



Trustees' Annual Report for the period

Period start date				To	Period end date		
From	01	01	2022		31	12	2022

Section A Reference and administration details

Charity name

Ashford Borough Museum Society

Other names charity is known by

Registered charity number (if any) 298060

Charity's principal address

Ashford Borough Museum

Church Yard

Ashford

Postcode

TN23 1QG

Names of the charity trustees who manage the charity

	Trustee name	Office (if any)	Dates acted if not for whole year	Name of person (or body) entitled to appoint trustee (if any)
1	Christine Drury	Chair of Trustees		
2	Roger Pitt			
3	Karen Saunders			
4	Michael Boulding			

Names of the trustees for the charity, if any, (for example, any custodian trustees)

Name	Dates acted if not for whole year

Names and addresses of advisers (Optional information)

Type of adviser	Name	Address
President	Sir George Jessel Bt	

Members of Management Committee

Richard Yeates (Chair)	Terry Flood
Robert Shrubb (Treasurer)	Jillian Norris
(Secretary) – Vacant	Ann Thomas
(Curator) – Vacant	Janet Welch
Jeffrey Fenner	

Section B Structure, governance and management

Description of the charity's trusts

Type of governing document (eg. trust deed, constitution)	Constitution adopted 01/07/1987 amended on 18/04/2013
How the charity is constituted (eg. trust, association, company)	Unincorporated Association
Trustee selection methods (eg. appointed by, elected by)	Election at Annual General Meeting

Additional governance issues (Optional information)

You **may choose** to include additional information, where relevant, about:

- policies and procedures adopted for the induction and training of trustees;
- the charity's organisational structure and any wider network with which the charity works;
- relationship with any related parties;
- trustees' consideration of major risks and the system and procedures to manage them.

The guidance documents for trustees are the governance documents of the charity, the policies and procedures endorsed by accreditation, and the charity commission guidance, CC3 and further references within it.

The day to day management of the Charity is delegated to the Management Committee, the members of which are named above. The management committee provides the formal structure renewed and confirmed at each AGM. The chair appointed in 2018 remains very committed to the museum but has been temporarily unavailable for much of the year due to illness. Trustees have asked one of their number to step in as vice chair in addition to his trustee role for a short time. Supported by team work with other volunteers this is provided the necessary resilience through the year. The Management Committee is now also supported by informal but well established "coffee meetings" which are attended by available volunteers who can thereby participate in the team based approach to curatorial, conservation and stewarding operations.

The museum is volunteer run and has Volunteer procedures and a handbook which is updated.

Ashford Borough Museum is an independent museum but works very closely with Ashford Borough Council (ABC), and occupies a grade 1 listed heritage school building in the council's ownership and trust. Trustees have an on going dialogue with ABC about alternative larger premises but have taken other initiatives in the meantime.

Trustees and management regularly consider the risks and mitigation needed. These are mainly around space planning, long term cost and finance planning and funding, and recruiting and retaining volunteers, in addition to the core work of curating and caring for the collections and making them available to the public. Activities summarised below address each of these topics.

The Charity is Lead Member of the Wheels of Time network of Kent museums and heritage sites; in this lead role it maintains the assets of the network, which now covers over 50 museums. This maintenance role and capacity is being further developed with a lottery grant.

Trustees' responsibilities include developing the governance of the Museum to support the accreditation already achieved and renewed. All trustees are familiar with CC3 as a first level governance reference. Trustees are aware of the need to declare and manage any conflicts of interest and any related party connections. There were neither any

conflicts of interest nor related party interests during the year. The charity is unincorporated and although this has been a suitable structure trustees plan to update and governance documents including moving to a CIO structure.

Summary of the objects of the charity set out in its governing document

To advance the education of the public by promoting the establishment of a Museum in Ashford and in furtherance thereof: to collect and store artefacts and documents of historic interest connected with the area comprised in the Borough of Ashford in the county of Kent and to display such artefacts.

Summary of the main activities undertaken for the public benefit in relation to these objects (include within this section the statutory declaration that trustees have had regard to the guidance issued by the Charity Commission on public benefit)

The Trustees confirm that they have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the museum plans each year.

The Ashford Borough Museum Society tells the story of Ashford by making the artefacts and records in its care available to the public. An Organisational health check with SEMD confirmed need to focus on rebuilding volunteer recruitment and retention after the Covid impacts and an ACE grant was received to secure heritage consultancy support to achieve this.

Looking after the collections in our trust requires space to undertake the conservation and documentation work. During the year the Museum was able to secure, equip and open a Conservation Annexe in a formerly empty shop on the high street. This provides space to a work; to engage with passing public, hold meetings and events, increase awareness of the museum and be a literal shop window for the museum and to recruit more volunteers. After delays with the lease we were eventually able to reconfigure the space to provide a secure storage area and a flexible open quality work space. This is an interim arrangement while we continue to look for a larger space for the whole museum. The Annexe was formally opened in December.

The development of our conservation work is partly funded by ACE grants: these and the new space have encouraged new volunteers to join the conservation team; we are working towards being able to make a larger grant application as the team approach makes the museum more resilient, and there is a shared sense of direction and level of ambition. We were extremely grateful for a generously large donation during the year.

Visitor numbers are gradually increasing after the covid interruptions. Trustees thank the volunteers who organised the daily stewarding rotas and the many who undertook stewarding duties. The result was museum being open as usual between April and October. And we had an additional 350 visitors for the Ashford 180 celebration of the 1st train coming to Ashford in November 1842.

Governance work during the year was focussed on updating Volunteer processes and documents, and progressing collections care systems

Additional details of objectives and activities (Optional information)

You **may choose** to include further statements, where relevant, about:

- policy on grantmaking;
- policy programme related investment;
- contribution made by volunteers.

Section D

Achievements and performance

Summary of the main achievements of the charity during the year

The museum opened as planned from April 5th to October 29th.

Heads of terms on a premises lease for a new Conservation Annexe was negotiated in January, and the planning applications approved . The lease was eventually signed in June.

The 2022 launch of Wheels of Time took place in March with over 40 museums participating with the organising lead of Ashford Borough Museum. Also in March the Museum received the final report of the extensive Curatorial review and submitted an evaluation to the Frank Brake Foundation which had generously provided the funding for the work.

Works on the Annexe as agreed under the terms and funding of the Empty Premises grant approved in the previous December were undertaken in September and October with conservation use and displays starting in November.

Heritage consultant support was received during the year, under ACE grant funding, for volunteer development and collections care.

Covid continued to be a concern and to impact of volunteers , visitor numbers and operations especially at the start of opening in April . Covid support funds in reserves enabled trustees to be confident that it was both necessary and possible to open and rebuild the museum's operational capacity and deliver the public benefit to which the trustees are committed . The additional weekend opening in November for the Ashford 180 brought a very encouraging number of visitors to see the museum's railway collections. And to close the year there was an enthusiastic attendance of volunteers and members and trustees and council officials to see the Mayor formally open the Annexe in December.

Section E

Financial review

Brief statement of the charity's policy on reserves

The Museum seeks to maintain a General Funds reserve equivalent to two years expenditure.

Details of any funds materially in deficit

Not applicable

Further financial review details (Optional information)

You **may choose** to include additional information, where relevant about:

- the charity's principal sources of funds (including any fundraising);
- how expenditure has supported the key objectives of the charity;
- investment policy and objectives including any ethical investment policy adopted.

There were on-going impacts of the Covid pandemic during the year seriously affecting income from donations both at the Museum and as a result of individual donations; however, the Museum has benefitted from Government grants which more than cover the reduction in income. The surplus from these grants is shown in the accounts as designated funds.

The Charity maintains funds for the Wheels of Time network of museums and heritage sites in Kent. These funds are raised from contributions by members of the Scheme and various grants specifically provided for the Scheme. They are therefore shown as a Restricted Fund in the Charity accounts.

The Charity has no investments.

Section F

Other optional information

The financial position of the charity is managed by the Treasurer who prepares accounts for trustee meetings to inform their discussions and decisions taken with involvement of the Chair of the Management Committee and the Treasurer.

Section G

Declaration

The trustees declare that they have approved the trustees' report above.

Signed on behalf of the charity's trustees

Signature(s)

Christine Evelyn Cary

Michael John Boulding

Full name(s)

CHRISTINE EVELYN CARY / MICHAEL JOHN BOULDING

Position (eg Secretary, Chair, etc)

Chair

Date

17th October 2020

Ashford Borough Museum Society
Accounts for Year Ending 31st December 2022

Assets

2021	Balances	2022
£ 85,832	Barclays Current Account	£ 67,222
£ 23	Cash	£ 48
£ 85,855		£ 67,270

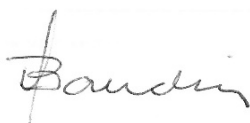
Other Assets

£ 698	New display cabinets and guard	£ 523
£ 10,200	Old display cabinets	£ 10,200
£ 21	Laptop computer	£ 14
£ 25	Projector	£ 17
£ 243	New laptop computer for Museum Office	£ 162
£ 23	Monitor for new computer	£ 15
£ 5,500	Media Unit	£ 3,669
	Office Shelving	£ 106
	Office tables	£ 267
	Annexe Shelving	£ 180
	Annexe Furniture	£ 1,105
£ 16,710		£ 15,153

Asset values are estimated market values and will be less than replacement cost

Signed

Chairman



M. Boulding (Acting Chair)

Treasurer



R. Shrub

Examiner



D. Burke

Ashford Borough Museum Society
Accounts for Year Ending 31st December 2022

General Funds Receipts

2021	Details	2022	
£ 487.50	Subs	£ 905.00	
£ -	Donations	£ 366.00	
£ 2,000.00	Grants	£ 5,334.00	
£ 304.38	Donations Box	£ 736.01	
£ 2.00	Sales	£ 116.55	
£ -	Sundry	£ 962.51	
£ 66.14	HMRC Gift Aid/GASDS	£ 148.77	
£ 2,860.02	Total Receipts		£ 8,568.84

General Funds Payments

2021	Details	2022	
£ 806.33	Utilities	£ 2,571.93	
£ 782.31	Insurance	£ 1,784.35	
£ 98.59	Computing	£ 89.00	
£ 112.00	Subs	£ 210.00	
£ -	Curatorial	£ 1,366.66	
£ 880.44	Facilities	£ 1,783.97	
£ 131.29	Sundry	£ 773.42	
£ 2,810.96	Total Payments		£ 8,579.33

£ 49.06	Net Receipts / Payments		(£ 10.49)
£ 6,619.19	Balance at 31 December 2021		£ 6,668.25
£ 6,668.25	Balance at 31 December 2022		£ 6,657.76

Designated ^(D) & Restricted ^(R) Funds Receipts and Payments

2021	Details	2022	
£ 68,641.72	Receipts	£ 27,002.89	
£ 13,981.78	Payments	£ 45,577.48	

£ 54,659.94	Net Receipts / Payments		(£ 18,574.59)
£ 24,527.01	Balance at 31 December 2020		£ 79,186.95
£ 79,186.95	Balance at 31 December 2021		£ 60,612.36
Comprising			
£ 33,000.00	Annex Rent ^(D)		£ 24,719.87
£ 15,354.85	Annex Running Costs ^(D)		£ 10,721.71
	Jessell Fund		£ 3,280.46
£ 4,192.10	Wheels of Time (General) ^(R)		£ 4,568.34
£ 23,100.00	Wheels of Time Time to Change ^(R)		£ 14,321.98
£ 3,000.00	Brake Fund ^(R)		£ -
£ 540.00	SEMD ^(R)		£ 3,000.00

Ashford Borough Museum Society
Accounts for Year Ending 31st December 2022

All Funds

2021	Details	2022	
£ 71,501.74	Receipts	£ 35,571.73	
£ 16,792.74	Payments	£ 54,156.81	

£ 54,709.00	Net Receipts / Payments		(£ 18,585.08)
£ 31,146.20	Balance at 31 December 2021		£ 85,855.20
£ 85,855.20	Balance at 31 December 2022		£ 67,270.12

Bank Reconciliation

Date	Details		
01 Jan 2022	Balance BF	£ 85,832.25	
31 Dec 2022	Bankings	£ 35,452.75	
31 Dec 2022	Cheques		£ 54,062.82
31 Dec 2022	Balance CF		£ 67,222.18
		£ 121,285.00	£ 121,285.00

Cash Reconciliation

01 Jan 2022	Balance BF	£ 22.95	
31 Dec 2022	Receipts	£ 1,043.04	
31 Dec 2022	Payments		£ 90.05
31 Dec 2022	Banked		£ 928.00
31 Dec 2022	Balance CF		£ 47.94
		£ 1,065.99	£ 1,065.99

Total Funds

£ 54,709.00	Net Receipts / Payments		(£ 18,585.08)
£ 31,146.20	Balance at 31 December 2020		£ 85,855.20
£ 85,855.20	Balance at 31 December 2021		£ 67,270.12

Ashford Borough Museum Society
Accounts for Year Ending 31st December 2022

Analysis of Cashbook Receipts - Sundry

Ashford community Lottery	£	190.50	£ 190.50
Meal payments	£	192.00	£ 192.00
Ashford Town PCC Deposit Repayment (from 2021)	£	100.00	
Ashford Town PCC Deposit Repayment (from 2021)	£	50.00	
SSE Electricity refund	£	227.72	
SSE Electricity refund	£	70.54	£ 448.26
Erroneous Payment	£	126.42	
Repayment of expenses claimed in error	£	5.33	£ 131.75
	£	962.51	£ 962.51

Analysis of Cashbook Payments - Sundry

Card fees	£	3.94	£ 3.94
Virtual meeting license	£	102.09	£ 102.09
Printer Ink	£	81.75	£ 81.75
Web: hosting	£	140.25	
Web: Domain registration	£	10.79	£ 151.04
Gift to volunteer	£	4.00	
Gift to key holder	£	3.50	
Volunteer meal	£	295.35	£ 302.85
Repayment of erroneous payment	£	126.42	
Expenses claimed in error	£	5.33	£ 131.75
	£	773.42	£ 773.42

Analysis of Cashbook Payments - Designated

Annexe Rent	Deposit & initial rent	£ 5,530.13	
	Rent	£ 2,750.00	£ 8,280.13
Annexe running costs	Intruder alarm & CCTV	£ 1,289.14	
	Change lock	£ 65.00	
	Landlord's legal fees	£ 1,080.00	
	Legal fees	£ 2,199.00	£ 4,633.14
		£ 12,913.27	£ 12,913.27

Ashford Borough Museum Society
Accounts for Year Ending 31st December 2022

Analysis of Cashbook Receipts - Restricted

Wheels of Time	Members' Contributions	£ 2,850.00	
	Duplicate payment	£ 50.00	
	SEMD Network Grant	£ 2,000.00	
	Roger de Haan CT Grant	£ 3,000.00	
	Swale BC Grant	£ 1,000.00	£ 8,900.00
WoT TtC	Online shop sales	£ 42.89	£ 42.89
Annexe Capital	ABC Empty Premises Grant	£ 10,000.00	£ 10,000.00
Annexe Running Costs	Jessell Fund	£ 5,000.00	£ 5,000.00
SEMD	Organisational Health Check Grant	£ 2,000.00	
	Collections Care Grant final payment	£ 60.00	
		£ 1,000.00	£ 3,060.00
		£ 27,002.89	£ 27,002.89

Ashford Borough Museum Society
Accounts for Year Ending 31st December 2022

Analysis of Cashbook Payments - Restricted

Brake	Consultancy: Curatorial Review	£ 3,000.00	£ 3,000.00
Wheels of Time	Lanyards	£ 3,164.40	
	Badge production	£ 1,392.48	
	Leaflet / BannerDesign	£ 432.00	
	Leaflet Print	£ 3,095.00	
	Banner Print	£ 145.73	
	Social Media Promotion	£ 16.80	
	Web site	£ 76.77	
	Ebadge web plugin	£ 116.34	
	Award Badge Delivery	£ 3.60	
	Hire van for supplies	£ 66.24	
	Fuel for van	£ 14.40	£ 8,523.76
WoT TtC	DDO Time fees	£ 6,312.50	
	DDO Expenses	£ 68.00	
	WoT Dorset costs	£ 1,483.60	
	Shopify - online shop fees	£ 97.24	
	Prodigi - o/l shop trial purchase	£ 43.89	
	Prodigi - production fees	£ 28.24	
	DB web Integration	£ 787.44	£ 8,820.91
Annexe Capital	External Signage	£ 2,496.00	
	Partition & flooring	£ 5,610.60	
	Electrical alterations	£ 1,100.54	
	Intruder alarm & CCTV	£ 792.86	£ 10,000.00
Annexe Running Costs	Shelving for store	£ 179.99	
	Furniture	£ 1,105.25	
	Appliances	£ 128.49	
	Thermohygrometers	£ 22.09	
	Wi-fi router	£ 56.99	
	Broadband	£ 136.17	
	Water supply	£ 90.56	£ 1,719.54
SEMD	Conservation equipment	£ 300.00	
	Collections care training	£ 300.00	£ 600.00
		£ 32,664.21	£ 32,664.21

**Independent Examiner's Report on the Ashford Borough Museum Society's
Accounts for year ended 31st December 2022**

1. I report on the accounts of the Ashford Borough Museum Society for the year ended 31st December 2022.

2. Scope and nature of examination:

An examination includes a review of the accounting records kept by the Society 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 the management committee and/or treasurer 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.

In undertaking this examination, I have used as a reference point the requirements for accounts and examinations as set out in the Charities Act 2011.

3. Independent examiner's statement

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

- the accounting records were not kept soundly (*as would be required in accordance with section 130 of the Charities Act*); or
- the accounts did not accord with the accounting records.

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



Signed:

Examiner: David J Burke, BSc FCA

Date: 19th April 2023