



# Museum of Cambridge

Annual Accounts 2020-2021

MUSEUM OF CAMBRIDGE

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31ST MARCH 2021

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COMPANY REGISTRATION NUMBER: 412205

CHARITY REGISTRATION NUMBER: 311309

REGISTERED OFFICE: 2/3 Castle Street  
Cambridge  
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For and on behalf of:  
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**FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021****TRUSTEES' REPORT**

The trustees, who are also directors of the charity for the purposes of the Companies Act, present their annual report together with the financial statements of the Museum of Cambridge for the year ended 31st March 2021. The financial statements comply with the Charities Act 2011, the Companies Act 2006, the 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 1st January 2019).

**CURRENT TRUSTEES**

Lucy Walker, Chair

Bob Jobbins, Treasurer (co-opted 2021, appointment to be confirmed at AGM 2021)

Lucy Astill

Matt Hann

Claire Hardy (retiring at AGM 2021)

Roger Lilley

Matt Lowe

Liz Morgan

Sally Page

Jack Pishhorn

Louisa Trivett (seeking re-election at AGM 2021)

**The trustees who served the company during the period April 2020- March 2021 and up to the date of approval of the accounts are as follows:**

Lucy Walker, Chair (appointed 2016, reappointed 2019)

Bob Jobbins, Treasurer (co-opted January 2021, to be appointed at AGM 2021)

Lucy Astill (appointed 2020)

Matt Hann (appointed 2020)

Claire Hardy (appointed 2018, retiring AGM 2021)

Roger Lilley (appointed 2020)

Matt Lowe (nominated 2019)

Liz Morgan (appointed 2020)

Sally Page (appointed 2020)

Jack Pishhorn (appointed 2020)

Louisa Trivett (appointed 2018, seeking re-election AGM 2021)

**Other trustees who served during this period were:**

James Bowers (resigned September 2020)

Jane Eade (resigned September 2020)

Chris Jagger, Treasurer (resigned October 2020, acting Treasurer until January 2021)

Jonathan Latchford (resigned July 2021)

**STRUCTURE, GOVERNANCE AND MANAGEMENT**

The Museum of Cambridge, 2/3 Castle Street, Cambridge, was originally administered by the Cambridge and County Folk Museum Association, a charitable trust, which was incorporated as a company limited by guarantee in 1947 (Charity no. 311309). The Memorandum and Articles of Association were revised in 2016. The legal body responsible for the museum and its collections is now known as the Museum of Cambridge having adopted the new name at an Extraordinary General Meeting held on February 13, 2014. It is a Charitable Company limited by guarantee without share capital (company number 412205). In the event of an insolvent dissolution, the members will each contribute £10.

As set out in the Articles of Association, the full Board of Directors is made up of up to 12 elected Members of the Museum, 1 nominee from the University of Cambridge and up to 2 nominees from the Friends of the Museum of Cambridge, making a maximum of 15.

The Board of Trustees normally meets every two months, but during the period of Covid-19, throughout FY 20/21 it met every month. Apart from Chair and Treasurer we have link governors for specific and significant areas of activity, including working with volunteers, health and safety, updating our policies, GDPR, building maintenance and fundraising. We have recently added HR and Equality and Diversity. Day to day operations of the museum are managed by the Executive, with 3 trustees, the Operations Manager and the Development Manager. The Exec

**FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021****STRUCTURE, GOVERNANCE AND MANAGEMENT - continued**

meets fortnightly and can invite a trustee or member of staff to attend. The Board and Exec are advised by a Covid-19 working group and a Fundraising Steering Group, both of which include trustees, staff and advisors.

The Collections Committee is led by a member of staff and supported by trustees and an advisor, and from 2021 the Treasurer is supported by a Finance Committee made up of trustees and a member of staff.

As indicated, the Board and staff are supported by a team of advisors and we are delighted to be joined by Shahida Rahman, an author and historian of Muslim Cambridge.

**RECRUITMENT AND APPOINTMENT OF TRUSTEES**

Succession planning and trustee recruitment is a significant strand of work for the museum. During the financial year 20-21 three trustees resigned, and we would like to thank Jane Eade (link trustee for curation and historic buildings), James Bower (link trustee for business development) and Chris Jagger (Treasurer) for all their work on the Board, and for remaining attached to the museum as advisors. We advertised publicly and recruited 6 new trustees with specific skills aligned to the needs of the Board: Lucy Astill (link trustee for Collections and finance), Matt Hann (lead trustee on fundraising), Roger Lilley (link trustee for Health & Safety and GDPR, lead editor for Capturing Cambridge), Liz Morgan (link trustee for Curation and HR), Sally Page (link trustee for Volunteers) and Jack Pishhorn (link trustee for business and commercial development) - all confirmed at the AGM November 2020. In January 2021 the Board co-opted a new Treasurer, Bob Jobbins, who will be presented to the Members for confirmation at the AGM in November 2021.

Our Articles of Association require a third (or the closest number) of trustee directors to stand down each year, with the option to be reappointed. Each trustee can be on the Board for a maximum of 9 years (3 periods of 3 years). The directors to retire by rotation shall be those who have been longest in office since their last appointment: the trustees standing down this year are Claire Hardy, Jonathan Latchford and Louisa Trivett. Jonathan stood down in July 2021 and Claire Hardy will retire at the 2021 AGM. We thank them for their work on the Board and wish them well with their future plans. Louisa Trivett would like to be reappointed as trustee, and the Board will bring her nomination for re-election to the members at the AGM.

The Museum of Cambridge values diversity and is committed to equal opportunities and representation. We seek to reflect this on the Board and plan to increase our diversity in the next round of recruitment. We also usually specify areas of expertise and interest when recruiting new trustees, and advertise publicly and widely.

**AIMS, OBJECTIVES AND ACTIVITIES FOR THE PUBLIC BENEFIT**

As per our Articles of Association (2016) the charity's objects ('Objects') are specifically restricted to the following: the advancement of education by acquiring (within the Museum's Collection Management Policy) housing and exhibiting and conserving restoring and repairing objects and collections of an educational nature and by establishing, acquiring, managing and maintaining museums, galleries, libraries and other places where such purposes may be achieved, preserving the local heritage and presenting this to the community and wider public, educational activities based upon local history and the museum's artefacts.

As agreed in January 2019

1. **OUR MISSION:** The Museum of Cambridge is a unique, historic space where visitors can discover and celebrate the social history and diverse stories of Cambridge and its surrounding areas. We continue to preserve and interpret a dynamic collection to unlock the past for present and future generations. Connecting communities, we provide a sense of place, identity and heritage.
2. **OUR VISION:** Sharing stories from the ordinary to the extraordinary.
3. **OUR VISITOR EXPERIENCE:** Visitors will enter our historic space, central to the story of Cambridge and its surroundings. They will discover the secrets and stories that have shaped life today and will leave feeling they have explored the region in all its character.
4. **OUR STRATEGIC AIMS:** By building a resilient and sustainable organisation, we will:
  - Create an enjoyable and engaging visitor experience for all our users, while also increasing our visitor numbers.
  - Connect with and strengthen the bonds between the varied communities in Cambridge and surrounding areas.
  - Contribute to local knowledge, understanding and skills, using the collection and other museum resources.
  - Attract families, the broader local community and visitors to the city.

**FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021****AIMS, OBJECTIVES AND ACTIVITIES FOR THE PUBLIC BENEFIT – continued**

The trustees confirm that they have referred to the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives and in planning future activities for the year.

**STAFF**

- Temporary Museum Officer: Jan Wheeler (until end August 2020)
- Operations and Facilities Manager: Maddie Cox (from September 1, 2020)
- Development Manager: Annie Davis, NLHF funded Museum Making Project (from November 2, 2020)
- Collections Officer: Aimee Flack, NLHF funded Museum Making Project (from November 2, 2020)
- Community and Visitor Engagement Officer: Florencia Nannetti, 'Museum of You' activities funded by Cambridge City Council grant (from April 20, 2020 – end March 2021)

**VOLUNTEERS**

Our operational, collections, community engagement, website and social media activities are supported by volunteers.

**IT SUPPORT - Simon Middleton****OVERVIEW**

The Covid-19 pandemic started at a critical time as we embarked on our development plan for a resilient and sustainable social history museum in Cambridge, moving from being volunteer led to an organisation led by a core team of professional museum staff. The museum closed to the public in March 2020, and remained closed for much of the financial year 20/21, with a couple of open windows in late Summer, Autumn and the pre-Christmas period. This had a massive effect on our visitor numbers, and we experienced an approximate 90% drop over the year.

We are proud to say we weathered the crisis thanks to our staff, volunteers, advisors and trustees, the generosity of the public, and support from the government, the Arts Council, the NLHF, the City Council, SHARE Museum East, the Association of Independent Museums and the Cambridgeshire and Huntingdonshire Family History Society.

In spite of support from key funders, we became increasingly concerned about our core finances during the year, as tourism collapsed and periods of closure extended. We launched a major public fundraising campaign in November 2020 and are extremely grateful to everyone who donated to help save the museum. In addition, the City Council generously agreed to provide rent relief for the FY 21/22, and we have invested that saving in focused support for the museum in development and communications, and book keeping.

The Board of Trustees would like to thank every organisation and person who has supported us through this extremely difficult time, and is pleased to report that in spite of the challenges it proved to be an important and creative year for the museum, a time when we recruited new trustees, appointed new staff and considerably enlarged our community network.

We could not have managed without our Temporary Museum Officer and her replacement in the new role of Operations and Facilities Manager, and our volunteers. They ensured we were well networked with museums in the city to share advice and information and, crucially, enabled us to reconfigure the museum as a safe and welcoming place to work and visit, with some refreshed displays.

In April 2020 we were joined by our new Community and Visitor Engagement Officer to undertake a year-long project THE MUSEUM OF YOU (activities funded by Cambridge City Council). In March 2020 we were awarded a substantial grant from the NLHF for our 2-year MUSEUM MAKING project, to be accompanied by matched funding from Cambridge City Council. After consultation we decided to delay and slightly reconfigure the project, and were pleased to appoint the Development Manager and Collections Officer to start in November 2020. By May 2021 the full team was up and running with two Community and Visitor Engagement Officers, and we are now also supported by a new fixed term role of Communications and Development Officer.

Museum Making is an extremely important project for the museum, involving curation and evaluation of our Collections, innovative community engagement and the identification and building of supporter networks in preparation for future redevelopment.

**FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021****OVERVIEW – CONTINUED**

We had some disappointments including newly created exhibitions which had to prematurely close, and a museum without visitors is a sad place. But good things also grew out of the lockdowns and extended periods of closure.

We thought more creatively about engaging with old and new audiences in a new ‘virtual’, digital, world. As people adapted to technology, we found that offering online platforms meant that our audiences were often much bigger and with a global reach that is not possible in actual space. All our team responded to this challenge, making new contacts and partnerships, co-ordinating professional and volunteer teams in entirely new ways of working, enabling our planned exhibitions to go online, hosting online discussions and conversations, creating new website learning resources with volunteer teams working from home, strengthening the museum website offer and growing and promoting the museum Capturing Cambridge social history website.

Everyone has responded with exceptional care and attention to detail in very uncertain times, and the Board of Trustees would like to extend a special thanks to all our staff and volunteers, and to acknowledge that we appreciate their response and commitment to the museum. As Chair of the Board, I would also like to thank our trustees, many of whom were new, joining us at the beginning and during the financial year, and became closely involved and supportive in key areas of work with staff and volunteers, forming a very strong team.

In spite of the present uncertainties and the delay to our development plans, the Board is encouraged by a 2020 report we commissioned from the Consultancy Fourth Street which is positive about the potential for the development of a social history museum in Cambridge. We would like to thank Cambridge City Council for funding this report. Also encouraged by the support of our Heritage funders, our individual donors and the City Council, we remain committed to finding the investment to achieve our aim, building on the NLHF funded Museum Making project and our already strong connections with people and communities in contemporary Cambridge and surrounding areas.

**IN MEMORY OF ALLAN BRIGHAM**

We would like to acknowledge the very sad loss of Allan Brigham who died of cancer in September 2020. He was a recently retired long-term museum trustee and former Chair of the Friends of the museum. His various roles - as a City Council street cleaner, union representative, blue badge guide, local guide extraordinaire, community activist and campaigner for quality urban developments, commitment to the museum and the importance of local history, and good friend to many - mean that he is much missed by many people throughout Cambridge. You can find our tribute (initially an exhibition in the museum, curated by Carolyn Ferguson) on our website here [The Allan We Knew – The Museum of Cambridge](#), together with an interview with friends and family broadcast from Cambridge 105 Radio on Christmas Day.

**MUSEUM OPERATIONS**

Due to the Covid-19 pandemic, the Museum closed to the public from Wednesday 18<sup>th</sup> March 2020 for much of the FY20/21. Our Temporary Museum Officer managed the museum’s closure and internal activity until the delayed arrival of Operations and Facilities Manager in September 2020.

We set up a Covid-19 working group which followed UK Government and Public Health Guidance and conducted a risk assessment of the museum to prepare for reopening. The offices were reconfigured, displays refreshed and a one-way route put in place, perspex screens installed including at Front of House, and other safety measures introduced including the required use of face coverings, and hand gels were placed around the museum, ready to reopen to the public on Thursday 27<sup>th</sup> August 2020, on reduced hours. Our volunteers were trained and supported to provide a welcoming experience for visitors.

The museum obtained a ‘We’re Good to Go’ industry standard from Visit England to reassure visitors and displayed the Track and Trace notice for visitors. The Covid-19 Working Group continued to meet to assess Government guidance and industry recommendations on operating with the Covid-19 risk.

After two months the worsening Covid-19 situation led to a further 4 weeks closure in November. We then reopened briefly in December until tiered restrictions came into place in time for the Christmas/New Year holiday period. The museum then remained closed from Sunday 20<sup>th</sup> December 2020, with staff checking the building and collections on a rota for the rest of the FY20/21 and into ‘FY21/22 until we were able to reopen once more on 28<sup>th</sup> May 2021.

**FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021****MUSEUM OPERATIONS - CONTINUED**

Volunteers proved integral to the museum's success in FY20/21 with continued engagement online and in-person when possible. The Front of House team returned for reopening in August 2020 and supported the museum through an uncertain period until the Winter lockdown. With reopening in May 2021, these volunteers are again returning to their roles and continuing engagement with the museum. Training modules and communications were updated in the volunteer management software, Better Impact, with support from Volunteer-lead Trustee, Sally Page.

Falling slates from the White Horse Inn in the winter of 19/20 prompted the City Council to commission Lodge Roofing to carry out a survey, which extended to the Enid Porter Building, also looking for the cause of damp in the store and entrance way. Urgent remedial work on pipes at the rear of the Enid Porter building (adjacent to Kettles Yard) was carried out by Lodge Roofing in February 2020 and the City Council replaced the slate roofing on the White Horse Inn in FY20/21.

Roofing repairs on the Enid Porter building were also agreed by the Board as an urgent priority. External funding was required to do this work, and a working group identified the Amey Cespa Community Fund, submitting a full application at FY20/21 end. The museum was notified the bid was successful early June 2021, and Tanner & Hall began work in July 2021.

Regular servicing of equipment such as the Lift, Boiler, and fire and security systems occurred throughout the FY20/21. Museum business documentation and policies were updated and streamlined, with the support of Trustees. A regular Health & Safety review occurs every 6 months, and Covid-19 is now incorporated into this policy. Data Management, Privacy Notice, and Data Retention policies were updated, along with Conflict of Interest, Equality and Diversity, and Safeguarding. These policies are updated on the website and when relevant, incorporated into training modules.

Visitor numbers were affected by the multiple closures due to Covid-19 with overall FY 20/21 with an overall decrease of approximately 90% compared with FY19/20. We updated our monthly newsletter, and a small Social Media team promoted the museum and Capturing Cambridge (which grew considerably during this period) substantially increasing and broadening our online audiences.

In the New Year 2021 the Board agreed to aim to fund a fixed term dedicated Development and Communications Officer to support the staff and the museum's online engagement and fundraising activity.

**VOLUNTEERS**

The impact of Covid-19 on the volunteer programme can't be underestimated. Museum closure led to volunteer roles, in the majority, being paused and teams separated. Understandably over the year some volunteers have needed to step back or leave the museum, at least for the time being.

We have a current team of 66 (including Trustees) and responsibility for volunteer management is spread across staff, who oversee volunteer roles that link to their work. This year has seen us prioritise volunteer wellbeing, safety, keeping in touch and offering new ways to be involved, where possible and when capacity allowed.

We introduced monthly online volunteer socials to keep in touch and, as we welcomed staff, new 'at home' opportunities within Education, Collections, Marketing and Fundraising. This saw us welcome new faces and offer new ways for some of our existing team to be involved, whilst restrictions have been in place.

From September onwards, our Operations and Facilities Manager led on health and safety and with the support of colleagues, consulted the volunteer team at appropriate points, provided bespoke training, clear safety guidelines and weekly updates. In addition, our volunteer database Better Impact underwent an audit by staff, resulting in much more accurate data, which will help us to communicate with the team and celebrate their achievements.

The success of all this activity is down to the hard work of volunteers and staff. They have had to constantly adapt and try to build new relationships, with very limited opportunity to meet in person, but throughout have shown great creativity, enthusiasm, patience and kindness and the trustees can't thank them enough.

## FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021

### VISITOR AND COMMUNITY ENGAGEMENT

The **MUSEUM OF YOU** activities were funded by Cambridge City Council and delivered by the Museum of Cambridge from April 2020 to March 2021. The aims were to continue developing the museum as a cultural hub and centre for local and social history, through a programme of co-curated exhibitions, family and school activities, and volunteering opportunities.

The delivery of the proposed activities was hugely impacted by the Covid-19 pandemic right at the start of the programme. A major outcome has been an increased online offer, with online exhibitions and digital resources for schools and families, as well as online talks and workshops for both adult and younger audiences. We also liaised closely with officers in the City Council to provide activity packs for families.

We hosted two digital exhibitions on our website: *DRAWING CONNECTIONS* was a major piece of work curated by Rebecca Lindum Greene, artist-in-residence at the Institute of Criminology, University of Cambridge. Rebecca developed material from her art project with prisoners, and we hosted three 'live' online discussion sessions with stakeholders. *THE THINGS WE SEE* is an online volunteer-curated exhibition about objects in our collection that the participant volunteers particularly like, are interested in, or link to a personal story. These are still available on the museum website [Online Exhibitions – The Museum of Cambridge](#)

We also hosted two physical exhibitions in the museum: *IMPACT!* curated by Sophie Parker as an outcome of her project at Headway Cambridgeshire about brain injuries and the advancement of medical knowledge in WW1; and *FORGE* created by artist-activist Hilary Cox Condon, co-curated with community historian Helen Weinstein. Sadly this had to close very soon after it was installed in December 2020, but was made available online [Forge • Resonance-Cambridge](#)

We were also disappointed that the museum had to close soon after the installation of the significant exhibition *WOMEN, UNITY, STRENGTH*, curated by Corona House with the work of 50 women artists from organisations around Cambridge. In October we held a successful day event, *WEAVING OUR STORIES*, delivered by three of the artists from Corona House. The work consisted of a woven installation that took over the museum courtyard.

With in-schools activities suspended, we focused on creating 9 learning resources for schools and families, which can be accessed from our website. We recruited volunteers and provided remote opportunities in Fundraising, Learning, and the subject of Decolonising. The Decolonising Project Team worked on researching an item in the collection with colonial heritage, and engaged with members of the community to re-create the narrative around the object. This culminated in an online and onsite display [ReStoring OUR Museum – The Museum of Cambridge](#)

We were able to provide 9 volunteer opportunities, offer activities to 1300 households on low-income, and participated in 7 city-wide events with our partners, including Cambridge City Council and the Children and Young People Participation Service, University of Cambridge Museums, Open Cambridge and the Cambridge Festival. In collaboration with Epic Tales, we ran 8 online Storytelling Sessions for families in February half-term.

### MUSEUM MAKING: THE NLHF and CCC FUNDED PROJECT

Museum Making is a project funded by The National Lottery Heritage Fund and Cambridge City Council. We are incredibly grateful to them for their support.

The Museum Making project aims to build on the huge successes of our previous project, 'Securing Our Future', funded by the National Lottery Heritage Fund. Commencing in November 2020 with the recruitment of the Development Manager and Collections Officer, the project covers four key areas:

1. Audience development – understanding who visits, who doesn't, and why, and coming up with a plan to increase our engagement with audiences across Cambridgeshire.
2. Collections development – to review, rationalise and care better for our collection.
3. Community development – to engage with a wider breadth of communities across Cambridgeshire, bringing in new voices to the organisation.
4. Organisational development, options appraisal and feasibility study – to review the potential for significant redevelopment of the Museum, and how that might be achieved.



**FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021****MUSEUM MAKING: THE NLHF and CCC FUNDED PROJECT – CONTINUED**

The project experienced significant challenges, due largely to the impact of the Covid-19 pandemic: the museum, and indeed the country, was in lockdown for four of the five months that the project ran in 2020/21, which impacted a great deal of the planned activity.

Nonetheless, the Museum Making staff adapted their plans, taking innovative approaches to achieving project aims.

While extensive audience research could not take place during a national lockdown, we recruited a consultancy during this period, to prepare for the reopening of the museum. Culture Syndicates was appointed after a competitive application process, with plans to deliver extensive audience research activity once the museum is able to reopen.

Organisational development was significantly focused on the fundraising campaign launched in November 2020, with more detail on this outlined in the 'Fundraising' portion of this report.

Collection development focused on reviewing policies and procedures appropriate for Accreditation, along with re-introducing environmental/pest monitoring, and creating a building site list for onsite checks during the lockdowns. We set up an Acquisitions and Disposals Committee to support the Collections Review and Rationalisation work, made up of Trustees and Advisors working with the Collections Officer.

From mid-February, the Collections Officer co-ordinated fortnightly virtual team meetings with the Collections Volunteers. During these sessions, the team discussed collections care matters in depth to help plan priorities and begin to develop an exhibition concept titled Reimagining Museum Labels.

We applied for two grants to help improve the care of our collections. The first was the ICON Collections Care Stimulus Fund, to pay for conservation work on paintings in the collection. We are waiting to hear if successful. The second was the AIM Pilgrim Trust Collections Care Audit, for a Conservator to carry out a collections care audit, which we have been awarded.

The Museum Making team report to the Board, and the project is overseen by the Executive Committee, made up of the Board's Chair, Treasurer and Health and Safety lead trustees, as well as a Steering Group of external supporters, which also includes a trustee.

The Collections Officer is supported by the University of Cambridge appointed museum trustee, Matt Lowe who is Collections Manager for the Museum of Zoology, and Carolyn Ferguson, who is Advisor to Trustees for Collections and has extensive knowledge of the museum Collection. The Collections Officer also works closely with Deborah Walton, UCM Regional Conservation Officer, when planning and carrying out conservation matters; and networks with other organisations in the area.

Community development, again challenged by the national lockdown, focused on planning for the recruitment and training of a team of community curators, ready for the Museum's reopening in the spring.

**CAPTURING CAMBRIDGE**

The Capturing Cambridge website [Capturing Cambridge | Discover Cambridge through the ages](#) was created by the Mill Road History Project (now Society) seven years ago and given to the Museum of Cambridge in 2015. It was devised as a site to hold stories posted by members of the public about the local history of people and places in and around Cambridge. The content grew steadily, comprising a collection of posts and researched monographs (including by Allan Brigham), photos, public domain data from national censuses and other such sources. The Cambridgeshire Collection and Cambridgeshire Archives have provided a wonderful resource of material.

When the museum building had to close it became apparent that the Capturing Cambridge website could become a valuable platform for the Museum to make accessible, not only its own collection of photographs, documents and collection data, but also virtual exhibitions from other sources, focussed on contemporary as well as historical themes. Material from Cambridge City Council supported projects such as 'Disability Heritage', 'Herstory', 'Cambridge Black Heritage' and 'South Asian History Month' have been visited many times and, being web-based, remain on display.

**FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021****CAPTURING CAMBRIDGE – CONTINUED**

The content of the site now contains material not only all from all over Cambridge City, but increasingly from the villages and towns of South Cambridgeshire and beyond, reflecting the broad coverage of the Museum's own collection. There are almost 10,000 entries, many of individual houses where information on the lives of the historical occupants can be collected. We have worked with local history groups, such as those in Trumpington and in Chesterton, not only hosting their data but also to provide linkage and publicity to their websites and resources.

As well as an average of 7,500 'hits' a month, the website now receives many emails from all over the world, some offering further material such as family histories and photos, but also from academics, researchers and family historians. Responses to all such enquiries are dealt with in a matter of days and are often a fruitful source of new information.

Capturing Cambridge has supported the work of schools such as St Matthew's Primary and Hills Road Sixth Form College, and provides significant opportunities for the Museum to expand its activities in the education sector. We hope that this will enable a wider public engagement in the preservation of knowledge about the people, buildings and traditions not only of the urban centre but also the wider area which is the social and economic hinterland of the city.

We have a small group of volunteer researchers and contributors whom we thank for their commitment. We would welcome more, looking at not only at people and streets, but professions, businesses, media history, arts and rural life.

**FUNDRAISING**

The report received by the Board from the Fourth Street consultancy underscored the importance of building a sustainable programme of fundraising at the Museum. In response to this, the Board asked lead fundraising trustee Matt Hann to write a strategy, which was approved in August 2020. This strategy sets out a path to building a sustainable fundraising programme that will deliver the philanthropic income envisioned in the Fourth Street report: a vital aspect of income diversification for the Museum.

The strategy – with 50 deliverables – forms a roadmap for the work of the Fundraising Steering Group over the 18-month September 2020-March 2022 period.

Covid-19 led to considerable financial uncertainty for the Museum. Although successful in obtaining Emergency Funding from ACE, the Board decided to launch a public fundraising campaign in November 2020, with the aim of securing its future by raising the funds needed to ensure it could re-open again when lockdown was lifted.

The first campaign of this type undertaken by the Museum, it was a great success, despite the challenges posed by fundraising in lockdown: no physical fundraising events, no in-person meetings, no visitors to the Museum and, at the start, a very limited mailing list. However, donations from more than 300 supporters, together with further ACE funding as part of the second round of the government's Culture Recovery Fund meant that the £50,000 target was exceeded and the Museum was able to re-open.

The fundraising campaign also accelerated several aspects of the fundraising strategy: in addition to the money raised, huge progress was made in running online events, including a series of regular Cambridge Talks, utilising direct digital marketing and re-launching the Newsletter, databasing, gift processing and stewardship. The fundraising campaign was also a valuable learning opportunity for volunteers, staff and trustees, and should help to embed fundraising within all aspects of the Museum's work.

Over the forthcoming year, we hope to continue to expand our efforts, particularly with the addition of a new member of staff focussing on communications and development – a significant expansion in capacity made possible through the grant of a rent holiday by the City Council, for which we are hugely grateful. We plan to launch a programme of digital and in-person events, re-launch the Friends programme, forge corporate partnerships with local businesses, launch an object sponsorship scheme, and continue to apply for significant grants from governmental and foundation funders.

None of this would have been possible without the invaluable support of the volunteers and trustees who make up the Fundraising Steering Group: thanks go to everyone who has served on this group over the last year. Nor would the progress recorded here have been possible without the support of the Museum's staff: thanks in particular go to Annie Davis, who has masterfully translated the ideas generated by the Fundraising Steering Group into policies, procedures and workflows that work for the Museum.

**FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021****IT SUPPORT**

IT support for the Museum divides into three main areas:

- The physical infrastructure and devices owned by the museum such as PCs and laptops
- The software used for communication and collaboration, mainly Office365
- The public websites, [museumofcambridge.org.uk](http://museumofcambridge.org.uk) and [capturingcambridge.org](http://capturingcambridge.org)

We are fortunate that investment into these areas in recent years has meant that the Museum was better placed to handle remote working than it would have otherwise. For example:

- Full time staff have dedicated laptops so can work from anywhere in many situations and, as relatively new devices, have proved more reliable than the old PCs within the Museum.
- Use of Office365 for email by staff and trustees means little support needed other than creating and closing accounts. Additionally, widespread use of Teams, SharePoint and OneDrive for collaboration allows easy remote working without the need, generally, to access the in-house file storage.

The websites were moved last year to new hosting and so continue to perform well both with the increased numbers of visitors and the ever-increasing number of locations on Capturing Cambridge (now over 9000).

The major investment in time over the year was to support creating online exhibitions and resources. *Drawing Connections* and *The Things We See* both featured custom development to make them distinct from the main website and offer interactivity. Some of these features have then been reused in the learning resources.

**FINANCIAL REPORT**

In financial terms, the Museum survived the 2020-21 year surprisingly well, benefitting from City Council, government, Arts council and NLHF grants. These were designed both to compensate for the impact of Covid-19 on our income and to allow the museum to continue its programme of development. This enabled the museum to navigate successfully a period of great uncertainty and to end the year without having to draw-down money from its reserves. The grants were supplemented by an energetic fund-raising campaign.

However, during the year there were changes both among the trustees and the staff, with the resignation of the Treasurer, Chris Jagger, in October 2020, although he carried on in an acting capacity until a new treasurer was co-opted in January 2021. Equally, the new Operations Manager, Maddison Cox, was unable to take up her post until September 2020, and then in addition to her management duties took over day to day responsibility for the Museum's finances.

The last quarter of the financial year was spent working on ways to strengthen the Museum's finances. Richard Robertson, a supporter of the museum who is both a City Councillor and a Chartered Accountant, volunteered to produce a set of accounts for the year under review. The results of his work are contained in the Accounts attached to this report, which have been formally examined by Prentis and Co and submitted to Companies' House and to the Charity Commission as required by law.

Although total income for the year was down compared to F/Y 2019-20, the Museum ended the year with a small but significant surplus. The sharp fall in visits and in shop sales were offset by grants, and the Museum ended the year in a strong financial position. This will be tested in the year ahead both by the continuing concerns about Covid, but also by uncertainty about the overall economic situation.

The Museum currently has total reserves of £162295 (2020: £30807) including restricted reserves of £62503 (2020: £46000) of which £46000 is the painting fund. The Museum has free reserves of £92389 (2020: £80502). It is the Museum's aim to build up a level of reserves to ensure financial stability in the long run.

**RISK MANAGEMENT**

A risk strategy for the Museum has been drawn up reviewing the various risks and putting policies in place to mitigate them.

**PAY POLICY FOR KEY PERSONNEL**

The Museum regularly monitors staff pay comparing salaries with similar posts in other organisations and taking into account the local employment market and current levels of inflation. In April 2015 the trustees adopted the principle of paying their staff the Real Living Wage (Living Wage Foundation); this has been implemented to date.

**FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021**

**TRUSTEES' RESPONSIBILITIES IN RELATION TO FINANCIAL STATEMENTS**

The trustees (who are also directors of Museum of Cambridge for the purposes of company law) are responsible for preparing the Trustees' Annual Report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company and charity law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the applicable Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures that must be disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006, the Charities Act 2011, and the applicable Charities (Accounts and Reports) Regulations. The trustees are also responsible for safeguarding the assets of the charitable company and taking reasonable steps for the prevention and detection of fraud and other irregularities.

This report was approved by the trustees on *October 21, 2021*  
and signed on their behalf, by:



.....  
L WALKER  
CHAIR OF TRUSTEES

## FINANCIAL STATEMENTS FOR THE YEAR ENDED 31ST MARCH 2021

## INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF THE MUSEUM OF CAMBRIDGE

I report to the charity trustees on my examination of the accounts of the charitable company for the year ended 31st March 2021.

## RESPONSIBILITIES AND BASIS OF REPORT

As the charity's trustees of the charitable company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').


Having satisfied myself that the accounts of the charitable company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5) (b) of the 2011 Act.

## INDEPENDENT EXAMINER'S STATEMENT

I have completed my examination, I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

1. accounting records were not kept in respect of the charitable company as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act 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; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities [applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)].

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.



IAN SHIPLEY FCCA  
FOR AND ON BEHALF OF:  
PRENTIS & CO LLP  
CHARTERED ACCOUNTANTS

26 October 2021

## FINANCIAL STATEMENTS FOR THE YEAR ENDED 31ST MARCH 2021

## STATEMENT OF FINANCIAL ACTIVITIES

<b>CURRENT YEAR</b>	Note	Unrestricted Funds	Restricted Funds	Total Funds 2021	Unrestricted Funds	Restricted Funds	Total Funds 2020
		£	£	£	£	£	£
<b>INCOME FROM:</b>							
Donations and legacies	2	28284	-	28284	52482	-	52482
Income from charitable activities							
Operation of museum and shop	3	6323	-	6323	56125	-	56125
Other charitable income and grants	3	76057	67054	143111	2378	96305	98683
Investment income	4	187	-	187	181	-	181
<b>TOTAL INCOME</b>		<b>110851</b>	<b>67054</b>	<b>177905</b>	<b>111166</b>	<b>96305</b>	<b>207471</b>
<b>EXPENDITURE ON:</b>							
Costs of raising funds	5	3367	-	3367	10589	-	10589
Charitable activities - Operation of museum	5	92499	50551	143050	57721	100781	158502
<b>TOTAL EXPENDITURE</b>		<b>95866</b>	<b>50551</b>	<b>146417</b>	<b>68310</b>	<b>100781</b>	<b>169091</b>
<b>NET INCOME/(EXPENDITURE) AND NET MOVEMENT IN FUNDS FOR THE YEAR</b>	6	<b>14985</b>	<b>16503</b>	<b>31488</b>	<b>42856</b>	<b>(4476)</b>	<b>38380</b>
<b>RECONCILIATION OF FUNDS</b>							
Total Funds brought forward		84807	46000	130807	41951	50476	92427
Total Funds carried forward		99792	62503	162295	84807	46000	130807

The Statement of Financial Activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

The notes on pages 15 to 21 form part of these financial statements

## FINANCIAL STATEMENTS FOR THE YEAR ENDED 31ST MARCH 2021

## BALANCE SHEET

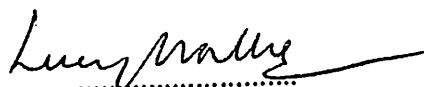
	Notes	2021		2020	
		£	£	£	£
<b>FIXED ASSETS</b>					
Tangible assets	10		7402		4305
Heritage assets	10		46000		46000
			<u>53402</u>		<u>50305</u>
<b>CURRENT ASSETS</b>					
Stocks		4216		5703	
Debtors	11	22547		4401	
Cash at bank		89804		73696	
<b>TOTAL CURRENT ASSETS</b>		<u>116567</u>		<u>83800</u>	
<b>CREDITORS: Amounts falling due within one year</b>	12		<u>7674</u>		<u>3298</u>
<b>NET CURRENT ASSETS</b>			<u>108893</u>		<u>80502</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>			<u>162295</u>		<u>130807</u>
<b>THE FUNDS OF THE CHARITY</b>					
Unrestricted income funds	13		99792		84807
Restricted income funds	14		62503		46000
<b>TOTAL CHARITY FUNDS</b>			<u>162295</u>		<u>130807</u>

For the year ending 31st March 2021 the company was entitled to exemption from audit 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 of the Companies Act 2006.
- The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

These financial statements were approved by the Board of Trustees on October 21, 2021 and were signed on their behalf by:



L WALKER  
CHAIR OF TRUSTEES

The notes on pages 15 to 21 form part of these financial statements.

## FINANCIAL STATEMENTS FOR THE YEAR ENDED 31ST MARCH 2021

## STATEMENT OF CASH FLOWS

	Note	2021 £	2020 £
Cash (used in)/provided by operating activities	16	<u>22889</u>	<u>28649</u>
Cash flows from investing activities			
Interest income		187	181
Purchase of tangible fixed assets		<u>(6968)</u>	<u>(184)</u>
Cash (used in)/provided by investing activities		<u>(6781)</u>	<u>(3)</u>
(Decrease)/Increase in cash and cash equivalents in the year		<u>16108</u>	<u>28646</u>
Total cash and cash equivalents at the beginning of the year		<u>73695</u>	<u>45050</u>
Total cash and cash equivalents at the end of the year		<u>89804</u>	<u>73696</u>



## FINANCIAL STATEMENTS FOR THE YEAR ENDED 31ST MARCH 2021

## NOTES TO THE FINANCIAL STATEMENTS

## 1. ACCOUNTING POLICIES

The principle accounting policies are summarised below. The accounting policies have been applied consistently throughout the current and previous years.

## (a) BASIS OF PREPARATION

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) second edition (effective 1st January 2019) (Charities SORP (FRS 102)), the Financial Reporting Standards applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Museum of Cambridge meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

The accounts are prepared on a going concern basis.

## (b) FUND ACCOUNTING

Unrestricted funds are available for use at the discretion of the trustees in furtherance of the general objectives of the charity.

Restricted funds are subjected to restrictions on their expenditure imposed by the donor.

## (c) INCOME RESOURCES

All incoming resources are included in the statement of financial activities when the charity is entitled to the income and the amount can be quantified with reasonable accuracy. The following specific policies are applied to particular categories of income:

Voluntary income is received by way of donations and gifts and is included in full in the Statement of Financial Activities when receivable.

Donated services and facilities are included at the value to the charity where this can be quantified. The value of services provided by volunteers has not been included in these accounts.

Investment income is included when receivable.

Incoming resources from trading through the charity's museum shop are accounted for when earned.

Incoming resources from grants, where related to performance and specific deliverables are accounted for as the charity earns the right to consideration by its performance.

## (d) RESOURCES EXPENDED

Expenditure is recognised on an accrual basis as a liability is incurred. Expenditure includes any VAT which cannot be recovered, and is reported as part of the expenditure to which it relates:

Costs of generating funds comprise the costs associated with attracting voluntary income and costs of trading for fundraising purposes including the charity's museum shop and café.

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

## FINANCIAL STATEMENTS FOR THE YEAR ENDED 31ST MARCH 2021

## NOTES TO THE FINANCIAL STATEMENTS

Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include the independent examination fees and costs linked to the operation of the charity's management committee. These are now included within the Charitable expenditure on the Statement of Financial Activities in accordance with the new SORP and FRS 102.

**(e) FIXED ASSETS**

Fixed assets (excluding investments) are stated at cost less accumulated depreciation. The costs of minor additions, i.e. those costing less than £1000 are not capitalised. Depreciation is provided at rates calculated to write off the cost of each asset over its expected useful life.

Equipment is depreciated at a rate of 25% straight line basis (formerly on a reducing balance basis).

Heritage Assets are capitalised when specifically purchased. Each asset is reviewed yearly and value amended for any impairment. Due to the nature of assets held as heritage assets the trustees feel it is not appropriate to depreciate these.

2.	DONATIONS AND LEGACIES			Total Unrestricted Funds 2021 £		Total Unrestricted Funds 2020 £	
	Gifts			<u>28284</u>		<u>52482</u>	
3.	INCOME FROM CHARITABLE ACTIVITIES						
		Unrestricted Funds 2021 £	Restricted Funds 2021 £	Total Funds 2021 £	Unrestricted Funds 2020 £	Restricted Funds 2020 £	Total Funds 2020 £
	Grants:						
	Cambridge City Council	41057	44600	85657	-	35000	35000
	ACC	35000	-	35000	-	-	-
	National Heritage	-	19204	19204	-	40858	40858
	Esmee Fairbairn	-	-	-	-	17715	17715
	SHARE Museum East	-	2700	2700	-	2732	2732
	Cambridge County Council	-	550	550	-	-	-
	Shop and food sales	1534	-	1534	14127	-	14127
	Admissions	3733	-	3733	34738	-	34738
	Lectures, school trips and events	861	-	861	7260	-	7260
	Other income, including hire	195	-	195	2378	-	2378
		<u>82380</u>	<u>67054</u>	<u>149434</u>	<u>58503</u>	<u>96305</u>	<u>154808</u>
4.	INVESTMENT INCOME				Total Unrestricted Funds 2021 £		Total Unrestricted Funds 2020 £
	Bank interest				<u>187</u>		<u>181</u>

## FINANCIAL STATEMENTS FOR THE YEAR ENDED 31ST MARCH 2021

## NOTES TO THE FINANCIAL STATEMENTS

5a.	EXPENDITURE - CURRENT YEAR	Costs of Raising Funds £	Charitable Activities £	Total 2021 £
	Purchases	3367	-	3367
	Staff costs	-	68305	68305
	Premises costs (including maintenance)	-	45243	45243
	Administration	-	25631	25631
	Depreciation	-	3871	3871
		<u>3367</u>	<u>143050</u>	<u>146417</u>

Charitable activities are further analysed between direct charitable activities, support and governance costs as follows:

	Direct Charitable Costs £	Support Costs £	Governance Costs £	Total 2021 £
Staff costs	68305	-	-	68305
Premises costs (including maintenance)	45243	-	-	45243
Administration	-	23988	1643	25631
Depreciation	-	3871	-	3871
	<u>113548</u>	<u>27859</u>	<u>1643</u>	<u>143050</u>

5b.	EXPENDITURE - PRIOR YEAR	Costs of Raising Funds £	Charitable Activities £	Total 2020 £
	Purchases	10589	-	10589
	Staff costs	-	57438	57438
	Premises costs (including maintenance)	-	49510	49510
	Administration	-	49425	49425
	Depreciation	-	2129	2129
		<u>10589</u>	<u>158502</u>	<u>169091</u>

Charitable activities are further analysed between direct charitable activities, support and governance costs as follows:

	Direct Charitable Costs £	Support Costs £	Governance Costs £	Total 2020 £
Staff costs	57438	-	-	57438
Premises costs (including maintenance)	49510	-	-	49510
Administration	-	48377	1048	49425
Depreciation	-	2129	-	2129
	<u>106948</u>	<u>50506</u>	<u>1048</u>	<u>158502</u>

## FINANCIAL STATEMENTS FOR THE YEAR ENDED 31ST MARCH 2021

## NOTES TO THE FINANCIAL STATEMENTS

6.	<b>NET (EXPENDITURE)/INCOME FOR THE YEAR</b>	2021	2020
	This is stated after charging:	£	£
	Depreciation	3871	2129
	Independent examiners fees	1648	1048
		<u>          </u>	<u>          </u>
7.	<b>STAFF COSTS AND NUMBERS</b>	2021	2020
	Total staff costs were as follows:	£	£
	Wages and salaries	66846	56579
	Social security costs	1459	859
		<u>68305</u>	<u>57438</u>

No employee received emoluments of more than £60000.

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

	2021	2020
	Number	Number
Administrative and curatorial staff	<u>4</u>	<u>4</u>

The key management personnel of the Museum of Cambridge are considered to be the Board of Trustees who receive no remuneration.

## 8. TRUSTEE REMUNERATION AND RELATED PARTY TRANSACTIONS

No members of the management committee received any remuneration or expenses during the current or previous year.

No trustee or other person related to the charity had any personal interest in any contract or transaction entered into by the charity during the current or previous year.

## 9. TAXATION

The company is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the company is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

## FINANCIAL STATEMENTS FOR THE YEAR ENDED 31ST MARCH 2021

## NOTES TO THE FINANCIAL STATEMENTS

10a.	TANGIBLE FIXED ASSETS - CURRENT YEAR	Heritage Asset:		
	COST	Equipment	Painting	Total
	At 1st April 2020	£	£	£
	Additions	35836	46000	81836
	At 31st March 2021	6968	-	6968
		<hr/>	<hr/>	<hr/>
	DEPRECIATION			
	At 1st April 2020	31531	-	31531
	Charge for the year	3871	-	3871
	At 31st March 2020	<hr/>	<hr/>	<hr/>
		35402	-	35402
	NET BOOK VALUE			
	31ST MARCH 2021	<hr/>	<hr/>	<hr/>
		7402	46000	53402
		<hr/>	<hr/>	<hr/>
10b.	TANGIBLE FIXED ASSETS - PRIOR YEAR	Heritage Asset:		
	COST	Equipment	Painting	Total
	At 1st April 2019	£	£	£
	Additions	35652	46000	81652
	At 31st March 2020	184	-	184
		<hr/>	<hr/>	<hr/>
	DEPRECIATION			
	At 1st April 2019	29402	-	29402
	Charge for the year	2129	-	2129
	At 31st March 2020	<hr/>	<hr/>	<hr/>
		31531	-	31531
	NET BOOK VALUE			
	31ST MARCH 2020	<hr/>	<hr/>	<hr/>
		6250	46000	52250
		<hr/>	<hr/>	<hr/>
11.	DEBTORS		2021	2020
			£	£
	Trade debtors		14410	1855
	Other debtors		8137	2046
	Accrued income		-	500
			<hr/>	<hr/>
			22547	4401
			<hr/>	<hr/>
12.	CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR		2021	2020
			£	£
	Trade creditors		3366	1162
	Other creditors and accruals		4308	2136
			<hr/>	<hr/>
			7674	3298
			<hr/>	<hr/>
13a.	MOVEMENT IN UNRESTRICTED FUNDS			
	CURRENT YEAR	Balance at		Balance at
		1st April		31st March
		2020	Income	2021
		£	£	£
	General fund	84807	110851	99792
			Expenditure	
			£	
			95866	
			<hr/>	<hr/>

## FINANCIAL STATEMENTS FOR THE YEAR ENDED 31ST MARCH 2021

## NOTES TO THE FINANCIAL STATEMENTS

13b. MOVEMENT IN UNRESTRICTED FUNDS  
PRIOR YEAR

	Balance at 1st April 2019 £	Income £	Expenditure £	Balance at 31st March 2020 £
General fund	41951	111166	68310	84807

## 14a. MOVEMENT IN RESTRICTED FUNDS - CURRENT YEAR

	Balance at 1st April 2020 £	Income £	Expenditure £	Balance at 31st March 2021 £
Painting Fund	46000	-	-	46000
SHARE	-	3250	1618	1632
Fourth St Report	-	9600	9600	-
Museum Making	-	19204	18796	408
Museum of You	-	35000	20537	14463
	46000	67054	50551	62503

## 14b. MOVEMENT IN RESTRICTED FUNDS - PRIOR YEAR

	Balance at 1st April 2019 £	Income £	Expenditure £	Balance at 31st March 2020 £
Painting Fund	46000	-	-	46000
SHARE	-	2732	2732	-
Esmee Fairbairn	-	17715	17715	-
National Heritage	-	40858	40858	-
Cambridge City Council	-	35000	35000	-
Friends Donation	3976	-	3976	-
Friends Retail Donation	500	-	500	-
	50476	96305	100781	46000

## RESTRICTED FUNDS

Cambridge City Council - was a donation for the Capturing Cambridge project.

Painting Fund - is grants given for the purchase of the Ward painting and its restoration.

Tracing Traditions - grant for the Project funded by Esmee Fairbairn Collection Fund.

National Heritage - a grant from HLF's Resilient Heritage programme for the purpose of employing a full-time Transitional Project Officer and to develop and expand the volunteer workforce.

SHARE - A number of small grants, aimed at improving the Museum's financial reporting, strengthening its marketing efforts and supporting volunteers.

Fourth St Report - Grant from the City Council to pay for a business scoping report about the viability and future development of the museum. We chose a company called Fourth Street, which describes themselves as experts in place, bridging the gap between the cultural and commercial worlds.

Museum Making - A two-year NLHF grant to explore the potential future and audiences for the museum, with funds for 3 posts - a Development Manager, a Collections Officer and a Community Engagement Officer. Runs until December 2022.

Museum of You - A twelve month community grant from Cambridge City Council for Community Engagement activities linking the museum with Cambridge residents, with a particular focus on providing access to cultural resources in underprivileged areas.

## FINANCIAL STATEMENTS FOR THE YEAR ENDED 31ST MARCH 2021

## NOTES TO THE FINANCIAL STATEMENTS

## 15a. ANALYSIS OF ASSETS BETWEEN FUNDS -CURRENT YEAR

	Tangible Fixed Assets	Net current assets	Total at 31st March 2021
	£	£	£
General fund	7402	92390	99792
Restricted funds	46000	16503	62503
	<u>53402</u>	<u>108893</u>	<u>162295</u>

## 15B. ANALYSIS OF ASSETS BETWEEN FUNDS - PRIOR YEAR

	Tangible Fixed Assets	Net current assets	Total at 31st March 2020
	£	£	£
General fund	4305	80502	84807
Restricted funds	46000	-	46000
	<u>50305</u>	<u>80502</u>	<u>130807</u>

## 16. RECONCILIATION OF NET MOVEMENT IN FUNDS TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2021 £	2020 £
Net (expenditure)/income	31488	38380
Add back depreciation charges	3871	2129
Deduct interest shown as investing activities	(187)	(181)
Decrease/(Increase) in debtors	(18146)	7926
Decrease/(Increase) in stock	1487	3971
(Decrease)/Increase in creditors	4376	(23576)
NET CASH PROVIDED BY/(USED IN) OPERATING ACTIVITIES	<u>22889</u>	<u>28649</u>

## 17. OTHER COMMITMENTS

On 31st March 2021 the charity had total commitments under non cancellable operating leases as follows:

	Land and Buildings	
Expiry date:	2021 £	2020 £
In less than one year	<u>5983</u>	<u>5983</u>

The Museum has a lease until November 2033 but is able to terminate it at 3 months notice. In reality it is unlikely to terminate and therefore its total commitment over the remaining period of the lease is £303349 (2020: £327311).