

Registered Company Number 01402483

# Trustees' Report & Consolidated Accounts 31 December 2023



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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 2023. 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 Pepper's chalk pits and lime works in the South Downs National Park, exhibits the industrial history, transport, communications and traditional crafts of southern England. Most of the original Pepper's 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 historical 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

Surrie Everett-Pascoe Appointed 11 November 2019
Jonathon Vincent Appointed 21 January 2019
Edward Armston-Sheret Appointed 1 November 2020
Adrian Butcher Appointed 23 August 2021
Stephen Jones Appointed 2 February 2022

Marie Tulley-Rose Appointed 24 July 2023
Alan Brewer Appointed 1 August 2024
Leanne O'Boyle Appointed 1 August 2024

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:

Katrina BurtonDirectorAppointed 1 January 2023John BettsCuratorAppointed 19 April 2022Alan MorcombeFinance OfficerAppointed 8 July 2019

Resigned April 2023

Alanta Carrwalters Finance Officer Appointed 1 May 2023

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.

A Risk Register is maintained by the Trustees and is reviewed and updated on a regular basis. 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 in 2023. The number of Trustees at the end of 2023 was eight. An additional two new Trustees have been recruited in 2024. 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 405 volunteers, each with their own area of interest and expertise.

The Company owns all 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.

### **2023 Operational Review**

The Museum had a good year in 2023, with visitor numbers rising to 56,395, compared to 54,483 visitors in 2022, and 51,535 pre-pandemic, in 2019.

Membership numbers continued to grow as visitors looked for opportunities to enjoy the wide range of events on offer throughout the year. This included car shows, Emergency Services weekend, Home Front, the Ale and Craft weekend, various steam, train and bus events, plus special Halloween and Christmas events.

Key to the Museum's future was the signing of a new lease for our site with our Landlord, West Sussex County Council. This is for 125 years at a peppercorn rent and includes about 6 more acres of the field beside us. This is extremely valuable as it gives an additional parking for staff and volunteers on busy days, thus freeing up spaces in our main car park. We believe this lease represents a significant vote of confidence in the Museum by the Council. The Museum site now covers about 41 acres.

Another major achievement was that we heard in spring 2023 that our application to the Museum Estates and Development fund to carry out restoration and access works on the historic Bagging Shed had been successful. This grant amounted to £433,766, with an additional £30,000 being contributed by the Museum. There then followed a long process of procurement, surveys, architectural plans and permissions before work started in January 2024.

Early in 2023 work started on updating the Forward Plan, setting the key strategic aims for the museum for the period 2023-2026. This work identified a need to continue to raise the profile of the museum and to develop sources of income for the future. During 2023 a new marketing plan was put into action, a legacy programme was launched, and over £8,000 of grant funding obtained for a range of different projects.

During 2023 there was some changeover in core staff, providing opportunities to recruit to new roles focused on key areas of need and development. A Collections and Events Assistant started in June 2023 to help develop the events programme to better align with the museum and its purpose. At the end of the year, the opportunity arose to recruit for a part-time Health & Safety Officer, and a part-time Events and Venue Hire Manager with a remit to develop those income streams for the charity.

During 2023 several essential maintenance and repair projects were completed, including the replacement of the steps on Billingshurst Signal Box, repairs to roofs across the site, and repainting of the bus garages. Much of this was achieved thanks to generous financial support from the Friends of Amberley Museum and the Southdown Omnibus Trust.

The staff and volunteer team continued to deliver an excellent experience to visitors, scoring 82% in the Visit England assessment in summer 2023. A number of new initiatives were introduced to add to the visitor experience, including a series of additional experiences for groups and regular Discovery Days looking at lesser-known parts of the museum and its collection.

### **Volunteers**

With a small team of 12.5 full time equivalent staff, the Museum continued to be heavily reliant on the volunteer team. Volunteers look after the collections, share their knowledge with visitors, run the daily bus and train services, maintain the site and help with administration. Visitor feedback confirms 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 2023, the new Volunteer Manager, who started in May, worked hard to build up the volunteer numbers, reaching over 400 by the end of 2023. Efforts were also made to engage with corporate groups to offer micro volunteering opportunities, which has proved very beneficial to the museum.

Late in 2023, it was announced that Amberley Museum had been granted the King's Award for Voluntary Service. This hard-to-achieve award is a just national recognition of the enormous contribution made by our Volunteers. A presentation of the Award was made by the Lord Lieutenant of West Sussex, Lady Emma Barnard early in 2024.

### Learning

Formal and informal learning visits increased in 2023 with over 3,000 children and young people enjoying a school visit and a further 2,000 taking part in family activities. A new uniformed groups day was introduced, with the first attracting Brownie packs from across West Sussex.

2023 saw several community engagement projects come to fruition, including the Timescape wellbeing and arts project funded by South Downs National Park, and the Grow Project for adults living with poor mental health.

### Collections

There continues to be a moratorium on accepting items into the collection (unless the object is of exceptional significance and relevance) due to a lack of suitable collection storage space.

The Collections Development Policy and several other key documents were reviewed and approved by the Trustees during 2023 ahead of the Museum's accreditation review in January 2024.

In 2023, the Curatorial team completed two new interpretation projects, including the revamped Cycle Exhibition and the Hidden Innovators online and onsite exhibition focusing on little known stories of key individuals associated with the collections.

### **Financial Review**

As reported, financial performance improved dramatically in 2023. Group net income including depreciation was £220,184, more than turning around the loss of £90,486 in 2022. Group net income excluding depreciation was £266,581, compared with a loss of £44,570 in 2022. However included in 2023 income in the accounts is restricted fund income of £246,883 constituted as first stage grant finance for the MEND (Museum Estate and Development) project. Second stage MEND grant income, and expenditure on this will be registered in 2024. Allowing for MEND funding, Group Net Income, excluding depreciation, was £19,698 compared with the loss of £44,570 in 2022. The basis for this is as follows:

AMHC Developmer	nt of Net Profit	
£	2022	2023
Museum Profit	-64,627	246,571
MEND Income		246,883
Trading Profit		-312
Retail Profit	20,057	20,010
AMHC	-44,570	19,698

Thus, Museum losses were curtailed between 2022 and 2023, and retail profit stabilised.

The Museum's performance was underpinned by a growth in income from £649,769 in 2022 to £687,680, excluding MEND, in 2023. Entrance income increased from £423,541 to £480,118, with a 4% increase in visitor numbers and an increase in income per head. Expenses, fell from £714,397 to £687,990. Salaries increased only by 2% since increased salary rates were offset partially by periods of staff turnover. A range of site running costs were reduced.

Retail income, mostly from the restaurant and shop, increased by £63,120. Cost of sales increased from £127,875 in 2022 to £177,982 in 2023, with modest increase in other expenses, contributing to no change in overall retail performance.

Moving into 2024 it is clear that economic conditions in the country have been poor, with household income being stretched for leisure use. However at the time of writing, Museum performance has proved robust. In the period to August provisional data indicate that, despite a fall in visitor numbers of 10%, Museum income has increased, expenditures are flat compared to 2023, and Retail profits have increased.

Financial security is enhanced by the Museum's reserves position. Total cash reserves for AMHC at the end of 2023 were £385,587 (excluding MEND). These reserves were slightly higher than at end 2022.

The Friends of Amberley Museum & Heritage Centre has continued to provide valuable financial resources to the Museum as a result of its fundraising activities.

### **Reserves Policy**

In order to be a responsible and resilient charity, AMHC holds financial reserves to cover seasonal operational needs and protect the charity, with best effort, against unforeseen drops in income.

Restricted Funds: These are reserves that can only be used for specific purposes, usually determined by the provider. These restricted reserves cannot be used for normal day to day expenses. They amounted to £378,264 at the end of 2023, net of De Witt kiln fixed assets.

Designated Funds: These are allocated by the Trustees as ring fenced for uses agreed with volunteers to meet priority exhibit needs or may be allocated by Trustees for site maintenance or investment purposes. Use other than these purposes would normally be agreed between Trustees and relevant parties.

Contingency Funds: Given the challenging economic circumstances the Museum continues to operate in, with periodic threats to overall financial sustainability, the Trustees have set aside a tranche of funds only to be used in dire circumstances triggered by outside national economic or other internal/external events. An element of these is the £50,000 'Bounce Back' loan obtained under Covid conditions. This is being repaid on a monthly basis.

Unrestricted Funds: Unrestricted funds – free reserves - are those available for the day to day running of the museum and are generated through daily income and necessary expenditure flows to enable operations to continue safely and efficiently.

### 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 a 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 are obliged to take as a director 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

DATE

**ANNUAL REPORT 2023** 

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### 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 2023 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 31<sup>st</sup> December 2023 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.

### Identification and assessment of irregularities including fraud

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:

- We focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the Charity, including the Companies Act 2006.
- We obtained an understanding of the legal and regulatory framework applicable to the entity and how
  the entity is complying with that framework by making appropriate enquiries of management as well as
  considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and
  regulations;
- We made enquiries of those charged with governance and management concerning
  - · The risks of fraud;
  - Instances of non-compliance with laws and regulations or knowledge of actual, suspected, or alleged fraud is documented during the period;
- We allocated an engagement team that we considered collectively had the appropriate competence and capabilities to identify or recognise non-compliance with laws and regulations

### Audit response to the risk of irregularities including fraud

Based on the results of our risk assessment, our procedures included, but were not limited to:

- Performing analytical procedures to identify any unusual or unexpected relationships
- Evaluating whether judgements and assumptions made in determining the accounting estimates set out in note 1 were indicative of potential bias
- Assessing whether judgements and assumptions made in determining the accounting estimates set out in note 1 were indicative of potential bias.
- · Agreeing financial statements disclosures to underlying supporting documentation
- · Reading the minutes of meetings of those charged with governance

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

- Reviewing the correspondence with relevant regulatory bodies
- · Testing of journal entries to address the risk of fraud through management override
- Incorporation an element of unpredictability in the selection of the nature, timing, and extent of our audit procedures.
- Corroborating the business rationale for transactions outside the normal course of business.

### Conclusions regarding the risks of irregularities including fraud

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

We considered our audit was capable of detecting irregularities due to:

- The effectiveness of the entity's internal controls;
- · The nature, timing and extent of audit procedures performed; and
- · The absence of contradictory evidence

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

DATE 27th September 2024

**COMPANY NUMBER 01402483** 

(and subsidiary company)

### CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

FOR THE YEAR ENDED 31<sup>ST</sup> DECEMBER 2023

(Incorporating a group income and expenditure account)

				2023	2022
	Notes	Restricted Funds £	Unrestricted Funds £	Total Funds £	Total Funds £
Income and endowments	2				
from Donations and legacies Charitable activities Other trading activities Investments		293,488	56,982 480,118 421,583 5,030	350,470 480,118 421,583 5,030	155,523 423,541 348,937 317
livestilients					
Total		293,488	963,713	1,257,201	928,318
Expenditure on: Raising funds Charitable Activities	3	46,291	328,590 662,136	328,590 708,427	288,317 730,487
Total		46,291	990,726	1,037,017	1,018,804
Net income / (expenditure) Transfers between funds		247,197	(27,013)	220,184	(90,486)
Net movement in funds		247,197	(27,013)	220,184	(90,486)
<b>Reconciliation of funds</b> Total Funds Brought Forward		288,930	760,074	1,049,004	1,139,490
Total Funds Carried Forward		536,127	733,061	1,269,188	1,049,004

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

### **COMPANY NUMBER 01402483**

(and subsidiary company)

### CONSOLIDATED BALANCE SHEET

### AT 31<sup>ST</sup> DECEMBER 2023

		2023	2022
	Notes	£	£
FIXED ASSETS Tangible Assets	7	710,372	731,822
CURRENT ASSETS Stock for resale Debtors Cash at Bank and in hand	9	10,095 30,451 598,864	12,949 8,677 379,781
		639,410	401,407
CREDITORS: amounts falling due within one year	10	66,427	59,943
Net Current Assets		572,983	341,464
CREDITORS: amounts falling due after more than one year	11	14,167	24,282
Provision for liabilities	12	-	-
Net Assets		1,269,188	1,049,004
FUNDS Restricted Funds Unrestricted Funds		536,127	288,930 760,074
	15	1,269,188	1,049,004

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 ... 27 th Sep tember 2024 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 2023

	2023	2022
	£	£
Net income/(expenditure) for the year	220,184	(90,486)
Adjustments for:		
Depreciation charges	46,397	45,916
Deferred tax charge for the year	-	-
Dividends, interest and rents from investments	(5,030)	(317)
Loss/(profit) on sale of fixed assets	-	-
(Increase)/decrease in stock	2,855	3,700
(Increase)/decrease in debtors	(21,774)	(5,522)
Increase/(decrease) in creditors	6,483	(10,672)
Net cash provided by/(used in) operating activities	249,115	(57,380)
Cook flows from investing activities		
Cash flows from investing activities:  Dividends, interest and rents from investments	5,030	317
Proceeds from sale of property, plant and equipment	3,030	317
Purchase of property, plant and equipment	(24,947)	(6.180)
Net cash provided by/(used in) investing activities		(6,189)
Net easil provided by/(used in) investing activities	(19,917)	(5,872)
Cash flows from financing activities:		
Repayments of borrowing	(10,115)	(9,506)
Cash inflow from new borrowing	-	-
Net cash provided by/(used in) financing activities	(10,115)	(9,056)
Change in cash and cash equivalents in year	219,083	(72,759)
ominge in cush and cush equivalents in year	217,005	(12,137)
Cash and cash equivalents at the beginning of the year	379,781	452,540
Cash and cash equivalents at the end of the year	598,864	379,781
Analysis of cash and cash equivalents:		
Cash in hand	598,864	379,781
Notice deposits (less than three months)	330,004	3/9,/81
Total cash and cash equivalents	598,864	379,781
rotar cash and cash equivarents	370,004	3/9,/81

### AMBERLEY MUSEUM AND HERITAGE CENTRE COMPANY NUMBER 01402483 BALANCE SHEET AT 31<sup>ST</sup> DECEMBER 2023

	Notes	2023	2022
	Notes	£	£
FIXED ASSETS			
Tangible Assets	7 8	666,226	684,858
Investments	8	2	2
		666,228	684,860
CURRENT ASSETS			
Debtors	9	47,123	73,437
Cash at Bank and in hand		544,317	311,259
		591,440	384,696
CREDITORS: amounts falling due			
within one year	10	23,564	38,445
Net Current Assets		567,876_	346,251
Total Assets less Current Liabilities		1,234,104	1,031,111
FUNDS			
Restricted Funds		536,127	288,930
Unrestricted Funds		697,977	742,181
		1,234,104	1,031,111
		-	

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 ... 27 th September 2024 and were signed on its behalf by:

Richard Vernon

Graham Duxbury

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

### 1. STATEMENT OF ACCOUNTING POLICIES

### **Basis of Preparation**

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006. The charity is a company limited by guarantee and has no share capital. The company is incorporated in England and Wales. The charity company registration number, charity number and registered address and place of business can be found on the company information page.

The charity meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

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

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

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

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

### Consolidation

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

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

### **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.

**COMPANY NUMBER 01402483** 

(and subsidiary company)

### NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31<sup>ST</sup> DECEMBER 2023

### 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 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.

### 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.

### 2. INCOME

	2023	2022
	£	£
Donations and legacies		
Grants	280,818	95,654
Legacies	229	22,189
Donations	69,423	37,680
	<u>350,470</u>	155,523

The income from donations was £69,423 (2022: £37,680) of which £55,297 was unrestricted (2022: £33,320) and £14,126 restricted (2022: £4,360).

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	2023	2022
	£	£
Museum Entrance Fees	<u>480,118</u>	423,541
Other trading activities	2023	2022
	£	£
Shop and restaurant income Membership fees Lettings Other income	341,823 61,871 1,820 <u>16,069</u> <u>421,583</u>	$   \begin{array}{r}     278,548 \\     50,781 \\     3,598 \\     \underline{16,010} \\     \underline{348,937}   \end{array} $
Investment income Bank interest	<u>5,030</u>	<u>317</u>

### 3. EXPENDITURE

5. EAFENDITURE	2023	2022
	£	£
Costs of raising funds	200 107	252.020
Expenditure on retail activities	298,107	252,930
Marketing costs	23,676	27,086
Governance and support costs	6,807	8,301
	<u>328,590</u>	<u>288,317</u>
Charitable Activities		
Salaries	310,683	312,606
Site Services	59,649	106,355
Event costs	9,996	7,717
Governance and support costs	77,325	91,806
Other costs	250,774	212,003
	<u>708,427</u>	<u>730,487</u>
Governance and support costs		
General office costs	40,328	42,003
Statutory audit fees	7,000	6,990
Irrecoverable VAT on audit fees	-	700
Legal and other professional fees	9,864	21,877
Bank and finance charges	26,940	28,537
	84,132	100,107
4. NET INCOMING/(OUTGOING) RESOURCES		
,	2023	2022
	£	£
Net resources are stated after charging/(crediting):	r	r
Depreciation of fixed assets	46,292	45,916
Auditor's remuneration	7,000	6,990

### 5. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration, expenses or other benefits for the year ended 31st December 2023 nor for the year ended 31st December 2022.

### 6. STAFF COSTS

v. STATT COSTS	2023	2022
	£	£
Wages and salaries Social security costs	421,377 22,046 443,423	$   \begin{array}{r}     394,680 \\     \underline{19,070} \\     \underline{413,750}   \end{array} $
The average weekly number of employees during	g the year was as follows	s:-
Office and administration Retail activities Directors	16 12 <u>1</u> <u>29</u>	16 9 <u>1</u> <u>26</u>

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

### 7. TANGIBLE FIXED ASSETS

Group	Plant and Machinery	Display Buildings	Site Improvements	Total
Cost At 1 <sup>st</sup> January 2023 Additions	282,909 4,500	1,259,505 20,447	602,900	2,145,314 24,947
On disposals At 31st December 2023  Depreciation	287,409	1,279,952	602,900	2,170,262
At 1st January 2023 Charge for year	230,563 5,289	991,241 29,050	191,688 12,058	1,413,492 46,397
On disposals At 31st December 2023	235,852	1,020,291	203,746	1,459,889
Net Book Value At 31 <sup>st</sup> December 2023	51,557	259,661	399,154	710,372
At 31st December 2022	52,346	268,264	411,212	731,822
Company	Plant and Machinery	Display Buildings	Site Improvements	Total
Company  Cost At 1st January 2023 Additions Disposals At 31st December 2023				1,923,591 24,947 
Cost At 1 <sup>st</sup> January 2023 Additions Disposals	61,186 4,500	1,259,505 20,447	602,900 -	1,923,591 24,947
Cost At 1 <sup>st</sup> January 2023 Additions Disposals At 31 <sup>st</sup> December 2023  Depreciation At 1 <sup>st</sup> January 2023 Charge for year On disposals	61,186 4,500 	991,241 29,050	191,688 12,058	1,923,591 24,947 

### 8. INVESTMENTS

	Group		Company	
	2023	2022	2023	2022
	£	£	£	£
Investment in Group Undertaking			2	2
			2	2

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	
	2023	2022	2023	2022
	£	£	£	£
Trade Debtors	4,823	7,342	4,792	7,279
Other Debtors	25,608	1,335	25,608	1,335
Due by subsidiary undertaking			16,743	64,823
	30,451	8,677	47,123	73,437

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

	Group		Company	
	2023	2022	2023	2022
	£	£	£	£
Bank loans	10,000	10,000	-	-
Trade Creditors	11,352	15,444	6,142	11,807
Other taxes and social security	31,577	12,622	5,424	6,261
Other creditors	7,500	15,878	7,500	15,878
Accruals and deferred income	5,998	5,999	4,498	4,499
	66,427	59,943	23,564	38,445

**COMPANY NUMBER 01402483** 

(and subsidiary company)

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31ST DECEMBER 2023

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

	Group		Company	
	2023	2022	2023	2022
	£	£	£	£
Bank loans 1-2 years	10,000	10,000	_	-
Bank loans 2-5 years	4,167	14,282	1_	1
Bank loans more than 5 years	-	_	-	-
	14,167	24,282		

### 12. PROVISIONS FOR LIABILITIES

	2023	2022
	£	£
Deferred tax – accelerated capital allowances	Ē	<u> </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	2023 Total Funds	2022 Total Funds restated
	£	£	£	£
Fixed Assets	521,243	189,129	710,372	731,822
Current Assets	292,412	346,998	639,410	401,407
Current Liabilities	(66,427)	-	(66,427)	(59,943)
Long term liabilities	(14,167)		(14,167)	(24,282)
-	733,061	536,127	1,269,188	1,049,004

### COMPANY NUMBER 01402483

(and subsidiary company)

### NOTES TO THE FINANCIAL STATEMENTS

### FOR THE YEAR ENDED 31<sup>ST</sup> DECEMBER 2023 (CONTINUED...)

### 15. MOVEMENT IN FUNDS

13. MOVEMENT INTONOS	At 01.01.2023	Net Movement in Funds	At 31.12.2023
	£	£	£
Unrestricted Funds			
General Fund	760,074	(27,013)	733,061
Restricted funds	288,930 1,1049,004	247,197 (220,184)	536,127 1,269,188
		2023	2022
Restricted Funds		e	c
		£	£
De Witt Kilns Fund		157,863	173,858
Radio Fund		70,863	70,863
Print Fund		5,312	2,412
Standard Rail Fund		5,371	5,689
Historic England Grant		249	249
Rail Hall		4,693	4,693
Tesco Bags of Help		1,850	1,850
Rack Saw Bench Fund		2,400	2,400
Peter Fund		3,971	8,488
Paviors Fund		-	1,560
Museum Development South East		-	2,475
Sussex Industrial Archaeology Society		-	281
Greenfield Training Fund		8,859	9,862
Going Green Grant		-	2,000
South Down National Park Authority		-	250
Museum Wide		-	2,000
MEND		246,883	
John Coates Trust Grant		6,297	-
Royal Pavilion & Museum Trust: First Steps			
Grant		2,281	- 0
Horsham District council: Community		2 500	
Climate Fund		2,500	=
Sussex Masonic		3,515	<b>=</b> 0
Ockenden Clock		10,000	<b>=</b> 2
School Visit Grant		2,001	
IT Fund		1,219	-
		536,127	288,930

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(and subsidiary company)

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31<sup>ST</sup> DECEMBER 2023 (CONTINUED...)

### 15. MOVEMENT IN FUNDS (CONTINUED...)

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.

Donation to improve the children's area in the rail hall. Rail Hall

Tesco Bags of Help Donation to fund forest school's programme.

Rack Saw Bench Fund Donation to fund the construction of a Rack Saw Bench.

Peter Fund Donations to fund the repair of a Steam Engine.

Paviors Fund Funding for the upkeep of the Paviors Museum of Roads and

Roadmaking

Museum Development South East Grant for Creative Collections Project

Grant for new wheels for Fauld coach to assist access on the Sussex Industrial Archaeology Society

narrow-gauge railway

Greenfield Training Fund Funding for staff training and development

Going Green Grant South East Museum Development grant for electric trike

South Down National Park Authority Learning programme

Museum Wide South East Museum Development grant to deliver equity,

diversity & inclusion actions

**MEND** Grant from the DCMS Museum Estate and Development

fund for the conservation of the Bagging Shed

John Coates Trust Grant Grant for the learning programme to reach new audiences

Royal Pavilion & Museum: First Steps Grant for a collections care internship

Grant

Horsham District Council: Grant for LED lighting improvements

Community Climate Fund

Sussex Masonic Grant for a new museum vehicle

Ockenden Clock Donation towards mounting the Ockenden Clock School Visit Grant Donation to help schools in need to meet visit costs IT Fund Donation to fund contactless donation scheme

Timescape Project Grant for Timescape wellbeing project with SDNPA

### SUBSIDIARY AND RELATED PARTY TRANSACTIONS 16.

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 2023 Surrie Pascoe was paid a consultancy fee of £3,938 for specialist services provided to the Museum (2022: £14,400). There were no related party transactions (2022: £nil). The Museum has paid due regard to the Charity Commission guidance on payments to trustees when undertaking this transaction.