

# AMBERLEY MUSEUM & HERITAGE CENTRE

Registered Company Number 01402483

## Trustees' Report & Consolidated Accounts 31 December 2016

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## History, objectives and activities

The Company was incorporated on 28 November 1978 and has been known since 2011 as Amberley Museum & Heritage Centre. By licence from the Secretary of State for Trade, the word “Limited” is omitted from the Company’s name in recognition of its Charity status. The Company is governed by a Memorandum and Articles of Association, and is limited by guarantee. Accordingly, it has no share capital.

It was established to create and operate the Museum at Amberley, preserving and restoring artefacts of interest relating to the industrial history of the South-East of England that might otherwise be destroyed, and displaying them in an informative way to educational establishments and the general public. As public expectations increase, existing exhibits are expanded and new projects undertaken, in order to maintain interest amongst previous visitors and to improve the quality of the displays.

It is set in a 36 acre site in the South Downs National Park and houses a wide range of exhibits, a narrow-gauge railway and is also home to traditional craftspeople.

## Board of Trustees’ report

The trustees, who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31st December 2016. The financial statements comply with 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 1 January 2015).

## Reference and administrative details

Charity Commission Registered Number: 278722

Companies House Registered Number: 1402483

Registered Office & Place of Business: New Barn Road, Amberley, Arundel, BN18 9LT

Trustees:	Marvyn Turrell	Chairman	Resigned 5 December 2016
	John Robbins	Chairman	Appointed 3 October 2016
	Stephen Hale	Deputy Chairman	
	Lauren Devereux		Appointed 7 August 2017
	Graham Duxbury		Appointed 7 February 2017
	Nigel Hartley		
	Jayne Herring		Appointed 7 February 2017
	Nigel Kennedy-Finlayson		Resigned 13 May 2016
	David Jones	Deputy Chairman	Resigned 17 October 2016
	Brian Steele		Appointed 4 April 2016
	Paul Taylor-Searle		Resigned 3 April 2017
	Richard Vernon		Appointed 7 August 2017

Auditors: Parkers  
178-180 Church Road, Hove,  
BN3 2DJ

Bankers: Barclays Bank plc  
1 Chapel Road, Worthing,  
BN11 1EX

CAF Bank Ltd  
25 Kings Hill Ave., West Malling,  
ME19 4JQ

HSBC  
1 Warwick Street, Worthing,  
BN11 3DE

Scottish Widows Bank Plc  
P. O. Box 12757  
67 Morrison Street, Edinburgh,  
EH3 8YJ

Virgin Money  
Jubilee House  
Gosforth  
Newcastle upon Tyne  
NE3 4PL

Solicitors: ASB Law  
108 High Street, Crawley,  
RH10 1AS

Other Officers and Key Staff:

Martin Piggott	Director	Left 24 March 2017
Leanne Clements	Locum Director	Joined 16 May 2017
Rachel Spiller	Deputy Director	Joined 10 October 2016 Left 12 Jul 2017
Dr Claire Seymour	Curator	Left 26 October 2016
Julia Edge	Curator	Joined 3 January 2017
Gillian Hughes	Finance Officer	

The Trustees confirm that they have complied with the duty in Section 4 of the Charities' Act 2006 to have due regard to the guidance published by the Charities' Commission on public benefit when reviewing the Charities' main aims and objectives and in planning future activities.

The Trustees regularly review the major risks to which the Company is exposed and insurance cover is maintained against normal commercial risks.

## Structure, governance and management

Trustees are recruited through advertising in appropriate publications, quoting the specific skill sets required. Prospective Trustees are given details of duties and responsibilities and invited to attend interview and/or a Board Meeting as an observer, before being invited to join the Board. A number of trustees resigned and others joined, both during 2016 and after the year end. The number of trustees was 5 at the year end, but had increased to 8 by August 2017. Trustees are required to attend relevant lectures and training as appropriate, in order to remain up-to-date with the statutory and other duties they are required to perform. Regular meetings on both a formal and informal basis are held between Trustees, Employees and Volunteers in order to discuss matters of mutual interest and concern.

A Governance review was funded, commissioned and completed in early 2017.

Day-to-day responsibilities for running the Museum are delegated to the management team headed by the Museum Director.

The permanent employees are supplemented by temporary staff during the open season. A key part of the Museum workforce is a body of over 450 volunteers, each with their own area of interest and expertise.

The Company owns all of the issued share capital of Amberley Museum (Retail) Ltd. The subsidiary operates the restaurant, retail and print shops at the Museum. Any profits generated by the subsidiary are covenanted to the Museum. A separate charity, the Amberley Museum Trust, holds all exhibits other than buildings so the exhibits are not therefore registered in the accounts of the Company.

## Year ending 31<sup>st</sup> December 2016

### Achievements and performance

#### Highlights of the year

Visitor numbers in 2016 can be estimated to have been some 12% higher than the previous year with total numbers, including Santa and special event days, estimated at around 53,000

In 2016 we set out an ambitious events programme and held our first Classic Land Rover Day in October.

We held our ever popular Mums and Dads 'can do' and a full programme of family fun days which all had their own theme and were supported with Hawking Around in our Barn. Family events were well supported again this year and we saw a lot of return visitors during the summer holidays. We held separate Brownie and Cub days this year and they worked to gain a badge. We also saw a number of Scout Groups join us on Communications Day who were able to talk to other Scout groups across the country over the radio waves. Children's crafts were popular and hands on craft activities took place in the Base and outside on event days.

Toddler Tuesdays have become extremely popular especially on Bus and Fire Engine days.

Halloween was well attended and Santa Days fully booked. Both events involved staff and volunteers working together and we saw the majority of the museum open creating a full experience for visitors. This year we saw Santa days including two Wednesdays as well as the weekends.

We had two visiting Loco's at our Train Gala, Jenny and Susan, visiting from Richmond Light Railway in Kent.

Classic Car events were popular with exhibitors booking up for 2017. We saw a number of car clubs join us over weekends and these have also expressed an interest in joining us again.

Ale at Amberley held its first ever Spring Festival this year and its ever popular September weekend was well attended despite the weather.

Work was started on the Billingshurst Signal Box which moved into its new home but progress has been slow and is still continuing.

The Bagmender's shop was put on Historic England's At Risk Register in September 2015. With a grant of just over £70,000 from Historic England and £16,000 donated by The Friends of Amberley work was carried out from January to mid-March, resulting in the removal from the At Risks Register in April. The Friends of Amberley Museum is once again acknowledged as a very loyal supporter of the museum.

The Rail Hall and all the Exhibits were treated to a full deep clean.

We are now a Visit England Quality Assured Visitor attraction and received a national award from the Kennel Club for being the Days Out winner 2016 in the Be Dog Friendly Awards.

## Education

The main objectives for the education department are:

- To continue to provide quality experiences for primary aged children
- To continue and expand upon the popular activity and family days
- To provide a relevant programme for secondary schools and beyond

We continue to try to expand our provision and look to new ideas for the future, fulfilling our Discover – Learn – Have Fun philosophy. A new Educational Assistant joined in March.

In 2016 we were visited by 3,066 children around the same number as 2015. During term time schools, home schooled and pre-school children visited and during the school holidays there were visits from holiday groups and scouting groups. Separate days were organised specifically for Brownies and Beaver Scouts who undertook activities around the site to gain a badge with 819 coming to Amberley.

Our Education department continues to be supported by a small dedicated team of volunteers helping with the workshops, taking children around the site and Family days during the holidays. New recruits are always needed.

## Our Members

Membership of the Museum is offered to the general public, and also to those volunteers donating more than 100 hours of their time to the Museum each year and wishing to take part in the Annual General Meeting and any other special meeting which may fundamentally change the way the Museum is governed.

Membership is granted in return for a minimum donation, according to the type of membership required by the prospective member.

## Our Plans for 2017 and thereafter

2017 is an exciting year with new events having been planned.

Art At Amberley will be running on a monthly basis and will be offering visitors a chance to try new craft and art projects including candle making and Lino Printing. This is to encourage older children and adults to visit the museum. A charge will be made for each project to cover the costs.

As April the 1<sup>st</sup> falls on a Saturday we are holding a Fooling around day based on Family Fun Activities.

Our big event for this year will be the Robots Live weekend with The Robots that are featured on BBC's ever popular programme battling it out in The White Pit.

We will see the return of Scooter Day which has not been held at the Museum for some years and we have a visiting exhibition with memorabilia from the film Quadrophenia along with one of the main stars.

Our activities days are all re-vamped with themes for each week during the summer holidays including a 70's day. Our yearly storybook day has had a re-vamp and will be based on the book Alice in Wonderland and we are hoping to see a variety of characters from book around the site.

We are looking at having visiting car clubs over the weekends and hope they will sign up for our Classic Car Show days.

As we reach October we will be promoting our Autumn Gathering Event and as this is the 40<sup>th</sup> Anniversary of the very first time we opened the gates are hoping to make this the start of our Anniversary celebrations.

Next season we intend to increase the Adult Education courses that will be offered throughout the museum

We are looking at turning the end of year Members and Volunteers day into an event in itself with not only thanking our hard working volunteers but looking at arranging small talks and so on to encourage new volunteers.

Christmas this year will be based on the 12 Days of Christmas and Santa's grotto will be relocated to the Brick Drying Shed.

### Our strategy

The museum continues to try to find ways to improve the museum experience for the public to increase numbers through the gate. Ticket prices continue to be reviewed and will be increased again in 2018 whilst remaining competitive with other local attractions.

It is recognised that funding other than entrance fees must be found and fund raising needs to be approached in a professional targeted manner.

The Locum Director has been tasked with reviewing existing management and operational practices and moving the museum forward with a clear plan and achievements to be made.

### Financial review

The accounts for 2016 show a considerable increase in the net loss made in 2015. Trustees and management recognise the deterioration in financial performance and are embarking on measures to redress the situation.

Income for the museum was up £100k on 2015,

Expenses, however, increased significantly over 2015. The main element of this was a considerable increase in payroll costs, as the Museum moved towards a more professional operation. Although year-end staff numbers did not vary a great deal, the increased cost reflects increases in hours and some staff hired at the end of the previous year. A second significant element of cost increase was Repairs and Maintenance, including road surfacing, barrier repairs and electrical work.

Income from Grants and Donations increased by £100k, which reflects an ongoing policy to increase these, including the engagement of Fundraising consultants during the year.

Control of costs continues to be a key focus during 2017 and it is important to continue funding projects from external funds wherever possible. Trustees recognise their duty to maintain cash reserves for any unplanned expenditure that arises.

### **Reserves Policy**

The Charity is responsible for the operation and maintenance of a large, former industrial, site totalling some 36 acres. The Trustees recognise that over time this is building up significant requirements for major maintenance and improvement works which are often on a scale that they can only be carried out over a period of several years. To recognise this, funds are set aside both in designated funds and in the form of undistributed retained profits to enable the work to be carried out in future periods.

## **Statement of trustees' responsibilities**

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

Company 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 the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing those financial statements, the trustees are required to:-

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity 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 which 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 the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

### **Statement as to disclosure of information to auditors**

So far as the trustees are aware at the time of approving our trustees' annual report:

- there is no relevant information (as defined by Section 418 of the Companies Act 2006), being information needed by the auditor in connection with preparing their report, of which the charitable company's auditors are unaware, and
- the trustees, having made enquiries of fellow directors and the group's auditor that they ought to have individually taken, have each taken all steps that he/she is obliged to take as a director in order to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information

### **Auditors**

The auditors, Parkers, will be proposed for re-appointment at the forthcoming Annual General Meeting.

This report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

By order of the Trustees

John Robbins  
Chairman  
31st August 2017

## REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF AMBERLEY MUSEUM AND HERITAGE CENTRE COMPANY NUMBER 01402483

We have audited the group financial statements of Amberley Museum and Heritage Centre for the year ended 31<sup>st</sup> December 2016 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102.

This report is made solely to the charity's members, 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 members 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 charity and the charity's members as a body, for our audit work, for this report, or for the opinions we have formed.

### **Respective Responsibilities of Trustees and Auditors**

As explained more fully in the Statement of Trustees' Responsibilities, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the group financial statements and for being satisfied that they give a true and fair view.

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's (APB's) Ethical Standards for Auditors.

### **Scope of the Audit of the Financial Statements**

A description of the scope of an audit of financial statements is provided on the APB's website at [www.frc.org.uk/apb/scope/private.cfm](http://www.frc.org.uk/apb/scope/private.cfm).

### **Opinion on Financial Statements**

In our opinion the financial statements:

- give a true and fair view of the state of the charitable group's and of the parent company's affairs as at 31<sup>st</sup> December 2016 and of the group's 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.

### **Opinion on other matter prescribed by the Companies Act 2006**

In our opinion the information given in the Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements.

**REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF  
AMBERLEY MUSEUM AND HERITAGE CENTRE  
COMPANY NUMBER 01402483**

**Matters on which we are required to report by exception**

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; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemption in preparing the Report of the Trustees.

Annette Watson PhD BSc FCA (Senior Statutory Auditor)

For and on behalf of Parkers

Chartered Accountants and Statutory Auditors

Cornelius House

178-180 Church Road

Hove

East Sussex

BN3 2DJ

31<sup>st</sup> August 2017

**AMBERLEY MUSEUM AND HERITAGE CENTRE**  
**COMPANY NUMBER 01402483**  
**(and subsidiary company)**  
**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES**  
**FOR THE YEAR ENDED 31<sup>ST</sup> DECEMBER 2016**  
**(Incorporating a group income and expenditure account)**

	Notes	Restricted Funds £	Unrestricted Funds £	2016 Total Funds £	2015 Total Funds £
<b>Income and endowments from</b>	2				
Donations and legacies		96,887	79,445	176,332	76,842
Charitable activities		-	356,150	356,150	305,126
Other trading activities		-	308,368	308,368	256,480
Investments		-	1,307	1,307	1,439
<b>Total</b>		<b>96,887</b>	<b>745,270</b>	<b>842,157</b>	<b>639,887</b>
<b>Expenditure on:</b>	3				
Raising funds		-	304,556	304,556	246,289
Charitable Activities		131,633	520,136	651,769	414,060
<b>Total</b>		<b>131,633</b>	<b>824,692</b>	<b>956,325</b>	<b>660,349</b>
<b>Net income / (expenditure)</b>		<b>(34,746)</b>	<b>(79,422)</b>	<b>(114,168)</b>	<b>(20,462)</b>
<b>Transfers between funds</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net movement in funds</b>		<b>(34,746)</b>	<b>(79,422)</b>	<b>(114,168)</b>	<b>(20,462)</b>
<b>Reconciliation of funds</b>					
Total Funds Brought Forward		395,394	1,031,005	1,426,399	1,446,861
<b>Total Funds Carried Forward</b>		<b>360,648</b>	<b>951,583</b>	<b>1,312,231</b>	<b>1,426,399</b>

None of the groups' activities were acquired or discontinued during the above two financial periods.

The group has no recognised gains or losses other than the surplus for the above two financial periods.

The Notes on pages 18 to 28 form part of these accounts

**AMBERLEY MUSEUM AND HERITAGE CENTRE**  
**COMPANY NUMBER 01402483**  
**(and subsidiary company)**  
**CONSOLIDATED BALANCE SHEET**  
**AT 31<sup>ST</sup> DECEMBER 2016**

	Notes	2016 £	2015 £
<b>FIXED ASSETS</b>			
Tangible Assets	7	1,016,017	1,079,039
<b>CURRENT ASSETS</b>			
Stock for resale		13,309	15,458
Debtors	9	43,882	16,535
Cash at Bank and in hand		<u>320,894</u>	<u>375,802</u>
		<u>378,085</u>	<u>407,795</u>
<b>CREDITORS: amounts falling due within one year</b>	10	78,489	60,435
<b>Net Current Assets</b>		299,596	347,360
<b>Provision for liabilities</b>	11	(3,382)	-
		<u>1,312,231</u>	<u>1,426,399</u>
<b>Total Assets less Current Liabilities</b>		<u>1,312,231</u>	<u>1,426,399</u>
<b>FUNDS</b>			
Restricted Funds		360,648	395,394
Unrestricted Funds		<u>951,583</u>	<u>1,031,005</u>
	14	<u>1,312,231</u>	<u>1,426,399</u>

The trustees have prepared group accounts in accordance with section 398 of the Companies Act 2006 and section 138 of the Charities Act 2011. These accounts are prepared in accordance with the special provisions of Part 15 of the Companies Act relating to small charitable companies and constitute the annual accounts required by the Companies Act 2006 and are for circulation to members of the company.

The financial statements were approved by the Board of Trustees on 31st August 2017 and were signed on its behalf by:

John Robbins

The Notes on pages 18 to 28 form part of these accounts

**AMBERLEY MUSEUM AND HERITAGE CENTRE**  
**COMPANY NUMBER 01402483**  
**(and subsidiary company)**  
**CONSOLIDATED CASH FLOW STATEMENT**  
**AT 31<sup>ST</sup> DECEMBER 2016**

	<b>2016</b>	<b>2015</b>
	<b>£</b>	<b>£</b>
<b>Net income/(expenditure) for the year</b>	(114,168)	(20,462)
<b>Adjustments for:</b>		
Depreciation charges	68,601	67,363
Deferred tax charge for the year	3,381	-
Dividends, interest and rents from investments	(1,307)	(1,439)
Loss/(profit) on sale of fixed assets	(200)	-
(Increase)/decrease in stock	2,150	4,181
(Increase)/decrease in debtors	(32,078)	9,709
Increase/(decrease) in creditors	22,783	22,984
<b>Net cash provided by/(used in) operating activities</b>	<b>(50,838)</b>	<b>82,336</b>
<b>Cash flows from investing activities:</b>		
Dividends, interest and rents from investments	1,307	1,439
Proceeds from sale of property, plant and equipment	200	-
Purchase of property, plant and equipment	(5,577)	(13,679)
<b>Net cash provided by/(used in) investing activities</b>	<b>(4,070)</b>	<b>(12,240)</b>
<b>Cash flows from financing activities:</b>		
Repayments of borrowing	-	-
Cash inflow from new borrowing	-	-
Receipt of endowment	-	-
<b>Net cash provided by/(used in) financing activities</b>	<b>-</b>	<b>-</b>
<b>Change in cash and cash equivalents in year</b>	<b>(54,908)</b>	<b>70,096</b>
Cash and cash equivalents at the beginning of the year	375,802	305,706
<b>Cash and cash equivalents at the end of the year</b>	<b>320,894</b>	<b>375,802</b>
<b>Analysis of cash and cash equivalents:</b>		
Cash in hand	320,894	375,802
Notice deposits (less than three months)	-	-
Overdraft facility repayable on demand	-	-
<b>Total cash and cash equivalents</b>	<b>320,894</b>	<b>375,802</b>

**AMBERLEY MUSEUM AND HERITAGE CENTRE**  
**COMPANY NUMBER 01402483**  
**BALANCE SHEET**  
**AT 31<sup>ST</sup> DECEMBER 2016**

	Notes	2016 £	2015 £
<b>FIXED ASSETS</b>			
Tangible Assets	7	947,590	1,005,298
Investments	8	<u>2</u>	<u>2</u>
		<u>947,592</u>	<u>1,005,300</u>
<b>CURRENT ASSETS</b>			
Debtors	9	73,705	103,936
Cash at Bank and in hand		<u>297,134</u>	<u>329,428</u>
		370,839	433,364
<b>CREDITORS: amounts falling due within one year</b>	10	53,492	34,456
<b>Net Current Assets</b>		<u>317,347</u>	<u>398,908</u>
<b>Total Assets less Current Liabilities</b>		<u><u>1,264,939</u></u>	<u><u>1,404,208</u></u>
<b>FUNDS</b>			
Restricted Funds		360,647	395,394
Unrestricted Funds		<u>904,292</u>	<u>1,008,814</u>
		<u><u>1,264,939</u></u>	<u><u>1,404,208</u></u>

These financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small charitable companies.

The financial statements were approved by the Board of Trustees on 31<sup>st</sup> August 2017 and were signed on its behalf by:

John Robbins

The Notes on pages 18 to 28 form part of these accounts

**AMBERLEY MUSEUM AND HERITAGE CENTRE**  
**COMPANY NUMBER 01402483**  
**(and subsidiary company)**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31<sup>ST</sup> DECEMBER 2016**

## **1. STATEMENT OF ACCOUNTING POLICIES**

### **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) (effective 1 January 2015) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006. The charity is a company limited by guarantee and has no share capital. The company is incorporated in England and Wales. The charity company registration number, charity number and registered address and place of business can be found on the company information page.

The charity 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 notes.

The accounts have been prepared on the going concern basis. There are no material uncertainties about the Charity's ability to continue.

No significant judgements have had to be made by the directors in preparing these financial statements.

The accounting policies have been applied consistently throughout the accounts and the prior year.

Assets and liabilities are initially recognised at historical cost or transaction values unless otherwise stated in the relevant accounting policy note.

### **Consolidation**

The group accounts consolidate the accounts of Amberley Museum and Heritage Centre and the wholly owned subsidiary company, Amberley Museum (Retail) Limited. A separate Statement of Financial Activities and Income and Expenditure account for the Charity has not been presented because the Charity has taken advantage of the exemption afforded by Section 408 of the Companies Act 2006.

### **Incoming Resources**

- Items of income are recognised and included in the accounts when all of the following criteria are met:
- The Charity or it's subsidiary have entitlement to the funds;
- Any performance conditions attached to the items of income have been met or are fully within the control of the Charity or it's subsidiary;
- There is sufficient certainty that receipt of the income is considered probable; and
- The amount can be measured reliably.
- Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

**AMBERLEY MUSEUM AND HERITAGE CENTRE**

**COMPANY NUMBER 01402483**

**(and subsidiary company)**

**NOTES TO THE FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED 31<sup>ST</sup> DECEMBER 2016**

**1. STATEMENT OF ACCOUNTING POLICIES (CONTINUED.)**

**Interest receivable**

Interest on funds held on deposit is included where receivable and the amount can be measured reliably by the Charity; this is normally upon notification of the interest paid or payable by the Bank

**Resources Expended**

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Cost of raising funds comprise the costs of commercial trading, including the restaurant and shop and their associated support costs and marketing costs of the Charity.
- Expenditure on Charitable Activities includes curatorial costs, events costs, site maintenance and depreciation and associated support costs.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

**Allocation of support costs**

Support costs are those functions that assist with the work of the Charity but do not directly undertake charitable activities. Support costs include back office costs, finance, personnel, payroll and governance costs which support the Charity's displays and activities. These costs have been allocated between cost of raising funds and expenditure on charitable activities. The bases on which support costs have been allocated are set out in note 3.

**Tangible Fixed Assets**

Fixed Assets are stated at cost less depreciation.

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life:-

Heritage Assets:	4%	On cost
Site Improvements:	2%	On cost
Plant and Machinery:	10-25%	Reducing balance

**Fixed Asset Investments**

Unlisted investments are held at cost as an approximation to fair value where the fair value is not easily obtainable.

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**1. STATEMENT OF ACCOUNTING POLICIES (CONTINUED...)**

**Stocks**

Stocks are valued at the level of cost and net realisable value, after making due allowance for obsolete and slow moving items.

**Debtors**

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid after taking account of any trade discounts due.

**Cash at bank and in hand**

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

**Creditors and provisions**

Creditors and provisions are recognised where the Charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

**Financial instruments**

The Charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

**Taxation**

The company is a registered charity and as such its income and gains falling within section 471 to 489 of the Corporation Tax Act 2010 or section 256 of the Taxation and Chargeable Gains Act 1992 are exempt from corporation tax to the extent that they are applied to its charitable activities.

**Fund Accounting**

Unrestricted funds are available to spend on activities that further any of the purposes of the Charity. Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose. Restricted funds are donations or grants which the donor has specified are to be used solely for particular areas of the Charity's work or for specific projects being undertaken by the Charity.

**Transition to FRS 102**

No subsequent restatement of items has been required in making the transition to FRS 102. The transition date was 1 January 2015.

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**2. INCOME**

	<b>2016</b>	<b>2015</b>
	<b>£</b>	<b>£</b>
<b>Donations and legacies</b>		
Grants	96,887	9,184
Donations	<u>79,445</u>	<u>67,658</u>
	<u>176,332</u>	<u>76,842</u>

The income from donations was £176,287 (2016: £67,658) of which £79,400 was unrestricted (2016: £67,658) and £96,887 restricted (2016: £nil).

During the year the charity received a grant of £70,887 from Historic England, a government department, for the repair and restoration of the Bagmender's Shed. The charity has met the conditions placed upon the funding.

The charity benefits greatly from the involvement and enthusiastic support of its many volunteers, details of which are given in our annual report. In accordance with FRS 102 and the Charities SORP (FRS 102), the economic contribution of general volunteers is not recognised in the accounts.

<b>Charitable Activities</b>	<b>2016</b>	<b>2015</b>
	<b>£</b>	<b>£</b>
Museum Entrance Fees	<u>356,150</u>	<u>305,126</u>

<b>Other trading activities</b>	<b>2016</b>	<b>2015</b>
	<b>£</b>	<b>£</b>
Shop and restaurant income	264,460	223,783
Membership fees	31,421	27,034
Lettings	8,834	3,533
Other income	<u>3,653</u>	<u>2,130</u>
	<u>308,368</u>	<u>256,480</u>

<b>Investment income</b>		
Bank interest	<u>1,307</u>	<u>1,439</u>

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**3. EXPENDITURE**

	<b>2016</b>	<b>2015</b>
	<b>£</b>	<b>£</b>
<b>Costs of raising funds</b>		
Expenditure on retail activities	233,492	193,910
Marketing costs	52,195	39,589
Governance and support costs	<u>18,869</u>	<u>12,790</u>
	<u>304,556</u>	<u>246,289</u>
<b>Charitable Activities</b>		
Salaries	256,457	185,118
Site Services	68,816	35,344
Event costs	24,622	15,715
Governance and support costs	38,696	25,997
Other costs	<u>263,178</u>	<u>151,886</u>
	<u>651,769</u>	<u>414,060</u>
<b>Governance and support costs</b>		
General office costs	26,569	17,692
Statutory audit fees	4,250	4,250
Legal and other professional fees	20,189	10,850
Bank and finance charges	<u>6,557</u>	<u>5,995</u>
	<u>57,565</u>	<u>38,787</u>

**4. NET INCOMING/(OUTGOING) RESOURCES**

	<b>2016</b>	<b>2015</b>
	<b>£</b>	<b>£</b>
Net resources are stated after charging/(crediting):		
Depreciation of fixed assets	68,599	67,362
Auditor's remuneration	<u>4,250</u>	<u>4,250</u>

**5. TRUSTEES' REMUNERATION AND BENEFITS**

There were no trustees' remuneration, expenses or other benefits for the year ended 31<sup>st</sup> December 2016 nor for the year ended 31<sup>st</sup> December 2015.

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**6. STAFF COSTS**

	<b>2016</b>	<b>2015</b>
	<b>£</b>	<b>£</b>
Wages and salaries	318,770	244,022
Social security costs	<u>16,298</u>	<u>9,121</u>
	<u>335,068</u>	<u>253,143</u>

The average weekly number of employees during the year was as follows:-

Office and administration	13	13
Retail activities	<u>11</u>	<u>11</u>
	<u>24</u>	<u>24</u>

There were no members of staff earning more than £60,000 during the current or previous year.

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**7. TANGIBLE FIXED ASSETS**

<b>Group</b>	<b>Plant and Machinery</b>	<b>Heritage Assets</b>	<b>Site Improvements</b>	<b>Total</b>
<b>Cost</b>				
At 1 <sup>st</sup> January 2016	200,021	1,259,505	656,956	2,116,482
Additions	5,577	-	-	5,577
On disposals	-	-	-	-
At 31 <sup>st</sup> December 2016	<u>205,598</u>	<u>1,259,505</u>	<u>656,956</u>	<u>2,122,059</u>
<b>Depreciation</b>				
At 1 <sup>st</sup> January 2016	171,994	751,692	113,757	1,037,443
Charge for year	9,152	46,308	13,139	68,599
On disposals	-	-	-	-
At 31 <sup>st</sup> December 2016	<u>181,146</u>	<u>798,000</u>	<u>126,896</u>	<u>1,106,042</u>
<b>Net Book Value</b>				
At 31 <sup>st</sup> December 2016	<u>24,452</u>	<u>461,505</u>	<u>530,060</u>	<u>1,016,017</u>
At 31 <sup>st</sup> December 2015	<u>28,027</u>	<u>507,813</u>	<u>543,199</u>	<u>1,079,039</u>

<b>Company</b>	<b>Plant and Machinery</b>	<b>Heritage Assets</b>	<b>Site Improvements</b>	<b>Total</b>
<b>Cost</b>				
At 1 <sup>st</sup> January 2016	49,922	1,259,504	602,900	1,912,326
Additions	1,500	-	-	1,500
Disposals	-	-	-	-
At 31 <sup>st</sup> December 2016	<u>51,422</u>	<u>1,259,504</u>	<u>602,900</u>	<u>1,913,826</u>
<b>Depreciation</b>				
At 1 <sup>st</sup> January 2016	48,054	751,692	107,282	907,028
Charge for year	842	46,308	12,058	59,208
On disposals	-	-	-	-
At 31 <sup>st</sup> December 2016	<u>48,896</u>	<u>798,000</u>	<u>119,340</u>	<u>966,236</u>
<b>Net Book Value</b>				
At 31 <sup>st</sup> December 2016	<u>2,526</u>	<u>461,504</u>	<u>483,560</u>	<u>947,590</u>
At 31 <sup>st</sup> December 2015	<u>1,868</u>	<u>507,812</u>	<u>495,618</u>	<u>1,005,298</u>

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**7. TANGIBLE FIXED ASSETS (cont..)**

The aim of the Amberley Museum Trust is to collect, research, record and display the industrial history of the South-East of England. The Trust has set up Amberley Museum and Heritage Centre to provide a centre for developing a representative display and archive related to this aim.

The 'heritage asset' (that is to say, the collection) of the Museum is governed by its Collections Management Policy which has been compiled in line with the requirements of the Arts Council England Accreditation Scheme. The policy details the acquisition, care and disposal of the collections and seeks to encourage public confidence in the Museum as a suitable repository.

Amberley Museum and Heritage Centre was established in 1979 and occupies a historic limeworking site in West Sussex. The collection includes lime kilns and limeworks buildings (many of which are Scheduled Ancient Monuments) and artefacts and documentary material relating to the industry.

The Museum has a number of major collections for which it holds archival material, photographs, films and records relating to these industries and subject areas.

The major collections are:

- Chalk quarrying, lime burning, cement and concrete
- Industrial buildings
- Narrow gauge railways
- Printing and the graphic arts
- Radio, television and communications
- Roadmaking and road vehicles
- Southdown omnibus collection
- Milne electrical collection

The Museum has a number of other collections covering industries from the South-East. The majority of these collections are on display to interpret the story of industrial development.

For the majority of subject areas, the items in the collection come from the counties of Kent, East and West Sussex, Hampshire, Surrey and parts of Greater London. Items in the collection date mainly from 1750 to present day.

The Museum has a library with books, documentary material and photographs relating to its collection.

The majority of the collection is on display to the public as part of the Museum's displays and exhibitions. Some material is held in store. Access to the library and stores can be arranged on request.

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**8. INVESTMENTS**

	Group		Company	
	2016 £	2015 £	2016 £	2015 £
Investment in Group Undertaking	-	-	2	2
	<u>-</u>	<u>-</u>	<u>2</u>	<u>2</u>

The company owns the whole of the issued share capital of Amberley Museum (Retail) Limited, a company registered in England (company number 01995781).

**9. DEBTORS**

	Group		Company	
	2016 £	2015 £	2016 £	2015 £
Trade Debtors	2,111	4,250	2,111	3,006
Other Debtors	41,771	12,285	41,771	12,285
Due by subsidiary undertaking	-	-	29,823	88,645
	<u>43,882</u>	<u>16,535</u>	<u>73,705</u>	<u>103,936</u>

**10. CREDITORS: amounts falling due within one year**

	Group		Company	
	2016 £	2015 £	2016 £	2015 £
Trade Creditors	41,786	31,992	36,823	19,470
Other taxes and social security	22,138	14,687	5,033	3,393
Other creditors	8,167	7,414	7,064	7,075
Accruals and deferred income	6,398	6,342	4,572	4,518
	<u>78,489</u>	<u>60,435</u>	<u>53,492</u>	<u>34,456</u>

**11. PROVISIONS FOR LIABILITIES**

	2016 £	2015 £
Deferred tax – accelerated capital allowances	<u>3,382</u>	<u>-</u>

**11. STATUS**

The company is limited by guarantee and has no share capital. It is registered as a charity.

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**13. ANALYSIS OF GROUP NET ASSETS BETWEEN FUNDS**

	<b>Unrestricted Funds £</b>	<b>Restricted Funds £</b>	<b>2016 Total Funds £</b>	<b>2015 Total Funds £</b>
Fixed Assets	735,368	280,649	1,016,017	1,079,039
Current Assets	298,086	79,999	378,085	407,795
Current Liabilities	(78,489)	-	(78,489)	(60,435)
Long term liabilities	(3,382)	-	(3,382)	-
	<u>951,583</u>	<u>360,648</u>	<u>1,312,231</u>	<u>1,426,399</u>

**14. MOVEMENT IN FUNDS**

	<b>At 01.01.2016 £</b>	<b>Net Movement in Funds £</b>	<b>At 31.12.2016 £</b>
<b>Unrestricted Funds</b>			
General Fund	864,030	(71,530)	792,500
Designated fund – Infrastructure repairs	61,784	(203)	61,581
– Other	105,191	(7,689)	97,502
Restricted funds	<u>395,394</u>	<u>(34,746)</u>	<u>360,648</u>
	<u>1,426,399</u>	<u>(114,168)</u>	<u>1,312,231</u>

The Trustees have created a designated fund for the purposes of providing for essential infrastructure repairs to the site. Other designated funds represent funds held for various specific projects.

	<b>2016 £</b>	<b>2015 £</b>
<b>Restricted Funds</b>		
De Witt Kilns Fund	269,511	285,517
Radio Fund	70,863	70,863
Education Funds	2,714	1,033
Print Fund	797	797
Standard Rail Fund	5,889	28,000
Historic England Grant	6,070	5,184
South East Museum Development Grant	4,804	4,000
	<u>360,648</u>	<u>395,394</u>

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**13. MOVEMENT IN FUNDS (cont.)**

<b>Fund</b>	<b>Purpose and restriction in use</b>
De Witt Kilns Fund	Funds to restore the De Witt Kilns to their original condition and create an exhibit showing the working of such kilns.
Radio Fund	Funding to the replace the radio building
Education Funds	Funds from various educational sources, restricted to educational projects
Print Fund	Funding additional printing press equipment
Standard Rail Fund	Funding the building and maintenance of the wagon shed
Historic England Grant	Funding of the repairs to the Bagmenders Shed
South East Museum Development Grant	To improve the museum entrance

**14. SUBSIDIARY AND RELATED PARTY TRANSACTIONS**

Amberley Museum (Retail) Limited is a wholly owned subsidiary. Its principal activity is to operate and maintain the catering facilities and gift shop at the museum. Any profits made by the subsidiary are conveyed to the charity.

During the year to 31 December 2016 there were no related party transactions (2015: £nil).