



# AMBERLEY MUSEUM & HERITAGE CENTRE

Registered Company Number 01402483

## Trustees' Report & Consolidated Accounts 31 December 2019

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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 2019. 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 c1870 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.

## 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	Co-Chairman to 15 April 2019 Chairman from 15 April 2019 Co-Chairman from 2 Sept 2019 Chairman from 13 <sup>th</sup> July 2020
	Graham Duxbury	Co-Chairman to 15 April 2019 Executive Trustee from 15 April 2019 Co-Chairman from 2 Sept 2019 Deputy Chairman from 13 <sup>th</sup> July 2020
	Brian Steele	Appointed 14 April 2016
	H Louise Jellard	Appointed 17 April 2018
	Jon Vincent	Appointed 21 January 2019
	Valerie Mills	Appointed 21 January 2019 Resigned 1 September 2019 to become Director
	Surrie Everett-Pascoe	Appointed 11 November 2019
	John Robbins	Resigned 13 May 2019
	Lauren Devereux	Resigned 17 June 2019
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	

Other Officers and Key Staff:

Katy Halliwell	Acting Director	Appointed 9 October 2018 Resigned 25 February 2019
Valerie Mills	Director	Appointed 2 September 2019
Julia Edge	Curator	Appointed 3 January 2017
Gillian Hughes	Finance Officer	Left 28 February 2019
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, and 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. A number of Trustees resigned, and others joined, both during 2019 and after the year end. The number of Trustees was 6 at the year end but had been reduced to 5 by September 2019. 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 250 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.

## 2019 Operational Review

After the restructuring of the Museum's operational staff late 2018 and early 2019, trustees, staff and volunteers worked hard throughout the year to increase the Museum's resilience and turn the financial losses from the previous year around. The significant cash loss of 2018 was turned into an overall cash profit in 2019 (see following section).

This improved financial position was accompanied later in the year by a strengthening in the capability of the management team. Notable appointments were a new highly experienced Director, Finance Officer, Learning Officer, Marketing Officer, and a volunteer co-ordinator under a NLCF grant. This has created a cohesive and effective team which is working well under the new Director and with trustees and volunteers.

For the first time for many years, the Museum remained open throughout the winter with promising results. We welcomed 51,535 visitors in 2019, an increase of 7% from 2018.

### Volunteers

With a small staff of 15 full time equivalent after the restructuring, the Museum continues to be heavily reliant on its some 250 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.

During 2019, we introduced an electronic key fob entry and exit facility for all trustees, staff, and volunteers to enable us to know who is on site at any one time, mainly for health and safety reasons. However, a side benefit of this has allowed us to record the enormous amount of time given to the Museum by our volunteers. For example, since the system was introduced around the middle of 2019 and its use built up, based on the recommended day rate for skilled volunteers of £100 used by the National Lottery Heritage Fund, we estimate our volunteers recorded an in-kind contribution of some £300,000 for this period. We would estimate the annual contribution would be well over double this.

In November 2019 we started our Men@Work project, funded by the National Lottery Community Fund, which aims to recruit new volunteers from the local community who are at risk of loneliness and social isolation. The project has enabled us to employ a Volunteer Coordinator who also looks after our existing volunteers. We hosted weekly volunteer sessions from the local Community Rehabilitation Company and a volunteer group organised through West Sussex County Council painted the interior and laid a new floor in the Friends' Centre.

### Learning

Although we had no dedicated Learning Officer for much of the year, we welcomed nearly 2,000 schoolchildren and students from primary and secondary schools, colleges, and universities. With the appointment of an experienced Learning Officer in October 2019, a full review and development of new programmes is taking place, as we hope to expand the opportunities for learning visits to the Museum.

Our STEAM (Science, Technology, Engineering, Arts and Maths) project, funded by the Foyle Foundation, continued through 2019, with our STEAM Officer developing new activities both for schools and our family audience in school holidays.

### Collections

Our Collections are held by Amberley Museum Trust, but the Curator is employed by the Museum and we were pleased to be able to increase her hours towards the end of 2019. With nearly 50,000 artefacts and items in our archive and library, some documentation backlogs are being addressed and with a shortage of space for the reserve collection, only highly relevant new objects are currently being accepted as donations.

Notable additions to the collections in 2019 include a Stuart diesel generator (1938-1958) of the sort used to supply power to small automatic telephone exchanges and mixed archive material from DANDO Drilling International in Littlehampton, including photographs, slides, framed prints, and advertising literature. A 1922 Douglas motorbike and Swallow side car came to us on loan and is displayed in the Village Garage.

### Events

A full programme of weekend events was held throughout 2019 with successful regular fixtures such as the Vintage and Classic Car Shows, Miniature Steam and Rail and Bus Days. There were also some new experimental events such as a Steampunk weekend in November, which fitted in well with our industrial landscape and steam locomotives. In November we also celebrated the 40<sup>th</sup> Birthday of the Museum with a Chalk, Talk and Walk weekend. A new exhibition in Humphreys Barn called 'Meet the Workers' was opened by the Lord-Lieutenant of West Sussex, Mrs Susan Pyper, and the weekend featured talks by volunteers and visiting experts and a Victorian Schoolroom by local drama school, Dramatis.

### Looking Forward

Towards the end of 2019 we received funding from Arts Council England for an audience development and marketing strategy project, which took place in the first half of 2020. The consultant reviewed our existing and potential audiences and a new marketing strategy and action plan was developed with the aim of increasing awareness of the Museum and generating more visitors. A new website was launched successfully in July, with the capability for visitors to purchase advance tickets.

Towards the end of 2019 we also received support from the Association of Independent Museums for a consultancy to assist with short term strategic planning. Within the timeframe of this short-term plan, we hope to apply for funding to assist us with detailed master planning and interpretation.

At the beginning of 2020 we were looking forward to making substantial progress with a dedicated staff and volunteer team, revitalised events and new partnerships, so it was devastating to have to close the Museum on 18<sup>th</sup> March due to the Covid-19 epidemic. Closure came just five days after opening our Sculpture Trail, which was designed to appeal to new audiences, and a couple of weeks before our first ever James Bond Day weekend, which had generated considerable interest. The Bond film 'A View to a Kill' had been filmed in part at Amberley.

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, which was followed by grants from the National Lottery Heritage Fund and Horsham District Council and donations from volunteers, members and supporters, 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 29<sup>th</sup> 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 enables us to control numbers and spread arrivals through the day. Being an open-air site has so far proved popular with visitors and, subject to no major changes in the external environment, we expect that visitor income, together with emergency funding, will see us through to next Spring, when we anticipate being able to increase visitor numbers once again.

## **Financial Review**

The audited accounts for 2019 show a significant positive turnaround in financial performance. A consolidated net loss of £190,912 in 2018 was reduced to a loss of £14,677 in 2019. More significantly, given the threats in early 2019, a 2018 cash loss (before depreciation) of £126,410, was transformed into a cash surplus in of £34,127 in 2019.

A more notable positive improvement of some £230,514 was achieved by the Museum, with a loss of £134,459 in 2018, excluding depreciation, moving to a net profit of £96,055 in 2019. This was, to some extent, offset by the poor performance of the catering and retail business, with a loss of £61,927 in 2019 after a small profit of £8,048 in 2018. This is being addressed by tighter cost and margin management and a reduction in staff costs.

Within the consolidated accounts are restricted and unrestricted funds. The financial turnaround impacting on the Museum's free reserves position is mirrored in the net unrestricted income excluding depreciation moving from a £102,212 deficit in 2018 to a surplus of £743 in 2019, a swing of plus £102,955.

Like the majority of museums in this country, the March 2020 lockdown threatened insolvency within a month or two. We were presented with a scenario of short-term reserve elimination and longer-term threats due to an inability to rebuild reserves ahead of winter 2020/21 even should the Museum have been able to reopen at some unknown time.

However, as noted above, through an active fundraising campaign, the Museum raised over £150,000 during the lockdown period, which was sufficient to continue operations, albeit at a very reduced level of outlays, and then re-open on 29<sup>th</sup> July.

In August and September visitor numbers were strong and this has enabled our reserves to be bolstered further. We believe that, subject to no major changes in the external operating environment, the Museum's finances are resilient now through the winter period and into 2021. On the basis that the wider trading environment stabilises in 2021, we believe that the underlying financial and management changes made since 2019, all other things being equal, will enable the Museum's performance to improve further on that of 2019.

## 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 can only be carried out over a period of several years. To recognise this, in principle, funds are set aside both in designated funds and in the form of undistributed retained profits to enable the work to be carried out. The financial situation during the Covid crisis has necessitated the drawdown of designated reserves into 2020. Restricted reserves were £374,842 at end 2019, of which £221,525 were represented by the de Witt Kilns.

## 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

11th October 2020

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

## Independent auditor's report to the members of Amberley Museum and Heritage Centre

### Opinion

We have audited the financial statements of Amberley Museum and Heritage Centre (the "Charity") for the year ended 31<sup>st</sup> December 2019 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's affairs as at 31<sup>st</sup> December 2019 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 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

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- The trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- The trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charity's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

### Other information

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

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

### 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 strategic report and the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report (incorporating the strategic report and the directors' report) 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 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'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 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.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://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'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'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's members as a body, for our audit work, for this report, or for the opinions we have formed.

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

12th October 2020

**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 2019**  
**(Incorporating a group income and expenditure account)**

	Notes	Restricted Funds £	Unrestricted Funds £	2019 Total Funds £	2018 Total Funds £
<b>Income and endowments from</b>	2				
Donations and legacies		58,172	73,011	131,183	261,824
Charitable activities		-	405,911	405,911	359,704
Other trading activities		-	259,019	259,019	308,497
Investments		-	1,317	1,317	131
<b>Total</b>		<b>58,172</b>	<b>739,258</b>	<b>797,430</b>	<b>930,156</b>
<b>Expenditure on:</b>	3				
Raising funds		-	336,673	336,673	303,537
Charitable Activities		40,785	434,649	475,434	817,531
<b>Total</b>		<b>40,785</b>	<b>771,322</b>	<b>812,107</b>	<b>1,121,068</b>
<b>Net income / (expenditure)</b>		<b>17,387</b>	<b>(32,064)</b>	<b>(14,677)</b>	<b>(190,912)</b>
<b>Transfers between funds</b>		<b>12,715</b>	<b>(12,715)</b>	<b>-</b>	<b>-</b>
<b>Net movement in funds</b>		<b>30,102</b>	<b>(44,779)</b>	<b>(14,677)</b>	<b>(190,912)</b>
<b>Reconciliation of funds</b>					
Total Funds Brought Forward		344,741	699,501	1,044,242	1,235,154
<b>Total Funds Carried Forward</b>		<b>374,843</b>	<b>654,722</b>	<b>1,029,565</b>	<b>1,044,242</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 17 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 2019**

	Notes	2019 £	2018 £
<b>FIXED ASSETS</b>			
Tangible Assets	7	848,470	891,762
<b>CURRENT ASSETS</b>	9		
Stock for resale		21,876	14,600
Debtors		24,971	37,039
Cash at Bank and in hand		224,949	200,163
		<u>271,796</u>	<u>251,802</u>
<b>CREDITORS: amounts falling due within one year</b>	10	88,532	97,153
<b>Net Current Assets</b>		183,264	154,649
<b>Provision for liabilities</b>	11	(2,169)	(2,169)
<b>Total Assets less Current Liabilities</b>		<u>1,029,565</u>	<u>1,044,242</u>
<b>FUNDS</b>			
Restricted Funds		374,843	344,741
Unrestricted Funds		<u>654,722</u>	<u>699,501</u>
	14	<u>1,029,565</u>	<u>1,044,242</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 11th October 2020 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 31<sup>ST</sup> DECEMBER 2019**

	<b>2019</b>	<b>2018</b>
	<b>£</b>	<b>£</b>
<b>Net income/(expenditure) for the year</b>	(14,677)	(190,912)
<b>Adjustments for:</b>		
Depreciation charges	48,804	64,502
Deferred tax charge for the year	-	-
Dividends, interest and rents from investments	(1,317)	(131)
Loss/(profit) on sale of fixed assets	-	-
(Increase)/decrease in stock	(7,276)	-
(Increase)/decrease in debtors	12,068	(3,990)
Increase/(decrease) in creditors	(8,621)	35,069
<b>Net cash provided by/(used in) operating activities</b>	<b>28,981</b>	<b>(95,462)</b>
<b>Cash flows from investing activities:</b>		
Dividends, interest and rents from investments	1,317	131
Proceeds from sale of property, plant and equipment	-	-
Purchase of property, plant and equipment	(5,512)	(7,445)
<b>Net cash provided by/(used in) investing activities</b>	<b>(4,195)</b>	<b>(7,314)</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>24,786</b>	<b>(102,776)</b>
Cash and cash equivalents at the beginning of the year	200,163	302,939
<b>Cash and cash equivalents at the end of the year</b>	<b>224,949</b>	<b>200,163</b>
<b>Analysis of cash and cash equivalents:</b>		
Cash in hand	224,949	200,163
Notice deposits (less than three months)	-	-
Overdraft facility repayable on demand	-	-
<b>Total cash and cash equivalents</b>	<b>224,949</b>	<b>200,163</b>

**AMBERLEY MUSEUM AND HERITAGE CENTRE**  
**COMPANY NUMBER 01402483**  
**BALANCE SHEET**  
**AT 31<sup>ST</sup> DECEMBER 2019**

	Notes	2019 £	2018 £
<b>FIXED ASSETS</b>			
Tangible Assets	7	792,426	829,753
Investments	8	2	2
		792,428	829,755
<b>CURRENT ASSETS</b>			
Debtors	9	148,015	57,933
Cash at Bank and in hand		188,758	188,527
		336,773	246,460
<b>CREDITORS: amounts falling due within one year</b>			
	10	79,401	79,629
<b>Net Current Assets</b>		257,372	166,831
<b>Total Assets less Current Liabilities</b>		1,049,800	996,586
<b>FUNDS</b>			
Restricted Funds		374,843	344,741
Unrestricted Funds		674,957	651,845
		1,049,800	996,586

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 11<sup>th</sup> October 2020 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 31<sup>ST</sup> DECEMBER 2019**

**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 experienced little change in unrestricted revenue in 2019 but reduced costs markedly. This resulted in a significant improvement in overall performance with the £102,212 net unrestricted deficit, excluding depreciation, in 2018 shifting to surplus of £743 in 2019. Holding back further progress was the poor performance of the retail business.

The underlying business cost and revenue generation structure, and the Museum's staffing and organisation, have been strengthened significantly in 2019. Under normal conditions, and with the prospect of turning retail net income around, this would have indicated the likelihood of even better performance in 2020,

Although the Covid crisis in 2020 has put the Museum's operations under financial threat due to the entire loss of income from mid March to end July, external grant funding has enabled the Museum to survive to date. Since opening in July visitor numbers have been much better than expected despite Covid restrictions limiting visitor numbers and wider uncertainty over tourism activity related to the national economy.

The trustees believe that the charity has sufficient funds to cover costs in the winter period.

The biggest risk of course comes from the possibility of further lockdown at any time and/or a Covid related constrained trading environment, but the Trustees are satisfied that as long as the Museum is able to stay open and welcome visitors the changes that have been made to control costs will ensure it's viability into 2021. As an open air Museum the charity is well placed to be able to continue to operate safely within the current Covid restrictions.

In these circumstances, the Trustees are satisfied that the Charitable Group is able to continue as a going concern and that, therefore, the Charitable Group is able to realise its assets and discharge its liabilities in the normal course of business.

**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 2019**

**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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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31<sup>ST</sup> DECEMBER 2019**

**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.

**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 2019**

**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.

**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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**FOR THE YEAR ENDED 31<sup>ST</sup> DECEMBER 2019**

**2. INCOME**

	<b>2019</b>	<b>2018</b>
	<b>£</b>	<b>£</b>
<b>Donations and legacies</b>		
Grants	20,500	-
Donations	<u>110,683</u>	<u>261,824</u>
	<u>131,183</u>	<u>261,824</u>

The income from donations was £110,683 (2018: £261,824) of which £73,011 was unrestricted (2018: £71,538) and £58,172 restricted (2018: £190,286).

The charity benefits greatly from the involvement and enthusiastic support of its many volunteers, details of which are given in the trustees 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>2019</b>	<b>2018</b>
	<b>£</b>	<b>£</b>
Museum Entrance Fees	<u>405,911</u>	<u>359,704</u>

<b>Other trading activities</b>	<b>2019</b>	<b>2018</b>
	<b>£</b>	<b>£</b>
Shop and restaurant income	221,368	266,074
Membership fees	36,392	34,150
Lettings	-	5,770
Other income	<u>1,259</u>	<u>2,503</u>
	<u>259,019</u>	<u>308,497</u>

<b>Investment income</b>	<b>2019</b>	<b>2018</b>
	<b>£</b>	<b>£</b>
Bank interest	<u>1,317</u>	<u>131</u>

**AMBERLEY MUSEUM AND HERITAGE CENTRE**  
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**3. EXPENDITURE**

	<b>2019</b>	<b>2018</b>
	<b>£</b>	<b>£</b>
<b>Costs of raising funds</b>		
Expenditure on retail activities	275,083	243,217
Marketing costs	47,413	46,349
Governance and support costs	<u>14,177</u>	<u>13,971</u>
	<u>336,673</u>	<u>303,537</u>
<b>Charitable Activities</b>		
Salaries	223,977	330,582
Site Services	43,828	38,252
Event costs	15,444	32,102
Governance and support costs	44,227	48,949
Other costs (a)	<u>147,958</u>	<u>367,646</u>
	<u>475,434</u>	<u>817,531</u>
<b>Governance and support costs</b>		
General office costs	27,105	22,490
Statutory audit fees	6,000	5,900
Irrecoverable VAT on audit fees	700	740
Legal and other professional fees	14,533	22,594
Bank and finance charges	<u>10,066</u>	<u>11,196</u>
	<u>58,404</u>	<u>62,920</u>

(a) The reduction in Other costs to £147,958 is due largely to the high level in 2018 of £367,646 restricted fund expenditure on at risk buildings. This reduction in restricted fund expenditure is offset partly by an increase in restricted fund income (See Note 2)

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

	<b>2019</b>	<b>2018</b>
	<b>£</b>	<b>£</b>
Net resources are stated after charging/(crediting):		
Depreciation of fixed assets	48,802	64,502
Auditor's remuneration	<u>6,000</u>	<u>5,900</u>

**5. TRUSTEES' REMUNERATION AND BENEFITS**

There were no trustees' remuneration, expenses or other benefits for the year ended 31<sup>st</sup> December 2019 nor for the year ended 31<sup>st</sup> December 2018.

**AMBERLEY MUSEUM AND HERITAGE CENTRE**  
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**6. STAFF COSTS**

	<b>2019</b>	<b>2018</b>
	<b>£</b>	<b>£</b>
Wages and salaries	332,390	394,092
Social security costs	<u>13,277</u>	<u>21,131</u>
	<u>345,667</u>	<u>415,223</u>

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

Office and administration	10	15
Retail activities	7	11
Directors	<u>1</u>	<u>0</u>
	<u>18</u>	<u>26</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 31<sup>ST</sup> DECEMBER 2019**

**7. TANGIBLE FIXED ASSETS**

<b>Group</b>	<b>Plant and Machinery</b>	<b>Display Buildings</b>	<b>Site Improvements</b>	<b>Total</b>
<b>Cost</b>				
At 1 <sup>st</sup> January 2019	268,586	1,259,505	602,900	2,130,991
Additions	5,510	-	-	5,512
On disposals	-	-	-	-
At 31 <sup>st</sup> December 2019	<u>274,096</u>	<u>1,259,505</u>	<u>602,900</u>	<u>2,136,503</u>
<b>Depreciation</b>				
At 1 <sup>st</sup> January 2019	205,157	890,616	143,456	1,239,229
Charge for year	7,695	29,049	12,058	48,802
On disposals	-	-	-	-
At 31 <sup>st</sup> December 2019	<u>212,852</u>	<u>919,665</u>	<u>155,514</u>	<u>1,288,031</u>
<b>Net Book Value</b>				
At 31 <sup>st</sup> December 2019	<u>61,244</u>	<u>339,840</u>	<u>447,386</u>	<u>848,470</u>
At 31 <sup>st</sup> December 2018	<u>63,429</u>	<u>368,889</u>	<u>459,444</u>	<u>891,762</u>
<b>Company</b>	<b>Plant and Machinery</b>	<b>Display Buildings</b>	<b>Site Improvements</b>	<b>Total</b>
<b>Cost</b>				
At 1 <sup>st</sup> January 2019	51,422	1,259,505	602,900	1,913,827
Additions	5,510	-	-	5,510
Disposals	-	-	-	-
At 31 <sup>st</sup> December 2019	<u>56,932</u>	<u>1,259,505</u>	<u>602,900</u>	<u>1,919,337</u>
<b>Depreciation</b>				
At 1 <sup>st</sup> January 2019	50,002	890,616	143,456	1,084,074
Charge for year	1,730	29,049	12,058	42,837
On disposals	-	-	-	-
At 31 <sup>st</sup> December 2019	<u>51,732</u>	<u>919,665</u>	<u>155,514</u>	<u>1,126,911</u>
<b>Net Book Value</b>				
At 31 <sup>st</sup> December 2019	<u>5,200</u>	<u>339,840</u>	<u>447,386</u>	<u>792,426</u>
At 31 <sup>st</sup> December 2018	<u>1,420</u>	<u>368,889</u>	<u>459,444</u>	<u>829,753</u>

**AMBERLEY MUSEUM AND HERITAGE CENTRE**  
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**8. INVESTMENTS**

	Group		Company	
	2019	2018	2019	2018
	£	£	£	£
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	
	2019	2018	2019	2018
	£	£	£	£
Trade Debtors	1,978	2,788	1,366	2,026
Other Debtors	22,993	34,251	22,967	33,088
Due by subsidiary undertaking	-	-	123,682	22,819
	<u>24,971</u>	<u>37,039</u>	<u>148,015</u>	<u>57,933</u>

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

	Group		Company	
	2019	2018	2019	2018
	£	£	£	£
Trade Creditors	39,296	79,579	26,329	69,659
Other taxes and social security	4,425	7,110	3,952	4,897
Other creditors	1,452	1,624	1,452	1,625
Accruals and deferred income	43,359	8,840	47,668	3,448
	<u>88,532</u>	<u>97,153</u>	<u>79,401</u>	<u>79,629</u>

**11. PROVISIONS FOR LIABILITIES**

	2019	2018
	£	£
Deferred tax – accelerated capital allowances	<u>2,169</u>	<u>2,169</u>

**AMBERLEY MUSEUM AND HERITAGE CENTRE**  
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**11. STATUS**

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

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

	<b>Unrestricted Funds £</b>	<b>Restricted Funds £</b>	<b>2019 Total Funds £</b>	<b>2018 Total Funds £</b>
Fixed Assets	615,806	232,664	848,470	891,762
Current Assets	129,617	142,179	271,796	251,802
Current Liabilities	(88,532)	-	(88,532)	(97,153)
Long term liabilities	(2,169)	-	(2,169)	(2,169)
	<u>654,722</u>	<u>374,843</u>	<u>1,029,565</u>	<u>1,044,242</u>

**13. MOVEMENT IN FUNDS**

	<b>At 01.01.2019 £</b>	<b>Net Movement in Funds £</b>	<b>At 31.12.2019 £</b>
<b>Unrestricted Funds</b>			
General Fund	538,514	84,448	622,962
Designated fund – Infrastructure repairs	61,581	(61,581)	-
– Other	99,406	(67,646)	31,760
Restricted funds	<u>344,741</u>	<u>30,102</u>	<u>374,843</u>
	<u>1,044,242</u>	<u>(14,677)</u>	<u>1,029,565</u>

The Trustees previously created a designated fund for the purposes of providing for essential infrastructure repairs to the site. This fund was transferred to the general fund in the year. Other designated funds represent funds held for various specific projects.

**AMBERLEY MUSEUM AND HERITAGE CENTRE**  
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**13. MOVEMENT IN FUNDS (cont.)**

<b>Restricted Funds</b>	<b>2019</b>	<b>2018</b>
	<b>£</b>	<b>£</b>
De Witt Kilns Fund	221,525	237,521
Radio Fund	70,863	70,863
Education Funds	-	-
Print Fund	779	797
Standard Rail Fund	5,689	5,889
Historic England Grant	10,951	2,016
South East Museum Development Grant	4,770	4,804
Rail Hall	4,693	4,688
Volunteer Co-ordinator Fund	18,352	8,052
Tesco Bags of Help	1,850	1,850
Ernest Cook Fund	8	8
STEAM Project	7,752	7,752
Rack Saw Bench Fund	2,400	501
Pavours	1,000	-
Bus Preservation	60	-
Family Art	1,000	-
Peter	17,257	-
STEAM	5,894	-
	<u>374,843</u>	<u>344,741</u>

**Fund**

De Witt Kilns Fund

**Purpose and restriction in use**

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.

South East Museum Development

To improve the museum entrance

Railway 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

Poulton Art Group

Donation to enable art activities at the museum

Peter Fund

Donations to fund the repair of a Steam Engine

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**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 covenanted to the charity.

During the year to 31 December 2019 there were no related party transactions (2018: £nil).