



AMBERLEY MUSEUM & HERITAGE CENTRE

Registered Company Number 01402483

Trustees' Report & Consolidated Accounts 31 December 2020

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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 2020. 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 1st January 2015).

History, Objectives and Activities

The Company was incorporated on 28th 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.

The Museum, established on 36 acres of the former Peppers chalk pits and lime works in the South Downs National Park, exhibits industrial history, transport, communications and traditional crafts of southern England. Most of the original Peppers buildings and lime kilns are nationally listed as Scheduled Monuments. Such a Victorian industrial community is rare in southern England.

Buildings previously listed as of architectural or historic interest at their original sites have been rescued and re-erected at the Museum. These include the 1820 Gin Mill Building from Arundel; an 1842 cast iron framed tanyard building from Horsham; the 1894 Hove railway ticket office and the c.1870 Billingshurst signal box. Seven other trade or transport buildings, some with contents, have been moved and preserved within the Museum.

Against this backdrop, the Museum collection comprises over 50,000 artefacts and items in our archive and library, mostly on display and many regularly demonstrated. Of national or regional significance are:

- the only fully working Printing Shop in southern England with a comprehensive press collection showing development from Caxton to the last hot-type newspaper typesetting machine of the late 20th century.
- the Museum of Roadmaking, showing road development through the ages, the only such museum in the UK.
- the Milne Collection of electrical domestic and industrial equipment from the earliest days to the present, initiated by the South Eastern Electricity Board and the only southern example of three such collections in the UK.
- a comprehensive working collection of amateur and military radios and televisions.
- one of the four major UK collections of industrial narrow-gauge railways, with an emphasis on southern England.
- the nationally significant Connected Earth communications collection from British Telecom and the Post Office.
- an extensive collection of Southdown buses, several of which are used to provide a daily service around the Museum.

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:	Richard Vernon	Appointed 7 August 2017
		Chairman from 15 April 2020
	Graham Duxbury	Appointed 7 February 2017
		Deputy Chairman from July 2020
	Brian Steele	Appointed 14 April 2016
	H Louise Jellard	Appointed 17 April 2018
		Resigned 30 March 2021
	Surrie Everett-Pascoe	Appointed 11 November 2019
Auditors:	Jonathon Vincent	Appointed 21 January 2019
	Edward Armston-Sheret	Appointed 1 November 2020
	Adrian Butcher	Appointed 14 th July 2021
	Parkers	
	178-180 Church Road, Hove,	
	BN3 2DJ	
Bankers:	Barclays Bank plc	CAF Bank Ltd
	1 Chapel Road, Worthing,	25 Kings Hill Ave, West Malling,
	BN11 1EX	ME19 4JQ
	HSBC	Scottish Widows Bank Plc
	1 Warwick Street, Worthing,	P. O. Box 12757
	BN11 3DE	67 Morrison Street, Edinburgh, EH3 8YJ
Other Officers and Key Staff:	Virgin Money	
	Jubilee House	
	Gosforth	
	Newcastle upon Tyne	
	NE3 4PL	

Other Officers and Key Staff:

Valerie Mills	Director	Appointed 2 September 2019
Julia Edge	Curator	Appointed 3 January 2017
Alan Morcombe	Finance Officer	Appointed 8 July 2019

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, with particular attention being given during this period to the impacts of the Covid-19 pandemic on the Museum. Insurance cover is maintained against normal commercial risks.

Structure, Governance and Management

Trustees are recruited as required and with regard to the specific skill sets they can offer. One Trustee joined during 2020 and one resigned after the year end. The number of Trustees was 7 at the year-end but fell to 6 by April 2021. An active recruitment campaign for new Trustees was undertaken in early 2021 and a number of potential new Trustees identified. One was appointed on 14th July 2021. Regular meetings on both a formal and informal basis are held between Trustees, Employees and Volunteers to discuss matters of mutual interest and concern.

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 an active body of some 350 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.

Our Members

Membership of the Museum is offered to the general public and to volunteers wishing to take part in the Annual General Meeting and any other special meeting which may fundamentally change the way the Museum is governed. Members may choose to have voting rights at the AGM.

2020 Operational Review

At the beginning of 2020 we were expecting to make substantial progress during the year with a stable staff and dedicated volunteer team, revitalised events and new partnerships. We remained open through the winter for the first time in many years, with promising results. It was therefore devastating to have to close the Museum on 18th March due to the Covid-19 epidemic. Closure came just five days after opening a Sculpture Trail, which was designed to appeal to new audiences, and a couple of weeks before our first ever James Bond weekend to celebrate the filming of *A View to a Kill* at the Museum.

Swift action had to be taken in view of the loss of income, so two thirds of the staff were furloughed and overheads reduced to the absolute minimum. With timely support from Arts Council England, followed by grants from the National Lottery Heritage Fund and Horsham District Council, and generous donations from volunteers, members and supporters, including The Friends of Amberley Museum & Heritage Centre, we were able to weather this difficult period and welcome staff and volunteers back to the site from May onwards.

Much work went into the Covid-19 secure adjustments that had to be made to ensure the safety as far as possible of staff, volunteers and visitors. Having received the 'Good to Go' accreditation from Visit England, we re-opened to visitors on the 29th July with social distancing, assisted by one-way systems in our larger exhibitions, 'one family at a time' in our smaller buildings, a take-away offering in the café, perspex compartments on train carriages and enhanced cleaning. Pre-booking enabled us to control numbers and spread arrivals through the day. Being an open-air site proved popular with visitors and visitor numbers through the summer were much higher than we had initially anticipated.

A grant of £80,000 was received from the first round of the Culture Recovery Fund to assist with expenses from December 2020 to March 2021 and replenish our depleted reserves to the extent of £50,000. We welcomed 20,488 visitors in 2020, compared to 51,535 visitors in 2019, a decrease of 60% as a result of being closed for five and a half months, including a second period of closure in November.

We were pleased to receive a grant of £8,770 from the South Downs National Park Authority Covid-19 Recovery Fund in late 2020 to enable us to reimagine our Nature Trails and we look forward to working more closely with the National Park in the future.

The staff team showed remarkable dedication throughout the uncertainty and challenges of 2020. The contract of the STEAM Officer was not renewed when the funding from the Foyle Foundation ran out and unfortunately there were four redundancies in the Retail company catering department in August due to the Covid-19 pandemic. Apart from these changes, the staff team remained constant throughout 2020.

Volunteers

With a small staff of 12 full time equivalent, the Museum continues to be heavily reliant on over 350 volunteers. Volunteers look after the collections, share their knowledge with visitors, run the daily bus and train services, look after the site and help with administration. Visitor reviews confirm that it is interaction with our dedicated volunteers that is a key part of successful visits and we are incredibly grateful for their contribution.

Our Volunteer Manager continued to be funded by the National Lottery Community Fund as part of the Men@Work project, which aims to recruit new volunteers from the local community who are at risk of loneliness and social isolation.

Learning

When the Museum had to close in March 2020 we had 833 young people already booked in, and were due to exceed our targets for the year. Between lockdowns we were still able to reach 351 people through school, college and home education visits, as well as an online reminiscence session delivered to a local dementia day centre. In addition, our Learning Officer was able to partner with Kids in Museums for two successful projects (offering a Where's Wally-themed activity week and an experimental project on play within the Covid context) during November half term and low-key family activities were also offered in the summer holidays. Towards the end of the year, she began developing a virtual visit and two new loan boxes, which were delivered to several schools in early 2021.

Collections

Our Collections are held by Amberley Museum Trust, but the Curator is employed by the Museum. With over 50,000 artefacts and items in our archive and library, some documentation backlogs are being addressed and with a shortage of space left for display and storage, only highly relevant new objects are currently being accepted as donations.

Notable additions to the collections in 2020 include an Orenstein and Koppel diesel locomotive "Sonia" (previously on loan to the Museum) and a railway signalling receiver and sender (down line and up line) for rail lines local to Amberley.

Looking Forward

The funding received in 2020 ensured that the Museum was able to survive the further Covid-19 lockdown imposed from January to May 2021. As part of the grant from the Culture Recovery Fund a long-term Masterplan was developed and a Governance review undertaken.

Financial Review

The national Covid-19 lockdowns and ongoing restrictions on Museum activity through 2020 naturally had a major impact on financial performance of the Museum and its retail activities. Entrance income declined from £405,911 in 2019 to £159,864 in 2020. Retail income declined from £221,368 in 2019 to £113,922 in 2020.

However a number of initiatives were taken to address the decline in operating income. The salary bill was reduced sharply by curtailing hours worked and utilising the government's furlough compensation scheme. Operating expenses were cut, including site services and marketing. A number of costs fell in line with the Museum's reduced activity, notably cost of sales and utilities.

The major impact on overall financial performance came however from a large inflow of donations and grants. These increased from £131,183 in 2019 to £340,845 in 2020. In consequence, Group net loss of £14,677 in 2019 shifted to profit of £79,029, in 2020. Excluding depreciation, group net income increased from £34,125 in 2019 to £120,624 in 2020.

There are many organisations and people to thank for supporting the Museum in this way including Arts Council England, Culture Recovery Fund, Horsham District Council, National Lottery Heritage Fund, National Lottery Communities Fund, Historic England, South Downs National Park, South East Museums Development, Ecclesiastical Movement for Good, Southdown Omnibus Trust, TATHS, Worshipful Company of Plumbers, and the Worshipful Company of Pavors. Particular thanks go to the many volunteers on site who have made personal donations and to The Friends of Amberley Museum & Heritage Centre. Members of the public, including Museum members, also kindly donated.

As a result of this funding the Museum was able to build reserves through the year, to levels assuring financial security over the normal winter period, and one hit by further and extended Covid-19 mandated closure. The Museum was intent on retaining high reserves into first half 2021 to cover for unexpected further closures, ongoing caps on museum visitor numbers, and underlying visitor numbers potentially falling below expectations as a result of the overall Covid-19 climate constraining visits. The Trustees recognise the need to rebuild underlying reserves, which have been depleted heavily in recent years.

The Museum's financial security is reasonably assured moving through 2021, a feature contrasting with the concerns that pervaded 2018 and 2019. However, we are living in very uncertain times with the pandemic and there is the inevitable ongoing risk that events again impair the Museum's financial performance going forwards. All we can say is that we are in as good a position as could be expected to increase profitability in the future and with a reasonable base to develop longer term development plans.

Reserves Policy

The Charity is responsible for the operation and maintenance of a large, former industrial site totalling some 36 acres. It contains many old buildings and exhibits with ongoing need of repairs. The Trustees recognise that over time significant requirements build up for major maintenance and improvement works which are often on a scale that can only be carried out over a period of several years. An element of this can be funded by using restricted reserves dedicated to specific exhibition activities. These amounted at the end of 2020 to £338,306, of which £205,636 were De Witt kiln fixed assets. Thus cash restricted reserves were £132,670. Operational designated funds were £nil at end 2020.

Beyond this, grant finance can be generated to fund improvement work, and we will be aiming to develop this going forwards, although the charity business climate is somewhat weakened. Operational free reserves were around £150,000 at the end of 2020, needed to cover seasonal financing and ongoing impacts from Covid-19 disruption.

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



Richard Vernon
Chairman



Graham Duxbury
Deputy Chairman

23rd August 2021

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

Opinion

We have audited the financial statements of Amberley Museum and Heritage Centre (the "Charitable Group and Company") for the year ended 31st December 2020 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement 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 applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the Charitable Group and Company's affairs as at 31st December 2020 and of its incoming resources and application of resources for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'; 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 Charitable Group and Company 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 the provisions available for small entities, in the circumstances set out in note 1 to the financial statements, 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 entity'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 other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. 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. 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 course of 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 this gives rise to a material misstatement in the financial statements themselves. 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.

Opinions 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 (incorporating the operational and financial reviews) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report (incorporating the operational and the financial reviews) have been prepared in accordance with applicable legal requirements.

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

In the light of the knowledge and understanding of the Charitable Group and Company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report. We have nothing to report in respect of the following matters in relation to which 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;
- the financial statements are not in agreement with the accounting records and returns;
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not obtained all the information and explanations necessary for the purposes of our audit.

Responsibilities of the trustees

As explained more fully in the trustees' responsibilities statement, 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 they 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 Charitable Group and Company'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 Charitable Group or Company or to cease operations, or have no realistic alternative but to do so.

Our 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:

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

Use of our report

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

Annette Watson

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

24th August 2021

AMBERLEY MUSEUM AND HERITAGE CENTRE
COMPANY NUMBER 01402483
(and subsidiary company)
CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31ST DECEMBER 2020
(Incorporating a group income and expenditure account)

	Notes	Restricted Funds £	Unrestricted Funds £	2020 Total Funds £	2019 Total Funds £
Income and endowments from	2				
Donations and legacies		179,826	161,019	340,845	131,183
Charitable activities		-	159,864	159,864	405,911
Other trading activities		-	148,236	148,236	259,019
Investments		-	22	22	1,317
Total		179,826	469,141	648,967	797,430
Expenditure on:	3				
Raising funds		-	133,140	133,140	336,673
Charitable Activities		216,362	220,436	436,798	475,434
Total		216,362	353,576	569,938	812,107
Net income / (expenditure)		(36,536)	115,565	79,029	(14,677)
Transfers between funds		-	-	-	-
Net movement in funds		(36,536)	115,565	79,029	(14,677)
Reconciliation of funds					
Total Funds Brought Forward		374,842	654,723	1,029,565	1,044,242
Total Funds Carried Forward		338,306	770,288	1,108,594	1,029,565

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.

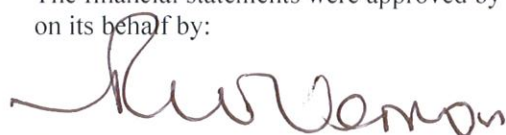
The Notes on pages 17 to 28 form part of these accounts

AMBERLEY MUSEUM AND HERITAGE CENTRE
COMPANY NUMBER 01402483
(and subsidiary company)
CONSOLIDATED BALANCE SHEET
AT 31ST DECEMBER 2020

	Notes	2020 £	2019 £
FIXED ASSETS			
Tangible Assets	7	806,876	848,470
CURRENT ASSETS			
Stock for resale		24,934	21,876
Debtors	9	11,262	24,971
Cash at Bank and in hand		376,552	224,949
		<u>412,748</u>	<u>271,796</u>
CREDITORS: amounts falling due within one year	10	64,694	88,532
Net Current Assets		348,054	183,264
CREDITORS: amounts falling due after more than one year	11	44,167	-
Provision for liabilities	12	(2,169)	(2,169)
Total Assets less Current Liabilities		<u>1,108,594</u>	<u>1,029,565</u>
FUNDS			
Restricted Funds		338,306	374,842
Unrestricted Funds		<u>770,288</u>	<u>654,723</u>
	15	<u>1,108,594</u>	<u>1,029,565</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 23rd August 2021 and were signed on its behalf by:


Richard Vernon

Graham Duxbury 

The Notes on pages 17 to 28 form part of these accounts

AMBERLEY MUSEUM AND HERITAGE CENTRE
COMPANY NUMBER 01402483
(and subsidiary company)
CONSOLIDATED CASH FLOW STATEMENT
AT 31ST DECEMBER 2020

	2020 £	2019 £
Net income/(expenditure) for the year	79,029	(14,677)
Adjustments for:		
Depreciation charges	41,595	48,804
Deferred tax charge for the year	-	-
Dividends, interest and rents from investments	(22)	(1,317)
Loss/(profit) on sale of fixed assets	-	-
(Increase)/decrease in stock	(3,058)	(7,276)
(Increase)/decrease in debtors	13,709	12,068
Increase/(decrease) in creditors	(29,672)	(8,621)
Net cash provided by/(used in) operating activities	101,581	28,981
Cash flows from investing activities:		
Dividends, interest and rents from investments	22	1,317
Proceeds from sale of property, plant and equipment	-	-
Purchase of property, plant and equipment	-	(5,512)
Net cash provided by/(used in) investing activities	22	(4,195)
Cash flows from financing activities:		
Repayments of borrowing	-	-
Cash inflow from new borrowing	50,000	-
Receipt of endowment	-	-
Net cash provided by/(used in) financing activities	50,000	-
Change in cash and cash equivalents in year	151,603	24,786
Cash and cash equivalents at the beginning of the year	224,949	200,163
Cash and cash equivalents at the end of the year	376,552	224,949
Analysis of cash and cash equivalents:		
Cash in hand	376,552	224,949
Notice deposits (less than three months)	-	-
Overdraft facility repayable on demand	-	-
Total cash and cash equivalents	376,552	224,949

AMBERLEY MUSEUM AND HERITAGE CENTRE
COMPANY NUMBER 01402483
BALANCE SHEET
AT 31ST DECEMBER 2020

	Notes	2020 £	2019 £
FIXED ASSETS			
Tangible Assets	7	756,564	792,426
Investments	8	<u>2</u>	<u>2</u>
		756,566	792,428
CURRENT ASSETS			
Debtors	9	128,077	148,015
Cash at Bank and in hand		<u>299,197</u>	<u>188,758</u>
		427,274	336,773
CREDITORS: amounts falling due within one year	10	54,498	79,401
Net Current Assets		<u>372,777</u>	<u>257,372</u>
Total Assets less Current Liabilities		<u>1,129,342</u>	<u>1,049,800</u>
FUNDS			
Restricted Funds		338,306	374,843
Unrestricted Funds		<u>791,036</u>	<u>674,957</u>
		1,129,342	1,049,800

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 23rd August 2021 and were signed on its behalf by:


Richard Vernon

Graham Duxbury



The Notes on pages 17 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 31ST DECEMBER 2020

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 Charitable Group's trading revenue fell from £664,930 in 2019 to £308,100 in 2020; a drop of 54%, reflecting the impact of Covid restrictions. This was offset substantially by an increase in donations and legacies, but chiefly by grants. The additional major support to finances was a reduction in costs. Reduced Museum activity cut utility, site service costs and costs of sales. Critically the government's furlough scheme enabled a reduction in salary costs. However, underlying this was also the full impact of the initiatives through 2019 to reduce this overhead. The total salary bill has fallen from £415k in 2018 to £345k in 2019 and £254k in 2020. Its current underlying level is around £300k.

Since reopening at the end of May 2021, visitor numbers have exceeded our initial expectations. The underlying business cost and revenue generation structure, and the Museum's staffing and organisation were strengthened significantly in 2020. We have turned retail performance around, with more to achieve. Under the current, mid 2021, Covid and business environment the Museum is in a good position, all other things being equal, to move forwards with reasonable financial security.

However, it is clear that with regard to Covid, there remain many trading risks surrounding potential further lockdowns, the public's perceptions of safety and the availability of further governmental support in the case of any financial hardship across the Museum sector.

COMPANY NUMBER 01402483
(and subsidiary company)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST DECEMBER 2020

1. STATEMENT OF ACCOUNTING POLICIES (CONTINUED)

No significant judgements have had to be made by the Trustees in preparing these financial statements, other than those detailed above in relation to the going concern status of the Charitable Group.

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 its 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 its 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.

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.

AMBERLEY MUSEUM AND HERITAGE CENTRE
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1. STATEMENT OF ACCOUNTING POLICIES (CONTINUED.)

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.

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.

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST DECEMBER 2020

1. STATEMENT OF ACCOUNTING POLICIES (CONTINUED.)

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.

Government grants

Government grants are recorded on the accruals basis and are released to the profit and loss account on receipt.

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.

AMBERLEY MUSEUM AND HERITAGE CENTRE
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NOTES TO THE FINANCIAL STATEMENTS
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2. INCOME

	2020	2019
	£	£
Donations and legacies		
Grants	269,056	20,500
Donations	<u>71,789</u>	<u>110,683</u>
	<u>340,845</u>	<u>131,183</u>

The income from donations was £71,789 (2019: £110,683) of which £53,486 was unrestricted (2019: £52,511) and £18,303 restricted (2019: £58,172).

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

Charitable Activities	2020	2019
	£	£
Museum Entrance Fees	<u>159,864</u>	<u>405,911</u>
Other trading activities	2020	2019
	£	£
Shop and restaurant income	113,922	221,368
Membership fees	31,642	36,392
Lettings	1,070	-
Other income	<u>1,602</u>	<u>1,259</u>
	<u>148,236</u>	<u>259,019</u>
Investment income		
Bank interest	<u>22</u>	<u>1,317</u>

AMBERLEY MUSEUM AND HERITAGE CENTRE
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FOR THE YEAR ENDED 31ST DECEMBER 2020

3. EXPENDITURE

	2020 £	2019 £
Costs of raising funds		
Expenditure on retail activities	108,057	275,083
Marketing costs	18,707	47,413
Governance and support costs	<u>6,376</u>	<u>14,177</u>
	<u>133,140</u>	<u>336,673</u>
Charitable Activities		
Salaries	195,206	223,977
Site Services	37,370	43,828
Event costs	2,103	15,444
Governance and support costs	44,038	44,227
Other costs (a)	<u>158,081</u>	<u>147,958</u>
	<u>436,798</u>	<u>475,434</u>
Governance and support costs		
General office costs	23,135	27,105
Statutory audit fees	6,000	6,000
Irrecoverable VAT on audit fees	700	700
Legal and other professional fees	6,448	14,533
Bank and finance charges	<u>14,132</u>	<u>10,066</u>
	<u>50,415</u>	<u>58,404</u>

4. NET INCOMING/(OUTGOING) RESOURCES

	2020 £	2019 £
Net resources are stated after charging/(crediting):		
Depreciation of fixed assets	41,594	48,802
Auditor's remuneration	<u>6,000</u>	<u>6,000</u>

5. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration, expenses or other benefits for the year ended 31st December 2020 nor for the year ended 31st December 2019.

AMBERLEY MUSEUM AND HERITAGE CENTRE
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6. STAFF COSTS

	2020	2019
	£	£
Wages and salaries	245,128	332,390
Social security costs	<u>9,080</u>	<u>13,277</u>
	<u>254,208</u>	<u>345,667</u>

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

Office and administration	12	10
Retail activities	6	7
Directors	<u>1</u>	<u>1</u>
	<u>19</u>	<u>18</u>

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

AMBERLEY MUSEUM AND HERITAGE CENTRE
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FOR THE YEAR ENDED 31ST DECEMBER 2020

7. TANGIBLE FIXED ASSETS

Group	Plant and Machinery	Display Buildings	Site Improvements	Total
Cost				
At 1 st January 2020	274,096	1,259,505	602,900	2,136,501
Additions	-	-	-	-
On disposals	-	-	-	-
At 31 st December 2020	274,096	1,259,505	602,900	2,136,501
Depreciation				
At 1 st January 2020	212,852	919,665	155,514	1,288,031
Charge for year	7,033	22,503	12,058	41,594
On disposals	-	-	-	-
At 31 st December 2020	219,885	942,168	167,572	1,329,625
Net Book Value				
At 31 st December 2020	54,211	317,337	435,328	806,876
At 31 st December 2019	61,244	339,840	447,386	848,470

Company	Plant and Machinery	Display Buildings	Site Improvements	Total
Cost				
At 1 st January 2020	56,932	1,259,505	602,900	1,919,337
Additions	-	-	-	-
Disposals	-	-	-	-
At 31 st December 2020	56,932	1,259,505	602,900	1,919,337
Depreciation				
At 1 st January 2020	51,732	919,665	155,514	1,126,911
Charge for year	1,301	22,503	12,058	35,861
On disposals	-	-	-	-
At 31 st December 2020	53,033	942,168	167,572	1,162,773
Net Book Value				
At 31 st December 2020	3,899	317,337	435,328	756,564
At 31 st December 2019	5,200	339,840	447,386	792,426

AMBERLEY MUSEUM AND HERITAGE CENTRE
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8. INVESTMENTS

	Group		Company	
	2020	2019	2020	2019
	£	£	£	£
Investment in Group Undertaking	2	2	2	2
	<u>2</u>	<u>2</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	
	2020	2019	2020	2019
	£	£	£	£
Trade Debtors	3,416	1,978	2,356	1,366
Other Debtors	7,846	22,993	7,846	22,967
Due by subsidiary undertaking	-	-	117,875	123,682
	<u>11,262</u>	<u>24,971</u>	<u>128,077</u>	<u>148,015</u>

10. CREDITORS: amounts falling due within one year

	Group		Company	
	2020	2019	2020	2019
	£	£	£	£
Bank loans	5,833	-	-	-
Trade Creditors	15,123	39,296	14,030	26,329
Other taxes and social security	4,999	4,425	3,229	3,952
Other creditors	32,731	1,452	32,731	1,452
Accruals and deferred income	6,008	43,359	4,508	47,668
	<u>64,694</u>	<u>88,532</u>	<u>54,498</u>	<u>79,401</u>

11. CREDITORS: amounts falling due after more than one year

	Group		Company	
	2020	2019	2020	2019
	£	£	£	£
Bank loans 1-2 years	10,000	-	-	-
Bank loans 2-5 years	30,000	-	-	-
Bank loans more than 5 years	4,167	-	-	-
	<u>44,167</u>	<u>-</u>	<u>-</u>	<u>-</u>

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12. PROVISIONS FOR LIABILITIES

	2020 £	2019 £
Deferred tax – accelerated capital allowances	<u>2,169</u>	<u>2,169</u>

13. STATUS

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

14. ANALYSIS OF GROUP NET ASSETS BETWEEN FUNDS

	Unrestricted Funds £	Restricted Funds £	2020 Total Funds £	2019 Total Funds £
Fixed Assets	590,208	216,668	806,876	848,470
Current Assets	291,110	121,638	412,748	271,796
Current Liabilities	(64,694)	-	(64,694)	(88,532)
Long term liabilities	<u>(46,336)</u>	<u>-</u>	<u>(46,336)</u>	<u>(2,169)</u>
	<u>770,288</u>	<u>338,306</u>	<u>1,108,594</u>	<u>1,029,565</u>

15. MOVEMENT IN FUNDS

	At 01.01.2020 £	Net Movement in Funds £	At 31.12.2020 £
Unrestricted Funds			
General Fund	622,966	147,325	770,288
Designated funds	31,760	(31,760)	-
Restricted funds	<u>374,842</u>	<u>(36,536)</u>	<u>338,306</u>
	<u>1,029,565</u>	<u>79,029</u>	<u>1,108,594</u>

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST DECEMBER 2020 (CONTINUED...)

15. MOVEMENT IN FUNDS (cont.)

	2020	2019
	£	£
Restricted Funds		
De Witt Kilns Fund	205,636	221,525
Radio Fund	70,863	70,863
Print Fund	675	779
Standard Rail Fund	5,689	5,689
Historic England Grant	4,674	10,951
South East Museum Development Grant	-	4,770
Rail Hall	4,693	4,693
Volunteer Co-ordinator Fund	12,180	18,352
Tesco Bags of Help	1,850	1,850
Ernest Cook Fund	-	8
STEAM	-	7,752
Rack Saw Bench Fund	2,400	2,400
Pavours	-	1,000
Bus Preservation	-	60
Family Art	-	1,000
Peter Fund	2,398	17,257
STEAM	-	5,893
Historic England Grant	18,478	-
South Downs National Park	8,770	-
	338,306	374,842

Fund	Purpose and restriction in use
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 replace the radio building.
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 of At Risk Buildings.
Rail Hall	Donation to improve the children's area in the rail hall.
Volunteer Co-Ordinator Fund	Grant to fund the position of a volunteer co-ordinator.
Tesco Bags of Help	Donation to fund forest schools programme.
Ernest Cook Fund	Project Grant.
STEAM Project	Grant to fund the position of a STEAM Officer.
Rack Saw Bench Fund	Donation to fund the construction of a Rack Saw Bench.
Pavours Fund	Donation for the upkeep of the Pavours Museum of Roadmaking.
Bus Preservation Society	Funds for bus preservation.
Family Art Group	Donation to enable art activities at the museum.
Peter Fund	Donations to fund the repair of a Steam Engine.
Historic England Grant	Funding to carry out repairs to the Peppers' Office Building.
South Downs National Park	Funding to restore and reinterpret the nature trails.

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FOR THE YEAR ENDED 31ST DECEMBER 2020 (CONTINUED...)

16. 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 covenanted to the charity.

During the year to 31 December 2020 there were no related party transactions (2019: £nil).

