

Company registration number: 02793965

Charity registration number: 1018779

St Barbe Museum and Art Gallery

(A company limited by guarantee)

Annual Report and Financial Statements

for the Year Ended 31 March 2021

Westlake Clark Audit LLP
Registered Auditors
7 Lynwood Court
Priestlands Place
Lymington
Hampshire
SO41 9GA

St Barbe Museum and Art Gallery

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St Barbe Museum and Art Gallery

Reference and Administrative Details

Chair	Sir J H de Trafford Bt MBE, Chair
Trustees	Sir J H de Trafford Bt MBE, Chair Dr D F Mackenzie P A Perry J A Millard D W Moulton T Francis P N Williamson (retired 15 June 2021) J Neylon P Baker Professor T King W Porter C Jones C Faint (appointed 15 June 2021) S Alderson (appointed 14 September 2021) A Smith (appointed 14 September 2021) A Corbridge (appointed 14 September 2021)
Senior Management Team	M Ragan, Museum Director
Principal Office	St Barbe Museum New Street Lymington Hampshire SO41 9BH The charity is incorporated in England.
Company Registration Number	02793965
Charity Registration Number	1018779
Bankers	Lloyds TSB plc 39 High Street Lymington Hampshire SO41 9ZF
Auditors	Westlake Clark Audit LLP 7 Lynwood Court Priestlands Place Lymington Hampshire SO41 9GA

St Barbe Museum and Art Gallery

Chair's Statement for the Year Ended 31 March 2021

2020/21 was not a normal year. It began with the museum closed because of Covid lockdown, only to reopen for a few months during the Summer and Autumn before closing again until May 2021. It is often in adversity that the true character of an organisation shows through and I am proud of how our values:

- Creative - in everything we do and in the way we collaborate with others
- Demanding - of ourselves and of our working practices
- Fair - in our approach to audiences, supporters, colleagues and the wider community

helped guide our response to these troubled times.

First and foremost, we cared for our staff and volunteers, making sure that they felt supported in their personal circumstances, and we cared for our audiences, taking tough precautions to protect them from the pandemic.

Secondly, we showed our determination to support the local community by being one of the first museums in the country to reopen when Government regulations allowed. This contributed to the preservation of jobs in the retail, hospitality and leisure sectors, while more directly providing a safe venue for visitors and a Tourist Information Point to answer their queries.

We reopened with a delayed but successful Open Exhibition, providing many local artists - both amateur and professional - with an opportunity to sell the works they had produced during lockdown. This was followed by the acclaimed Seasons Exhibition that brought to a local audience a rich selection of works by major nationally and internationally-renown artists. We are grateful for the generosity of the loans and the sponsorship of the catalogue. It is a pity that the length of the exhibition was cut short by the reimposition of lockdown.

Our creativity came to the fore in finding new ways to run our activity programmes. The children met outside in the local park; the activities for schools and dementia sufferers transferred on-line; Zoom became the medium for our programme of talks and other activities; the Access and Youth Panels met virtually. We will learn from this experience going forward by spreading our net wider through a combination of face-to-face and virtual activities.

One of the most pleasing aspects of lockdown was seeing how our wider family stuck with us through thick and thin. We ended the year with the same group of faithful staff and trustees. We actually added to our wonderful group of Patrons and our Friends were remarkably loyal, despite the severe disruption to their programme of activities. Our volunteers deserve special praise for their flexibility around closures and changes to opening times. We are greatly indebted to them.

Finally, I must make particular mention of our funders at national, regional and local level. They recognised the damaging effect of the pandemic and responded generously to our various grant requests. The support we received has allowed us to exit the year with partially rebuilt financial reserves and a more confident feeling about how we are perceived by the Department of Culture, Media and Sport, the Arts Council and the National Lottery Heritage Fund as a vital cultural institution in the southern area of the New Forest.

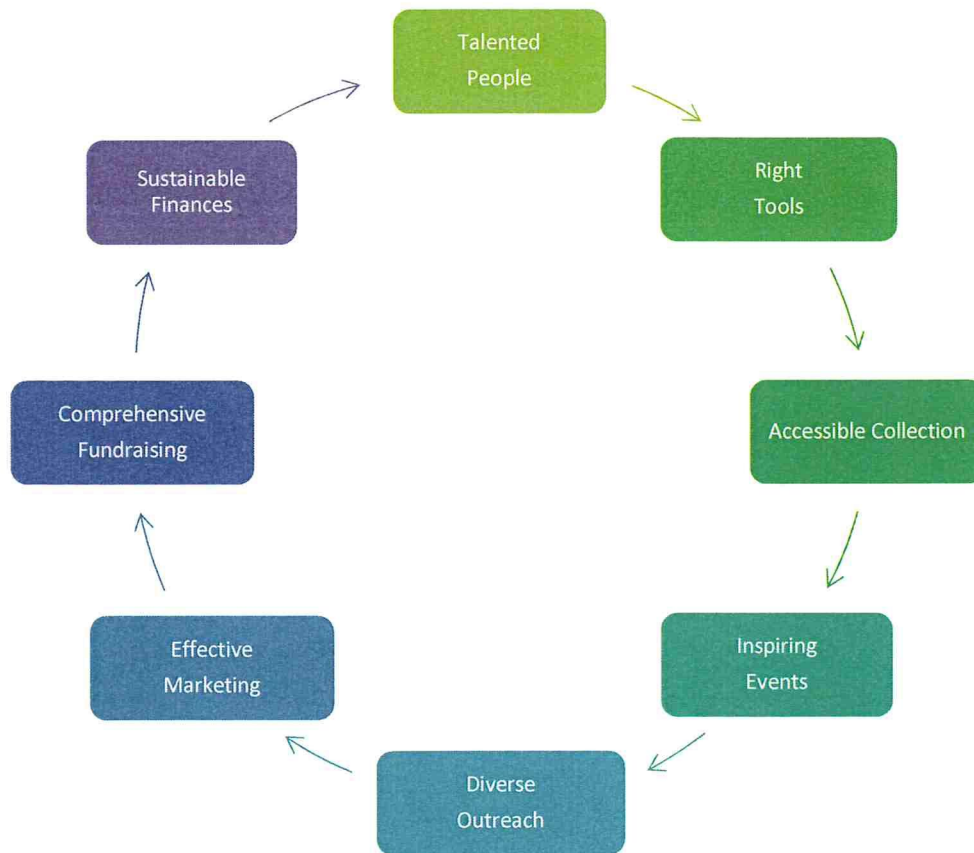
On behalf of all at St Barbe I would like to thank everyone who contributed to us surviving the troubled times and emerging battle-hardened and ready for the challenges ahead.

A year ago, I predicted that we might make a small financial surplus in 2020/21 by prudently managing our expenses in difficult circumstances. We achieved that and more, and as a result we have set aside a Designated Fund of £50,000 for our working capital needs. This leaves funds of just over £48,000 which are committed to activities forming part of our much more ambitious programmes for 2021/2022.

St Barbe Museum and Art Gallery

Chair's Statement for the Year Ended 31 March 2021

Lockdown also gave us time to focus on our longer-term plans for St Barbe and we produced a flexible set of scenarios that allowed us to flex our activities to suit uncertain income flows in a post-Covid environment. We titled this approach 'Creating a Flexible Future' and produced plans around eight strategic objectives that allow us to build momentum around the 'virtuous circle' shown below.



Our starting point is appointing talented people and providing them with the right tools to carry out our various activities. By doing this effectively, we encourage our donors and this, in turn, leads to sustainable finances, allowing further investment in people and so on round the circle. This approach is explained in the Five Year Plan, which has been posted on our website. Maria Ragan, our Director, in her report that follows brings to life these eight strategic objectives.

St Barbe Museum and Art Gallery

Chair's Statement for the Year Ended 31 March 2021

It is hard to make any predictions for 2021/22 at the time of writing because Covid is still an unfortunate presence. On the one hand, we can see that visitors are still nervous and the numbers who are prepared to participate in an indoor attraction are not where we would want them to be. On the other hand, we are pleased with the momentum that is building around our outreach activities. With so many young people having suffered from disruption to their studies and so many older people having suffered from loneliness and isolation, it seems absolutely right to be devoting more and more of our efforts to expanding and diversifying our audiences.

There are plenty of challenges ahead, but we are determined to rise to them and to fulfil our role serving the community as the key cultural hub in the southern part of the New Forest. Thank you for playing your part in this endeavour.

John de Trafford Bt. MBE

Chair, Board of Trustees

St Barbe Museum and Art Gallery

Director's Report for the Year Ended 31 March 2021

Yet again, this has been a very unusual year. We were, in fact only open 5 months during the last financial year. Hopefully the worst of Covid is behind us now and we can look forward with hope and enthusiasm.

The staff have continued to be the major asset of the Museum, each working hard and contributing to the success of the Museum in ever more creative ways.

The major achievement in the first few months of this year was to work with my team and John de Trafford to pull together the Five Year Plan. This has provided us with an excellent framework to develop our overall strategies and workplans moving forward.

I have used the headings from the 5 Year Plan to report on our major activities and accomplishments:

Make St Barbe a great organisation that attracts and inspires talented people

Staff Changes:

- Paola Palma left in June to take up a post at Portsmouth University
- Verity Kerins has increased her days and now works 3 days per week
- Bookkeeper, Hannah Blatchford resigned in December to spend more time working on her family business, Catherine Dunk has taken over and is doing an excellent job.

I have updated the staff contracts on a regular basis to take account of the various changes in furlough arrangements. All staff returned from furlough in May 2021. We continued to have weekly meetings during lockdown. It was good to check in with everyone and ensure that they were keeping well and looking after themselves.

We were careful to stay in touch with our volunteers during covid, sending out regular messages via the wonderful volunteer coordination team and phoning for a chat from time to time.

Provide our people with improved tools and resources - property, plant, IT and equipment

Now the main collections work has been completed at Braxton, I am investigating putting in new doors and linking the store to the Museum security system.

All regular maintenance was continued during lockdown. The exhibition galleries were freshly painted prior to reopening in 2021.

We have upgraded our IT equipment, website, CRM, SAGE and now have the collections on-line. These improvements have helped us become more productive when working at home and in the office.

Enrich the range and quality of our collection and the ways in which it can be accessed

The collections team have been hard at work, both during lockdown and since we reopened. Mark Haswell has almost completed the work at Braxton which was paid for by the 'Community Big Pot' grant of £13K.

I have been working with Kit Layman, Tony King and the British Museum to bring a Celtic Hoard to the Museum. Much of this work is now completed and we are awaiting details of the final funding package. This Hoard will make a spectacular addition to our collections and further establish the Museum as a centre of excellence.

Rosalyn Goulding and Mark were able to add about 20 objects to the permanent display in the Museum and the Collections are now available on-line. We have also been working with 4 students from Bournemouth University on a project to develop a timeline for the Collections on line. This will be available within the next few weeks.

The volunteer teams continue to be a vital resource, providing excellent support for the collection, for which we are very grateful.

We are putting together plans to work with our neighbouring organisations, historical and archaeological groups towards a greater understanding of resources and material available locally.

St Barbe Museum and Art Gallery

Director's Report for the Year Ended 31 March 2021

Develop an innovative, appealing and diverse programme of exhibitions, displays and events that are evaluated for impact

The exhibition programme has been quite severely impacted by Covid-19. We have been in constant communication during the various lockdowns with the lending organisations to ensure that we have been able to move dates and re-schedule all of our exhibitions. We have managed to move everything into new slots, both this year and next year and have not cancelled anything, only postponed exhibitions.

We have managed to reopen with the OPEN exhibition in 2020 and 2021. This has been popular as it has shown a commitment to our local community of artists. The Seasons Exhibition was absolutely stunning and extremely popular with our audience. It was very upsetting to have to close it during the November Lockdown and then close completely at Christmas. The exhibition catalogues sold really well and are continuing to be popular.

The WILD exhibition will be the first of our family focused exhibitions for the school holidays. We are also looking forward to Unsettling Landscapes: The Art of the Eerie, an expertly curated in-house exhibition opened in September and has been incredibly popular. The main programme has changed a lot but is now more or less as planned for the next 2 years.

Our existing relationships with national museums continue to be very good indeed, as are our relationships with local collectors who have significant material that they are happy to lend to us.

The Youth Panel and Access Panel met regularly on Zoom during lockdown and have started to help us make the future programming more community focused.

With the money from the ACE project, we have developed a Community Panel and are focusing a lot of work on local exhibitions such as 'History on the High Street' and a potential Yachting exhibition in 2023.

Expand and diversify the cultural experiences of our audiences by improving our outreach and the services we provide, on-line and in person

Michelle Kirwan and I have been very successful over the last year putting together emergency funding bids. We have received money from NHLF, ACE and the Cultural Recovery Fund, we also received a grant of £12,000 from the Beaulieu Beaufort Foundation. All of this money has enabled us to provide some excellent services for our local community. During the last year and a half, we have embraced on-line teaching for schools with 12 YouTube Tutorials. We also produced filmed and live workshop sessions and activities for home schooling.

As we were limited with what we could do inside the Museum last summer, we used the Beaulieu Beaufort grant to develop 'St Barbe at Large', an outdoor pop-up held on the Emsworth Road Recreation ground twice a week. This was very popular with both regular visitors and people who had never been to the Museum. The local council were also very supportive of this project and encouraged us to do it again this summer.

Project funding from the Arts Council England has enabled us to radically increase our outreach and educational activities and, with the help of this funding, we have been able to offer most of our activities for free.

Engagement with our Youth and Access Panels has continued to increase and their input is important in our future programming.

We are continuing to develop our dementia programme in partnership with the Red House Museum and Coltoncare. This work is now being undertaken by a freelancer.

The money we received from AIM has been used to survey our visitors and non-visitors and to look at methods of converting footfall to paid visits. The new signage was installed last November and the last few elements of the projects will be introduced over the next few months.

St Barbe Museum and Art Gallery

Director's Report for the Year Ended 31 March 2021

Creative use of marketing to expand and diversify our audience, whilst showcasing charitable impact

We have maintained an excellent relationship with the local press, even with new ownership and a restructure.

We are now working with a new designer and are building a series of templates for signage and marketing which seems to be working well.

The new website is taking longer than expected to get established, as is the Good CRM system. However, they both have features that enable us to do a great deal with the new systems.

Our social media presence has developed a lot over the last year and this is helping get our messages across.

All of our work is evaluated for each event and activity to ensure that we can track the impact of marketing on footfall and impact.

Attract a larger, more varied and loyal group of donors through a comprehensive fundraising strategy

Much of the work this year has been chasing emergency funding. However, we have put together some significant bids which have been successful and we are now working on the associated projects and assessing the impact through formal and informal evaluation.

Our Friends and Patrons have been incredibly supportive during lockdown, with the Patrons contributing £14K to a 'Patrons Fund' which was very generous and enabled us to make some plans for the future.

The new system of direct debit for Friends and Patrons memberships is now established and starting to work smoothly.

Obviously, all of our face to face events had to be cancelled, but we were able to entertain everyone with fiendish monthly quizzes provided by Jackie Millard.

Improve financial performance, operational efficiency and environmental standards

Our priority for the staff and trustee team continues to be fundraising. This activity is being closely monitored and seems to be going well.

I have regular meetings with our Treasurer, David Moulton to look at operational costs and look for potential savings. I regularly review contracts to ensure that we are getting value for money.

Phil Williamson, Jackie Millard and I have been looking into the practicalities of installing solar panels on the Museum roof to help our long term sustainability and reduce our annual costs.

The café and shop continue to be an excellent asset to the Museum. The shop is making a small profit and takings over the Christmas period were good.

The summer is due to be very busy for the staff and new freelancers at St Barbe and we are really looking forward to working on our funded projects and developing programmes around the new exhibitions. We are feeling very positive about our future and I feel that the Staff team, Trustees, Volunteers, Friends and Patrons are all working together, looking to the future.

.....
Maria Ragan FRSA

Director

St Barbe Museum and Art Gallery

St Barbe Museum and Art Gallery

Trustees' Report for the Year Ended 31 March 2021

The trustees, who are directors for the purposes of company law, present the annual report together with the financial statements and auditors' report of the charitable company for the year ended 31st March 2021.

Governing Document

The charity is constituted as a company limited by guarantee and is, therefore, governed by a memorandum and articles of association.

Recruitment and Appointment of Trustees

All directors of the company are also trustees of the charity and there are no other trustees. The Board has the power to appoint additional trustees as it considers fit to do so.

Trustee Induction and Training

All newly appointed Board members receive appropriate induction involving meetings with other directors and discussions with the Museum Director together with the right to attend any appropriate external courses. All Board members have access to independent advice on any matters relating to their responsibilities as Directors. The Directors are responsible for ensuring that all Board procedures are complied with. Training is undertaken as required during the year.

Objectives and Activities

The museum preserves and shares the artefacts, images and stories of the New Forest coastal area, to inspire and deepen its audiences' understanding of their own cultural identity and sense of place. The flagship galleries host high quality exhibitions, bringing art of national significance to Lymington for the benefit of the wider community.

The charity is organised so that all trustees meet regularly to manage its affairs and review matters considered by the individual committees.

There have been no material changes since the last Annual Report in the policies adopted by the Trust in the furtherance of the objectives.

Public Benefit

The museum is for the use and benefit of all members of the public.

The trustees confirm that they have complied with the requirements of section 4 of the Charities Act 2011 to have due regard to the public benefit guidance published by the Charities Commission for England and Wales.

Financial Review

The Statement of Financial Activities shows net expenditure of £13,438 (2020 - £130,295). Grants and donations of £295,183 (2020 - £186,855) were received together with exhibition and admission income of £4,960 and £6,927 respectively, so contributing to the majority of income for the year of £345,629.

From an operational point of view the museum has generated a surplus of £98,322 of which £50,000 has been set aside as a Designated Fund. This surplus has been derived, in the main, from Covid support funding which has been vital in offsetting the ongoing operational costs when the museum was closed.

Policy on Reserves

Total balance sheet reserves at 31st March 2021 amount to £1,706,151, of which £1,453,857 is restricted. The largest restricted fund is 'The Future for St Barbe Fund' of £1,437,709. This relates to funds (after providing for depreciation) which have been spent on the major capital refurbishment project completed in July 2017. These will appear on the Balance Sheet as Fixed Assets under the heading Leasehold Improvements and depreciated over the remaining life of the lease.

Of the total reserves, only £186,880 relates to unrestricted funds available to the charity. This level of funding is deemed to be at the minimum level required to support the continuation of the museum's activities. Day to day maintenance and operational requirements place considerable demands on the Charity's resources and do not allow it to build up significant unrestricted reserves. Any further developments will require additional funding from donors. The position is kept under close review to ensure day to day administrative costs can be met as they fall due.

St Barbe Museum and Art Gallery

Trustees' Report for the Year Ended 31 March 2021

Risk Management

The Trustees maintain a risk register with risks assessed for their likelihood of crystallising and impact on the charity should they do so. The principal risks and uncertainties are shortage of income, a major incident, failure to attract sufficient volunteers or systems failure. Each risk has mitigation activities associated with it and an identified lead or leads to pursue these activities.

The trustees (who are also the directors of St Barbe Museum and Art Gallery for the purposes of company law) are responsible for preparing the trustees' report and the financial statements in accordance with the United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) and applicable law and regulations.

Company law requires the trustees to prepare financial statements for each financial year. Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and apply them consistently;
- observe the methods and principles in the 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 disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

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

In so far as the trustees are aware:

- there is no relevant audit information of which the the charitable company's auditor is unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Small companies provision statement

This report has been prepared in accordance with the small companies regime under the Companies Act 2006.

Approved by the trustees of the charity on 17 December 2021 and signed on its behalf by:

.....
Sir J H de Trafford Bt MBE
Chairman and Trustee

St Barbe Museum and Art Gallery

Independent Auditor's Report to the Members of St Barbe Museum and Art Gallery

Opinion

We have audited the financial statements of St Barbe Museum and Art Gallery (the 'charity') for the year ended 31 March 2021, which comprise the Statement of Financial Activities, Balance Sheet, and Notes to the Financial Statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is United Kingdom Accounting Standards, comprising Charities SORP - FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and applicable law (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 March 2021 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

St Barbe Museum and Art Gallery

Independent Auditor's Report to the Members of St Barbe Museum and Art Gallery

Opinion on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' Report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

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

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

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

Responsibilities of trustees

As explained more fully on page 9, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

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

St Barbe Museum and Art Gallery

Independent Auditor's Report to the Members of St Barbe Museum and Art Gallery

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the charity through discussions with the management team, and from our understanding and experience of audit issues which are relevant to charities;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the charity;
- we assessed the extent of compliance with the laws and regulations through making enquiries of the trustees and inspecting legal correspondence; and;
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.
- we assessed the susceptibility of the charity's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

Audit procedures undertaken in response to the potential risks relating to irregularities (which include fraud and non-compliance with laws and regulations) which comprised inquiries of the trustees as to whether the charity complies with such laws and regulations; enquiries concerning any actual or potential litigation or claims; inspection of relevant legal correspondence; review meeting minutes; testing the appropriateness of journal entries; and the performance of analytical review to identify unexpected movements in account balances which may be indicative of fraud; documentation and review of the internal controls over funds received and expenditure paid out; sampling and testing both income and expenditure transactions for accuracy and completeness; review and audit based analysis of the underlying accounting records; checking and sampling accounting data back to original source documents.

No instances of material non-compliance were identified. However, the likelihood of detecting irregularities, including fraud, is limited by the inherent difficulty in detecting irregularities, the effectiveness of the charity's controls, and the nature, timing and extent of the audit procedures performed. Irregularities that result from fraud might be inherently more difficult to detect than irregularities that result from error. As explained above, there is an unavoidable risk that material misstatements may not be detected, even though the audit has been planned and performed in accordance with ISAs (UK).

As part of an audit in accordance with ISAs (UK), we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the charity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

St Barbe Museum and Art Gallery

Independent Auditor's Report to the Members of St Barbe Museum and Art Gallery

Use of our report

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

.....
Peter Clegg BSc FCA CTA (Senior Statutory Auditor)
For and on behalf of Westlake Clark Audit LLP, Statutory Auditor
7 Lynwood Court
Priestlands Place
Lymington
Hampshire
SO41 9GA

Date:.....

St Barbe Museum and Art Gallery

Statement of Financial Activities for the Year Ended 31 March 2021 (Including Income and Expenditure Account and Statement of Total Recognised Gains and Losses)

	Note	Unrestricted funds £	Restricted funds £	Endowment funds £	Total 2021 £	Total 2020 £
Income and Endowments from:						
Grants, donations and legacies	2	280,247	14,936	-	295,183	186,855
Charitable activities	3	46,971	-	-	46,971	95,516
Investment income	4	-	-	-	-	8,422
Other income	5	3,475	-	-	3,475	10,264
Total Income		<u>330,693</u>	<u>14,936</u>	<u>-</u>	<u>345,629</u>	<u>301,057</u>
Expenditure on:						
Raising funds	6	-	-	-	-	(17)
Charitable activities		(217,371)	(141,696)	-	(359,067)	(431,335)
Total Expenditure		<u>(217,371)</u>	<u>(141,696)</u>	<u>-</u>	<u>(359,067)</u>	<u>(431,352)</u>
Net income/(expenditure)		113,322	(126,760)	-	(13,438)	(130,295)
Transfers between funds		(15,000)	-	15,000	-	-
Net movement in funds		98,322	(126,760)	15,000	(13,438)	(130,295)
Reconciliation of funds						
Total funds brought forward		88,558	1,580,617	50,414	1,719,589	1,849,884
Total funds carried forward	17	<u>186,880</u>	<u>1,453,857</u>	<u>65,414</u>	<u>1,706,151</u>	<u>1,719,589</u>

From an operational perspective the museum has generated a surplus of £98,322 of which £50,000 has been set aside as a Designated Fund. This surplus has been derived, in the main, from Covid support funding which has been vital in offsetting the ongoing operational costs when the museum was closed.

St Barbe Museum and Art Gallery

(Registration number: 02793965)
Balance Sheet as at 31 March 2021

	Note	2021 £	2020 £
Fixed assets			
Tangible assets (including Leasehold Improvements)	12	1,576,625	1,636,058
Investments	13	<u>50,100</u>	<u>50,100</u>
		<u>1,626,725</u>	<u>1,686,158</u>
Current assets			
Debtors	14	19,943	34,073
Cash at bank and in hand		<u>179,212</u>	<u>67,327</u>
		199,155	101,400
Creditors: Amounts falling due within one year	15	<u>(119,729)</u>	<u>(67,969)</u>
Net current assets		<u>79,426</u>	<u>33,431</u>
Net assets		<u>1,706,151</u>	<u>1,719,589</u>
Funds of the charity:			
Endowment funds		65,414	50,414
Restricted funds		1,453,857	1,580,617
Unrestricted income funds			
Unrestricted funds		<u>186,880</u>	<u>88,558</u>
Total funds	17	<u>1,706,151</u>	<u>1,719,589</u>

Our bank balance at the 31st March 2021 was inflated as a result of a grant received from the Arts Council, relating to activities in the following year, and Gift Aid claims received late in the financial year.

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

The financial statements on pages 14 to 28 were approved by the trustees, and authorised for issue on 17 December 2021 and signed on their behalf by:

.....
Sir John de Trafford Bt MBE
Chair, Board of Trustees

St Barbe Museum and Art Gallery

Notes to the Financial Statements for the Year Ended 31 March 2021

Accounting policies

Summary of significant accounting policies and key accounting estimates

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

Statement of compliance

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) (effective 1 January 2015) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102). They also comply with the Companies Act 2006 and Charities Act 2011.

Accounting 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) issued on 16 July 2014, the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), the Companies Act 2006 and UK Generally Accepted Practice as it applies from January 2015.

St Barbe Museum and Art Gallery is a charitable company limited by guarantee incorporated in England and meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or fair value unless otherwise stated in the relevant accounting policy notes. The address of the registered office is given in the charity information on page 3 of these financial statements. The nature of the charity's operations and principal activities are found in the Trustees' Report on page 8.

The financial statements are presented in sterling which is the functional currency of the charity and rounded to the nearest £1.

Going concern

The financial statements have been prepared on a going concern basis.

The trustees assess whether the use of going concern is appropriate i.e. whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of the charity to continue as a going concern. The trustees have made this assessment in respect of a period of one year from the date of approval of the financial statements.

Exemption from preparing a cash flow statement

The charity opted to early adopt Bulletin 1 published on 2 February 2016 and have therefore not included a cash flow statement in these financial statements.

Exemption from preparing group accounts

The company is part of a small group. The company has taken advantage of the exemption provided by Section 399 of the Companies Act 2006 and has not prepared group accounts.

Charitable income and endowments

Charitable income including donations, gifts, legacies and grants that provide core funding or are of a general nature is recognised when the Charity has entitlement to the income, it is probable that the income will be received and the amount can be measured with sufficient reliability.

St Barbe Museum and Art Gallery

Notes to the Financial Statements for the Year Ended 31 March 2021

Donations and legacies

Donations are recognised when the charity has been notified in writing of both the amount and settlement date. In the event that a donation is subject to conditions that require a level of performance by the charity before the charity is entitled to the funds, the income is deferred and not recognised until either those conditions are fully met, or the fulfilment of those conditions is wholly within the control of the charity and it is probable that these conditions will be fulfilled in the reporting period.

Grants receivable

Grants receivable are recognised when the three following conditions are met:

Entitlement - control over the rights or other access to the economic benefit has passed to the charity

Probable - it is more likely than not that the economic benefits associated with the transaction or gift will flow to the charity.

Measurement - the monetary value or amount of the income can be measured reliably and the costs incurred for the transaction and the costs to complete the transaction can be measured reliably.

Deferred income

Deferred income represents amounts received for future periods and is released to incoming resources in the period for which, it has been received. Such income is only deferred when:

- The donor specifies that the grant or donation must only be used in future accounting periods; or
- The donor has imposed conditions which must be met before the charity has unconditional entitlement.

Investment income

Investment income is recognised on a receivable basis.

Charitable activities

Income from charitable activities includes income recognised as earned (as the related goods or services are provided) under contract. All income is derived from ordinary activities and recorded net of VAT.

Expenditure

All expenditure is recognised once there is a legal or constructive obligation to that expenditure, it is probable settlement is required and the amount can be measured reliably. All costs are allocated to the applicable expenditure heading that aggregate similar costs to that category. Where costs cannot be directly attributed to particular headings they have been allocated on a basis consistent with the use of resources, with central staff costs allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use. Other support costs are allocated based on the spread of staff costs.

Raising funds

These are costs incurred in attracting voluntary income, the management of investments and those incurred in trading activities that raise funds.

Charitable activities

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.

Support costs

Support costs include central functions and have been allocated to activity cost categories on a basis consistent with the use of resources, for example, allocating property costs by floor areas, or per capita, staff costs by the time spent and other costs by their usage.

St Barbe Museum and Art Gallery

Notes to the Financial Statements for the Year Ended 31 March 2021

Governance costs

These include the costs attributable to the charity's compliance with constitutional and statutory requirements, including audit, strategic management and trustees's meetings and reimbursed expenses.

Taxation

The charity 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 charity 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.

The Charity's trading subsidiary will pay available profits to the Charity under the Gift Aid scheme, thereby eliminating or reducing their respective corporation tax liabilities.

Tangible fixed assets

Individual fixed assets costing £250.00 or more are initially recorded at cost.

Depreciation and amortisation

Depreciation is provided on tangible fixed assets so as to write off the cost or valuation, less any estimated residual value, over their expected useful economic life as follows:

Asset class	Depreciation method and rate
Leasehold and leasehold improvements	Over the remainder of the lease
Fixtures, fittings and equipment	15% straight line basis
Computer equipment	25% straight line basis
Gallery equipment	15% straight line basis

Tangible fixed assets are not depreciated in the year of acquisition, and are depreciated fully in the year of disposal.

Trade debtors

Trade debtors are amounts due from customers for merchandise sold or services performed in the ordinary course of business.

Cash and cash equivalents

Cash and cash equivalents comprise cash on hand and call deposits.

Trade creditors

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers.

Fund structure

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

Designated funds are unrestricted funds set aside for specific purposes at the discretion of the trustees.

Restricted income funds are those donated for use in a particular area or for specific purposes, the use of which is restricted to that area or purpose.

St Barbe Museum and Art Gallery

Notes to the Financial Statements for the Year Ended 31 March 2021

2 Income from grants, donations and legacies

	Designated £	Unrestricted funds £	Restricted funds £	Total 2021 £	Total 2020 £
Grants, including capital grants;					
Grants received	50,000	156,765	14,936	221,701	139,432
Donations and legacies;					
Donations from trusts, foundations and statutory bodies	-	10,146	-	10,146	1,047
Donations from individuals	-	8,732	-	8,732	21,446
Gift aid reclaimed	-	35,381	-	35,381	3,236
Reimbursement of staff costs	-	19,223	-	19,223	21,694
	<u>50,000</u>	<u>230,247</u>	<u>14,936</u>	<u>295,183</u>	<u>186,855</u>

Grants received include covid support monies of £147,000.

Gift Aid reclaimed represents refunds from two previous years.

3 Income from charitable activities

	Total 2021 £	Total 2020 £
Patrons and Friends of St Barbe	33,996	52,574
Admission income	6,927	25,339
Sponsorship	500	3,000
Workshops	-	2,917
Exhibitions	4,960	9,071
Exhibitors entry fees	638	1,322
Education	(50)	1,293
	<u>46,971</u>	<u>95,516</u>

Total income from this source is reduced in this year resulting from the closure of the museum during the pandemic.

4 Investment income

	Total 2021 £	Total 2020 £
Interest receivable and similar income;		
Interest receivable on bank deposits	-	308
Receipts from investment in trading company	-	8,114
	<u>-</u>	<u>8,422</u>

The trading company incurred a loss for the year resulting from the closure of the museum during the pandemic

St Barbe Museum and Art Gallery

Notes to the Financial Statements for the Year Ended 31 March 2021

5 Other income

	Total 2021 £	Total 2020 £
Other income	<u>3,475</u>	<u>10,264</u>
Other income primarily includes Café Licence Fee of £3,100 (2020 - £7,400)		

The Café Licence Fee was partially waived as a result of the museum closure.

6 Expenditure on raising funds

	Total 2021 £	Total 2020 £
Fundraising costs	<u>-</u>	<u>17</u>

St Barbe Museum and Art Gallery

Notes to the Financial Statements for the Year Ended 31 March 2021

7 Analysis of governance and support costs

Support costs

	Unrestricted funds £	Restricted funds £	Total 2021 £	Total 2020 £
Establishment costs	39,355	-	39,355	42,239
Depreciation	122	62,666	62,788	62,438
Finance costs	3,019	-	3,019	4,050
Human resources	165,767	-	165,767	184,404
Contribution from NLHF	(38,058)	38,058	-	-
Exhibition costs	-	27,912	27,912	85,726
Administration costs	24,867	13,060	37,927	39,006
Information technology	9,320	-	9,320	2,909
Governance costs	8,563	-	8,563	4,404
Other support costs	4,416	-	4,416	6,159
	<u>217,371</u>	<u>141,696</u>	<u>359,067</u>	<u>431,335</u>

Establishment costs

This includes costs such as rent, rates and insurance.

Depreciation

This includes depreciation of fixed assets.

Finance costs

This relates to bank charges and credit card fees.

Human resources

This includes staff salaries and recruitment expenses and other similar costs (see Note 11).

Administration costs

This includes printing costs, bookkeeping fees, and office stationery costs.

Information technology

This relates to website design and software costs.

Governance costs

This includes audit and accountancy fees.

Other support costs

This includes entertainment costs and sundry expenses.

St Barbe Museum and Art Gallery

Notes to the Financial Statements for the Year Ended 31 March 2021

Governance costs

	Unrestricted funds £	Total 2021 £	Total 2020 £
Audit of the financial statements	1,200	1,200	1,200
Other fees paid to auditors (Accounts and payroll)	7,363	7,363	3,204
	<u>8,563</u>	<u>8,563</u>	<u>4,404</u>

Payroll Costs have increased because of the complexities of the Government's Furlough Scheme.

8 Net incoming/outgoing resources

Net outgoing resources for the year include:

	2021 £	2020 £
Property rent	4,399	6,059
Audit fees	1,200	1,200
Other non-audit services	7,363	3,204
Depreciation of fixed assets	<u>62,788</u>	<u>62,438</u>

Depreciation of fixed assets relates to the assets acquired and created by the refurbishment of the museum completed in 2018.

Property rent relates to the Braxton warehouse only, the museum being rent free on a long lease with NFDC.

9 Trustees remuneration and expenses

No trustees, nor any persons connected with them, have received any remuneration from the charity during the year.

No trustees have received any reimbursed expenses or any other benefits from the charity during the year.

The charity arranges cover of £1,000,000 for the trustees against liabilities in relation to the charity (2020 - £1,000,000).

Donations made by the trustees without any conditions attached totalled £1,000 for the year (2020 - £3,500).

St Barbe Museum and Art Gallery

Notes to the Financial Statements for the Year Ended 31 March 2021

10 Staff costs

The monthly average number of persons (including senior management team) employed by the charity during the year expressed as full time equivalents was as follows:

2021 No	2020 No
<u>6</u>	<u>6</u>

Staff costs during the year were:

	2021 £	2020 £
Wages and salaries	156,862	167,514
Social security	6,820	9,636
Pension	2,462	3,068
	<u>166,144</u>	<u>179,858</u>

Wages and salaries are shown as gross amounts. Furlough grants relating to wages and salaries are included in grants received in note 2.

No employee received emoluments of more than £60,000 during the year (2020 - 0).

The total remuneration of the key management personnel of the charity were £40,970 (2020 - £44,370).

11 Auditors' remuneration

	2021 £	2020 £
Audit of the financial statements	<u>1,200</u>	<u>1,200</u>
Other fees to auditors		
All other non-audit services (Accounts and payroll)	<u>7,363</u>	<u>3,204</u>

St Barbe Museum and Art Gallery

Notes to the Financial Statements for the Year Ended 31 March 2021

12 Tangible fixed assets

	Long leasehold improvements £	Fixtures, fittings and equipment £	Computer equipment £	Gallery equipment £	Total £
Cost					
At 1 April 2020	1,560,841	187,716	27,826	610	1,776,993
Additions	-	1,460	1,895	-	3,355
At 31 March 2021	<u>1,560,841</u>	<u>189,176</u>	<u>29,721</u>	<u>610</u>	<u>1,780,348</u>
Depreciation					
At 1 April 2020	62,434	56,315	21,942	244	140,935
Charge for the year	31,217	28,270	3,179	122	62,788
At 31 March 2021	<u>93,651</u>	<u>84,585</u>	<u>25,121</u>	<u>366</u>	<u>203,723</u>
Net book value					
At 31 March 2021	<u>1,467,190</u>	<u>104,591</u>	<u>4,600</u>	<u>244</u>	<u>1,576,625</u>
At 31 March 2020	<u>1,498,407</u>	<u>131,401</u>	<u>5,884</u>	<u>366</u>	<u>1,636,058</u>

St Barbe Museum and Art Gallery

Notes to the Financial Statements for the Year Ended 31 March 2021

13 Fixed asset investments

Shares in group undertakings and participating interests

	Subsidiary undertakings £	Total £
Cost		
At 1 April 2020	100	100
At 31 March 2021	100	100
Net book value		
At 31 March 2021	100	100
At 31 March 2020	100	100

Other investments

	Listed investments £	Total £
Cost or Valuation		
Additions	50,000	50,000
At 31 March 2021	50,000	50,000
Net book value		
At 31 March 2021	50,000	50,000

This amount represents Endowment funds invested with CAF.

St Barbe Museum and Art Gallery

Notes to the Financial Statements for the Year Ended 31 March 2021

Details of undertakings

Details of the investments in which the charity holds 20% or more of the nominal value of any class of share capital are as follows:

Undertaking	Country of incorporation	Holding	Proportion of voting rights and shares held		Principal activity
			2021	2020	
Subsidiary undertakings					
The St Barbe Trading Company Limited company registration number 02934921 Registered office: St Barbe Museum, New Street, Lymington, Hampshire, SO41 9BH	England	Ordinary	100%	100%	Running gift shop at St Barbe Museum

Subsidiaries

The surplus/ (deficit) for the financial period of The St Barbe Trading Company was (£2,446) having made a donation to the Trust of £Nil (2020 £8,114) and the aggregate amount of capital and reserves at the end of the period was (£2,346).

The St Barbe Trading Company Limited is a wholly owned subsidiary undertaking of St Barbe Museum and Art Gallery. It operates a shop in the museum selling merchandise. Surpluses made by the trading subsidiary are donated to the parent charity.

14 Debtors

	2021 £	2020 £
Trade debtors	1,940	2,544
Prepayments	8,177	7,682
Accrued income	7,160	20,863
Other debtors	2,666	2,984
	19,943	34,073

Accrued income in 2020 included £13,917 due from HMRC in respect of a Museum and Galleries Tax Relief Claim.

St Barbe Museum and Art Gallery

Notes to the Financial Statements for the Year Ended 31 March 2021

15 Creditors: amounts falling due within one year

	2021	2020
	£	£
Trade creditors	15,388	11,598
Due to trading company	28,013	23,973
Other taxation and social security	10,201	3,852
VAT grant repayable	(1,290)	2,023
Other creditors	2,605	1,040
Pension scheme creditor	597	1,358
Accruals	21,965	24,125
Deferred income	42,250	-
	<u>119,729</u>	<u>67,969</u>

The amount due to the Trading Company of £28,013 (2020- £23,973) relates to payments for parking clocks by credit cards which were paid over after 31 March 2021.

Deferred income relates to grants received in 2021 which relate to projects taking place in subsequent periods.

16 Charity status

The charity is limited by guarantee, incorporated in England, and consequently does not have share capital. Each of the trustees is liable to contribute an amount not exceeding £1 towards the assets of the charity in the event of liquidation.

St Barbe Museum and Art Gallery

Notes to the Financial Statements for the Year Ended 31 March 2021

17 Funds

	Balance at 1 April 2020 £	Incoming resources £	Resources expended £	Transfers £	Balance at 31 March 2021 £
Unrestricted funds					
<i>General</i>					
General Funds	88,558	280,693	(217,371)	(15,000)	136,880
<i>Designated</i>					
Designated Fund	-	50,000	-	-	50,000
Total Unrestricted funds	88,558	330,693	(217,371)	(15,000)	186,880
Restricted funds					
The Future for St Barbe Fund (Leasehold improvements)	1,564,469	14,936	(141,696)	-	1,437,709
Coin Hoard Fund	16,148	-	-	-	16,148
Total restricted funds	1,580,617	14,936	(141,696)	-	1,453,857
Endowment funds					
<i>Expendable</i>					
Endowment Fund	50,414	-	-	15,000	65,414
	50,414	-	-	15,000	65,414
Total funds	1,719,589	345,629	(359,067)	-	1,706,151

The specific purposes for which the funds are to be applied are as follows:

The Future for St Barbe Fund (Leasehold improvements)

This fund is in respect of the 'Future of St Barbe Project' to improve public services and enhance the St Barbe venue, enabling the organisation to be more resilient in the long term.

Coin Hoard Fund

In conjunction with the Future for St Barbe fund monies have been donated specifically for the acquisition and display of a Roman coin collection.

18 Related party transactions

Controlling entity

The charity is controlled by the trustees who are all directors of the company.

Donations from the Trustees

Donations made by trustees are disclosed in note 10.