment Designated Fund.

As a registered charity, and a company limited by guarantee without share capital, the Trust does not pay any dividends.

5.2 RESERVES POLICY

It is important to note that, despite the scale and quality of its operations, the bulk of the Museum's day-to-day operations are run by volunteers under the supervision of just one part-time Buildings Manager. The Museum's running costs are therefore disproportionately low, relative to the scale of its operations.

But, by corollary, the Museum's long-term maintenance and refurbishment costs are disproportionately high relative to its costs, and therefore, its annual turnover.

In the unlikely event of a deep cut in its regular income, such that the Museum could no longer operate in its present manner, the Trustees would either have to decide whether to:

- a) find another suitable organisation or individual willing to take over the running of the Museum as a charity in its entirety: or
- b) distribute the items in the Museum's collection to other Museums or dispose of the items by sale or auction, disburse any residual funds in accordance with the provisions of the governing document, and hand back the premises to Hertsmere Borough Council.

Therefore the Trustees' Reserve Policy is to maintain reserves of approximately 75% of current expenditure. Given that general expenditure in the Financial Year End 2022 ended March 2022 was £41,065 excluding expenditure from Restricted and Designated Funds, the Museum's reserves at this Financial Year End should be not less than £31,000, the Museum's unrestricted reserves were just £34,602, no transfers were made to the Refurbishment Designated Fund. Designated Funds totalled £160,061. (2021: £25,832 and £75,561 respectively).

5.3 FINANCIAL OUTLOOK

As reviewed in Section 11.4 Designated Funds, and particularly in Section 11.4.2

Refurbishment and Redevelopment, the long-term sustainability of Bushey Museum is dependent on being able to maintain and develop its physical environment in order to:

- a) ensure that its facilities meet such evolving best practice standards for museums as necessary to maintain its accredited status;
- b) enable it to introduce new and better ways to present its collection for the public benefit and to promote community engagement in its collection and the historical cultures it represents.

While major refurbishment and redevelopment projects will require significant external funding, it is necessary that the Museum develops its own resources to provide the necessary seed-funding for such undertakings. As noted in the overview, the Museum's net income in the financial year ended March 2022 was not sufficient to allow for any transfer this year to the Refurbishment and Redevelopment Designated Fund.

5.4. FUTURE PLANS:

Frustratingly, the Trustees find it difficult to plan for the future of the Museum because of various factors over which they have no control.

The lease for the present Museum building, which is owned by Hertsmere Borough Council, expires in 2028, so matters are becoming urgent.

The adjoining Bushey Fire Station closed in 2014. The Museum had hoped to be able to take over the site and incorporate it in a major rebuilding project, including the provision of a new gallery and extra storage space. However, Herts County Council, who are responsible for the Fire Station, have so far failed to make a decision on the future of the site and after eight years the buildings remain empty and continue to deteriorate.

Meanwhile Bushey Country Club, which is owned by Hertsmere, became vacant in early 2018. This is a large site in the centre of Bushey and there was an extensive consultation with Bushey residents regarding future use. One of the suggestions made was to build a community "hub", incorporating a purpose-built museum, on this site. Clearly it would be unwise to rule out this possibility absolutely, but without definite and detailed plans the Trustees are unable to commit themselves to any option at this time. The wheels of local government turn very slowly, and at the moment, the future of the Museum is suffering as a result.

5.5 CORONAVIRUS PANDEMIC

The international Covid-19 Pandemic had a major impact on all the activities connected with Bushey Museum. Having been closed since 20th December 2020, the Museum reopened to the public on 20 May 2021, initially for three days per week (Thursday to Saturday). The Museum adhered strictly to the Government protocols regarding the wearing of face coverings, social distancing and Track and Trace for the periods it was open. Most of the associated activities at the Museum, including Friends' meetings, Educational services and Community and Art group meetings, were put on hold during 2020-21, but were gradually reintroduced as public confidence was restored.

5.6 TRUSTEES' RESPONSIBILITY IN RELATION TO THE FINANCIAL STATEMENTS

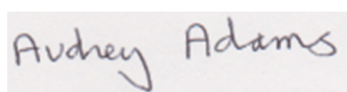
Law applicable to charities in England and Wales requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the Charity's financial activities during the year and of its financial position at the end of the year. In preparing these statements the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards and the Statement of Recommended practice have been followed subject to any departures disclosed and explained in the financial statements; and
- prepare the financial statements on an ongoing concern basis unless it is inappropriate to presume that the charity will continue in business.

The Trustees are responsible for keeping accounting records which disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 2011. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Approved by the Trustees on 18 November 2022

Signed on their behalf by

A handwritten signature in blue ink that reads "Audrey Adams". The signature is written in a cursive style with a large initial 'A'.

Audrey Adams,
Chairperson of Bushey Museum Trust.

I report to the charity Trustees on my examination of the accounts of Bushey Museum Trust (the charity) for the year ended 31 March 2022.

Respective responsibilities of Trustees and examiner

The charity's Trustees are responsible for the preparation of the accounts. The charity's Trustees consider that an audit is not required for this year under section 144(2) of the Charities Act 2011 (the 2011 Act) and that an independent examination is needed. It is my responsibility to:

- examine the accounts under section 145 of the 2011 Act;
- to follow the procedures laid down in the general Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act; and
- to state whether particular matters have come to my attention.

Basis of independent examiner's report

My examination was carried out in accordance with the general Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from you as Trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit and consequently no opinion is given as to whether the accounts present a 'true and fair view' and the report is limited to those matters set out in the statement below.

Going concern

The COVID-19 viral pandemic is one of the most significant economic events for the UK with unprecedented levels of uncertainty of outcomes. It is therefore difficult to evaluate all of the potential implications on the charity's activities and the wider economy. The Trustees' view on the impact of COVID-19 is disclosed in the accounting policies and in their report.

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 charity as required by section 130 of the Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination.

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



Daley Tyndale FCCA
Haines Watts (City) LLP
Chartered Accountants
New Derwent House 69-73
Theobalds Road
London WC1X 8TA

18 November 2022

	<i>Current Financial Year, April 2021 - March 2022</i>				<i>Previous year</i>
	Unrestricted Funds (£)	Designated Funds (£)	Restricted Funds (£)	Total (£)	Total (£)
INCOMING RESOURCES					
Voluntary Income					
Donations	1,387	-	-	1,387	194
Legacies	-	-	11,000	11,000	262
Grants	34,000	85,586	9,024	128,610	43,495
Income Generated					
Bushey Museum Services (Shop)	5,584	-	-	5,584	-
Lettings and Sundries	7,576	-	-	7,576	586
Investment Income					
Bank Interest	-	-	-	-	1
Charitable Income					
Exhibitions	-	-	-	-	-
Education	1,288	-	-	1,288	(57)
Local History	-	-	-	-	-
Other	-	-	-	-	-
	49,835	85,586	20,024	155,445	44,481
RESOURCES EXPENDED					
Costs of Generated Funds					
Fundraising	-	-	-	-	-
Charitable Activities - Collection					
Acquisitions	30	1,086	-	1,116	-
Conservation and Cataloguing	811	-	-	811	64
Exhibitions	1,271	-	-	1,271	5,729
Other Charitable Activities					
Education	680	-	177	857	-
Local History	-	-	-	-	-
Miscellaneous	-	-	10,823	10,823	-
Establishment					
Maintenance	588	-	370	958	10,463
Services	5,604	-	6,238	11,842	3,373
Administration					
Human Resources	23,100	-	-	23,100	23,772
Office Services	7,036	-	2,416	9,452	4,825
Professional Services	1,945	-	-	1,945	1,520
Total Resources Expended	41,065	1,086	20,024	62,175	49,746
Net Incoming Resources	8,770	84,500	-	93,270	(5,265)
RECONCILIATION					
Balance Brought Forward	25,832	75,561	4,750	106,143	111,408
Net Incoming Resources	8,770	84,500	-	93,270	(5,265)
Transfers Between Funds	-	-	-	-	-
Balance Carried Forward	34,602	160,061	4,750	199,413	106,143

BUSHEY MUSEUM TRUST

A company limited by guarantee

Movement in funds for the financial year ended 31 March 2022

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	<i>Bt Fwd 01-Apr-21 (£)</i>	<i>Recpts in Period (£)</i>	<i>Paymts in Period (£)</i>	<i>Tr'fers in Period (£)</i>	<i>Cd Fwd at 31-Mar-22 (£)</i>
Cash at Bank and In Hand					
Petty Cash	79	-	(61)	-	18
Bank Current Account	100,494	172,270	(152,409)	-	120,355
Outstanding Debtors	-	-	-	-	-
Outstanding Creditors	(1,350)		(11,030)		(12,380)
Purchase of assets			84,500		84,500
Investment in Subsidiary	6,920				6,920
Total Assets	106,143				199,413
Comprising:					
General (Unrestricted) Fund					
Reserves	25,832	75,684	(66,914)	-	34,602
Designated (Unrestricted) Funds					
Collection	5,061	85,586	(1,086)	-	89,561
Refurbishment	70,000	-	-	-	70,000
Lighting and Security	500	-	-	-	500
Restricted Funds					
Collection	600	-	-	-	600
Exhibitions	4,030	-	-	-	4,030
Grants	120	11,000	(11,000)	-	120
Total Funds	106,143			-	199,413

Balance sheet as at 31st March 2022

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		<u>31-Mar-22</u>	<u>31-Mar-21</u>
	Notes	(£)	(£)
Fixed assets			
Tangible Fixed Assets	11.8	-	-
Heritage assets	11.9	84,500	-
Investment in Subsidiary	11.10	6,920	6,920
Total Fixed Assets		<u>91,420</u>	<u>6,920</u>
Current Assets			
Petty Cash		18	79
Bank, Current account		120,355	100,494
Sundry Debtors	11.7	-	-
		<u>120,373</u>	<u>100,573</u>
<i>Creditors (falling due within one year)</i>	11.6	(12,380)	(1,350)
Net Current Assets		<u>107,993</u>	<u>99,223</u>
Net Assets		199,413	106,143
Comprising:			
General (Unrestricted Fund)			
Reserves		34,602	25,832
Designated (Unrestricted) Funds			
Collection	11.4.1	89,561	5,061
Refurbishment & Development	11.4.2	70,000	70,000
Lighting	11.4.3	500	500
Total Unrestricted Funds		<u>194,663</u>	<u>101,393</u>
Restricted Funds			
Collection	11.3.1	600	600
Exhibitions	11.3.2	4,030	4,030
Grants		120	120
Total Restricted Funds		<u>4,750</u>	<u>4,750</u>
Total Funds		<u>199,413</u>	<u>106,143</u>

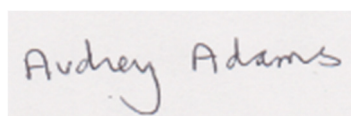
Company number: 01937575

The notes on the following pages form part of these financial statements.

For the year ended 31 March 2022 the company was entitled to exemption under Section 477 of the Companies Act 2006 relating to small companies. The members have not required the company to obtain an audit of its accounts for the year in question, in accordance with Section 476.

The Directors acknowledge their responsibility for complying with the requirements of the Act with respect to provisions applicable to companies subject to the small companies' regime.

Approved by the Trustees on 18 November and signed on their behalf by Audrey Adams, Chairman of Trustees



Audrey Adams

11. NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022**11.1 ACCOUNTING POLICIES****11.1.1 BASIS OF PREPARATION**

The accounts have been prepared in accordance with the Statement of Recommended Practice, Accounting and Reporting by Charities SORP (FRS 102), applicable accounting standards, the Companies Act 2006 and the historical cost convention. The presentation of the Balance Sheet and Statement of Financial Activities includes a General Fund and a Restricted Fund. This is necessitated by the conditions of various grants and donations. Details of the grants received, donation and legacies are included in the Annual Report

11.1.2 FIXED ASSETS

The Trustees' accounting policy is to write off all fixed assets in the year in which they were acquired. Details of this may be found in Note 11.8.

11.1.3 CASH FLOW STATEMENT

The Trust has taken advantage of the exemption provided by the Financial Reporting Standard 1 for small charities and has not prepared a Cash Flow Statement for the year. The requirement for cashflow statements was dropped for accounting period commencing on or after 1 January 2016 if the income of the charity is less than £500,000.

11.1.4 COLLECTION

Items shown under the Collection heading are only those purchased by the Trust out of income or through specific grants. Further details of the Collection are given in the Report of the Trustees which introduces these accounts.

In accordance with previously recommended practice, the items in the Collection acquired prior to 1 April 2021 have not been shown as an asset of the Trust but were treated as part of routine expenditure. The SORP (FRS 102) requires the information on Heritage and Inalienable Assets, which would cover the collection, should be given in Notes to the Accounts whether or not they have been capitalised. The Trustees have considered this carefully and have decided that it is not practical on the grounds of difficulty and cost and so are taking advantage of the exception to this reporting requirement provided in the SORP (FRS 102). Furthermore, the Trustees consider that publication would prejudice the efficient working of the Charity by increasing the risk of theft and/or vandalism.

As communicated in the Trustees' report and in the notes to financial statements, the year ended 31 March 2022 represents the first year in which such items have been acquired with reliable cost information. Such items have duly been capitalised as explained further in note 11.1.6, and 11.9.

11.1.5 ROUNDING ERRORS

All amounts are recorded and calculated digitally to the penny but are shown rounded to the nearest pound. In some cases, this can result in minor discrepancies between the apparent sum of individual amounts and the total shown. The individual amounts and their sums are nevertheless correct.

11.1.6 HERITAGE ASSETS

A heritage asset is a tangible or intangible asset with historical, artistic, scientific, technological, geophysical or environmental qualities that is held and maintained principally for its contribution to knowledge and culture.

Heritage assets are initially recognised at cost or valuation if donated. Subsequently they are held at cost less depreciation and impairment.

Where the costs or valuation of heritage assets are not available and such information cannot be easily obtained the charity consider if the cost of obtaining a valuation is justified by the usefulness of the information to the users of the accounts and to the charity for its own stewardship purposes.

Notes to the Financial Statements - continued

11.2. GRANTS AND DONATIONS

The Museum received grants from Hertsmere Borough Council which this year totalled £34,000. As mentioned in note 3.7.1 in January 2022, the Museum managed to acquire a Herkomer portrait entitled *The Lady in White*, with generous assistance from the Arts Council England /Victoria and Albert Purchase Grant Fund, and the Friends of Bushey Museum – all of which covered the cost of the portrait – adding up to £85,586. During the year there was also money received from Hertsmere Borough Council adding up to a sum of £9,024 which related to special projects to enhance the Museum. Private donations and donations from Museum visitors amounted to £1,387. We also received two legacies from Friends of the Museum – it was decided by the Trustees to use this money for IT improvements in the Museum. Some grants and donations received in the current Financial Year were unrestricted for the General Fund of the Museum.

The Friends of the Museum were again generous in their purchases of new acquisitions and other capital items although the Museum's temporary brake on acquisitions (due to lack of storage space) meant that fewer requests were made. The Trustees would like to take this opportunity to thank all of those who supported the Museum during the year with their time, talents, donations and grants.

11.3. RESTRICTED FUNDS

Restricted Funds are funds which have been donated to support a specific purpose within the Museum's overall charitable purposes.

In Financial Year Ended March 2022 the Museum had two restricted funds:

11.3.1. GRANTS FOR SPECIFIC ITEMS

These grants are given to the Museum to support the purchase of specific items, such as items for the collection, equipment to enhance the activities and environment or particular consumables. Such grants are normally entirely disbursed shortly after receipt, in accordance with the trust on which they were given; or, in some cases, may be a reimbursement for items already purchased by the Museum.

The Collections Restricted Fund ended the financial year with a £600 balance.

11.3.2. EXHIBITION FUND

This fund is intended for paying costs related to the mounting of exhibitions, including the hiring in of exhibitions from elsewhere. It currently stands at £4,030.

11.4. DESIGNATED FUNDS

Designated Funds are funds which are part of the General Fund (i.e. available for application to any of the Museum's charitable objects at the discretion of the Trustees) but which have been put to one side by the Trustees in anticipation of future expenditures which are significantly in excess of the normal day-to-day costs of running the Museum.

The Museum has three Designated Funds.

11.4.1. COLLECTION

From time-to-time items become available which it would be to the public benefit for the Museum to be able to add to its collection.

The open market value of such items (e.g. at public auction) can be considerable, reflecting their general level of interest and value to the public.

Whilst the generosity of the Museum's donors (particularly the Friends of Bushey Museum) is also considerable, the time that it takes to arrange for sufficient funds for the Museum to enable it to purchase an important item can be such that the item has already been sold before the Museum has arranged sufficient funds to make the purchase itself.

The Trustees therefore believe that it is in the best interests of the public and the charitable purposes of the Museum to create and hold a designated fund to enable it to be able to respond quickly when items of relevant interest become available for purchase.

Notes to the Financial Statements - continued

Because of the impossibility of predicting when important artefacts will become available it is not possible to indicate the time-scale in which the monies held in the Collection Designated Fund will be needed.

The Trustees have set the current target value for the Collection Designated Fund as £20,000, less the amount in the Collection Restricted Fund. This fund currently holds £89,561.

11.4.2. REFURBISHMENT AND REDEVELOPMENT

As previously indicated, (see sections 2.4 Volunteers and 5.2 Reserves Policy), because of the extensive contributions of volunteers, the day-to-day running costs of the Museum are disproportionately low relative to the Museum's annual turnover.

The Trustees therefore believe that it is in the best interests of the public and the charitable purposes of the Museum to create and hold a Designated Fund to cover the occasional costs of major refurbishments or extensions to the Museum's premises.

In respect of refurbishments of the existing Museum premises the Trustees have set the current target value for the Refurbishment Designated Fund as £100,000-£150,000. The amount currently held in the Refurbishment Designated Fund is £70,000.

Whenever possible (and subject to the requirement for appropriate liquidity) the monies in the combined Refurbishment and Redevelopment Designated Fund will be held in suitable income-generating investments.

11.4.3. LIGHTING

In common with most museums, the Bushey Museum requires special lighting both to: (a) display the exhibits in the best way for the public benefit; and (b) protect delicate artefacts from damage by daylight or inappropriate artificial lighting.

Inevitably such special lighting can be expensive both to purchase when required for new exhibits and to repair when malfunctioning.

The Trustees have therefore created and hold a Designated Lighting Fund to cover expenditure on special lighting which is over and above that covered by the normal maintenance budget, with a current target value for this Fund as £2,000. The fund currently holds £500

11.6 CREDITORS DUE WITHIN ONE YEAR

	2022	2021
	£	£
Professional Fees (Independent Examiner)	945	1,350
Other sundry creditors	11,435	-
	12,380	1,350

11.7 OTHER SUNDRY DEBTORS

As at the year end the Charity did not have any sundry debtors.

11.8. TANGIBLE FIXED ASSETS

As set out in 11.1.2 (Accounting Policies), the Trustees' accounting policy in respect of tangible fixed assets is to write off all fixed assets in the year in which they were acquired. The reason for this is that the Museum's tangible fixed assets are principally acquired using grants or donations and this leads to distortions in reporting, where the income used to acquire is all in one year but the asset is written off over the following four years. Therefore, this expenditure does not adhere to the matching principle directly as set out above or indirectly since the Museum does not levy admission charges or raise any other income against which the expenditure could be matched in the future.

Notes to the Financial Statements - continued**11.9. HERITAGE ASSETS**

	Heritage assets held at cost
	£
Carrying amount at beginning of the reporting period	-
Additions	84,500
Carrying amount at reporting date	84,500

As discussed in note 11.2, the Charity received a grant to purchase a Herkomer portrait entitled The Lady in White. This addition is recognised as a heritage asset addition in the period.

The Charity holds other donated assets which have not been recognised on the balance sheet due to the difficulty in valuing the assets. This is due to the assets generally not being traded in an open market, and generally being of low individual value. The inclusion of these assets in the balance sheet is not considered significant to the users of the financial statements.

This is the first year the Charity is recognising heritage assets so the five-year summary of transactions as required by the SORP is not considered relevant.

11.10 SUBSIDIARY COMPANY

Bushey Museum Services Limited is controlled by Bushey Museum Trust.

The principal activity of the Company is to run Bushey Museum Shop selling a range of greetings cards, publications and a large variety of other items both in the shop and online. All Services Company activities are carried out by volunteers, and all the profits of the Company are donated to Bushey Museum Trust in the form of a single annual payment under the Gift Aid scheme.

The company's accounting reference date is 30 September in each year.

11.11. STAFF COSTS AND NUMBERS

The average number of employees during the year, calculated on the basis of full-time equivalents, was 0.66 (2020-21: 0.66)

No employee received emoluments of more than £60,000.

The charity does not operate any pension scheme for its one employee but did administer contributions to a statutory stakeholder pension scheme for the previous employee and therefore the charity made the statutory contributions to the NEST scheme for him. – the new employee does not require this facility.

11.12. TRUSTEE REMUNERATION & RELATED PARTY TRANSACTIONS

No Trustees received any remuneration or reimbursement of out-of-pocket expenses during the year.

There have been no related party transactions during the year.

11.13 CORONAVIRUS PANDEMIC

The international Covid-19 Pandemic continued to have a major impact on all the activities connected with Bushey Museum. Having been forced to close to visitors for much of 2020-21, the Museum reopened on 20th May 2021, initially for three days a week (Thursday to Saturday). The Museum adhered strictly to Government Protocols regarding the wearing of face coverings, social distancing and Track and Trace throughout this period and was grateful for guidance on these matters provided by Hertsmere's Museums Officer, Ruth Stratton. On 21st May 2021, one day after reopening, the Museum was honoured to receive a visit from the Rt. Hon. Oliver Dowden MP, at that time Minister of Culture as well as MP for Hertsmere.

For the first nine months of 2021, most of the associated activities at the Museum, including Friends' meetings, Educational services and Community and Art group meetings, were either put on hold or transferred to Zoom and other online platforms. By the end of the year many of these activities had resumed, albeit in a limited way, as participants gradually became used to meeting in person again.

BUSHEY MUSEUM TRUST

England & Wales - Charity number 294261

Accounts

BUSHEY MUSEUM TRUST

A company limited by guarantee

Company number 1937575

A registered charity

Charity number 294261

TRUSTEES' ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021

The Trustees present their report on the affairs of the Trust together with the financial statements of the Trust for the year to 31 March 2021. Their report and financial statements have also been prepared to meet the requirements for a directors' report and accounts for Companies Act purposes.

The financial statements have been prepared in accordance with the accounting policies set out in 11.1 below and comply with the Charities Act, the Trust's Memorandum and Articles of Association, and the Statement of Recommended Practice (accounting and Reporting by Charities) (SORP 2005).

Bushey Museum was officially opened on 22 October 1993. The Museum was accorded Full Registration with the Museums and Galleries Commission on 28 October 1993. The Commission's successor body, the Museum, Libraries and Archives Council, awarded the Museum full accredited status in July 2008. This was further renewed by the Arts Council in December 2013. The Museum also merits the accreditation of "Quality Assured Visitor Attraction" under the Visitor Attraction Quality Assurance Scheme (VAQAS).

1. LEGAL AND ADMINISTRATIVE INFORMATION

Charity name:	Bushey Museum Trust
Charity registration number:	294261
Company registration number:	1937575
Registered office & operational address:	Rudolph Road, Bushey, Herts WD23 3HW
Registered Museum number:	RD1048

The Museum operates under a Partnership Agreement with Hertsmere Borough Council, which provides the buildings and core funding for the Museum in accordance with the Council's published Cultural Strategy.

1.1 DIRECTORS AND TRUSTEES

The directors of the charitable company are its Trustees for the purposes of charity law. The Trustees serving during the year were as follows:

Carey Keates <i>Chairman</i>	Audrey Adams <i>Vice Chairman</i>
Brenda Batten	Rita Castle
Margaret Craig Gray	Catherine Earle (appointed 28 Sept 2020)
Dr Patrick Forsyth	John Gerry
Barry Hyman	Adele Taylor
Anthony Woollard	Patricia Woollard

In September 2020 Audrey Adams succeeded Carey Keates as Chairman. Mr Keates remained a Trustee.

1.2. PROFESSIONAL ADVISERS

Solicitors:
Penman Sedgwick, 5 George Street, Watford, WD18 0SQ

Bankers:
Barclays Bank, 62-64 High Street, Watford, WD17 2BT
Charities Aid Foundation Bank

Independent Examiner:
Sam Clarke
Haines Watts (City) LLP
New Derwent House
69-73 Theobalds Road
London WC1X 8TA

2. CONSTITUTION AND PRINCIPAL OBJECT

The Trust is constituted as a company limited by guarantee, under its Memorandum and Articles of Association registered 8 August 1985. It is a registered charity, and operates a registered museum.

The object of the Trust as set out in its Memorandum of Association is:
to advance the education of the public in Bushey by the provision of a museum and local studies centre with material of archaeological, historical, artistic and social interest.

2.1 PURPOSES AND ACTIVITIES

The principal purpose of the charity is as stated above. The charity also has the general aims of:

- contributing to the quality of life of the people of Bushey and District and increasing their knowledge and awareness of the unique heritage of Bushey;
- providing a Local Studies centre with material of archaeological, historical, artistic and social interest to promote family, social and industrial history research;
- furthering the social and cultural welfare of the community of Bushey and District, and supporting and enhancing the activities of the Bushey Museum Property Trust (see page 4 et seq)

2.2 STRATEGIES TO DELIVER OUR AIMS

The strategies employed to achieve the charity's aims and objectives are:

- to present accessible temporary and permanent exhibitions and displays on topics related to art and local history by and through all media, with emphasis on interpretation of meaning;
- to provide stimulating museum-based educational experiences for children and adults and to host school visits to, and other tours of, the Museum and its related facilities for these purposes;
- to encourage and provide research material to enable local historians to write books and pamphlets on local history, and to publish the results wherever practicable and affordable;
- to provide and maintain a Local Studies Centre for family and social history research;
- to provide facilities for small local organisations to hold meetings and educational classes.

2.3 COVID-19 PANDEMIC

The international Covid-19 Pandemic had a major impact on all the activities connected with Bushey Museum. The Museum closed to visitors on 19th March 2020 and reopened on 17th September. It closed again on 5th November, but reopened briefly from 10th to 19th December. It then remained closed until 20th May 2021. The Museum adhered strictly to the Government Protocols regarding the wearing of face coverings, social distancing and Track and Trace for the periods it was open. Most of the associated activities at the Museum, including Friends' meetings, Educational services and Community and Art group meetings, were either put on hold or transferred to Zoom and other online platforms.

While the Museum was closed, the Operations manager continued to carry out basic maintenance and check the security of the building. Volunteers entered the building by arrangement to maintain office functions and deal with email queries, while other volunteers worked from home.

2.4 VOLUNTEERS

Apart from one paid part-time employee, all aspects of the running of Bushey Museum are carried out by volunteers, most of whom are members of the Friends of Bushey Museum. Volunteers are involved in all office functions, cataloguing, labelling, research, curating, mounting exhibitions, data input and indeed all the other activities of a museum. The Volunteers also provide stewarding for the 15 hours a week when the Museum is open. (The Museum was open 20 hours a week in previous years, but the hours were cut to 15 hours a week because many of the stewards were shielding or isolating).

Without the material and human support of our volunteers, the Museum could not function.

2.5 RELATED PARTIES

2.5.1 BUSHEY MUSEUM SERVICES LTD

Bushey Museum Services Ltd is a registered charity (no 1039713 – incorporated on 31 March 1988) wholly owned by the Museum, and is responsible for the trading conducted on behalf of the Museum. All profits are covenanted to the Museum. The shop is entirely run by volunteers, and there is also an on-line shop.

2.5.2 REVELEY LODGE TRUST.

In 2003 Bushey Museum Trust (BMT) received a bequest in accordance with the will of Mrs Eila Chewett, comprising land and property at Reveley Lodge, 88 Elstree Road, Bushey Heath, together with eight neighbouring cottages. Under the terms of the will, these assets were bequeathed absolutely for the general charitable purposes of BMT.

At the time of the bequest, the Trustees took the view that because

(1) the consolidation of the bequeathed assets with those of BMT might put at risk the continuation of financial support for Bushey Museum from Hertsmere Borough Council, and

(2) the administration and management of land and property would require different skills from those required for the management of a museum and art gallery,

it was expedient to

1) form a separate incorporated charitable trust called the Bushey Museum Property Trust (BMPT), renamed during the 2018-9 year to The Reveley Lodge Trust, (RLT), to avoid confusion between the names of the two separate Trusts, and

2) to assign the bequeathed assets to it.

To ensure legal separation of the two trusts under company law a majority of the trustees of RLT are not also trustees of BMT. In other respects, the continuing mutually-supportive inter-relationship of BMT and RLT is evidenced by contingency provisions in the constitution of RLT and by the fact that BMT supplies management and staffing for the educational activities provided for children and adults which take place at Reveley Lodge.

Joint meetings of the two Trusts, at which matters of mutual interest are discussed, are normally held twice a year. The Chairman of the Reveley Lodge Trust is Granville Taylor.

2.5.3 FRIENDS OF BUSHEY MUSEUM

The Friends of Bushey Museum is a registered charity (no 1039713 – registered 20 November 1986), its charitable aims are: *The education of the public by promotion, support, assistance and improvement of Bushey Museum through the activities of its members.* It is a membership organisation separate from the Museum, and is chaired by Rita Castle. It offers its members six Newsletters a year. Normally it also promotes an extensive programme of public lectures, social events, outings and an annual holiday, but these were curtailed this year because of the Pandemic. These events contribute greatly to the Museum's aim of furthering the social and cultural welfare of the local community, with the Museum seen as a focus for positive social interaction. The Friends of Bushey Museum had a membership of 601 at 31 March 2021.

3. CHARITABLE ACTIVITIES

3.1 STATUTORY DECLARATION

The Trustees declare that they have had due regard for the Public Benefit in determining the activities of the charity, in line with the provisions of the Charity Commission

3.2 VISITORS TO BUSHEY MUSEUM.

Obviously visitor figures for the period from 1 April 2020 to 31 March 2021 were badly skewed by the Pandemic. The Museum was open to visitors for only 27 days during this period, with a total attendance of approximately 280. (As a comparison, there were 8,561 visitors in 2019-2020, including 685 children. The 2018-2019 total was 8,765, including 698 children).

3.3 BUSHEY MUSEUM WEBSITE:

This was completely rebuilt and re-launched in January 2019, and has since been continually upgraded, with new features and information added. The "Artist of the Month" feature has been extended to include "Living Artists of the Month", with interviews and examples of their artwork. A selection of online jigsaws, using pictures by Bushey artists, has proved particularly popular with visitors. During the various lockdowns, visitors to the site were able to go on virtual tours of Museum exhibitions and access copies of the Museum Friends' Journals and the bi-monthly Newsletters. Entries for the Museum's annual Photographic competition were also posted on the website. The website also continues to host an online facility for the Museum shop.

3.4 SOCIAL MEDIA

The Museum has a very active Facebook page, with almost 1,100 followers. During the lockdown it was updated every day with Museum-related content, often related to local and national anniversaries but always with a Bushey angle. Plenty of images were included, often from the Museum's own collection, and children were specially catered for with colouring sheets to print off and other educational activities. The page links to various websites of local organisations, including the Museum's, and helps to publicise other community events in Bushey.

3.5 EDUCATIONAL SERVICE

The Museum provides educational "Experiences" which are linked to the National Curriculum, held mostly at Reveley Lodge, with occasional sessions at the Museum. These experiences include "The Victorian House" and "World War II", and are headed by Adele Taylor with a team of volunteers. This year the Covid 19 pandemic and subsequent lockdown resulted in the cancellation of all the booked on-site sessions, though there was a Zoom session with one school. Instead, the education team recruited the help of two retired professional film makers and produced several short films based on aspects of the Victorian Experience. These included an imagined interview with the Bushey artist Lucy Kemp-Welch, played by Katharine Whitaker, which was intended for primary school children but proved relevant to adults as well. There were also some online activities over the summer holidays, including a competition to design a new stained-glass window for the Parish church of St James.

3.6 FROBISHER STUDIO AND MEETING ROOM:

The Frobisher Studio was re-erected on the Museum site in 2007 and refurbished, with the aid of a Heritage Lottery Grant and assistance from its former owner, after a century standing in nearby Glencoe Road. In normal years, the Studio continues to be used five days a week by a number of art societies and clubs and brings in some most welcome funding. However, the pandemic resulted in the closure of the facility in March 2020 and it did not reopen until May 2021. During the lockdown, some cleaning and maintenance work was carried out.

The Meeting Room is one of our most-used assets, being used for meetings of Museum bodies such as the Trustees, the Management Committee, the Education Service, the Friends of Bushey Museum, the newsletter collators and the Museum's embroidery group. It is also used by a number of community groups, and as a polling station, and also brings in some funding. Sadly, all these activities were halted by the pandemic from March 2020. The Room reopened, to a limited extent only, in June 2021.

3.7 EXHIBITIONS:

3.7.1 PERMANENT EXHIBITIONS

THE LUCY KEMP-WELCH MEMORIAL GALLERY

This is a permanent display of Kemp-Welch work. Most of the paintings on show are owned by the Lucy Kemp-Welch Memorial Trust and some are kindly on loan from the Kemp-Welch family. During a short break in lockdown, Mrs Wendy Spearing of Barnes very generously donated her collection of drawings by Lucy Kemp-Welch, bought by her over a long period from the art dealers Messums. These will be shown in the cabinets by rotation.

THE HERKOMER ROOM

This celebrates the towering contribution to Bushey's art heritage of Professor Sir Hubert von Herkomer, his School of Art and his many artistic activities. During the lockdown period, the Art Curators took the opportunity to transfer the exhibits to what was formerly the Anne Blessley Gallery. The larger space made it possible to show Herkomer's artwork, as well as furniture and effects from his home at Lululaund, to much better effect.

3.7.2 TEMPORARY EXHIBITIONS IN THE MAIN GALLERIES:

THE COUNCIL CHAMBER GALLERY:

In March 2020, an exhibition entitled *Recent Arrivals: Additions to Bushey Museum's Collection* was mounted in the Council Chamber. This encompassed artworks acquired by Bushey Museum during the previous five years and, consequently, offered the visitor a variety of subjects, styles and media. Sculpture and further examples of Bushey Pottery were included, as well as some Local History items. Because of the limited opening time at the Museum, this exhibition remained in place until June 2021.

THE ANNE BLESSLEY GALLERY:

This Gallery, named in honour of our Founding Art Curator, was formerly known as the Herkomer Room and housed our Herkomer collection. Once the rooms had been switched, an exhibition entitled *The 20/20 Vision: Bushey Art in the Twenties* continued.

THE JUBILEE ROOM:

In December 2019 we mounted a photographic exhibition based on locally listed buildings built before 1830 entitled *Before the Railway came to Bushey*. Because of the limited opening time at the Museum, this remained in place until May 2021.

LOCAL HISTORY GALLERIES:

The Local History displays have been frequently altered, with several new minor exhibitions of local collections in the Jubilee case.

In between the various lockdowns, a new purpose-built cabinet was obtained to house most of the Bushey Heath pottery kindly donated by the Leighton House Museum in London. This was paid for with the help of a generous grant from the Decorative Arts Society. Bushey Museum now probably holds the largest collection of Bushey Heath pottery in the country.

3.8 DEALING WITH ENQUIRIES

The Museum continued to respond to queries from all over the world on a variety of topics. These were mainly dealt with by email, as personal visits had to be curtailed because of the pandemic. The Museum also continued to advise Hertsmere Borough Council on such matters as street naming.

4. ORGANISATION:

The Trustees who served during the year 2020-21 are listed on page 2.
During the year the Trust had one part-time paid employee, the Operations Manager.
Trust Meetings are normally held six times per year, and at other times as required. This year, because of the Pandemic, the meetings were held via Zoom.
The Museum receives most welcome advice from Hertsmere Borough Council's Heritage and Museums Officer, Ruth Stratton, who supports all museums and heritage organisations within the Borough

4.1 JOINT MEETINGS:

Bushey Museum Trust and the Reveley Lodge Trust normally hold bi-annual joint meetings at which matters of mutual interest are discussed. They were not held this year because of the Pandemic.

4.2. COUNCIL LIAISON:

Until recently, a Management Meeting was held quarterly, and informed the Council's nominated representatives of the activities and plans of the Museum.
The Council appointed two representatives to this meeting, Cllr Paul Morris and Cllr David Carter.
The Museum's representatives were Carey Keates and Audrey Adams.
One meeting was held via Zoom.

4.3. RISK MANAGEMENT:

All activities are risk-assessed. The Trustees have reviewed the risks which they consider to be relevant and have concluded that adequate measures exist or are in course of implementation in order to minimise most of those risks which are within their control. However, succession planning continues to be problematic.

5. FINANCIAL REVIEW AND RESULTS

5.1. OVERVIEW:

Hertsmere Borough Council continues to provide support for the Museum with a Service Level Agreement between the Council and the Bushey Museum Trust, under which Hertsmere provides the building and a grant towards the Museum's core funding. In addition, Hertsmere provides the services of a part-time Museums Officer. Bushey Museum is very grateful for this support.

The Museum had income of £44,482, this was reduced from the previous year due to the Museum not being open to the public for a long time due to lockdown.

Unrestricted grants of £37,880 were received within the year – this included a payment of £2,800 for a hardship grant due to the lockdown. The remainder of the funds came from charges for services provided by the Museum, and from donations.

The Collections Designated Fund at the end of the financial year amounted to £615

The Museum had a Net Income Resource of –(£5,276) unrestricted funds – partially due to the lockdown and partially due to a large bill for the Fire Alarms of £10,440 – without which the Museum would have made a small income.. Due to the lockdowns no money was transferred from Reserves to the Refurbishment Designated Fund.

As a registered charity, and a company limited by guarantee without share capital, the Trust does not pay any dividends.

5.2 RESERVES POLICY

It is important to note that, despite the scale and quality of its operations, the bulk of the Museum's day-to-day operations are run by volunteers under the supervision of just one part-time Operations Manager. The Museum's running costs are therefore disproportionately low, relative to the scale of its operations. But, by corollary, the Museum's long-term maintenance and refurbishment costs are disproportionately high relative to its costs, and therefore, its annual turnover.

In the unlikely event of a deep cut in its regular income, such that the Museum could no longer operate in its present manner, the Trustees would either have to decide whether to:

- a) find another suitable organisation or individual willing to take over the running of the Museum as a charity in its entirety: or
- b) distribute the items in the Museum's collection to other Museums or dispose of the items by sale or auction, disburse any residual funds in accordance with the provisions of the governing document, and hand back the premises to Hertsmere Borough Council.

Therefore the Trustees' Reserve Policy is to maintain reserves of approximately 75% of current expenditure. Given that general expenditure in the Financial Year End 2021 ended March 2021 was £44,143 excluding expenditure from Restricted and Designated Funds, the Museum's reserves at this Financial Year End should be not less than £33,000, the Museum's unrestricted reserves were just £25,832, no transfers were made to the Refurbishment Designated Fund. Designated Funds totalled £75,561. (2020 £31,108 and £75,510 respectively).

5.3 FINANCIAL OUTLOOK

As reviewed in Section 11.4 Designated Funds, and particularly in Section 11.4.2

Refurbishment and Redevelopment, the long-term sustainability of Bushey Museum is dependent on being able to maintain and develop its physical environment in order to:

- a) ensure that its facilities meet such evolving best practice standards for museums as necessary to maintain its accredited status;
- b) enable it to introduce new and better ways to present its collection for the public benefit and to promote community engagement in its collection and the historical cultures it represents.

While major refurbishment and redevelopment projects will require significant external funding, it is necessary that the Museum develops its own resources to provide the necessary seed-funding for such undertakings. As noted in the overview, the Museum's net income in the financial year ended March 2021 was not sufficient to allow for any transfer this year to the Refurbishment and Redevelopment Designated Fund.

5.4. FUTURE PLANS:

Frustratingly, the Trustees find it difficult to plan for the future of the Museum because of various factors over which they have no control.

The lease for the present Museum building, which is owned by Hertsmere Borough Council, expires in 2028, so matters are becoming urgent.

The adjoining Bushey Fire Station closed in 2014. The Museum had hoped to be able to take over the site and incorporate it in a major rebuilding project, including the provision of a new gallery and extra storage space. However Herts County Council, who are responsible for the Fire Station, have so far failed to make a decision on the future of the site and after seven years the buildings remain empty and continue to deteriorate.

Meanwhile Bushey Country Club, which is owned by Hertsmere, became vacant in early 2018. This is a large site in the centre of Bushey, and there was an extensive consultation with Bushey residents regarding future use. One of the suggestions made was to build a community "hub", incorporating a purpose-built museum, on this site. Clearly it would be unwise to rule out this possibility absolutely, but without definite and detailed plans the Trustees are unable to commit themselves to any option at this time. The wheels of local government turn very slowly, and at the moment, the future of the Museum is suffering as a result.

5.5 CORONAVIRUS PANDEMIC

The international Covid-19 Pandemic had a major impact on all the activities connected with Bushey Museum. The Museum closed to visitors on 19th March 2020 and reopened on 17th September. It closed again on 5th November, but reopened briefly from 10th to 19th December. It then remained closed until 20th May 2021. The Museum adhered strictly to the Government Protocols regarding the wearing of face coverings, social distancing and Track and Trace for the periods it was open. Most of the associated activities at the Museum, including Friends' meetings, Educational services and Community and Art group meetings, were either put on hold or transferred to Zoom and other online platforms.

Bearing in mind that Bushey Museum does not charge for admission, it is considered that the Museum's financial position was affected only by loss of income through shop sales, estimated at approx. £3,000 for the year.

5.6 TRUSTEES' RESPONSIBILITY IN RELATION TO THE FINANCIAL STATEMENTS

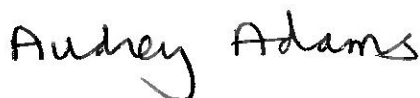
Law applicable to charities in England and Wales requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the Charity's financial activities during the year and of its financial position at the end of the year. In preparing these statements the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards and the Statement of Recommended practice have been followed subject to any departures disclosed and explained in the financial statements; and
- prepare the financial statements on an ongoing concern basis unless it is inappropriate to presume that the charity will continue in business.

The Trustees are responsible for keeping accounting records which disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 2011. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Approved by the Trustees on 28/9/2021

Signed on their behalf by



Audrey Adams,
Chairman of Bushey Museum Trust.

**Independent Examiner's Report to the Trustees of
Bushey Museum Trust**

**Independent examiner's report to the Trustees of Bushey Museum Trust
("the Company").**

I report on the accounts of the Trust for the year ended 31 March 2021, which are set out on pages 12 to 19

Respective responsibilities of trustees and examiner

The charity's trustees are responsible for the preparation of the accounts. The charity's trustees consider that an audit is not required for this year under section 144(2) of the Charities Act 2011 (the 2011 Act) and that an independent examination is needed. It is my responsibility to:

- examine the accounts under section 145 of the 2011 Act;
- to follow the procedures laid down in the general Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act; and
- to state whether particular matters have come to my attention.

Basis of independent examiner's report

My examination was carried out in accordance with the general Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from you as trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit and consequently no opinion is given as to whether the accounts present a 'true and fair view' and the report is limited to those matters set out in the statement below.

Going concern

The COVID-19 viral pandemic is one of the most significant economic events for the UK with unprecedented levels of uncertainty of outcomes. It is therefore difficult to evaluate all of the potential implications on the Charities activities and the wider economy. The Trustees' view on the impact of COVID-19 is disclosed in the accounting policies

BUSHEY MUSEUM TRUST

A company limited by guarantee

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Independent examiner's statement

In connection with my examination, no matter has come to my attention:

(1) which gives me reasonable cause to believe that in any material respect the requirements:

- to keep accounting records in accordance with section 130 of the 2011 Act; and
- to prepare accounts which accord with the accounting records and comply with the accounting requirements of the 2011 Act have not been met; or

(2) to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.



Samuel David Clarke FCA

Haines Watts (City) LLP

Chartered Accountants

New Derwent House 69-73

Theobalds Road

London WC1X 8TA

28 September 2021

STATEMENT OF FINANCIAL ACTIVITIES FOR THE FINANCIAL YEAR ENDED 31ST MARCH 2021

	Current Financial Year, April 2020 - March 2021				Previous year
	Unrestricted Funds	Designated Funds	Restricted Funds	Total	
INCOMING RESOURCES					
Voluntary Income					
Donations	£194			£194	£2,600
Legacies	£262			£262	£0
Grants	£37,880	£615	£5,000	£43,495	£34,300
Income Generated					
Bushey Museum Services (Shop)	£0			£0	£2,618
Lettings and Sundries	£586			£586	£19,886
Investment Income					
Bank Interest	£1			£1	£27
Charitable Income					
Exhibitions	£0			£0	£260
Education	-£57			-£57	£2,707
Local History	£0			£0	£0
Other	£0			£0	£0
	£38,867	£615	£5,000	£44,482	£62,397
RESOURCES EXPENDED					
Costs of Generated Funds					
Fundraising	£0			£0	£0
Charitable Activities - Collection					
Acquisitions	£0			£0	£17
Conservation and Cataloguing	£64			£64	£691
Exhibitions	£691		£5,038	£5,729	£3,122
Other Charitable Activities					
Education	£0			£0	£1,263
Local History	£0			£0	£0
Miscellaneous	£0			£0	£0
Establishment					
Maintenance	£10,463			£10,463	£188
Services	£3,373			£3,373	£14,121
Administration					
Human Resources	£23,772			£23,772	£23,727
Office Services	£4,260	£564		£4,825	£5,438
Professional Services	£1,520			£1,520	£730
Total Resources Expended	£44,143	£564	£5,038	£49,745	£49,296
Net Incoming Resources	-£5,276	£51	-£38	-£5,263	£13,101
RECONCILIATION					
Balance Brought Forward	£31,108	£75,510	£4,788	£111,406	£98,305
Net Incoming Resources	-£5,276	£51	-£38	-£5,263	£13,101
Transfers Between Funds	£0	£0	-£0	-£0	-£0
Balance Carried Forward	£25,832	£75,561	£4,750	£106,143	£111,406

MOVEMENT IN FUNDS FOR THE FINANCIAL YEAR ENDED 31ST MARCH 2021

	Bt Fwd 1st Apr 2020	Recpts in Period	Paymts in Period	Tr'fers in Period	Cd Fwd at 31-Mar-21
CASH ASSETS					
Cash at Bank and In Hand					
Petty Cash	22	0	-43	100	79
Bank Current Account	105,416	58,064	-62,885	-100	100,494
Outstanding Debtors	0				0
Outstanding Creditors	-952				-1,350
Investment in Subsidiary	6,920				6,920
Total Cash Assets	<u>111,406</u>				<u>106,143</u>
Comprising:					
General (Unrestricted) Fund					
Reserves	31,108	52,449	-57,724	-	25,832
Designated (Unrestricted) Funds					
Collection	5,010	615	-564		5,061
Refurbishment	70,000		-		70,000
Lighting and Security	500				500
Restricted Funds					
Collection	638	5,000	-5,038		600
Exhibitions	4,030				4,030
Grants	120				120
Total Funds	<u>111,406</u>				<u>106,143</u>

Balance sheet as at 31st March 2021					
Company number 1937575					
		31 Mar 2021	31 Mar 2020		
	Notes				
Fixed assets					
Tangible Fixed Assets	11.8				
Investment in Subsidiary	11.9	£6,920	£6,920		
Total Fixed Assets		£6,920	£6,920		
Current Assets					
Petty Cash		£79	£22		
Bank, Current account		£100,494	£105,416		
Sundry Debtors	11.7	£0	£0		
		£100,573	£105,438		
Creditors (falling due within one year)	11.6	-£1,350	-£952		
Net Current Assets		£99,223	£104,486		
Net Assets		£106,143	£111,406		
Comprising:					
General (Unrestricted Fund)					
Reserves		25,832	31,108		
Designated (Unrestricted) Funds					
Collection	11.4.1	£5,061	£5,010		
Refurbishment & Development	11.4.2	£70,000	£70,000		
Lighting	11.4.3	£500	£500		
Total Unrestricted Funds		£101,393	£106,618		
Restricted Funds					
Collection	11.3.1	£600	£638		
Exhibitions	11.3.2	£4,030	£4,030		
Grants		£120	£120		
Total Restricted Funds		£4,750	£4,788		
Total Funds		£106,143	£111,406		

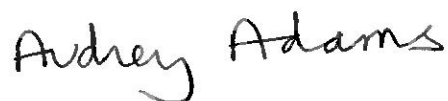
REPORT OF THE TRUSTEES continued

The notes on the following pages to form part of these financial statements.

For the year ending 31st March 2021 the company was entitled to exemption under Section 477 of the Companies Act 2006 relating to small companies. The members have not required the company to obtain an audit of its accounts for the year in question, in accordance with Section 476.

The Directors acknowledge their responsibility for complying with the requirements of the Act with respect to provisions applicable to companies subject to the small companies' regime.

Approved by the Trustees on 28th September 2021 and signed on their behalf by Audrey Adams, Chairman of Trustees

A handwritten signature in black ink that reads "Audrey Adams". The script is cursive and fluid, with the first name and last name clearly distinguishable.

Audrey Adams

11. NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021**11.1 ACCOUNTING POLICIES****11.1.1 BASIS OF PREPARATION**

The accounts have been prepared in accordance with the Statement of Recommended Practice, Accounting and Reporting by Charities SORP (FRS 102), applicable accounting standards, the Companies Act 2006 and the historical cost convention. The presentation of the Balance Sheet and Statement of Financial Activities includes a General Fund and a Restricted Fund. This is necessitated by the conditions of various grants and donations. Details of the grants received, donation and legacies are included in the Annual Report

11.1.2 FIXED ASSETS

The Trustees' accounting policy is to write off all fixed assets in the year in which they were acquired. Details of this may be found in Note 11.8.

11.1.3 CASH FLOW STATEMENT

The Trust has taken advantage of the exemption provided by the Financial Reporting Standard 1 for small charities and has not prepared a Cash Flow Statement for the year. The requirement for cashflow statements was dropped for accounting period commencing on or after 1st January 2016 if the income of the charity is less than £500,000.00.

11.1.4 COLLECTION

Items shown under the Collection heading are only those purchased by the Trust out of income or through specific grants. Further details of the Collection are given in the Report of the Trustees which introduces these accounts.

In accordance with previously recommended practice the items in the Collection have not been shown as an asset of the Trust but were treated as part of routine expenditure. The SORP (FRS 102) requires the information on Heritage and Inalienable Assets, which would cover the collection, should be given in Notes to the Accounts whether or not they have been capitalised. The Trustees have considered this carefully and have decided that it is not practical on the grounds of difficulty and cost and so are taking advantage of the exception to this reporting requirement provided in the SORP (FRS 102). Furthermore, the Trustees consider that publication would prejudice the efficient working of the Charity by increasing the risk of theft and/or vandalism.

11.1.5 ROUNDING ERRORS

All amounts are recorded and calculated digitally to the penny but are shown rounded to the nearest pound. In some cases, this can result in minor discrepancies between the apparent sum of individual amounts and the total shown. The individual amounts and their sums are nevertheless correct.

11.2. GRANTS AND DONATIONS

The Museum received grants from Hertsmere Borough Council which this year totalled £36,800 – which included this year a hardship grant. A display case was purchased with the assistance of a grant from The Decorative Arts Society. The Network Store was upgraded with the assistance of a grant from Hertsmere Borough Council. As referred to above, a donation was received from the Museum's Subsidiary Trading Company. Private donations and donations from Museum visitors amounted to £194

All grants and donations received in the current Financial Year were unrestricted for the General Fund of the Museum.

The Friends of the Museum were again generous in their purchases of new acquisitions and other capital items although the Museum's temporary brake on acquisitions (due to lack of storage space) meant that fewer requests were made. The Trustees would like to take this opportunity to thank all of those who supported the Museum during the year with their time, talents, donations and grants.

Notes to the Financial Statements - continued

11.3. RESTRICTED FUNDS

Restricted Funds are funds which have been donated to support a specific purpose within the Museum's overall charitable purposes.

In Financial Year Ending March 2021 the Museum had two restricted funds:

11.3.1. GRANTS FOR SPECIFIC ITEMS

These grants are given to the Museum to support the purchase of specific items, such as items for the collection, equipment to enhance the activities and environment or particular consumables. Such grants are normally entirely disbursed shortly after receipt, in accordance with the trust on which they were given; or, in some cases, may be a reimbursement for items already purchased by the Museum.

The Collections Restricted Fund ended the financial year with a £600 balance.

11.3.2. EXHIBITION FUND

This fund is intended for paying costs related to the mounting of exhibitions, including the hiring in of exhibitions from elsewhere. It currently stands at £4,030.

11.4 DESIGNATED FUNDS

Designated Funds are funds which are part of the General Fund (i.e. available for application to any of the Museum's charitable objects at the discretion of the Trustees) but which have been put to one side by the Trustees in anticipation of future expenditures which are significantly in excess of the normal day-to-day costs of running the Museum.

The Museum has three Designated Funds.

11.4.1. COLLECTION

From time-to-time items become available which it would be to the public benefit for the Museum to be able to add to its collection.

The open market value of such items (e.g. at public auction) can be considerable, reflecting their general level of interest and value to the public.

Whilst the generosity of the Museum's donors (particularly the Friends of Bushey Museum) is also considerable, the time that it takes to arrange for sufficient funds for the Museum to enable it to purchase an important item can be such that the item has already been sold before the Museum has arranged sufficient funds to make the purchase itself.

The Trustees therefore believe that it is in the best interests of the public and the charitable purposes of the Museum to create and hold a designated fund to enable it to be able to respond quickly when items of relevant interest become available for purchase.

Because of the impossibility of predicting when important artefacts will become available it is not possible to indicate the time-scale in which the monies held in the Collection Designated Fund will be needed.

The Trustees have set the current target value for the Collection Designated Fund as £20,000, less the amount in the Collection Restricted Fund. This fund currently holds £5,061.

Notes to the Financial Statements - continued

11.4.2. REFURBISHMENT AND REDEVELOPMENT

As previously indicated, (see sections 2.4 Volunteers and 5.2 Reserves Policy), because of the extensive contributions of volunteers, the day-to-day running costs of the Museum are disproportionately low relative to the Museum's annual turnover.

The Trustees therefore believe that it is in the best interests of the public and the charitable purposes of the Museum to create and hold a Designated Fund to cover the occasional costs of major refurbishments or extensions to the Museum's premises.

In respect of refurbishments of the existing Museum premises the Trustees have set the current target value for the Refurbishment Designated Fund as £100,000-£150,000. The amount currently held in the Refurbishment Designated Fund is £70,000.

Whenever possible (and subject to the requirement for appropriate liquidity) the monies in the combined Refurbishment and Redevelopment Designated Fund will be held in suitable income-generating investments.

11.4.3. LIGHTING

In common with most museums, the Bushey Museum requires special lighting both to:(a) display the exhibits in the best way for the public benefit; and (b) protect delicate artefacts from damage by daylight or inappropriate artificial lighting.

Inevitably such special lighting can be expensive both to purchase when required for new exhibits and to repair when malfunctioning.

The Trustees have therefore created and hold a Designated Lighting Fund to cover expenditure on special lighting which is over and above that covered by the normal maintenance budget, with a current target value for this Fund as £2,000. The fund currently holds £500

11.6 CREDITORS DUE WITHIN ONE YEAR

Professional Fees (Independent Examiner)	-1,350	-730
Other sundry creditors	-0	-222

11.7 OTHER SUNDRY DEBTORS

Reveley Lodge Trust	0	0
Bushey Museum Services (Shop)	0	0
Other Sundry debtors	0	0

11.8. TANGIBLE FIXED ASSETS

As set out in 11.1.2 (Accounting Policies), the Trustees' accounting policy in respect of tangible fixed assets is to write off all fixed assets in the year in which they were acquired. The reason for this is that the Museum's tangible fixed assets are principally acquired using grants or donations and this leads to distortions in reporting, where the income used to acquire is all in one year but the asset is written off over the following four years. Therefore, this expenditure does not adhere to the matching principle directly as set out above or indirectly since the Museum does not levy admission charges or raise any other income against which the expenditure could be matched in the future.

11.9 SUBSIDIARY COMPANY

Bushey Museum Services Ltd is a wholly owned subsidiary of Bushey Museum Trust.

The principal activity of the Company is to run Bushey Museum Shop selling a range of greetings cards, publications and a large variety of other items both in the shop and online. All Services Company activities are carried out by volunteers, and all the profits of the Company are donated to Bushey Museum Trust in the form of a single annual payment under the Gift Aid scheme.

The company's accounting reference date is 30 September in each year.

Notes to the Financial Statements - continued

11.10. STAFF COSTS AND NUMBERS

The average number of employees during the year, calculated on the basis of full-time equivalents, was 0.66 (2019-20: 0.66)

No employee received emoluments of more than £60,000.

The charity does not operate any pension scheme for its one employee but does administer contributions to a statutory stakeholder pension scheme (2020-21: 1 staff). The charity makes the statutory contributions to the NEST scheme.

11.11. TRUSTEE REMUNERATION & RELATED PARTY TRANSACTIONS

No trustees received any remuneration or reimbursement of out-of-pocket expenses during the year.

There have been no related party transactions during the year.

11.12 CORONAVIRUS PANDEMIC

The international Covid-19 Pandemic had a major impact on all the activities connected with Bushey Museum. The Museum closed to visitors on 19th March 2020 and reopened on 17th September. It closed again on 5th November, but reopened briefly from 10th to 19th December. It then remained closed until 20th May 2021. The Museum adhered strictly to the Government Protocols regarding the wearing of face coverings, social distancing and Track and Trace for the periods it was open. Most of the associated activities at the Museum, including Friends' meetings, Educational services and Community and Art group meetings, were either put on hold or transferred to Zoom and other online platforms.

Bearing in mind that Bushey Museum does not charge for admission, it is considered that the Museum's financial position was affected only by loss of income through shop sales, estimated at approx. £3,000 for the year.

END OF REPORT