



FINAL 22nd August 2023

**Bradford on Avon Museum Society
Business Plan 2023-2026**

Name of museum: Bradford on Avon Museum
Name of governing body: Bradford on Avon Museum Society
Date on which this policy was approved by governing body: 22/08/2023
Date at which this policy is due for review: 3 years from date above

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Introduction

The Bradford on Avon Museum Society is a fully independent body, a Company Limited by Guarantee and a Registered Charity. It is an Accredited Museum under the scheme operated by Arts Council England.

The Museum Society was founded in 1986, initially in order to preserve the contents of the old Christopher Pharmacy, a well-loved chemist shop which operated in the town for more than one hundred years and accumulated over that time a wealth of heritage pharmacy items.

After four years of fund-raising the Museum opened in its present premises in Bradford on Avon's then new library in September 1990. The space is leased from Wiltshire Council, however the Museum is entirely independent of local government and is staffed exclusively by volunteers.

The Museum's main funding comes from the subscriptions of Museum Society members, the donations of visitors and irregular grants from Bradford on Avon Town Council, Wiltshire Council, charitable trusts and government agencies. Ancillary income arises from sales of our range of publications on local history and ticket income from some larger-scale events.

Statement of Purpose

Our Vision is:

To explore, understand, and share the rich heritage of the Bradford Hundred with its community and with visitors.

Our Mission Statement:

To provide an environment that ensures the long-term sustainability of the Museum by:

- Continuing to attract and cultivate scholarship and expertise, and promoting innovation.
- Encouraging and developing the activities of the Museum's interest groups, increasing knowledge, participation and creativity.
- Interpreting, and continuously developing, the Museum's collection, and displaying it in an engaging and accessible way.
- Engaging in educational projects which share the history and knowledge of the Bradford Hundred.
- Seeking collaboration with other organisations to promote and enhance the work of the Museum, and benefit the community.
- Organizing and promoting a broad programme of events, special exhibitions, conferences, talks and activities.

Background

Our Museum collection is currently sited on the first floor of the Bradford on Avon Library building in Bridge Street and has many exhibits illustrating the history of our town, particularly the noted Christopher Pharmacy, together with displays of Roman artifacts, items from old shops and various town trades and services, displays on the important rubber industry, some Moulton bicycles, paintings and old photographs of the town.

In the museum we also have a small shop to sell the many fascinating and scholarly publications which the Museum Society has produced over recent years covering a range of topics related to our town heritage, with more in the pipeline every year. A notable feature

of all of our publications is that they have been readily sponsored by local businesses. This reflects the high esteem in which they hold the Museum and the quality of its publications.

As well as the display of the Museum collection, we organise many activities and exhibitions related to the Museum, conduct archaeological research and take the lead on town heritage projects, most recently the return of the 'Iron Duke' calendar machine to our town - now sited as an outdoor exhibit near its original place of operation in the Spencer Moulton rubber factory. For our members we organise a monthly Discussion Group which hosts talks and discussions on a wide range of history-related topics.

We also run an active Museum Research Group, which provides a focus in which volunteers with specialist interest can investigate subjects of archaeological and heritage interest particularly related to the Bradford Hundred. This is something that very few small Museums are able to do, and we are proudly nurturing this facility because of the benefits to the local community and to Wiltshire history research. The Museum Research Group's mission is to promote local archaeology through research, including the use of documentary evidence, Lidar, digital mapping, historic landscape analysis, geophysics and excavation.

Recent activities include the detailed research of a lost medieval village resulting in the publication of a scholarly summary in book form which can be sold in the Museum, and researching and planning a comprehensive mapping and databasing project of our local area, layering ancient maps, tithe maps and modern maps together with archaeological sites and finds locations to give a big picture of the ancient and modern history of our area. A small team is currently researching all the medieval ridge tiles in museum collections in Wiltshire, to produce a description and type summary which will be lodged with the Wessex Archeology database of Wiltshire medieval pottery.

Through this Group important connections are being made to other specialist bodies including WANHS, Wiltshire History Centre, Wessex Archaeology and many specialists who help us with our researches.

Review of the Previous Plan

This new Business Plan builds on our previous Business Plan of 2018 to 2021.

Key business achievements during the last period include:

- Successfully migrated our Collections database to an up-to-date system based on Filemaker 16 running on the Museum Society's iMac.
- Designed and printed new flyers to advertise steward opportunities, for use wherever the opportunity arises.
- Identified a contactless payment device which we are trialling.
- New publications continue to be launched every year. We currently have 19 publications available for purchase in the Museum and the local bookshop.
- A significant number of publicity initiatives to raise the profile of the Museum, including articles in local newspapers and periodicals and our Annual Public Lecture series, featuring high-profile speakers such as Mark Corney and Phil Harding. During the pandemic, we instigated an online talks programme, featuring Professor Martin Carver and Michael Wood.

The major unresolved business issue affecting the development of the Museum is our continuing search for bigger and improved premises, with no success so far.

Our Museum Society business was severely curtailed during 2021 due to Covid-19 restrictions. The museum itself was closed for most of 2020, all of 2021 and half of 2022 so that most planned projects were halted or at the very least became very low level background tasks.

This new Business Plan represents our museum getting back to normal and looking forward to picking up overdue development and improvement projects from 2023 onwards.

Development of this Plan

A core starting point for this plan was the resumption of normal Museum Society activities from mid 2022 after Covid-19 restrictions were finally lifted,

A thorough review of the previous plan has been conducted, to update where projects have been completed, to remove projects and plans now not relevant or required due to changes in circumstances, and to add new ambitions and plans for the next three years.

This Business Plan has been the subject of iterative review by the Museum trustees, and has been informed by consultation with the following bodies:

- Bradford on Avon Town Council
- Bradford on Avon Preservation Trust
- Bradford on Avon Tourist Information Office
- Bradford on Avon Community Area Network
- David Dawson, Director of Wiltshire Museum
- Wiltshire Museums Advisory Service (Heather Perry)
- Wiltshire Libraries (operations and signage)
- Wiltshire Council (over reopening)

Monitoring this Plan

Progress toward the actions identified in this plan will be monitored on an ongoing basis backed up by 3-monthly updates by the trustees.

Implementation of this plan will be the responsibility of the trustees.

Current Situation

a. Organisation Structure and Operational Process

We are organised as follows:

- The Museum Society is governed and directly managed by trustees who meet four times a year on average. They bring a wide range of professional, heritage and local expertise and experience.
- Our Accreditation Mentor is David Dawson, Director of Wiltshire Museum
- A retired museum professional acts as Honorary Curator, attends trustee meetings and maintains and develops the Museum's collection and displays.
- The Museum depends upon a cadre of committed volunteer stewards who staff the Museum during its opening hours.
- Areas of responsibility for Museum governance are taken on by individuals, or groups, having regard to their expertise, experience, interest and available time to undertake them.

- Contacts made via Museum meetings and through other wider community gatherings, offer trustees the chance to meet and identify people who have particular skills and have time to work for, and/or support, the Museum. This unofficial ‘people pool’ acts as a valuable resource for the sustainability of the Museum Society's governance.
- The Museum has access to expert advice from its accountants, solicitor, President and other honorary appointments it may make from time to time.
- The trustees are committed to developing a new museum (see Museum Prospectus booklet) with new, enlarged and improved facilities. This will enhance the profile of the Museum and make it easier to attract supporters, thereby enhancing its future sustainability.
- Key operational and financial decisions are taken by the trustees after discussion and review at a trustees meeting.
- We are governed by the procedures demonstrated and approved in our Accreditation achieved in 2016.
- We take regular note of guidance and advice for small museums, particularly from the South West Museum Development Programme and the Wiltshire MDO.
- The Museum is a member of the Association of Independent Museums and is a fully Accredited Museum under Arts Council England's national scheme. It receives pastoral care from officers of Wiltshire Council's Museums Advisory Service.
- It has an active group involved in Local Research.
- It works closely with local partner organisations, such as the Bradford on Avon Preservation Trust and the Tourist Information Centre, on events and publicity.

Financially, the Museum operates mainly through visitor donations (admission is free), members' subscriptions and the input of volunteers in all the above roles. The trustees particularly acknowledge grants made over the years by Bradford on Avon Town Council and other funding bodies, which have been invaluable in developing the Museum Society's work.

b. Public Opening

We open the Museum every week from Wednesday to Sunday. From Easter to end October we open for two 2-hour sessions a day, morning and afternoon, and on weekday afternoons only from November to Easter. We are closed in December and the first half of January for curatorial work to update and maintain the collection and displays.

Detailed Official Opening Times are:

Easter to End October

Wednesdays – Saturdays 10.30 – 12.30 & 2 – 4, Sundays & Bank Holidays 2 – 4

November, mid-January to Easter

Wednesdays – Fridays & Sundays 2 – 4, Saturdays 10.30 – 12.30 & 2 – 4

December – Mid January: Closed

We can organise for special group visits by prior arrangement.

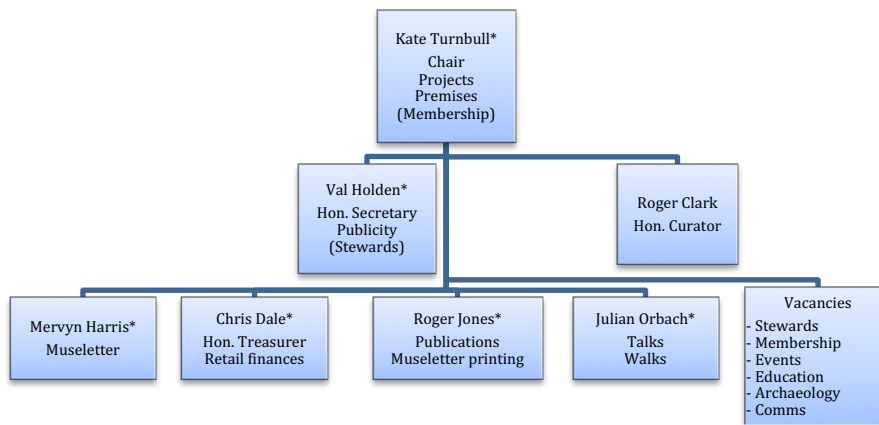
c. Staffing

We have no paid staff. Our Volunteers are as follows;

Role	Paid Staff	Volunteers
Stewards	0	25

(Front of house and customer care during Museum opening times)		
Hon Curator	0	1
Trustees (Take the lead in the key roles required to run the Museum)	0	6
Other Volunteers (This number includes the Research Group (geophys group (7) + ridge tile group (2)), newsletter editor (1), IHL researcher (1), stewards trainer (1))	0	12

Organisation chart



* Directors and Trustees

() Items in brackets denote temporary ownership

Recruitment:

a. Trustees:

Trustees are recruited on the basis of need. We have identified the key roles that trustees must perform, and have written Role Descriptions for each.

We recruit new trustees by networking in our local community and other like-minded organisations and by advertising in local publications and websites, for example the REACH website. As well as looking for people with specific skills, we will consider people with general attributes who will in due course take on particular tasks.

Potential new trustees are first interviewed by the Chairman and one other trustee. The full trustee team then reviews suitability taking the feedback from the Chairman's interview, before confirming the new trustee.

b. Stewards:

Because of the regular natural turnover of steward volunteers, we regularly look for new volunteers to fill the gaps. Our main recruitment methods include networking in

our local community and other like-minded organisations and by advertising in local publications.

c. Other volunteers:

We also have a need for other volunteers to help at events, on special projects, creating publicity materials, and so on. We tap into our membership to seek assistance as the need arises, plus we also advertise by word of mouth through the large local contact network which the Museum Society has built up over many years.

Training:

a. Trustees:

New trustees are given a briefing and an information pack to explain the duties and responsibilities of a generic trustee as applies to any charity, plus the particular organisation and legal structure of our Museum Society together with specific briefings on any particular roles the new trustee will play.

b. Stewards:

Potential new stewards apply using a formal application form. Applicants have to supply two references which we follow up. Applicants have several training sessions with experienced stewards, and are then monitored in a live session to check their readiness. They are given a “Steward’s Pack” which has aide memoires of everything they need to know to be an effective steward. As well as describing all necessary routines, the Steward’s Pack also includes emergency procedures, such as what actions to take in the event of an emergency such as fire.

Our stewards are trained to be aware of the needs of all our customers. Stewards can organise access to rest room facilities, and we understand the needs of disabled customers including use of lift and assistance through doorways.

Succession Planning:

Succession is an issue now for many charities and voluntary organisations: because of Covid; the economic recession; changing patterns of work and travel and family commitments.

Our role descriptions described above enable us to constantly monitor whether all the roles are being covered adequately, and whether we have sufficient trustees to fulfil each role.

Therefore, when trustees need to be replaced or augmented, we already have a clear idea of the attributes required to ensure the future development of the Museum.

Going forward we plan to create closer ties with the Town Council and Preservation Trust to expand our opportunities for recruiting new trustees.

d. Audience

We have around 5000 visitors to our Museum every year. Most of our visitors are seeing us for the first time, and most come from out of town, mainly visiting Bradford on Avon on holiday or short break trips.

Year	Total Visitors
2012	5229
2013	4824
2014	5711
2015	4538

2016	4814
2017	5897
2018	6285
2019	6490
2020	0
2021	0
2022	2552

The reason for zero visitors recorded in 2020 and 2021, and the low numbers in 2022, is that the Museum had to remain closed from 2020 until May 2022 due to the Covid precautions taken by Wiltshire Council for the safety of the Library building in which the Museum is housed.

Information about our visitors comes from the Stewards Day Book, where highlights of visitor experiences are recorded, from the comments in our Visitors Book and from our experience of talking to visitors. All this information gives us a good picture of our visitors.

Many visitors find us by chance, by seeing local signage or by being referred by the TIC, but increasingly visitors to the town find us advertised on the various town and tourist information websites and brochures. Most visitors are interested and impressed by the Museum and many observe that they wished they had known about it before.

We receive on average £1,400 in donations by visitors each year, which is an average of £3.90 per open session.

Satisfaction ratings from the Visitors Survey were Excellent or Very Good for overall experience and the quality of the displays and the information we give. A key favourite is the Pharmacy/Chemist, the "Christopher's Chemist". This is invariably seen as a treasure and always receives plaudits.

We also see high scores for the friendliness and helpfulness of our Volunteer Stewards.

We see opportunities for improvement in creating more activities for children, more interactive activities and also improving the way we encourage donations and increase the sales of our excellent publications.

We also want to increase the number of local visitors by more town community connections. We have instigated an annual public lecture on a relevant historical or archaeological subject, open to all to further awareness in the town of what we have to offer. We take opportunities as they arise to contribute articles in local publications.

e. Access

Bradford on Avon is 8 miles from Bath and 3 miles from Trowbridge via the A363, train or bus. Car parking is immediately outside, or in St Margaret's Street and at the railway station.

The Museum is situated on the first floor of the town Library, next to the Town Bridge and can be reached by stairs or by lift.

There is wheelchair access to all public areas and a toilet for disabled (RADAR National Key Scheme) visitors.

For access without visiting in person, our excellent website is very comprehensive and gives a clear insight into our Museum and collection.

f. Environmental Sustainability

The trustees of Bradford on Avon Museum have committed to provide a sustainable service and to minimise the environmental impacts of our operations.

Our Environmental Policy Statement can be inspected on file.

g. Finance

The latest Accounts 2022: Statement of Financial Activities and Balance Sheet are attached at Appendix 1.

This plan has already acknowledged the tremendous value of the voluntary inputs that permit charities generally and museums of our size and scale to operate at all.

In overview, the society's financial position can be summarized as follows:

By operating entirely with volunteers - there are no paid staff - and by keeping overheads to the absolute minimum, together with the helpful co-location with the Library service, the Museum's annual operating budget generally manages to break even. The income from visitors' donations and membership subscriptions offsets the modest expenses incurred.

By operating in this efficient way, and through successful fundraising over the years, the museum society has built up significant unrestricted reserves of some £65,000.

It is important to recognise that these funds can only be spent once and are insufficient in themselves to provide what may be required for any major developments, such as if there should be a major re-location of premises.

Where specific one-off expensive projects are required, such as recently for our Iron Duke Project, we fund this in the various ways which are common to small museums, including applying to the Heritage Lottery Fund and other funding and grant-giving bodies, as well as seeking donations from local organisations and individuals.

The trustees' financial strategy up to **2025** is therefore:

- to ensure that all costs are fully covered by income; and, where possible, that surpluses are generated for use in current and future developments
- to increase income continuously, with donations from an expanding number of visitors, increased museum membership, fund-raising public events and sponsorship
- to seek external grant funding for any development, where appropriate
- to continue to underwrite the risk on the Events programme, which is key to developing the Society's contribution in the community
- to utilise saved funds sparingly and principally as 'seed corn' to access other grants or sponsorship

The table below sets out the museum’s operating position at the end of each of the years: 2014 to 2022:

Financial Year (Jan – Dec)	Gross Income £	Total Expenditure £	Net Income / (Expenditure) £
2014	7,613	9,139	(1,526)
2015	11,338	6,569	4,769
2016	111,907	91,809	20,098
2017	16,466	15,170	1,296
2018	9,415	9,245	170
2019	8,430	7,738	692
2020	7,354	8,839	(1,485)
2021	6,804	4,773	2,031
2022	5,777	6,536	(759)

NOTES

1. The Net Income / (Expenditure) shown is the end-of -year operating position: *before* accounting for Gains / (Losses) on investments.
2. Income in 2015 and Income and Expenditure in 2016 were exceptionally much higher than in other years - arising from the Iron Duke project, which was funded by specific donations and grants, principally a grant from the Heritage Lottery Fund.
3. The significant net income in 2021 reflects successful fundraising towards the acquisition of a portrait of John Bailward.
4. The operating position in the years: 2020 to 2022 was adversely affected by the lockdown, arising from the Covid pandemic. The museum was closed to the public for most of 2020; all of 2021; and the first half of 2022.

h. Collection

The following formal Collection Policies are on file and were verified as part of the assessment and audit for our successful Accreditation in 2016.

1. Care and Conservation Plan
2. Care & Conservation Policy
3. Collections Development Policy
4. Collection Documentation Policy
5. Collection Documentation Manual

The largest part of the Museum’s collection consists of the contents of a chemist shop which for nearly one hundred years was a pharmacy business in the town. Run consecutively by father and daughter Richard and Angela Christopher, it is referred to as the Christopher

Collection and the great majority of this element of our collection is now on display in the accurately re-constructed Christopher's chemist in the Museum.

The Christopher Chemist is the reason why the Museum came into existence. The Christophers had an antiquarian interest in pharmacy and many other subjects, so they tended to keep the old items and continue to make old-fashioned medicines, while also selling modern medicines and cosmetics too. They didn't live in the building, so there was space behind the scenes to retain many old bottles and equipment. When Angela Christopher announced that she would be retiring in May 1986 and that the shop had no buyer, so would close, Bradford on Avon Museum Society was formed to preserve its old contents for the enjoyment and education of future generations. The rest of the Museum grew up around it.

As well as the Pharmacy, our Museum collection is based on a wide variety of items relevant to the local history of our town and the surrounding area. Whilst the Christopher Chemist collection and some other key items have been purchased by fund-raising or by obtaining grants, the majority of the rest of our collection has been either donated by kind people wishing to support the aims of the Museum and see their historical objects displayed for the public, or in the case of some of the items has been found in various ways, e.g. in gardens and attics and other chance places.

Our geographical collecting area covers all those pieces of land that were once part of the Hundred of Bradford, i.e. the modern parishes of Atworth, Bradford, Broughton Gifford, Holt, Limpley Stoke, Monkton Farleigh, South Wraxall, Westwood, Wingfield and Winsley. In addition, there is the small manor of Rowley which was transferred to Farleigh Hungerford, and parts of the tithing of Trowle which were transferred to Trowbridge in the early 20th century. The Museum will *only accept objects which have a strong connection to this area*. Other things will be referred to more suitable museums when possible. Large and heavy objects could present the Museum with great difficulties and so they may, reluctantly, have to be declined for so long as we are restricted for space, as will those things for which the need for conservation is beyond the Museum's practical and financial means.

A lot of our collection is related to businesses in the town and area and this is reflected in the theme for our displays in the Museum, e.g. woollen cloth manufacturers, rubber manufacturers, (particularly Spencer, Moulton & Avon Rubber), metal and building trades, printers & publishers, quarriers, stonemasons, brewers and publicans, shopkeepers and merchants. We also have collections and displays related to archaeology, natural science, house and home, church and chapel, schools, local government and services, transport and military history.

Finally, we have a large collection of old photographs, paintings, drawings and prints, and we display as many of these as possible.

Our displays of the collection are themed as described above, and each display and item is supported by clear and concise information. The collection is fully catalogued. We are happy to loan items to other accredited Museums for special exhibitions.

Website

Very importantly, we encourage as many interested people as possible to visit our highly-regarded, very comprehensive and professional website where much of our collection is shown, with more information, user-friendly indexing and a search facility. Our website had 31,050 unique visits in the year April 2021 – March 2022.

We also have the following further collection policies for these specific topic areas:

Archives

The Museum is not in competition with the Wiltshire & Swindon Records Office in Chippenham and will not collect major archives. However, it will accept some small bundles of old papers and is interested in any photographs of the collecting area and its people, if only to make copies.

Archaeology

The Museum has neither enough space nor other facilities to collect the numerous objects that come from full archaeological excavations; those carried out in the area normally go from the excavators to the Wiltshire Museum in Devizes. The Museum will happily accept casual finds, as long as it is with the agreement of the owner or occupier of the land they are found on and do not fall under the definition of treasure.

Natural history

The Museum is not able to conserve items of organic material such as plants and animals, with the possible exception perhaps of skeletal material and shells. It will not accept anything that is restricted by conservation laws, especially not birds' eggs. The Museum is keen, however, to collect photographs of natural history taken within its collecting area.

Geology

The Museum will accept fossils, minerals and rock samples from the geographical area, as long as it is with the agreement of the owner or occupier of land they are found on and do not violate any site conservation laws.

Description of Items	Number of Items	% of Collection
Owned	4580	99.53%
Loans	20	0.47%
Total	3208	100%

i. Security

The Museum is located in a public building owned by Wiltshire Council and operated and manned by the Library Service. The Museum is therefore covered by the various security and emergency policies and procedures operated by the Library Service and Wiltshire Council. The building has a fully functional fire and emergency alarm system with direct links to the Emergency Services. We participate in Fire Alarm exercises which are led by Library Management. Facilities in the building include alarms and extinguishers readily accessed on each floor and two emergency exits on the first floor where the Museum is located. The Library building is secured out of hours by a coded entry alarm system, and the Museum's main collection is locked and secured out of hours by a steel grill. In addition the floor area occupied by the Museum is secured by a locked door.

For the stewards use we have provided an internal and outside line telephone at the Museum stewards desk, plus we have provided an emergency pull-cord personal attack alarm which the stewards can use in dire emergency.

Stewards are trained in the emergency procedures and procedure notices are posted at the stewards desk for aide memoire.

Our most recent Security Review was conducted by Wiltshire Police on 10th December 2015. They gave two recommendations, both of which we have acted upon:

- a mirror to be placed at the top of the shelf opposite the place where the supervising volunteer sits, in order to give vision to the one blind spot in the far corner.

- the personal attack alarm is renewed as it is some years old, and this should be replaced every three years if not used, and after every use.

j. Tourism

We have forged close links with the Bradford on Avon Tourist Information Centre. TIC staff are briefed on the Museum's offering and many visitors to the Museum are as a result of being told about us at the TIC. We have our leaflets and other information available at the TIC, and we sell some Museum publications at the TIC also.

We also collaborate with the TIC on the publication of Town maps and Town Trails, which tourists use to find key town visitor attractions and heritage locations, and we make sure the Museum appears on any such material which is given to town visitors.

Visitors to the Museum are able to rate us on Google and Trip Advisor and we monitor our feedback from these sites. The TripAdvisor website lists the Museum as number seven of things to do in and around Bradford on Avon.

On top of this, a batch of good reviews means that we have been rated with five stars by Google. On Google Maps the Museum is prominently marked and so is the Iron Duke.

Plans for the Future

Aims for Business Plan period

Over this Business Plan period, we have set five Aims to work on. A Lead Trustee is assigned to each Aim, and the Lead Trustee then sets the Objectives and Actions for the Aim which are agreed with the trustee body. Progress is regularly reviewed at trustee level.

Our five Aims for the Business Plan period are:

- 1. Ensure that we remain a well-run and sustainable Museum in our sector and maintain our Accreditation.**
- 2. Continue our efforts to seek appropriate better premises with more space and user-friendly access, whilst also investigating possibilities to improve and expand our existing space.**
- 3. Develop an effective publicity and external communication process to increase the number of visitors to the Museum and widen the demographic.**
- 4. Have in place an effective Financial Strategy, and effective budgeting and cost tracking processes.**
- 5. Expand our Stewards team, devise new ways of encouraging new stewards to join, and maximise the effectiveness and retention of existing stewards.**

To support and track progress on these five Aims and to enable reporting and visibility, a separate Project chart is being maintained under the control of a Lead Trustee which details the Objectives and Actions supporting each Aim, and shows responsibilities and target completion dates. The Lead Trustee will promote regular reviews of this chart and ensure it is kept up to date. This Project chart is available to be viewed on request.

Resources
Spending plan

Spending Plan – Typical Annual Budget

Important Notes:

1. The Budget below represents a typical 'ordinary' year.
2. There is no charge for entry to the Museum, but donations are invited.
3. The Museum operates with a narrow cost base, as a small museum, run entirely by volunteers.
4. There are no staff-related costs, other than some training and travel.
5. In a year where specific additional projects, activities, or acquisitions are incurred these will be financed additionally by either, or both, of:
 - specific fund raising or grant
 - expenditure from the reserves, as 'Development Fund'

Typical Annual Budget

Income:	
Donations in museum	1,400
<i>* Donations - other</i>	500
Membership Subs	1,400
Shop: Book sales	2,100
Events Income	1,100
<i>* Grant Income</i>	1,000
Interest	50
Total Gross Income	7,550
Expenditure:	
Premises costs	1,500
Shop: Cost of Sales	1,500
Events costs	500
Maintenance and materials	150
Research Group	100
Depreciation	500
<i>* Project Costs</i>	1,500
Publicity, Training & Admin	500
Insurance	550
Accountancy	750
Total Expenditure	7,550
Net operating position:	0
Break even	

**APPENDIX 1: BRADFORD ON AVON MUSEUM SOCIETY
ACCOUNTS FOR THE YEAR ENDED 31 DECEMBER 2022**

Company No.02181679
Charity No. 298085

Statement of financial activities (including Income and Expenditure account)

	Notes	Restricted Capital Reserve £	Unrestricted Funds £	Restricted Funds £	Total Funds 2022 £	Total Funds 2021 £
INCOME AND ENDOWMENTS FROM:						
Donations and legacies	2	-	2,911	-	2,911	4,406
Charitable activities	3	-	-	-	-	1,272
Other trading activities	4	-	2,768	-	2,768	1,124
Income from investments	5	-	98	-	98	2
TOTAL INCOME		-	5,777	-	5,777	6,804
EXPENDITURE ON:						
Raising funds	6	-	2,241	-	2,241	1,089
Charitable activities	6	-	4,295	-	4,295	3,684
TOTAL EXPENDITURE		-	6,536	-	6,536	4,773
Net gain / (loss) on investments	12	-	(6,516)	-	(6,516)	10,761
NET INCOME / (EXPENDITURE)	7	-	(7,275)	-	(7,275)	12,792
Transfers between funds		-	-	-	-	-
NET MOVEMENT IN FUNDS		-	(7,275)	-	(7,275)	12,792
Reconciliation of funds:						
Total funds at 1 January 2022		2,382	115,548	17,096	135,026	122,234
Total funds at 31 December 2022	17	2,382	108,273	17,096	127,751	135,026

All recognised gains and losses are included in the above Statement of Financial Activities.

**APPENDIX 1: BRADFORD ON AVON MUSEUM SOCIETY
ACCOUNTS FOR THE YEAR ENDED 31 DECEMBER 2022**

The notes on pages 7 to 15 form part of these accounts.

Company no. 02181679

Balance sheet as at 31 December 2022

	Notes	2022		2021	
		£	£	£	£
TANGIBLE FIXED ASSETS	10		3,326		3,840
HERITAGE ASSETS	11		16,636		16,636
INVESTMENTS	12		65,918		72,434
CURRENT ASSETS					
Stock	13	2,758		3,094	
Debtors	14	1,388		462	
Cash at bank and in hand		40,304		40,920	
			<u>44,450</u>		<u>44,476</u>
CREDITORS: Amounts falling due within one year	15	2,579		2,360	
NET CURRENT ASSETS			<u>41,871</u>		<u>42,116</u>
NET ASSETS			<u>127,751</u>		<u>135,026</u>
FUNDS					
Unrestricted funds	17		108,273		115,548
Restricted capital reserve	17		2,382		2,382
Other restricted funds	17		17,096		17,096
			<u>127,751</u>		<u>135,026</u>

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31 December 2022.

The members have not required the charitable company to obtain an audit of its accounts for the year ended 31 December 2022 in accordance with Section 476 of the Companies Act 2006.

The trustees acknowledge their responsibilities for

- (a) ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and
- (b) preparing accounts which give a true and fair view of the state of the affairs of the charitable company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Section 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to accounts, so far as applicable to the charitable company.

These financial statements were approved by the Board of Trustees on 21 February 2023 and were signed on its behalf by:

M E Harris - Trustee

C C Dale - Trustee