WOKING MUSEUM AND ARTS AND CRAFTS CENTRE

England & Wales · Charity number 1073543

Details

Other names	WOKING MUSEUM ARTS AND CRAFTS CENTRE, THE LIGHTBOX
Status	Registered
Legal form	Charitable company
Company number	03598733
Registered	1999-01-27
Register	View on the Charity Commission register

Contact

Address	The Lightbox Chobham Road Woking GU21 4AA
Phone	01483737800
Email	info@thelightbox.org.uk
Website	www.thelightbox.org.uk

Activities

Objects: TO ADVANCE THE EDUCATION OF THE PUBLIC IN LOCAL NATIONAL AND INTERNATIONAL HISTORY AND ARTS AND CRAFTS.

Activities: To provide a heritage and visual arts service for the people of Woking and the wider region.

Classification

- **How:** Provides Buildings/facilities/open Space, Provides Services, Provides Advocacy/advice/information
- **What:** Education/training, Arts/culture/heritage/science, Environment/conservation/heritage
- **Who:** Children/young People, Elderly/old People, People With Disabilities, People Of A Particular Ethnic Or Racial Origin, The General Public/mankind

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Geography

- **Area of benefit:** NOT DEFINED, IN PRACTICE WOKING, SURREY
- Surrey

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£947,631	£855,302	£491,863	18
2024-03-31	£906,544	£865,806	£399,534	15
2023-03-31	£776,938	£956,774	£358,796	15
2022-03-31	£875,007	£1,015,549	£538,632	20
2021-03-31	£982,718	£758,293	£650,766	21

Trustees

Name	Role	Appointed
Andrew Bell		2020-12-17
Barry Cook		2020-12-17
CHRIS LACEY		2013-07-10
Cherry-Anne Russell		2017-01-27
John Siebert		2017-01-27
NATHALIE DE POTTER		2020-12-17
RICHARD BROWNE		2018-05-25
Richard Bolton		2019-10-17

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WOKING MUSEUM AND ARTS AND CRAFTS CENTRE

England & Wales - Charity number 1073543

Accounts

LIGHTBOX GALLERY

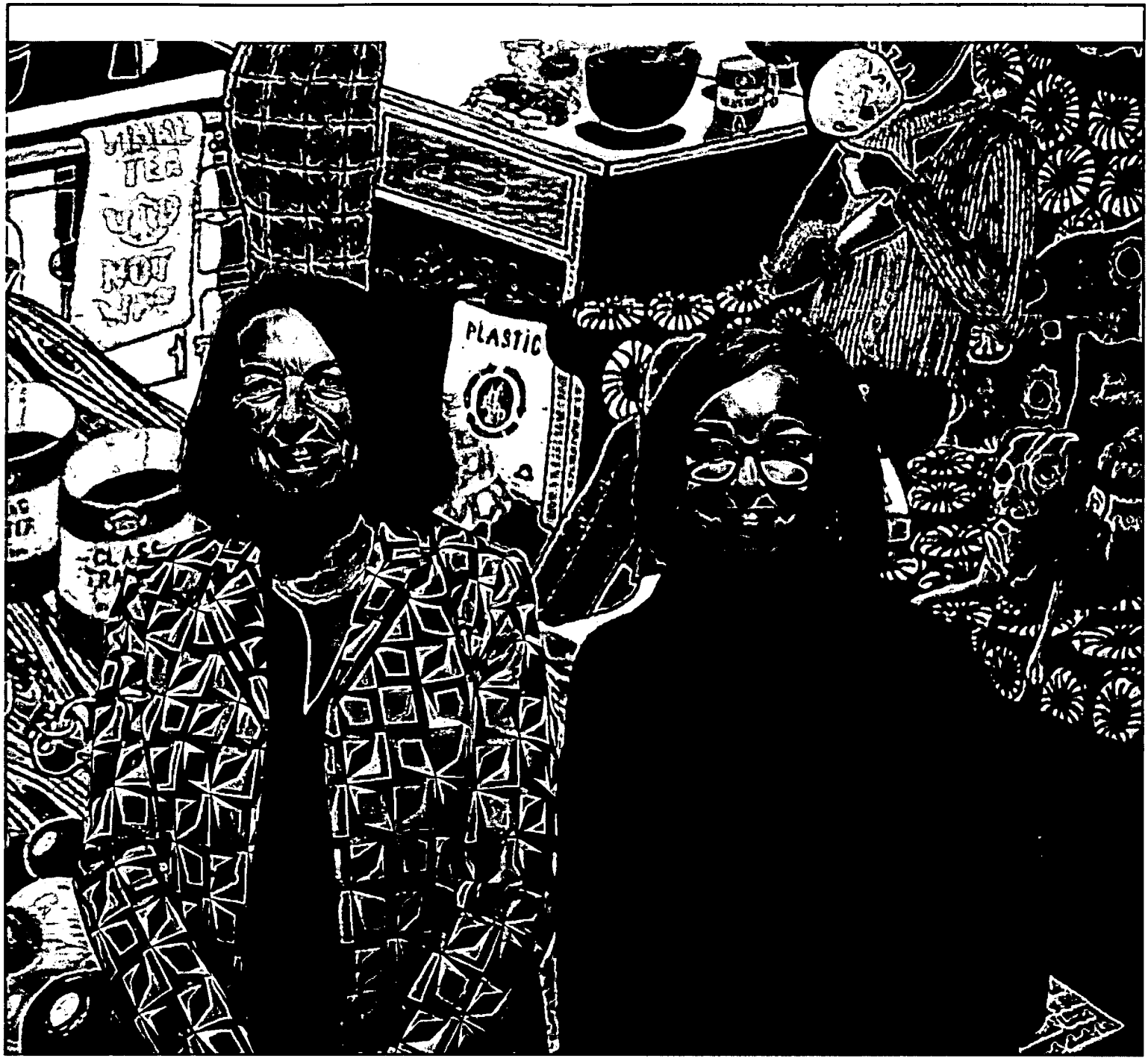
SATURDAY
AEHTRIW8
A23 20/12/2025 #130
COMPANIES HOUSE

2024-2025 ANNUAL REPORT

Annual Report for the period 1 April 2024 - 31 March 2025

Contents

1.	What people say about us	pg. 5
2.	Introduction from the Director	pg. 6
3.	Business Plan 2028. Mission, Vision, Values and Aims	pg. 8-9
4.	Exhibitions, Collections and Projects 2024-2025	pg. 12-19



5.	Commercial Activity	pg. 20-21
6.	Learning & Engagement & Impact Statistics	pg. 22-25
7.	Marketing & Communications - Print & Digital	pg. 26-29
8.	Media Coverage	pg. 30-31
9.	Governance and Staffing	pg. 32
10.	Image Credits	pg. 34
11.	Accounts	pg. 36-67

1. What people say...

A gem of a place.

Wonderful, well worth a visit.

As a local parent, I love knowing there's a place like Lightbox where children can explore, create and feel welcome. Their community programmes are so valuable.

Fabulous exhibitions. I was inspired to get my pencils out and do some drawing.

Super Matisse Exhibition and so interesting to see what pictures were made from paper... Also we very much enjoyed the Paula Rego pictures trying to identify the nursery rhymes before looking at the labels.

Just Marvellous! Woking is very fortunate to have Lightbox Gallery.

Great exhibition and such a lovely cafe too.

Fab selection! Great gift ideas in the shop.

2. Introduction from the Director

Looking back, it is extraordinary how much can change in a year and what a team can achieve.

As a result of our new financial landscape, we diversified our income and raised over £600,000 in grants to secure our future. In addition, we were awarded funding from Arts Council England ACE MEND (Museum Estate and Development Fund) a grant for urgent repairs to the building, working with Woking Borough Council and our original architects, Marks Barfield.

This built on support from Arts Council England, National Lottery Heritage Fund, Surrey County Council, Woking Borough Council, UK Shared Prosperity, Esmée Fairbairn Collections Fund, Museums Association, The Ingram Foundation, grants from Art Fund and Southwestern Railway.

These funds are a real investment in the creativity, culture and community of Woking, Surrey. Together they ensure Lightbox Gallery & Museum will continue to provide an inspiring and welcoming space for our communities as we approach our 20th anniversary in 2027.

From March 2024 to April 2025 we rebranded, launched a new website and developed a business plan that prioritised our commercial and philanthropic strategies. We programmed a series of new commissions, great exhibitions and a strong programme of engagement and learning, bringing in new audiences.

Turner Prize winning Grayson Perry's *The Vanity of Small Differences* exhibition was extended due to popular demand and we increased our membership and brought work to Surrey that had never been exhibited here previously. The Summer welcomed families to enjoy drawings by Henry Moore on loan from Henry Moore Foundation and Material Thinking, exploring how The Ingram Collection inspired artists and opened new conversations, creating workshops for families to enjoy.

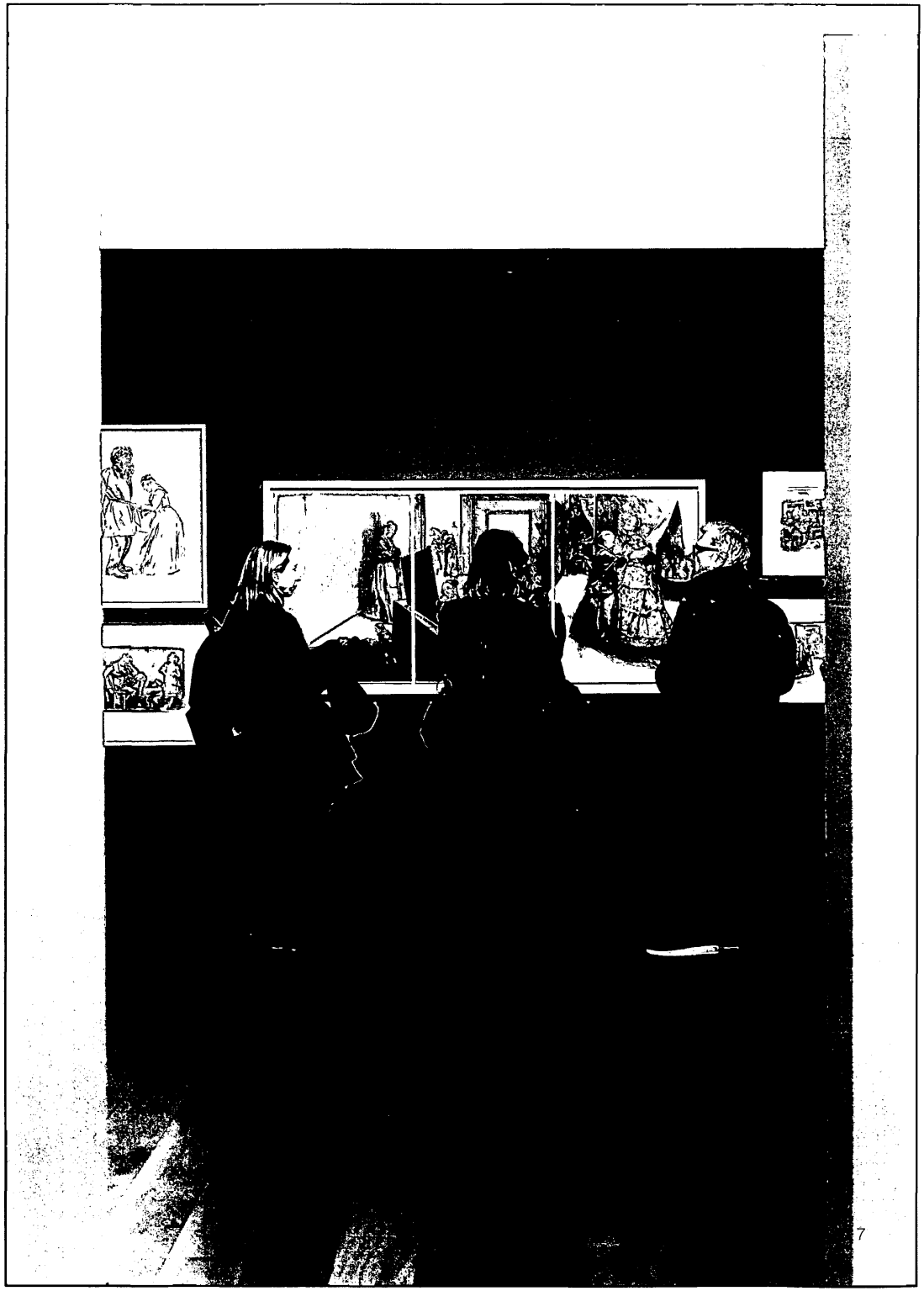
Autumn saw our inaugural collaboration with Clandon Park, National Trust, establishing a new commission with artist Harold Offeh who worked with our volunteers and community groups taking inspiration from the collections at Clandon Park, National Trust, and our heritage collection. For the first time galleries were filled with work selected and created by our audiences for everyone to enjoy.

We welcomed HRH Duke of Edinburgh to the galleries meeting community groups, schools, staff and volunteers. We completed the year with a strong partnership with Hayward Touring resulting in two beautiful exhibitions; Matisse: *Drawing with Scissors, late Works 1950-1954* and *Paula Rego: Visions of English Literature.*

Lightbox Gallery & Museum is incredibly lucky to have such a committed staff and volunteer team along with the vital support of our regular Funders, Members, Patrons and Supporters who have generously donated, we are very grateful.

Thank you.

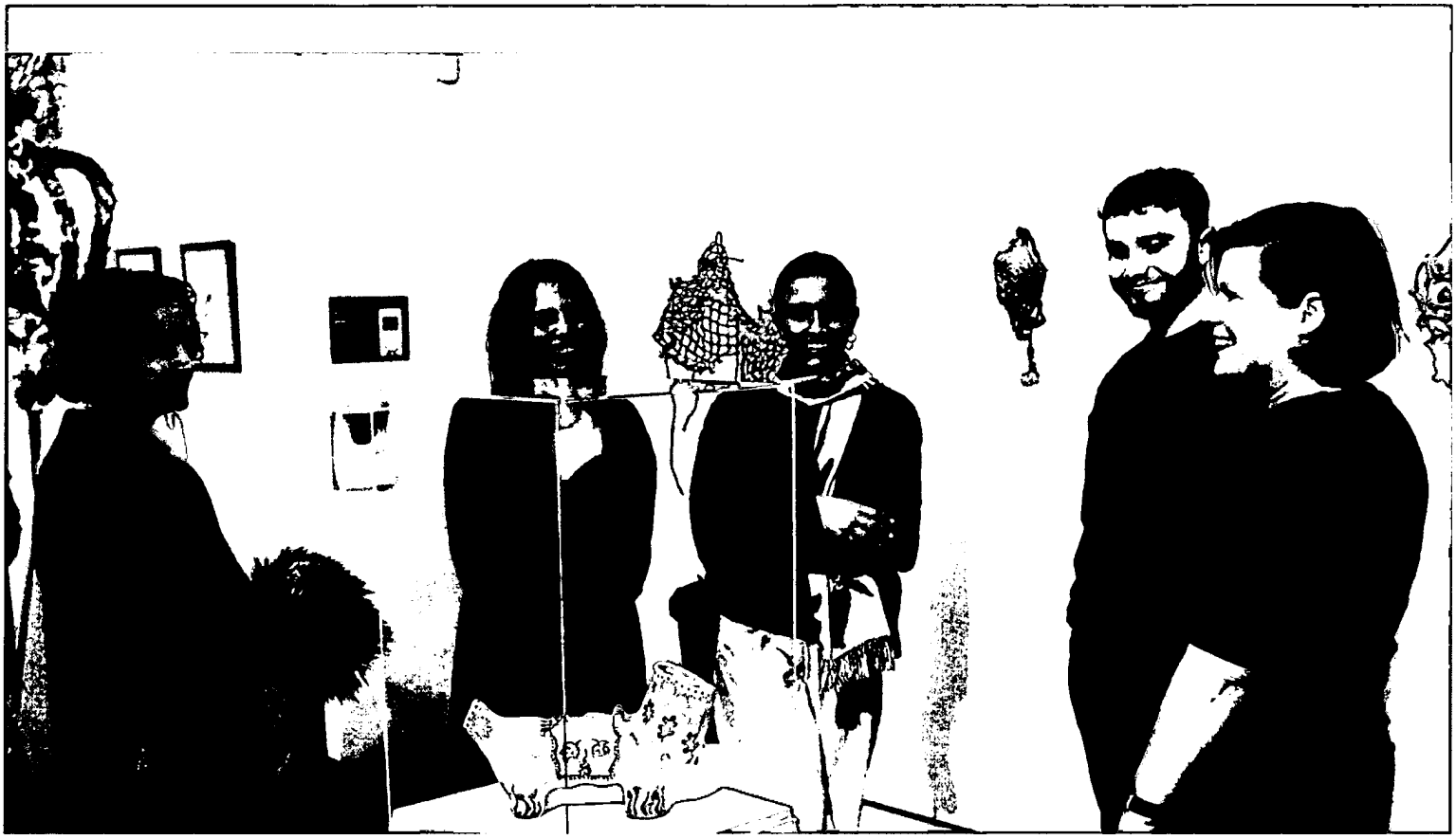
Sarah Brown
Director



3. Business Plan 2028. Mission, Vision, Values and Aims

Our vision is to inspire change through creativity and co-creation.

Championing the transformative power of visual arts,
Lightbox Gallery & Museum celebrates the value of creativity
by inspiring communities to connect and create.

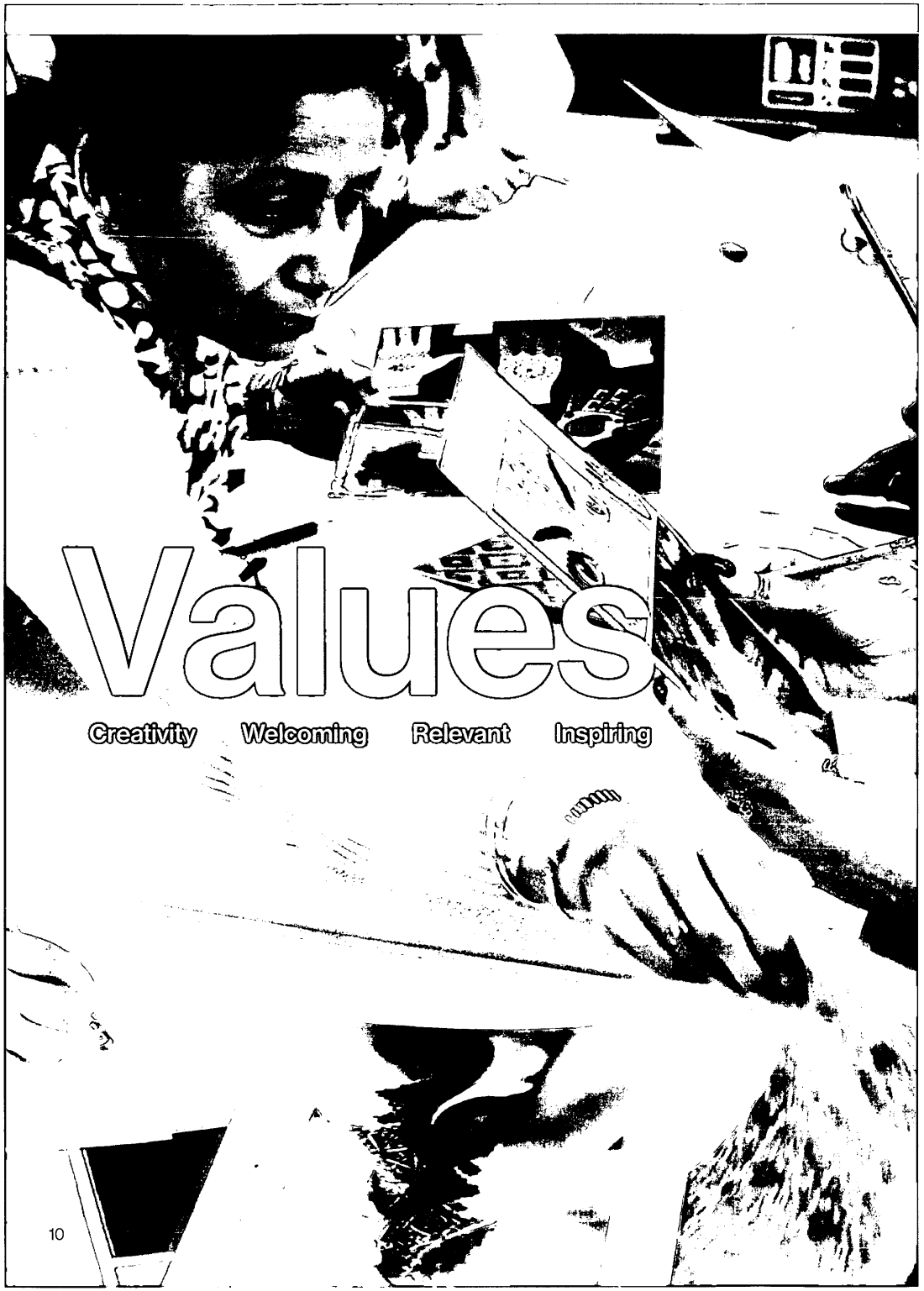


Mission

Our integrative contemporary cultural programme brings contemporary artists into dialogue with audiences, fostering a vibrant and inclusive community where creativity thrives by uniting people.

We will achieve this by:

1. Championing artists.
2. Nurturing the next generation of creatives.
3. Co-creating. experiences that are relevant and connected to our collections.
4. Connecting to our architecture, place and the history of Woking.
5. Making the town a dynamic centre of artistic expression, collaboration and enterprise.

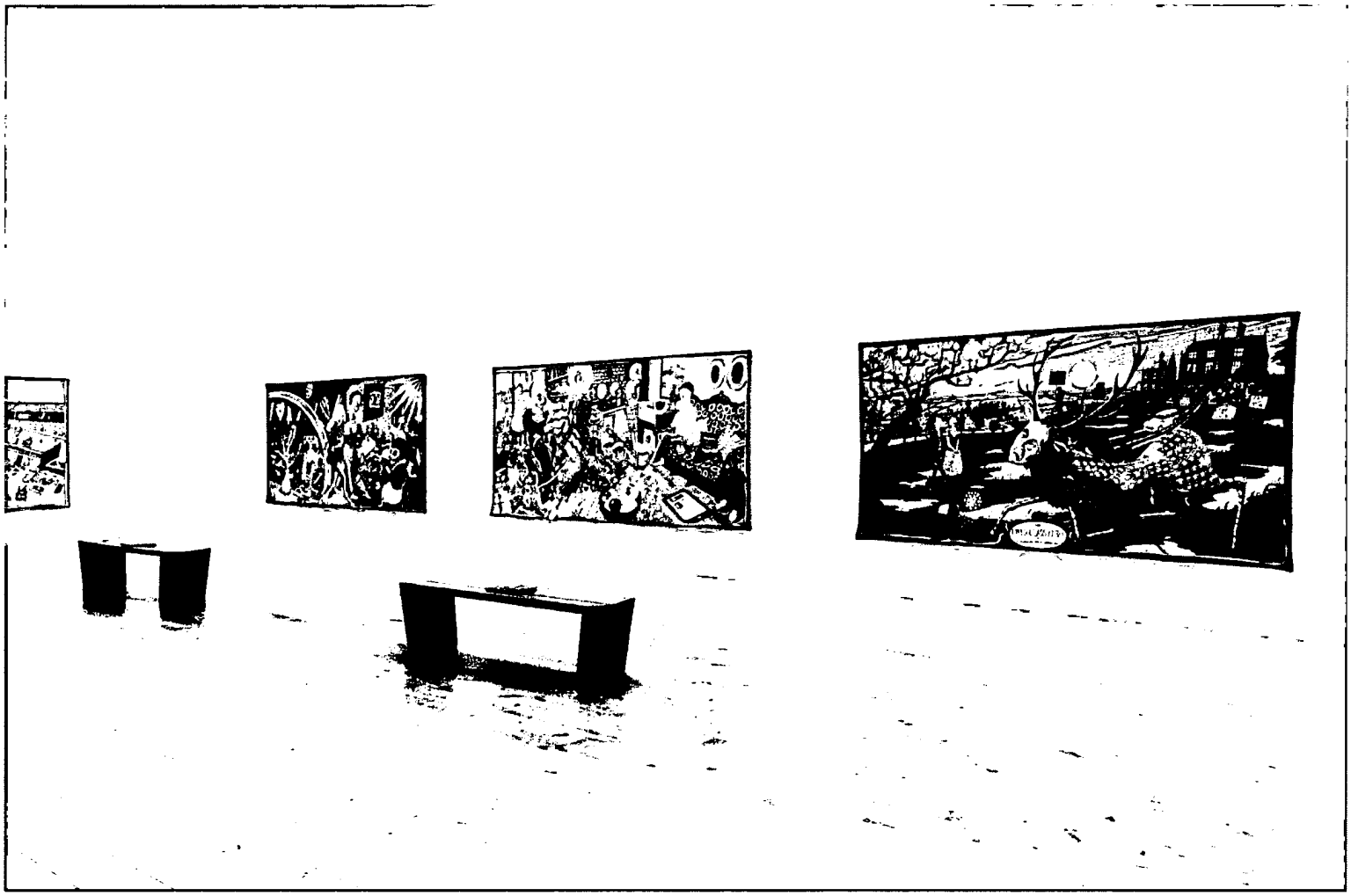

Values
Creativity Welcoming Relevant Inspiring

Aims

1. Delivering a programme of exhibitions and activities that are both historically significant and current. Creating an engaging and stimulating environment that fosters creativity, curiosity, critical thinking and fun.
2. Providing a high quality, essential and always welcoming presence for our communities.
3. Being financially and organisationally viable and commercially agile.

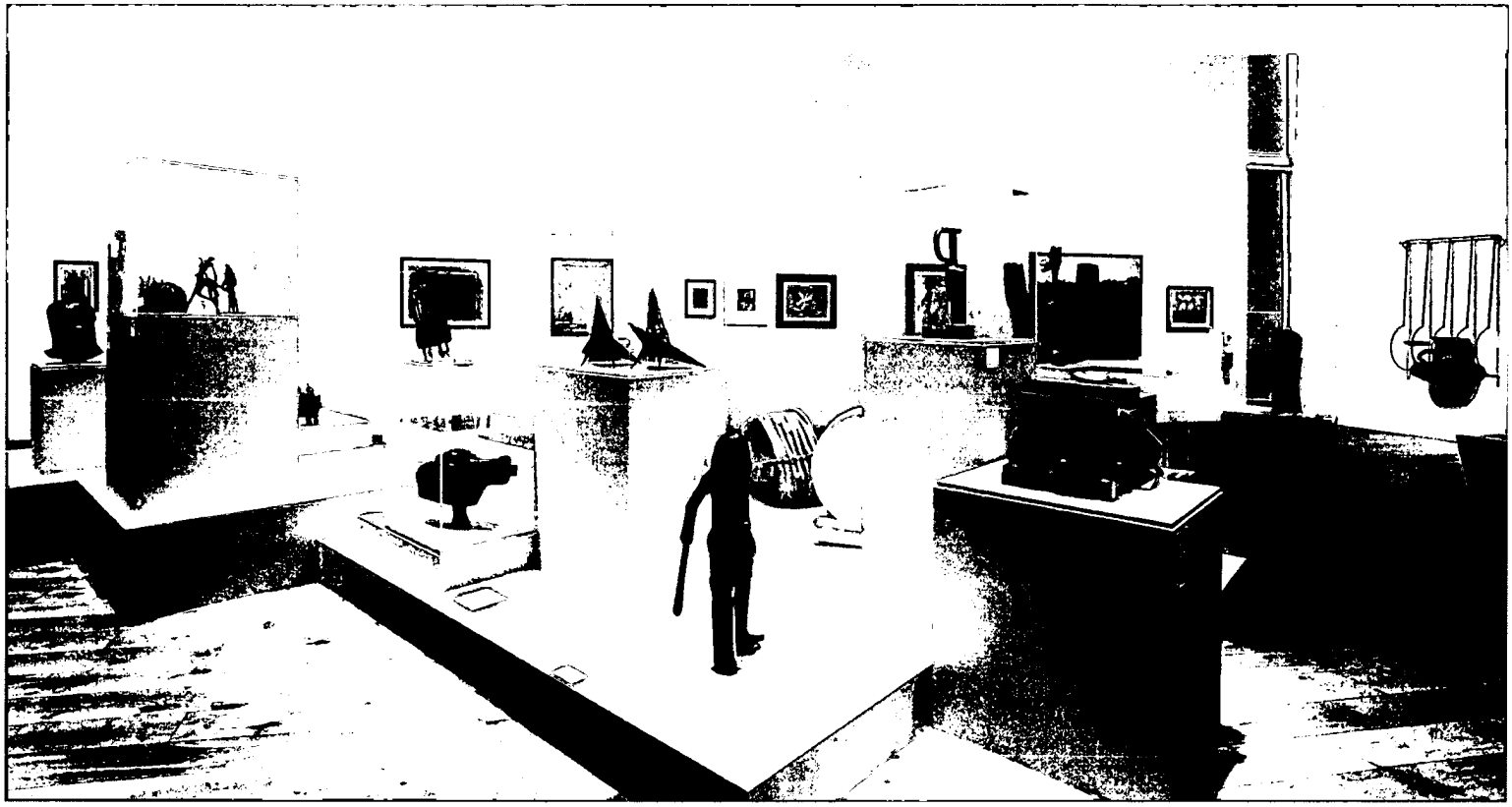
4. Exhibitions, Collections and Projects 2024-2025

As we approach Lightbox Gallery & Museum's 20th Anniversary in 2027, we look towards our next 20 years and beyond, working with key external stakeholders, including Arts Council England, National Lottery Heritage Fund and a network of local community partners to develop an ambitious new vision for our nationally significant and locally relevant arts and heritage venue in Surrey.



Grayson Perry: The Vanity of Small Differences 27 January – 7 July 2024

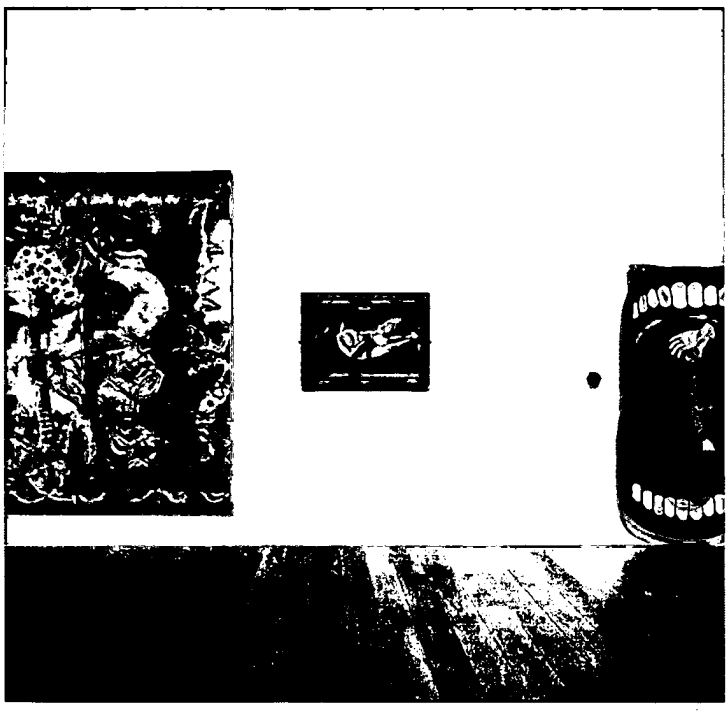
In 2024, Lightbox Gallery presented *The Vanity of Small Differences* by Grayson Perry, in partnership with the Arts Council Collection and British Council. The exhibition attracted exceptional visitor numbers, wide press coverage and strong engagement from schools and community groups. A companion project, Everyday Life, invited visitor responses inspired by Perry's exploration of class, identity and taste. The programme deepened relationships with national collections, advanced audience development and learning priorities, and demonstrated Lightbox Gallery's capacity to deliver major touring exhibitions for Surrey audiences.



Material Thinking
20 July – 13 October 2024

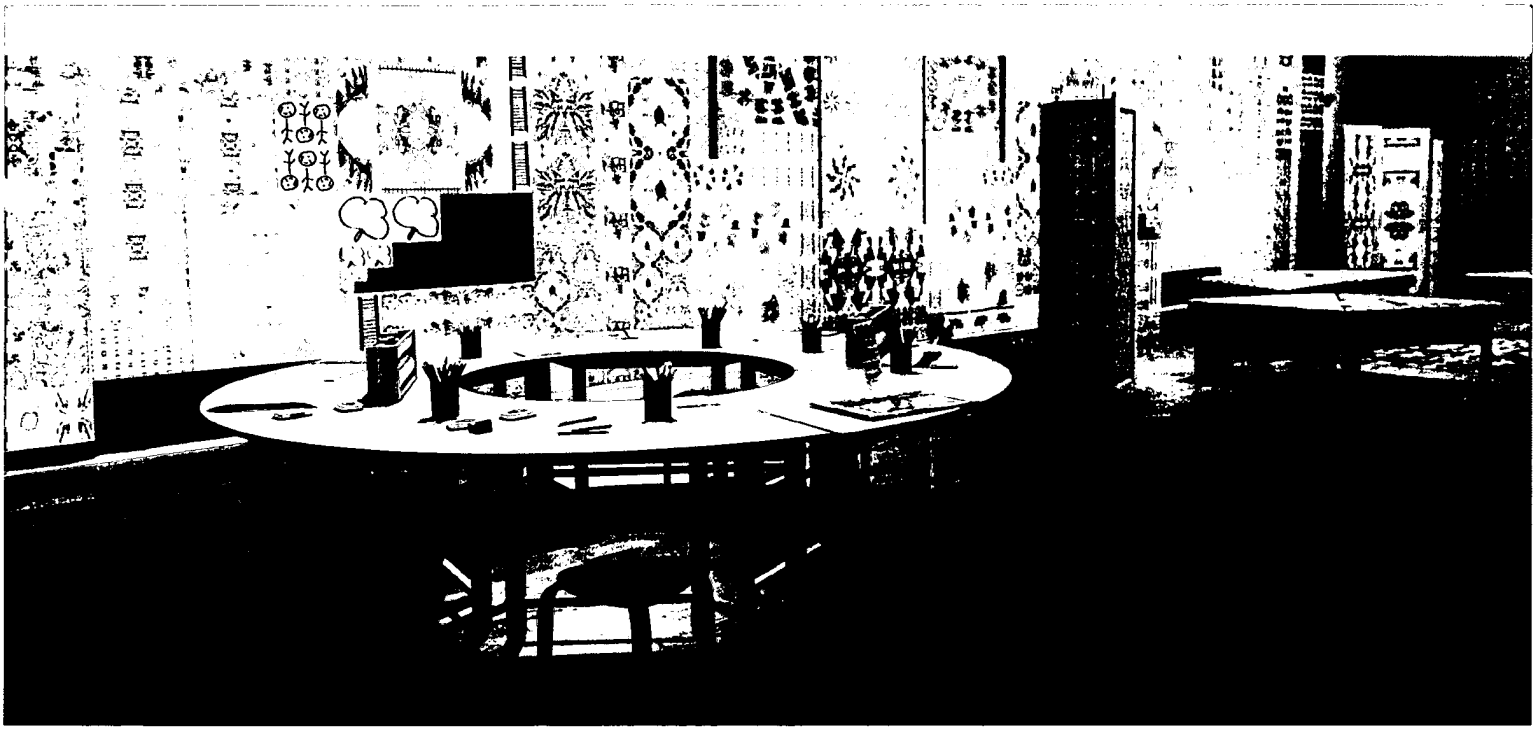
In summer 2024, Lightbox Gallery presented *Material Thinking*, a major partnership exhibition with The Ingram Collection and the University of Gloucestershire, curated by Professor Angus Pryor. The exhibition explored materiality and process as central to artistic practice, pairing works from The Ingram Collection by Barbara Hepworth, Graham Sutherland, Frank Auerbach, Elisabeth Frink, Anthony Caro and Lynn Chadwick with contemporary works by Olivia Bax, Andrew Bick, Richard Billingham, Vera Boele-Keimer, Harriet Carter, James Fisher, Hannah Hughes, Susie Olczak and Angus Pryor.

The exhibition attracted strong audiences and critical engagement, advancing Lightbox Gallery's partnership work across higher education and the contemporary visual arts sector.



Material Thinking Symposium
13 September 2024

To accompany the exhibition, Lightbox Gallery hosted a sold-out symposium exploring ideas of material, making and practice-led research. Chaired by Professor Angus Pryor, the event featured contributions from Dr Jon Wood, Jo Baring, Hannah Hughes, Vera Boele-Keimer and Susie Olczak (University of Gloucestershire), with a keynote presentation by Claire Baily (Goldsmiths University) on Explorations in Carbon Free Matter, and a film screening by artist Richard Billingham. The event generated valuable cross-sector dialogue between artists, academics and curators, reinforcing Lightbox Gallery's role as a centre for critical exchange and contemporary art in Surrey.



Harold Offeh: The Lounge
26 October 2024 – 19 January 2025

Lightbox Gallery presented *The Lounge*, a major new installation and first commission for the W for Woking partnership with the National Trust at Clandon Park. Created by artist Harold Offeh with participants from The Orpheus Centre, Amber Foundation, and local volunteers, the work transformed the gallery into a welcoming domestic space exploring ideas of home, hospitality and belonging. Drawing on patterns, objects and stories from our Heritage Collection and Clandon Park collections, the project fostered intergenerational and cross-community exchange.

A lively events programme included The Lounge Tea Room with artist Tara White, artist talks and performances by Offeh, a Bring and Brag community storytelling event, and a textile workshop delivered by the Campervan Collective. Funded by the Esmée Fairbairn Collections Fund and National Lottery Heritage Fund, the project modelled participatory commissioning and sector partnership in practice.

Royal Visit:
HRH Duke of Edinburgh
26 November 2024

Lightbox Gallery welcomed HRH Duke of Edinburgh for a visit spotlighting our role as a community hub for creativity and heritage. The Duke of Edinburgh met children, volunteers and community partners , including participants from the Orpheus Centre, toured exhibitions; *The Lounge,* and *Call When You Reach* and our permanent museum, Woking's Story. These community groups, alongside local schoolchildren and teachers, were happy to share the gallery's impact on learning and wellbeing with HRH. Since opening in 2007, Lightbox Gallery has welcomed 500,000+ schoolchildren, underscoring our commitment to access and education. The visit amplified our profile across Surrey and affirmed our mission to broaden participation in arts and heritage.

Paula Rego: Visions of English Literature
1 February – 8 June 2025

Lightbox Gallery presented *Paula Rego: Visions of English Literature,* a major Hayward Gallery Touring exhibition celebrating the artist's extraordinary printmaking practice and lifelong fascination with storytelling. Featuring Rego's Nursery Rhymes, Peter Pan and Jane Eyre series, together with rarely seen sketches, etching plates and personal items, the exhibition explored themes of imagination, power and the female experience.

A screening of *Paula Rego: Secrets & Stories* at NOVA Cinema, Woking complemented the exhibition, engaging new audiences beyond the gallery and deepening public understanding of Rego's life and work. The programme strengthened Lightbox Gallery's partnership with Hayward Gallery Touring and reinforced its role in bringing world-class exhibitions to Surrey audiences.

Italia Conti
X
Lightbox Gallery

Students from Italia Conti returned to Lightbox Gallery to create and perform new choreographic work inspired by *Paula Rego: Visions of English Literature.*

Responding to Rego's depictions of power, imagination and the female experience, the performance brought movement, gesture and narrative into conversation with Rego's storytelling on paper.

The project built on the success of Italia Conti's earlier collaborations at Lightbox Gallery, performances developed in response to Sophie Ryder in 2023 and Grayson Perry in 2024, further embedding the partnership within the gallery's learning and engagement programme.

The performance offered students professional experience of site-specific practice while inviting audiences to encounter Rego's work through the dynamic lens of contemporary dance and physical theatre.

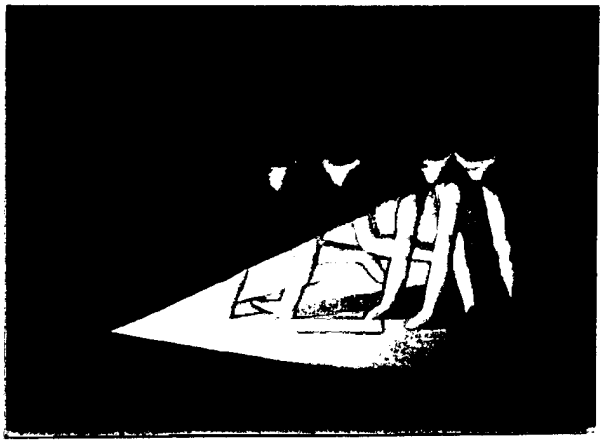
Madi Acharya-Baskerville: I Dream a Palace
13 January – 14 April 2024

Lightbox Gallery presented *I Dream a Palace*, the first institutional solo exhibition by Madi Acharya-Baskerville, developed through her residency for 20/20, the UAL Decolonising Arts Institute's national programme supporting Black, Brown and other artists of colour through new commissions and partnerships with UK collections.

Responding to Woking Palace and our Heritage Collection, Acharya-Baskerville created sculptural works combining ceramics, textiles and found materials with Tudor artefacts and community collaborations, re-imagining local histories through a decolonising and ecological lens.

Following the exhibition, Lightbox Gallery permanently acquired three key works — On the Way to Woking Palace, Goodbye Bartman, It's Been a Blast! and The Chertsea Oyster — marking the gallery's first commission and acquisition through 20/20, a landmark in embedding inclusive practice-based research and contemporary making within its heritage displays.

Kofi Perry: Remnants from a Distant Future
20 April – 21 July 2024



Lightbox Gallery presented *Remnants from a Distant Future* by Kofi Perry, the 2023 winner of the Ingram Prize. This exhibition, curated by Jo Baring, formed part of the gallery's annual collaboration with The Ingram Collection, showcasing Perry's Afrofuturist paintings that merge classical and mythological references with visions of Black identity, imagination and spirituality.

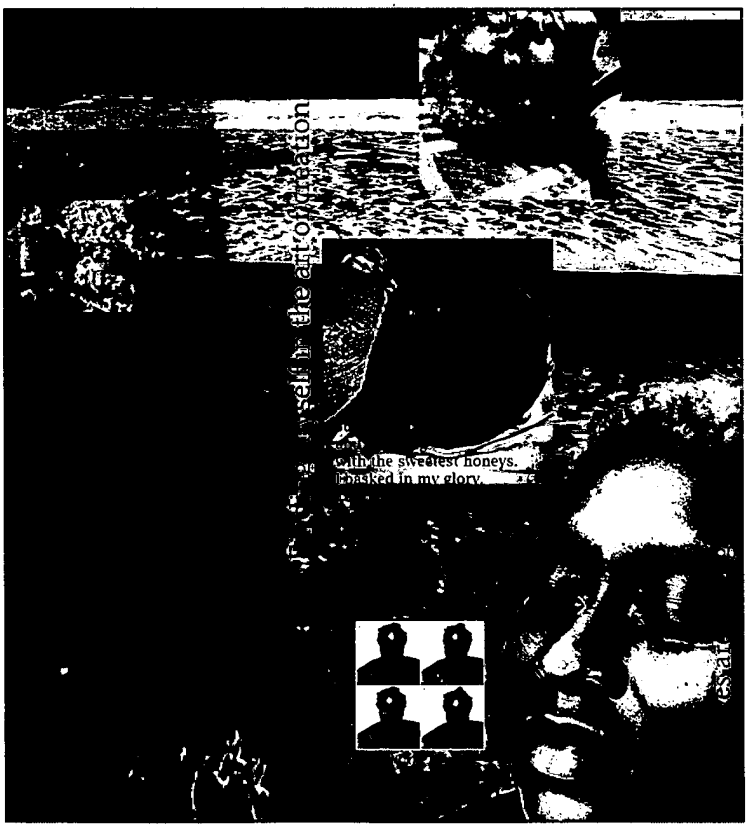
The presentation marked Perry's first solo exhibition in a UK public gallery and featured works from his evolving fictional universe alongside selected pieces from The Ingram Collection. The project exemplified Lightbox Gallery's commitment to supporting early-career artists and fostering dialogues between contemporary practice and the Modern British collection, expanding opportunities for diverse creative voices through partnership and display.

Henry Moore in Colour
27 July – 3 November 2024

Lightbox Gallery presented *Henry Moore in Colour*, a major partnership with The Henry Moore Foundation exploring the artist's lifelong engagement with drawing and his often overlooked use of colour. Featuring over thirty works spanning seven decades, the exhibition included early life studies, wartime Shelter drawings, and vibrant late compositions that reveal Moore's painterly imagination and experimental approach to form, tone and texture.

The exhibition offered new insight into how Moore's explorations on paper informed his sculptural practice, challenging perceptions of him solely as a sculptor. A sold-out talk, To Look More Intensely: Henry Moore and Drawing, was delivered by Sebastiano Barassi, Head of Collections and Programmes at The Henry Moore Foundation. The project deepened Lightbox Gallery's partnership with the Foundation and attracted excellent visitor numbers and media coverage throughout the summer.

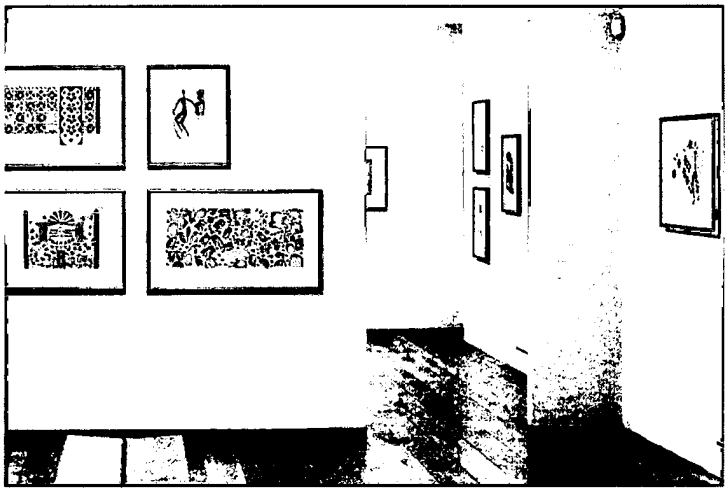
Madinah Farhannah Thompson: Call When You Reach
9 November 2024 – 2 February 2025



Lightbox Gallery presented *Call When You Reach* by Madinah Farhannah Thompson, winner of the 2020 Ingram Prize. Developed in partnership with The Ingram Collection and curated by Jo Baring, the exhibition explored the legacies of love, trauma and belonging through collage, film and text. Thompson's work reflects on the impact of whiteness on Black bodies and the navigation of identity within predominantly white spaces.

The exhibition included the artist's acclaimed film Call When You Reach (2020), filmed on Holkham Beach, Norfolk, alongside new collage works constructed from family archives and poetry. The project deepened Lightbox Gallery's commitment to supporting early-career artists and addressing under-represented voices within contemporary British art, while strengthening its long-standing collaboration with The Ingram Collection.

Matisse: Drawing with Scissors – Late Works 1950–1954
8 February – 11 May 2025



Lightbox Gallery presented *Matisse: Drawing with Scissors*, a Hayward Gallery Touring exhibition celebrating Henri Matisse's final and most innovative period. Featuring 35 vibrant lithographic prints of his celebrated cut-outs, including The Snail and Blue Nudes, the exhibition revealed how Matisse transformed colour, form and line into pure visual rhythm. Created in the last years of his life when confined to bed, these works exemplify his joyous and radical spirit.

Loans from The Ingram Collection

Lightbox Gallery & Museum continues to provide logistical support for loans from The Ingram Collection to its partner institutions. This work is delivered in close collaboration with the Ingram Art Foundation team, Director Jo Baring and Collections Manager Alison Price, who manage the Collection and its programme of loans and exhibitions across the UK. Works from The Ingram Collection have featured in major exhibitions nationwide, extending the Collection's reach and impact while fostering wider public engagement with modern and contemporary British art.

A Spirit Inside - Compton Verney, Warwickshire
21 March – 1 September 2024

This exhibition marked the first time that Lightbox Gallery and The Ingram Collection toured a significant exhibition after its display in Woking, following its development through a three-way partnership between Lightbox Gallery, The Ingram Collection and The Women's Art Collection, University of Cambridge. Celebrating women artists and feminist narratives in British art, the exhibition attracted significant audiences and generated the first hire income from an Ingram touring project.

> The grouping of works in this show has been done with immense care and attention, establishing spaces for conversations among and between works. The sometimes unexpected dialogues between quite disparate works are especially satisfying to recognise.
>
> *At Lightbox Gallery, Beth Williamson Studio International, 11 Oct 2023*

Heritage Collections Activities, 2024-2025

During the year the Heritage Collections assisted with Harold Offieh's exhibition *The Lounge*, partaking in a workshop and sourcing items from the collections for exhibition cases in the display.

The Heritage Volunteers also introduced the heritage part of exhibition to HRH The Duke of Edinburgh on his visit. Volunteers contributed the major part of the display marking the 200th anniversary of railways, in conjunction with Southwestern Railway, finding and describing items from the collections relating to the railway and the Railway Orphanage, which was celebrating its 140th anniversary. We also highlighted the role of Freeman Munday, a Woking railwayman, who served with distinction in World War I and whom we featured as Local Hero in conjunction with the railways display. Having assisted Madi Achaya-Baskerville in the initial stages of her session as artist-in-residence, we gratefully received the three sculptures based on objects found at Woking Palace and the book and film accompanying them.

We assisted Alice Naylor in the final stages of her research for a PhD on the social aspects of Kenwood kitchen equipment, on which she gave a talk to Woking History Society in the following year. We received a request seeking the location of the Evelina Cup, awarded for indoor sports to railwaymen at Dover, but failed to find its location although finding a home for some connected documentation. At the request of Horsell Residents' Association we wrote a descriptive article on Lightbox Gallery & Museum for their quarterly magazine 'The Resident'. Two volunteers visited, at her request, Sandra Choat, one of the first women to represent England at football, and recorded her memories, which she requested should remain confidential until after her death.

Richard and Rosemary Christophers
Heritage Volunteers

5. Commercial Activity

“

We had a great time at the Lightbox last week.
Thank you for your help in organizing everything for us. It's a great spot, and the staff were lovely and helpful leading up to and on the day.

Thank you, it was great!
My boss really liked the venue. It was a great space for what we needed and my colleagues appreciated the art!

Just to say a huge, massive thank you for our hospitality over the last week. Nothing was too much trouble, so accommodating and we cannot recommend this venue enough.
We had a wonderful week thank you so much for your warming hospitality.

Venue Hire

The strength of Lightbox Gallery as a unique venue, coupled with excellent client relationship management, continued to attract and retain clients. The larger Ambassador Room was particularly popular for training and away days which made up the majority of daytime hires over the period.

The ground floor and café area also remained popular for private evening events. Private event packages, as well as day delegate rates, were introduced to attract as wide a range of clients as possible.

As part of the new website project a full suite of new venue hire photography was commissioned, for new web pages, social media and marketing material including an A5 flyer for use on site.

From 2024, Lightbox Gallery was featured on Film England and Film Surrey, with a dedicated film and photography presentation deck available to download on the gallery website.

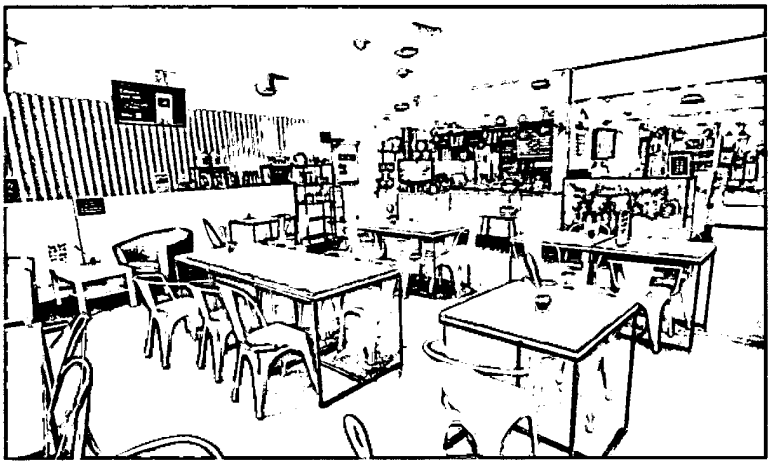
Shop

The strength of the Grayson Perry exhibition converted to high retail sales, with the exhibition catalogue selling 456 units over the duration of the exhibition run.

The retail offer has been refreshed over the period, with new suppliers and a clearer alignment between products and the programme and Lightbox activities, in particular the creative arts.

General seasonal gifts, stationery and homewares across a range of pricing have made up the rest of the retail offer. Greetings cards continued to be a top selling product. Lightbox Gallery continued to champion ethical and sustainable retail suppliers and worked to reduce its own environmental impact by reusing packaging and only sourcing paper bags.

We have continued to support a wide range of local makers and artists in the shop, including ceramicists, glass makers and jewellers.



Café

Recognising the need for an improved café and event catering offer, the contract for the Lightbox Café was tendered and awarded to Orion Hospitality at the start of 2025.

With a strong background across the catering and hospitality sector, Orion were able to address the café offer, developing a quick light lunch and snack menu, as well as a new selection of event catering menus.

Festive Late 2024

Lightbox Gallery hosted its inaugural 'Festive Late' event on Thursday 28th November 2024, opening the space for a free evening of art talks, music, shopping, food and drink.

Craft stalls and a Christmas card lino printing workshop as well as carols by Mosaic Chamber choir and festive music from Woking College contributed to a great evening enjoyed by over 600 visitors.

6. Learning & Engagement

Our innovative Learning and Engagement Programme offers creative opportunities for all – with a special focus on inspiring creativity and nurturing artistic talent. We believe the arts play a vital role in childhood development and in supporting mental health and wellbeing for people of all ages.

Despite a year of significant change and reduced resources, we have continued to collaborate with artists, schools, and community groups, delivering inspiring creative activities that are accessible to all ages and abilities.

Family Sessions

A chance to get creative with my children in a gallery environment - no screens.

Friendly and supportive helpers - spoke encouragingly towards the children

The staff were great and very good at showing the kids some examples of what they could make and to then allow them to freely choose what they do next was just wonderful.

I loved watching my girls get creative and messy and having a great time!

Art in Mind Sessions

Just wanted to say a huge thanks for all you did today. Although she was on a difficult loop, she did really enjoy her time today and the artwork. My dad couldn't believe the perspective on her drawing either.

Youth Collective

Thank you for such a positive and welcoming environment :)

Had so much fun experimenting with different types of animation! Would love to animate again.

My experience of working at Lightbox Gallery & Museum in Learning and Engagement gave me the opportunity to develop my confidence, planning and project management skills in this Early Career role. I received excellent on the job training in leading schools' sessions. I also had the opportunity to develop my leadership skills through managing and training volunteers.

Emily - Learning & Engagement officer who moved onto Wallace Collection

Emerging talent

Lightbox Gallery & Museum continues to support early-career professionals and student attainment by offering diverse opportunities through our learning and engagement projects and volunteering sessions. This includes the Articulation Prize, The National Gallery's national public speaking programme for young people aged 14-23, for which we hosted a regional heat.

We work closely with Woking College, Kingston University, Surrey University, UCA Farnham and organisations such as Amber Foundation and LinkAble who work with young people outside of formal education.

The Lightbox Gallery & Museum continue to champion early career development by offering volunteering that allows individuals to work closely within a small, supportive team, take ownership of their own projects, and gain valuable hands-on experience.

Youth Collective

The Youth Collective is a creative programme for young people aged 16–25. Initially supported through the Art Fund Student Opportunities Grant, the group engaged a Youth Producer to assist with the planning and delivery of sessions. Continued support has since been secured from Tate Artists Rooms, Arts Council England (ACE) and other partners.

The Collective meets monthly on Saturday afternoons, with members actively consulted to shape the direction of the sessions, explore their interests, and strengthen peer support within the group.

We are now entering the second phase of the project, introducing new members through the development of a Young Members offer. This next stage will expand participation, attract new volunteers, and deepen young people's involvement in the ongoing work of the Youth Collective.

I first joined the Lightbox Gallery & Museum team as part of an eight-month Youth Producer placement scheme which I was fortunate enough to have extended to become a part time role. As Youth Producer, I have learnt how to design, develop and deliver creative workshops and events that target a range of diverse audiences. This has shown me the importance of establishing links between current exhibitions and the local community to facilitate unhindered creative expression and opportunity for all to experience and participate in art, benefiting the community overall.

Carmen, our current Youth Producer

Impact Statistics

Schools

46 sessions

1194 participants

5 History

41 Art

Children and Families

Childrens' Activities	13 sessions	201 participants
Free Workshops	12 sessions	118 participants

Young people

Youth Collective (16-25 yrs)	10 sessions	77 participants

Articulation Prize Host 2025
A partnership with The National Gallery

Adult Programme

60 Sessions

Including 24 accessible workshops

560 participants

Exhibition Engagement	9 sessions	136 participants

Artists Studio Hire

Artist Sessions	13 sessions	120 participants

17 Artists	15 Disciplines	62 Volunteer sessions

Volunteer Hours

Front of House	6110
Learning & Engagement	168
Garden	612

Evaluations

74% new visitors

98% rated workshop v.good / good

46% found us via website

24% from word of mouth

66% of visitors are female

27% of visitors are 60+

41% of visitors are retired

73% of visitors came with friends or family

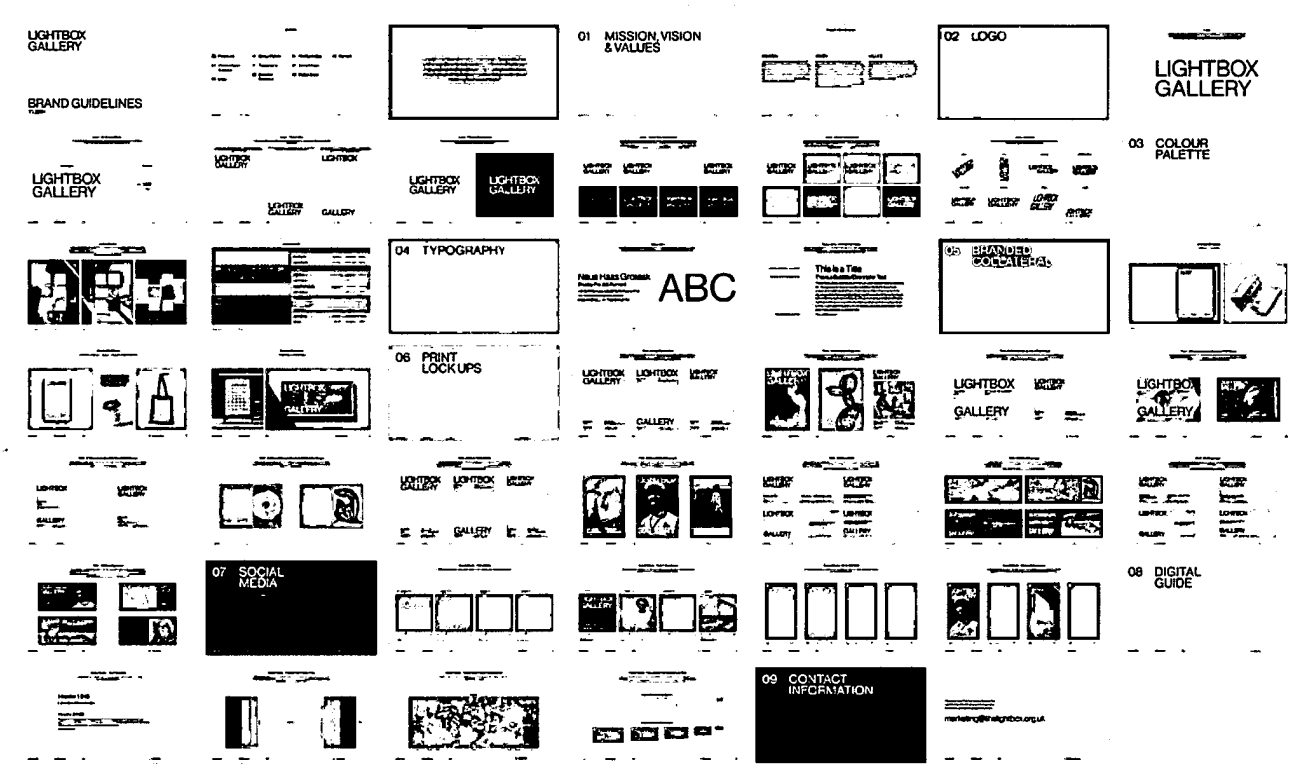
56% live within 0-10 miles of Lightbox Gallery

Saturday is the most popular day to visit

7. Marketing & Communications - Print & Digital

This year marked a transformative chapter for Lightbox Gallery as we unveiled a refreshed brand identity that reflects our evolving vision and creative ambition. The launch of our new website introduced a more dynamic, accessible and user-focused digital experience for our audiences, artists and partners. Alongside this, we implemented new integrated communications across our social and digital platforms, supported by links to our database to streamline engagement, strengthen audience insights and enhance campaign effectiveness.

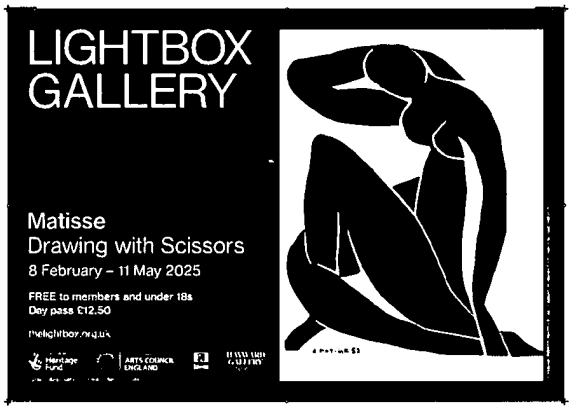
Together, these developments have unified our approach, strengthened our community connections and positioned Lightbox Gallery for continued growth and innovation in an increasingly digital cultural landscape in the arts and heritage sector.

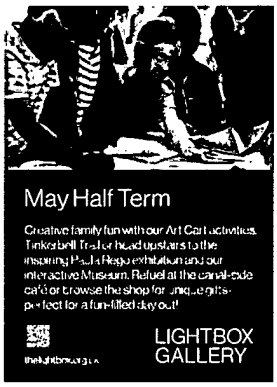


Website launched 18 September 2024 (6 months data)

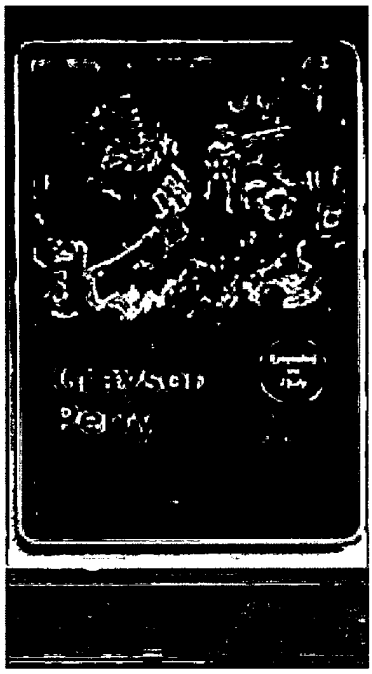
20,000 new users	13,000 views What's On	7,500 London
9,000 organic search	172,799 events count	2,500 Surrey

Print, advertising and digital examples

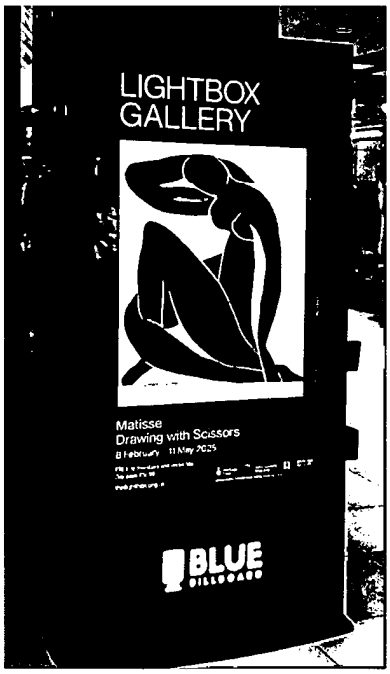




Station Platform advertising



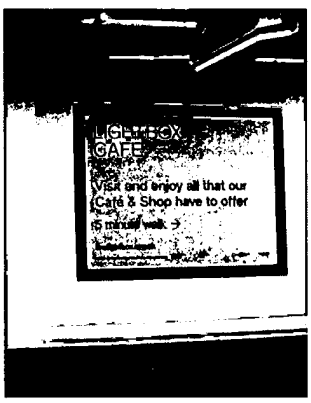
Town Centre digital screens

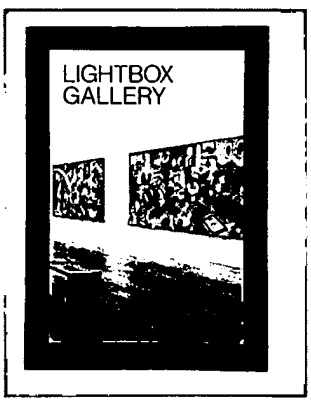


“

I never realised how much Woking had to offer. If you pass through on the train recommend getting off and heading to @thelightboxwoking. Great café, shop and gallery #woking’

Woking Station Footbridge - 6,000,000 visits per annum





Social Media

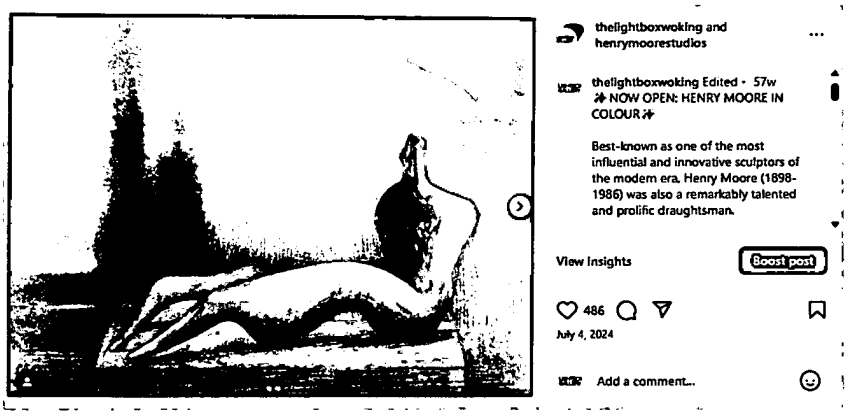
Facebook

Between March 2024 and March 2025, Facebook performance showed strong growth across all key metrics. Total reach increased to 799.7K, an 89.4% rise, reflecting a significant boost in visibility. Content interactions grew by 133.6% to 5.5K, indicating stronger engagement with posts. Link clicks reached 61.4K (up 29.6%), and page visits rose by 67.1% to 10.5K. Follows grew by 14.5% to a total of 284, demonstrating steady audience growth alongside rising engagement and reach.

Great recognition for an amazing Surrey Gallery! @thelightboxwoking brings brilliant art and wonderful creative community initiatives to Woking.

Instagram

Between March 2024 and March 2025, Instagram performance saw exceptional growth, with reach increasing to 56.2K, a 546.4% rise. Link clicks surged to 1.8K, reflecting a 4.2K% increase, while page visits grew by 135.6% to 8.9K, highlighting a significant expansion of audience reach and engagement across the platform.



Visited this week, Henry Moore drawings... some gorgeous surprises...

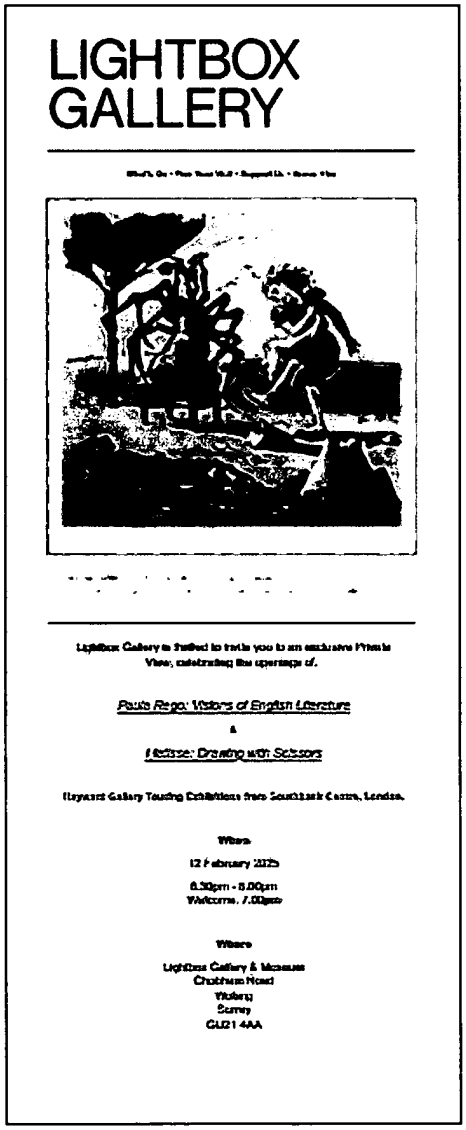
E-Comms

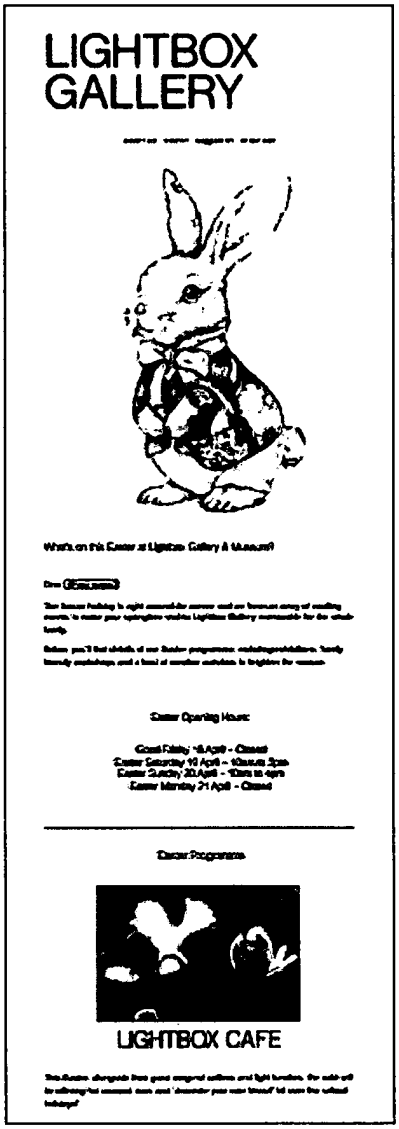
Between March 2024 and March 2025, we were not fully utilising the system which means data was not consistently captured or segmented. As a result, it's not possible to accurately isolate or analyse email performance metrics specific to this timeframe.

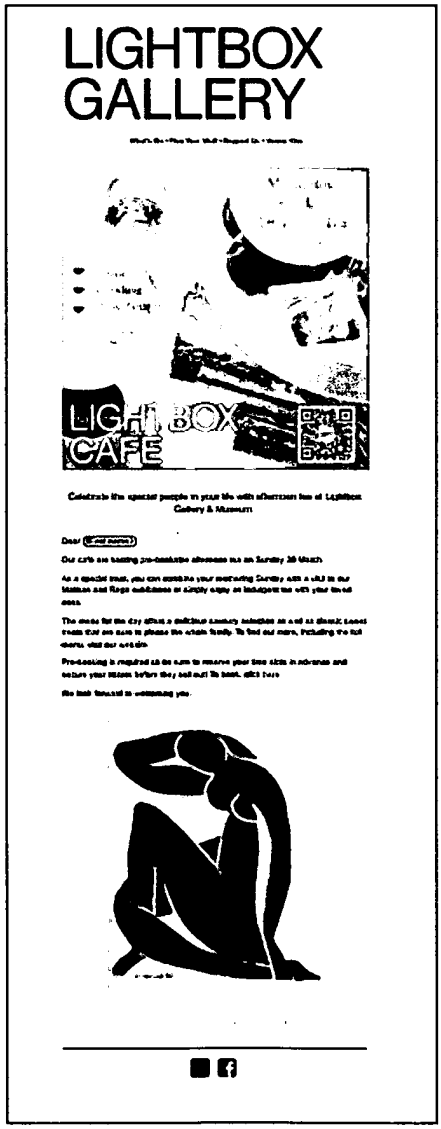
That said, email communications perform strongly and consistently overall, with an average open rate of 51.8%, well above typical industry benchmarks, indicating a highly engaged audience. The click rate of 4.7% shows that a solid portion of recipients are actively interacting with content. Meanwhile, the bounce rate of 3.4% remains relatively low, suggesting good list health and effective targeting. These results reflect a well-performing email strategy with strong engagement and reliable delivery.

Average email performance:

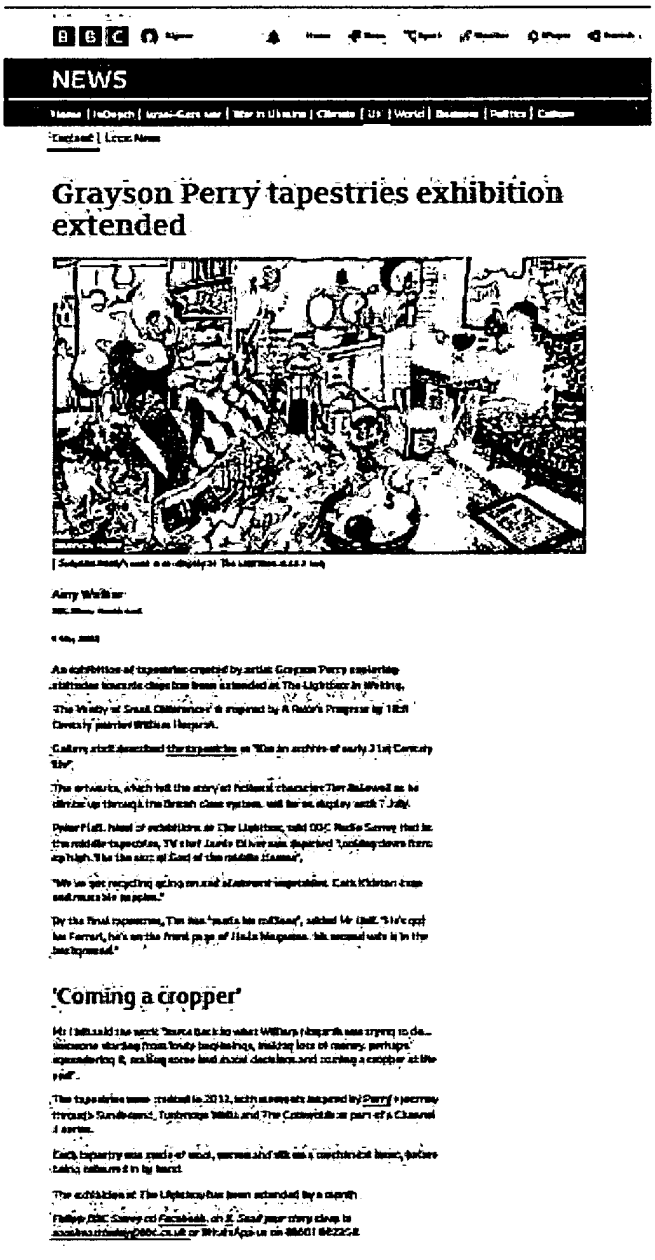
51.8% open rate	4.7% click rate	3.4% bounce rate







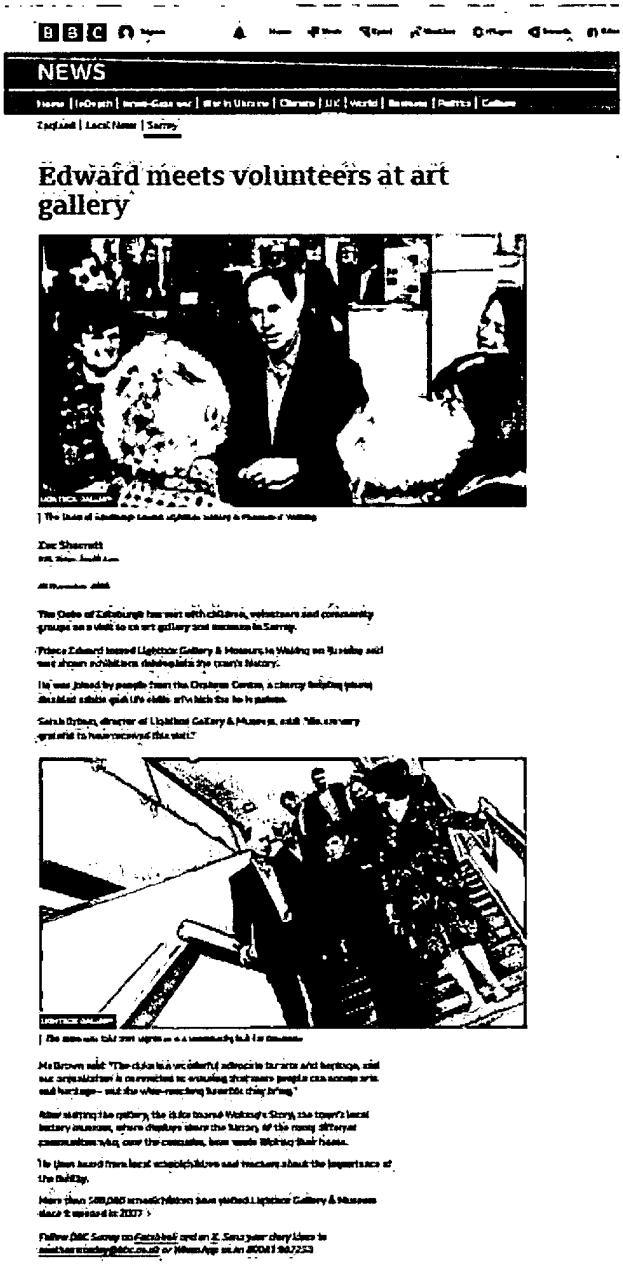
8. Media Coverage



BBC NEWS

Grayson Perry tapestries exhibition extended

'Coming a cropper'



BBC NEWS

Edward meets volunteers at art gallery

Appearing in:

All Surrey and Berkshire editions of the LIFE magazines

Woking News & Mail

Round & About - local area doordrop magazine

Guide 2 – in print and in their weekly emails

Muddy Surrey – in print and in their weekly emails

Visit Surrey - online and in their newsletters

GU Premier

Woking: Grayson Perry tapestries exhibition extended - BBC News

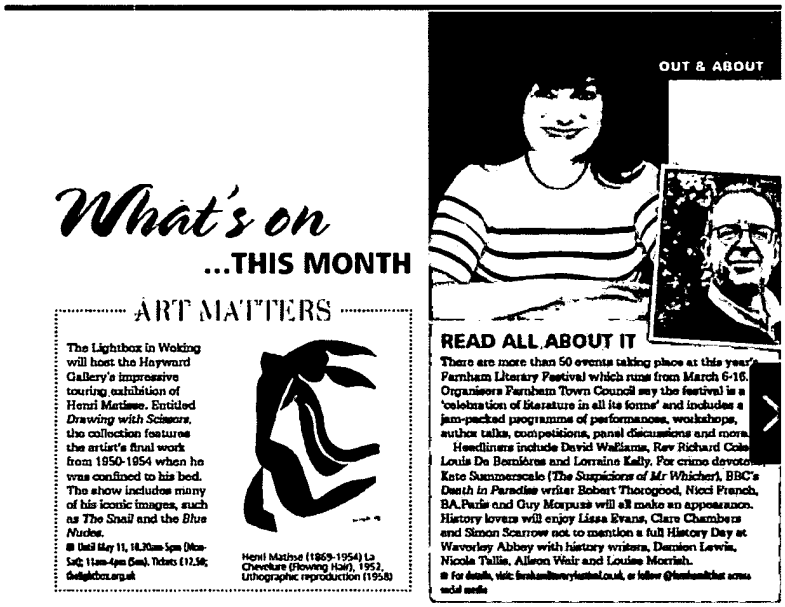
After our BBC Radio Surrey coverage, the radio station received messages from their listeners...

“

What a great descriptive orator Peter Hall at The Lightbox is. Initially I wasn't that interested in going to see the Grayson Perry tapestries but now he's inspired me to go along! Shani, from Woking

“

Bravo, Peter!



What's on ...THIS MONTH

ART MATTERS

The Lightbox in Woking will host the Hayward Gallery's impressive touring exhibition of Henri Matisse. Entitled *Drawing with Scissors*, the collection features the artist's final work from 1950-1954 when he was confined to his bed. The show includes many of his iconic images, such as *The Snail* and the *Blue Nudes*.

■ Until May 11, 10.30am-5pm (Mon-Sat); 11am-4pm (Sun). Tickets £12.50; thelightbox.org.uk

Henri Matisse (1869-1954) La Chevelure (Flowing Hair), 1952. Lithographic reproduction (1958)

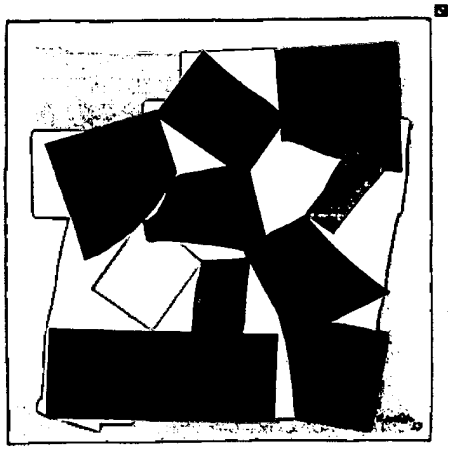
OUT & ABOUT

READ ALL ABOUT IT

There are more than 50 events taking place at this year's Farnham Literary Festival which runs from March 6-16. Organisers Farnham Town Council say the festival is a 'celebration of literature in all its forms' and includes a jam-packed programme of performances, workshops, author talks, competitions, panel discussions and more.

Headliners include David Walliams, Rev Richard Coles, Louis De Bernières and Lorraine Kelly. For crime devotees, Kate Summerscale (*The Suspicions of Mr Whicher*), BBC's *Death in Paradise* writer Robert Thorogood, Nicci French, B.A.Paris and Guy Morpuss will all make an appearance. History lovers will enjoy Lissa Evans, Clare Chambers and Simon Scarrow not to mention a full History Day at Waverley Abbey with history writers, Damien Lewis, Nicola Tallis, Alison Weir and Louise Morrish.

■ For details, visit farnhamliteraryfestival.co.uk, or follow @farnhamlitfest across social media



Henri Matisse exhibition at the Lightbox, Woking

■ Until May 11, 10.30am-5pm (Mon-Sat); 11am-4pm (Sun)

The Lightbox in Woking will host the Hayward Gallery's impressive touring exhibition of Henri Matisse. Entitled *Drawing with Scissors*, the collection features the artist's final work from 1950-1954 when he was confined to his bed. The show includes many of his iconic images, such as *The Snail* and the *Blue Nudes*.

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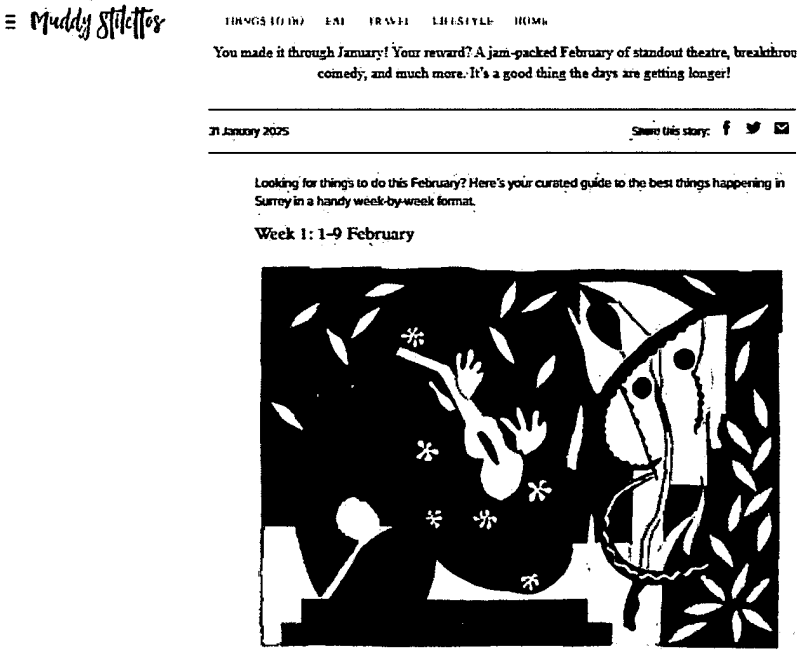


Henri Matisse (1869-1954) Tristesse du Roi (Sorrow of the King), 1952. Lithographic reproduction (1958)

EXHIBITION: Paula Rego: Visions of English Literature

■ Lightbox Gallery, Woking ■ Sat 1 February –

Made across a decade of Rego's life, this exhibition displays three of her most notable works: Nursery, Peter Pan and Jane Eyre, as well as a variety of person effects. The display is included with General Admission, which costs £12.50 for adults. Check the site for specific opening times.

9. Governance and Staffing

Staffing

Lightbox Gallery & Museum continues to have a very loyal and hardworking staff team. In February 2025, to mitigate financial risk, we reduced our operating days from six days to five, and as part of a staff restructure reduced working days.

Governance

Lightbox Gallery & Museum is a registered charity, governed by a Memorandum and Articles of Association as a company limited by guarantee. It's core purpose is to provide heritage and visual arts services for Woking and the wider region. The gallery holds full accreditation from Arts Council England and maintains active partnerships with the Surrey Museums Partnership, Association of Independent Museums, and Museums Association.

Cherry-Anne Russell stepped into the role of Interim Chair, working closely with Director Sarah Brown to address the funding crisis triggered by Woking Borough Council's Section 114 financial position. Together, they successfully raised funds for 2024-2025 and developed a sustainable, philanthropic organisational model.

A note from the Chair of Trustees

It has been a full and eventful year at Lightbox Gallery & Museum.
The team led by Director, Sarah Brown, has completed the second year as an Arts Council England (ACE) National Portfolio Organisation. We are delighted to be part of the ACE portfolio and to be growing in reach and impact. We are recognised for our work with communities, volunteers and establishing a positive impact on young people as we establish our Youth Collective (16-24 year olds).

We are particularly delighted to have had a visit from HRH Duke of Edinburgh on 26th November 2024 to meet our community partners, volunteers and audiences who co-developed the exhibition with Harold Offeh and National Trust, Clandon Park.

I would like to thank Sarah and the whole team who have done a tremendous job and navigated a challenging year that has seen a great deal of change and success. Lightbox Gallery & Museum would not exist without the ongoing support we receive from our supporters, patrons, and members. We are very fortunate to count on many loyal, long-term supporters and wonderful individuals who support our work.

Cherry-Anne Russell
Chair of Trustees

10. Image Credits

FC image	Lightbox Gallery building facade c.2023. Photographer, Deniz Guzel.
Page 2/3	An evening with Sir Grayson Perry at Lightbox, Jan 2024. Photographer, Dan Kirmatzis.
Page 4	Lightbox Gallery staircase, c.2023. Photographer, P Mason.
Page 7	Private View of Paula Rego and Henri Matisse exhibtiions, c.2024. Photographer, Hayden Wilde.
Page 8	Engagement workshop. Harold Offeh: *The Lounge*, c.2024. Photographer, Heather Thomas.
Page 9	Private View of *I Dream a Palace*, c.Feb 2024. Photographer, Dan Kirmatzis.
Page 10	Engagement Workshop, c.2024, Photographer, Grace.
Page 11	Sir Grayson Perry at Lightbox Gallery, c.2024. Photographer, Dan Kirmatzis.
Page 12	Installation shot of Grayson Perry: *The Vanity of Small Differences*, c.2024. Photographer, Deniz Guzel.
Page 13	Installation shot of *Material Thinking exhibition*, Installation shot, c.2024. Photographer, Deniz Guzel.
Page 14	Installation shot of Harold Aoffeh: *The Lounge*, c.2024. Photographer, Hayden Wilde.
	The Royal Visit to Lightbox Gallery, with Artist Harold Offeh, c.2024. Photographer, Grahame Larter.
Page 15	Paula Rego, Installation, c.2025. Photographer, Hayden Wilde. Lightbox Rehearsal, c2025. Italia Conti.
Page 16	Installation shot of Madi Acharya-Baskerville: *I Dream a Palace* exhibition, c.Feb 2024. Photographer, Dan Kirmatzis.
	Installation shot of Kofi Perry, *Finding the Lost Vault*, at the Lightbox_2024. © The Artist. Photographer, Deniz Guzel.
Page 17	Private View of Henry Moore in Colour exhibition, c.2024 Photographer, Hayden Wilde.
	Madinah Farhannah Thompson, *The waves are calling*, 2024, © The Artist. Photographer, Hayden Wilde.
Page 18	Installation shot of *Matisse: Drawing with Scissors* exhibtiion, c.2024. Photographer, Hayden Wilde.
	Dora Carrington, *Iris Tree on a Horse*, c.1920. Image courtesy of The Ingram Collection © The Estate of Dora Carrington.
Page 19	The Royal Visit to Lightbox Gallery, Local school children in Woking's Story Museum, c.2024. Photographer, Grahame Larter.
Page 20	Ambassador Room at Lightbox Gallery, c.2023. Photographer, P Mason.
	Catering at Lightbox Gallery, c.2024. © Lightbox Café
Page 21	*The Vanity of Small Differences* by Grayson Perry, published 2013 © The Artist. Retail image by Lightbox Gallery
	Lightbox Café at Lightbox Gallery, c. 2023. Photographer, P Mason.
	Festive Late at Lightbox Gallery, c.2024 © Lightbox Gallery. Design by Tristan Manco, Think Beautiful Design.
Page 22	Bartman workshop, c.2024 © The Lightbox. Photographer, Heather Thomas.
	Art in Mind workshop, © The Lightbox. Photographer, Heather Thomas.
	Printmaking workshop, © The Lightbox. Photographer, Heather Thomas.
Page 23	Articulation Prize Host 2025. Group 3 c.2024 © Lightbox Gallery. Photographer, Heather Thomas.
Page 25	*Harold Offeh: The Lounge*, Bring and Brag workshop, c.2024. Photographer, Heather Thomas.
Page 26	Brand Guidelines visual for Lightbox Gallery, c.2024 © Design by Brand 42 Design & DigitalAgency
Page 27	Various images of print and digital poster installations, © Lightbox Gallery. Design by Natalie Caamano & Carmen Gamin of Lightbox Gallery and Tristan Manco of Think Beautiful Design.

Page 28 Screenshots of various social media posts. 2024-2025 © Lightbox Gallery.

Page 29 Screenshots of various social media posts. 2024-2025 © Lightbox Gallery.

Page 30 Screenshots of various media articles/posts 2024-2025 © respective publications and media outlets accordingly.

Page 31 Screenshots of various media articles/posts 2024-2025 © respective publications and media outlets accordingly.

Page 33 The Royal Visit to Lightbox Gallery. Photo with Chair of Trustees and guests of Artist c.2024. Photographer, Grahame Larter.

Page 35 An evening with Sir Grayson Perry at Lightbox Gallery, Jan 2024. Photographer, Dan Kirmatzis.

11. Accounts

Company registration number 03598733 (England and Wales)
Charity number: 1073453

WOKING MUSEUM AND ARTS & CRAFTS CENTRE

(A company limited by guarantee)

TRUSTEES' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025

RICHES
& COMPANY
CHARTERED
ACCOUNTANTS

WOKING MUSEUM AND ARTS & CRAFTS CENTRE

COMPANY INFORMATION

Trustees	Mr R G Bolton Mr A Bell Mr R Browne Mr B Cook Mrs N De Potter Mr C Lacey Mrs C Russell Mr J Siebert
Secretary	Mrs S Brown
Company number	03598733
Registered office	The Lightbox Chobham Road Woking Surrey GU21 4AA
Auditor	Riches & Company 34 Anyards Road Cobham Surrey KT11 2LA

WOKING MUSEUM AND ARTS & CRAFTS CENTRE

STRATEGIC REPORT

FOR THE YEAR ENDED 31 MARCH 2025

The directors present the strategic report for the year ended 31 March 2025.

Review of the business

On behalf of the board

.....

Mr C Lacey
Director

Date: 26/11/2025

WOKING MUSEUM AND ARTS & CRAFTS CENTRE

DIRECTORS' REPORT

FOR THE YEAR ENDED 31 MARCH 2025

The directors present their annual report and financial statements for the year ended 31 March 2025.

Principal activities
The principal activity of the company and group continued to be that of exhibitions, events, talks, children's/adult workshops and permanent local history exhibitions.

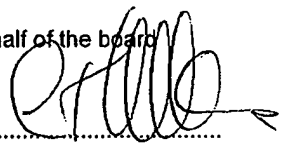
Results and dividends
The results for the year are set out on page 7.

Directors
The directors who held office during the year and up to the date of signature of the financial statements were as follows:

Mr R G Bolton
Mr A Bell
Mr R Browne
Mr B Cook
Mrs N De Potter
Mr C Lacey
Mrs C Russell
Mr J Siebert

Statement of disclosure to auditor
So far as each person who was a director at the date of approving this report is aware, there is no relevant audit information of which the auditor of the company is unaware. Additionally, the directors individually have taken all the necessary steps that they ought to have taken as directors in order to make themselves aware of all relevant audit information and to establish that the auditor of the company is aware of that information.

On behalf of the board



Mr C Lacey
Director

Date: 26/11/2025

WOKING MUSEUM AND ARTS & CRAFTS CENTRE

DIRECTORS' RESPONSIBILITIES STATEMENT

FOR THE YEAR ENDED 31 MARCH 2025

The directors are responsible for preparing the Annual Report and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the group and company, and of the profit or loss of the group for that period. In preparing these financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting 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;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the group and company will continue in business.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the group's and company's transactions and disclose with reasonable accuracy at any time the financial position of the group and 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 group and company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

WOKING MUSEUM AND ARTS & CRAFTS CENTRE

INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF WOKING MUSEUM AND ARTS & CRAFTS CENTRE

Opinion

We have audited the financial statements of Woking Museum and Arts & Crafts Centre (the 'parent company') and its subsidiaries (the 'group') for the year ended 31 March 2025 which comprise the group profit and loss account, the group statement of comprehensive income, the group balance sheet, the company balance sheet, the group statement of changes in equity, the company statement of changes in equity, the group statement of cash flows and notes to the financial statements, including 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 group's and the parent company's affairs as at 31 March 2025 and of the group's profit for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial statements* section of our report. We are independent of the group and parent 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 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 directors' 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 group's and parent company'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 directors 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 directors 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 our audit:

- The information given in 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 strategic report and the directors' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent company and their environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' 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 by the parent company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of directors

As explained more fully in the directors' responsibilities statement, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors 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 directors are responsible for assessing the parent 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 directors either intend to liquidate the parent company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

As part of our planning process:

- We enquired of management the systems and controls the company has in place, the areas of the financial statements that are mostly susceptible to the risk of irregularities and fraud, and whether there was any known, suspected or alleged fraud.
- We obtained an understanding of the legal and regulatory frameworks applicable to the company. We determined that the following were most relevant: FRS 102, Companies Act 2006, health and safety and employment law.
- We considered the incentives and opportunities that exist in the company, including the extent of management bias, which present a potential for irregularities and fraud to be perpetuated, and tailored our risk assessment accordingly.
- Using our knowledge of the company, together with the discussions held with the company at the planning stage, we formed a conclusion on the risk of misstatement due to irregularities including fraud and tailored our procedures according to this risk assessment.

The key procedures we undertook to detect irregularities including fraud during the course of the audit included:

- Identifying and testing journal entries and the overall accounting records, in particular those that were significant and unusual.
- Reviewing the financial statement disclosures and determining whether accounting policies have been appropriately applied.
- Reviewing and challenging the assumptions and judgements used by management in their significant accounting estimates, in particular in relation to depreciation and impairment of fixed assets.
- Assessing the extent of compliance, or lack of, with the relevant laws and regulations.
- Testing key revenue lines, in particular cut-off, for evidence of management bias.
- Obtaining third-party confirmation of material bank balances.
- Reviewing other documentation for irregularities including fraud.

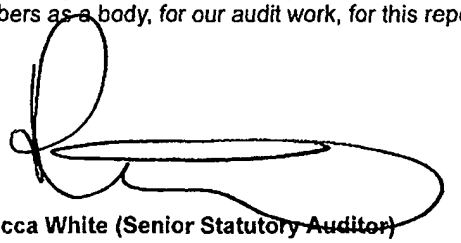
INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE MEMBERS OF WOKING MUSEUM AND ARTS & CRAFTS CENTRE

A further description of our responsibilities is available on the Financial Reporting Council's website at: https://www.frc.org.uk/auditorsrcsponsibilities. This description forms part of our auditor's report.

Use of our report

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



Rebecca White (Senior Statutory Auditor)
For and on behalf of Riches & Company, Statutory Auditor
Chartered Accountants
34 Anyards Road
Cobham
Surrey
KT11 2LA
Date: 26/11/2025

WOKING MUSEUM AND ARTS & CRAFTS CENTRE

GROUP PROFIT AND LOSS ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2025

	Notes	2025 £	2024 £
Turnover	3	947,631	906,544
Cost of sales		(80,269)	(70,983)
Gross profit		867,362	835,561
Administrative expenses		(833,433)	(794,823)
Other operating income		58,400	-
Tax on profit		-	-
Profit for the financial year		92,329	40,738

Profit for the financial year is all attributable to the owners of the parent company.

WOKING MUSEUM AND ARTS & CRAFTS CENTRE

GROUP STATEMENT OF COMPREHENSIVE INCOME

FOR THE YEAR ENDED 31 MARCH 2025

	2025 £	2024 £
Profit for the year	92,329	40,738
Other comprehensive income	-	-
Cash flow hedges gain arising in the year	-	-
Total comprehensive income for the year	92,329	40,738

Total comprehensive income for the year is all attributable to the owners of the parent company.

WOKING MUSEUM AND ARTS & CRAFTS CENTRE

GROUP BALANCE SHEET

AS AT 31 MARCH 2025

	Notes	2025 £	2025 £	2024 £	2024 £
Fixed assets					
Intangible assets			-		-
Tangible assets	9		14,572		13,792
			14,572		13,792
Current assets					
Stocks	12	16,171		18,457	
Debtors	13	18,570		54,195	
Cash at bank and in hand		658,269		530,388	
		693,010		603,040	
Creditors: amounts falling due within one year	14	(215,719)		(217,298)	
Net current assets			477,291		385,742
Net assets			491,863		399,534
Capital and reserves					
Called up share capital			-		-
Profit and loss reserves			491,863		399,534
Total equity			491,863		399,534

The financial statements were approved by the board of directors and authorised for issue on 26/11/25 and are signed on its behalf by:

.....

Mr C Lacey

Director

Company registration number 03598733 (England and Wales)

WOKING MUSEUM AND ARTS & CRAFTS CENTRE

COMPANY BALANCE SHEET

AS AT 31 MARCH 2025

	Notes	2025 £	2025 £	2024 £	2024 £
Fixed assets					
Tangible assets	9		14,572		13,792
Investments	10		1		1
			14,573		13,793
Current assets					
Debtors	13	219,706		568,700	
Cash at bank and in hand		546,137		125,712	
		765,843		694,412	
Creditors: amounts falling due within one year	14	(210,230)		(205,242)	
Net current assets			555,613		489,170
Net assets			570,186		502,963
Capital and reserves					
Called up share capital			-		-
Profit and loss reserves			570,186		502,963
Total equity			570,186		502,963

As permitted by s408 Companies Act 2006, the company has not presented its own profit and loss account and related notes. The company's profit for the year was £67,223 (2024 - £35,784 profit).

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

The financial statements were approved by the board of directors and authorised for issue on 26/11/2025 and are signed on its behalf by:

.....

Mr C Lacey

Director

Company registration number 03598733 (England and Wales)

WOKING MUSEUM AND ARTS & CRAFTS CENTRE

GROUP STATEMENT OF CHANGES IN EQUITY

FOR THE YEAR ENDED 31 MARCH 2025

	Share capital	Profit and loss reserves	Total
	£	£	£
Balance at 1 April 2023	-	358,796	358,796
Year ended 31 March 2024:			
Profit and total comprehensive income	-	40,738	40,738
Balance at 31 March 2024	-	399,534	399,534
Year ended 31 March 2025:			
Profit and total comprehensive income	-	92,329	92,329
Balance at 31 March 2025	-	491,863	491,863

WOKING MUSEUM AND ARTS & CRAFTS CENTRE

COMPANY STATEMENT OF CHANGES IN EQUITY

FOR THE YEAR ENDED 31 MARCH 2025

	Share capital	Profit and loss reserves	Total
	£	£	£
Balance at 1 April 2023	-	467,179	467,179
Year ended 31 March 2024:			
Profit and total comprehensive income for the year	-	35,784	35,784
Balance at 31 March 2024	-	502,963	502,963
Year ended 31 March 2025:			
Profit and total comprehensive income	-	67,223	67,223
Balance at 31 March 2025	-	570,186	570,186

WOKING MUSEUM AND ARTS & CRAFTS CENTRE

GROUP STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2025

	Notes	2025 £	2025 £	2024 £	2024 £
Cash flows from operating activities					
Cash generated from operations			127,881		183,601
Investing activities					
Purchase of tangible fixed assets		-		(3,583)	
Net cash used in investing activities			-		(3,583)
Net increase in cash and cash equivalents			127,881		180,018
Cash and cash equivalents at beginning of year			530,388		350,370
Cash and cash equivalents at end of year			658,269		530,388

1 Accounting policies

Company information

Woking Museum and Arts & Crafts Centre ("the company") is a private company limited by guarantee domiciled and incorporated in England and Wales. The registered office is The Lightbox, Chobham Road, Woking, Surrey, GU21 4AA.

The group consists of Woking Museum and Arts & Crafts Centre and all of its subsidiaries.

1.1 Accounting convention

These financial statements have been prepared in accordance with FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the requirements of the Companies Act 2006.

The financial statements are prepared in sterling, which is the functional currency of the company. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

1.2 Basis of consolidation

The consolidated group financial statements consist of the financial statements of the parent company Woking Museum and Arts & Crafts Centre together with all entities controlled by the parent company (its subsidiaries) and the group's share of its interests in joint ventures and associates.

All financial statements are made up to 31 March 2025. Where necessary, adjustments are made to the financial statements of subsidiaries to bring the accounting policies used into line with those used by other members of the group.

All intra-group transactions, balances and unrealised gains on transactions between group companies are eliminated on consolidation. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred.

Subsidiaries are consolidated in the group's financial statements from the date that control commences until the date that control ceases.

Entities in which the group holds an interest and which are jointly controlled by the group and one or more other venturers under a contractual arrangement are treated as joint ventures. Entities other than subsidiary undertakings or joint ventures, in which the group has a participating interest and over whose operating and financial policies the group exercises a significant influence, are treated as associates.

Investments in joint ventures and associates are carried in the group balance sheet at cost plus post-acquisition changes in the group's share of the net assets of the entity, less any impairment in value. The carrying values of investments in joint ventures and associates include acquired goodwill.

If the group's share of losses in a joint venture or associate equals or exceeds its investment in the joint venture or associate, the group does not recognise further losses unless it has incurred obligations to do so or has made payments on behalf of the joint venture or associate.

Unrealised gains arising from transactions with joint ventures and associates are eliminated to the extent of the group's interest in the entity.

1 Accounting policies **(Continued)**

1.3 Going concern

At the time of approving the financial statements, the directors have a reasonable expectation that the group has adequate resources to continue in operational existence for the foreseeable future. Thus the directors continue to adopt the going concern basis of accounting in preparing the financial statements.

1.4 Turnover

Turnover is recognised at the fair value of the consideration received or receivable for goods and services provided in the normal course of business, and is shown net of VAT and other sales related taxes. The fair value of consideration takes into account trade discounts, settlement discounts and volume rebates.

When cash inflows are deferred and represent a financing arrangement, the fair value of the consideration is the present value of the future receipts. The difference between the fair value of the consideration and the nominal amount received is recognised as interest income.

Revenue from the sale of goods is recognised when the significant risks and rewards of ownership of the goods have passed to the buyer (usually on dispatch of the goods), the amount of revenue can be measured reliably, it is probable that the economic benefits associated with the transaction will flow to the entity and the costs incurred or to be incurred in respect of the transaction can be measured reliably.

1.5 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

History Gallery	10% straight line over 10 years
Improvements to Property	10% straight line over 10 years
Fixtures and fittings	33% straight line over 3 years
Computer equipment	33% straight line over 3 years

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the profit and loss account.

1.6 Fixed asset investments

Equity investments are measured at fair value through profit or loss, except for those equity investments that are not publicly traded and whose fair value cannot otherwise be measured reliably, which are recognised at cost less impairment until a reliable measure of fair value becomes available.

In the parent company financial statements, investments in subsidiaries, associates and jointly controlled entities are initially measured at cost and subsequently measured at cost less any accumulated impairment losses.

A subsidiary is an entity controlled by the group. Control is the power to govern the financial and operating policies of the entity so as to obtain benefits from its activities.

1 Accounting policies **(Continued)**

An associate is an entity, being neither a subsidiary nor a joint venture, in which the company holds a long-term interest and where the company has significant influence. The group considers that it has significant influence where it has the power to participate in the financial and operating decisions of the associate.

Investments in associates are initially recognised at the transaction price (including transaction costs) and are subsequently adjusted to reflect the group's share of the profit or loss, other comprehensive income and equity of the associate using the equity method. Any difference between the cost of acquisition and the share of the fair value of the net identifiable assets of the associate on acquisition is recognised as goodwill. Any unamortised balance of goodwill is included in the carrying value of the investment in associates.

Losses in excess of the carrying amount of an investment in an associate are recorded as a provision only when the company has incurred legal or constructive obligations or has made payments on behalf of the associate.

In the parent company financial statements, investments in associates are accounted for at cost less impairment.

Entities in which the group has a long term interest and shares control under a contractual arrangement are classified as jointly controlled entities.

1.7 Impairment of fixed assets

At each reporting period end date, the group reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). Where it is not possible to estimate the recoverable amount of an individual asset, the company estimates the recoverable amount of the cash-generating unit to which the asset belongs.

The carrying amount of the investments accounted for using the equity method is tested for impairment as a single asset. Any goodwill included in the carrying amount of the investment is not tested separately for impairment.

Recoverable amount is the higher of fair value less costs to sell and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset for which the estimates of future cash flows have not been adjusted.

If the recoverable amount of an asset (or cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (or cash-generating unit) is reduced to its recoverable amount. An impairment loss is recognised immediately in profit or loss, unless the relevant asset is carried at a revalued amount, in which case the impairment loss is treated as a revaluation decrease.

Recognised impairment losses are reversed if, and only if, the reasons for the impairment loss have ceased to apply. Where an impairment loss subsequently reverses, the carrying amount of the asset (or cash-generating unit) is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset (or cash-generating unit) in prior years. A reversal of an impairment loss is recognised immediately in profit or loss, unless the relevant asset is carried at a revalued amount, in which case the reversal of the impairment loss is treated as a revaluation increase.

1 Accounting policies **(Continued)**

1.8 Stocks

Stocks are stated at the lower of cost and estimated selling price less costs to complete and sell. Cost comprises direct materials and, where applicable, direct labour costs and those overheads that have been incurred in bringing the stocks to their present location and condition.

Stocks held for distribution at no or nominal consideration are measured at the lower of cost and replacement cost, adjusted where applicable for any loss of service potential.

At each reporting date, an assessment is made for impairment. Any excess of the carrying amount of stocks over its estimated selling price less costs to complete and sell is recognised as an impairment loss in profit or loss. Reversals of impairment losses are also recognised in profit or loss.

1.9 Cash and cash equivalents

Cash and cash equivalents are basic financial assets and include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

1.10 Financial instruments

The group has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the group's balance sheet when the group becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset and the net amounts presented in the financial statements when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Other financial assets

Other financial assets, including investments in equity instruments which are not subsidiaries, associates or joint ventures, are initially measured at fair value, which is normally the transaction price. Such assets are subsequently carried at fair value and the changes in fair value are recognised in profit or loss, except that investments in equity instruments that are not publicly traded and whose fair values cannot be measured reliably are measured at cost less impairment.

1 Accounting policies **(Continued)**

Impairment of financial assets

Financial assets, other than those held at fair value through profit and loss, are assessed for indicators of impairment at each reporting end date.

Financial assets are impaired where there is objective evidence that, as a result of one or more events that occurred after the initial recognition of the financial asset, the estimated future cash flows have been affected. If an asset is impaired, the impairment loss is the difference between the carrying amount and the present value of the estimated cash flows discounted at the asset's original effective interest rate. The impairment loss is recognised in profit or loss.

If there is a decrease in the impairment loss arising from an event occurring after the impairment was recognised, the impairment is reversed. The reversal is such that the current carrying amount does not exceed what the carrying amount would have been, had the impairment not previously been recognised. The impairment reversal is recognised in profit or loss.

Derecognition of financial assets

Financial assets are derecognised only when the contractual rights to the cash flows from the asset expire or are settled, or when the group transfers the financial asset and substantially all the risks and rewards of ownership to another entity, or if some significant risks and rewards of ownership are retained but control of the asset has transferred to another party that is able to sell the asset in its entirety to an unrelated third party.

Classification of financial liabilities

Financial liabilities and equity instruments are classified according to the substance of the contractual arrangements entered into. An equity instrument is any contract that evidences a residual interest in the assets of the group after deducting all of its liabilities.

Basic financial liabilities

Basic financial liabilities, including creditors, bank loans, loans from fellow group companies and preference shares that are classified as debt, are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Other financial liabilities

Derivatives, including interest rate swaps and forward foreign exchange contracts, are not basic financial instruments. Derivatives are initially recognised at fair value on the date a derivative contract is entered into and are subsequently re-measured at their fair value. Changes in the fair value of derivatives are recognised in profit or loss in finance costs or finance income as appropriate, unless hedge accounting is applied and the hedge is a cash flow hedge.

Debt instruments that do not meet the conditions in FRS 102 paragraph 11.9 are subsequently measured at fair value through profit or loss. Debt instruments may be designated as being measured at fair value through profit or loss to eliminate or reduce an accounting mismatch or if the instruments are measured and their performance evaluated on a fair value basis in accordance with a documented risk management or investment strategy.

1 Accounting policies **(Continued)**

Derecognition of financial liabilities

Financial liabilities are derecognised when the group's contractual obligations expire or are discharged or cancelled.

1.11 Equity instruments

Equity instruments issued by the group are recorded at the proceeds received, net of transaction costs. Dividends payable on equity instruments are recognised as liabilities once they are no longer at the discretion of the group.

1.12 Employee benefits

The costs of short-term employee benefits are recognised as a liability and an expense, unless those costs are required to be recognised as part of the cost of stock or fixed assets.

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.13 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

1.14 Leases

Rentals payable under operating leases, including any lease incentives received, are charged to profit or loss on a straight line basis over the term of the relevant lease except where another more systematic basis is more representative of the time pattern in which economic benefits from the leased asset are consumed.

1.15 Government grants

Government grants are recognised at the fair value of the asset received or receivable when there is reasonable assurance that the grant conditions will be met and the grants will be received.

A grant that specifies performance conditions is recognised in income when the performance conditions are met. Where a grant does not specify performance conditions it is recognised in income when the proceeds are received or receivable. A grant received before the recognition criteria are satisfied is recognised as a liability.

2 Judgements and key sources of estimation uncertainty

In the application of the group's accounting policies, the directors are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES INCORPORATING INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 MARCH 2025

	Note	Restricted Funds 2025	Unrestricted Funds 2025	Total Funds 2025	Total Funds 2024
Income from:		£	£	£	£
Donations and legacies	3	-	21,674	21,674	67,190
Charitable activities	4	-	835,744	835,744	740,616
Other trading activities	5	-	141,718	141,718	87,087
Other Income	6	-	6,895	6,895	11,651
Total Income		-	1,006,031	1,006,031	906,544
Expenditure on:					
Raising funds	7	-	116,612	116,612	82,133
Charitable activities	8	-	797,090	797,090	783,673
Total Expenditure		-	913,702	913,702	865,806
Net expenditure before taxation		-	92,329	92,329	40,738
Taxation		-	-	-	-
Transfer of funds					
Transfer		5,010	(5,010)	-	-
Net movement in funds		(5,010)	97,339	92,329	40,738
Reconciliation of funds:					
Total funds brought forward		5,010	394,524	399,534	358,796
Net movement in funds		(5,010)	97,339	92,329	40,738
Total funds carried forward		-	491,863	491,863	399,534

3. Income from donations and legacies

	Unrestricted Funds 2025 £	Total Funds 2025 £	Unrestricted Funds 2024 £	Total Funds 2024 £
Donations	21,674	21,674	67,190	67,190

4. Income from charitable activies

	Restricted Funds 2025 £	Unrestricted Funds 2025 £	Total Funds 2025 £
Income from charitable activities - Exhibitions and events	-	57,486	57,486
Income from charitable activities - Education	-	12,409	12,409
Income from charitable activities - Project activity	-	-	-
Income from charitable activities - Service income	-	765,849	765,849
Income from charitable activities - Cost of generating funds	-	-	-
	-	835,744	835,744

	Restricted Funds 2024 £	Unrestricted Funds 2024 £	Total Funds 2024 £
Income from charitable activities - Exhibitions and events	-	44,650	44,650
Income from charitable activities - Education	-	15,928	15,928
Income from charitable activities - Project activity	-	-	-
Income from charitable activities - Service income	-	680,038	680,038
Income from charitable activities - Cost of generating funds	-	-	-
	-	740,616	740,616

5. Income from other trading Activities

	Unrestricted Funds 2025 £	Total Funds 2025 £	Unrestricted Funds 2024 £	Total Funds 2024 £
Trading company	83,318	83,318	87,087	87,087

6. Other income	Unrestricted funds 2025 £	Total Funds 2025 £	Unrestricted funds 2024 £	Total Funds 2024 £
Rents received	-	-	7,500	7,500
Deposit accounts interest	6,895	6,895	4,151	4,151

7. Expenditure on raising funds	Unrestricted funds 2024 £	Total Funds 2024 £	Unrestricted funds 2023 £	Total Funds 2023 £
Opening stocks	18,457	18,457	17,464	17,464
Purchases	17,361	17,361	12,365	12,365
Closing stocks	16,171	16,171	18,457	18,457
Other costs	31,550	31,550	27,878	27,878
Staff salaries	65,415	65,415	42,883	42,883
Social security costs	-	-	-	-
Pension costs	-	-	-	-
	116,612	116,612	82,133	82,133

8. Analysis of expenditure on charitable activities	Restricted Funds 2025 £	Unrestricted Funds 2025 £	Total Funds 2025 £
The Lightbox operating costs	-	517,359	517,359
Exhibitons and Events	-	81,552	81,552
Education	-	22,607	22,607
Other trading activities	-	-	-
Service costs	-	100,611	100,611
Costs of generating funds	-	-	-
Governance costs	-	52,345	52,345
Commercial trading operations	-	22,616	22,616
	-	797,090	797,090

	Restricted Funds 2024 £	Unrestricted Funds 2024 £	Total Funds 2024 £
The Lightbox operating costs	-	408,569	408,569
Exhibitons and Events	-	99,942	99,942
Education	-	60,477	60,477
Other trading activities	1,455	-	1,455
Service costs	-	115,365	115,365
Costs of generating funds	-	-	-
Governance costs	-	76,327	76,327
Commercial trading operations	-	21,538	21,538
	1,455	782,218	783,673

7 Auditor's remuneration

Fees payable to the company's auditor and associates:	2025 £	2024 £
For audit services		
Audit of the financial statements of the group and company	-	5,106
Audit of the financial statements of the company's subsidiaries	-	2,020
	-	7,126

8 Employees

The average monthly number of persons (including directors) employed by the group and company during the year was:

	Group		Company	
	2025 Number	2024 Number	2025 Number	2024 Number
	27	19	23	15

Their aggregate remuneration comprised:

	Group		Company	
	2025 £	2024 £	2025 £	2024 £
Wages and salaries	456,116	429,895	390,701	387,012
Social security costs	35,880	30,250	35,880	30,250
Pension costs	5,590	6,357	5,590	6,357
	497,586	466,502	432,171	423,619

9 Tangible fixed assets

Group	History Gallery	Improvements to Property	Fixtures and fittings	Computer equipment	Total
	£	£	£	£	£
Cost					
At 1 April 2024 and 31 March 2025	639,240	28,457	2,933	62,930	733,560
Depreciation and impairment					
At 1 April 2024	628,768	27,966	538	62,496	719,768
Depreciation charged in the year	306	(1,890)	587	217	(780)
At 31 March 2025	629,074	26,076	1,125	62,713	718,988
Carrying amount					
At 31 March 2025	10,166	2,381	1,808	217	14,572
At 31 March 2024	10,472	491	2,395	434	13,792

Company	History Gallery	Improvements to Property	Fixtures and fittings	Computer equipment	Total
	£	£	£	£	£
Cost					
At 1 April 2024 and 31 March 2025	639,240	28,457	2,933	62,930	733,560
Depreciation and impairment					
At 1 April 2024	628,768	27,966	538	62,496	719,768
Depreciation charged in the year	306	(1,890)	587	217	(780)
At 31 March 2025	629,074	26,076	1,125	62,713	718,988
Carrying amount					
At 31 March 2025	10,166	2,381	1,808	217	14,572
At 31 March 2024	10,472	491	2,395	434	13,792

10 Fixed asset investments

		Group		Company	
		2025	2024	2025	2024
	Notes	£	£	£	£
Investments in subsidiaries	11	-	-	1	1

10 Fixed asset investments (Continued)

Movements in fixed asset investments

Company	Shares in subsidiaries £
Cost or valuation	
At 1 April 2024 and 31 March 2025	1
Carrying amount	
At 31 March 2025	1
At 31 March 2024	1

11 Subsidiaries

Details of the company's subsidiaries at 31 March 2025 are as follows:

Name of undertaking	Registered office	Class of shares held	% Held Direct
WMACC Trading Limited	England and Wales	Ordinary	100.00

12 Stocks

	Group 2025 £	2024 £	Company 2025 £	2024 £
Raw materials and consumables	16,171	18,457	-	-

13 Debtors

	Group 2025	2024	Company 2025	2024
Amounts falling due within one year:	£	£	£	£
Trade debtors	3,576	26,617	1,675	12,269
Amounts owed by group undertakings	-	-	204,482	528,853
Other debtors	7,347	12,648	5,902	12,648
Prepayments and accrued income	7,647	14,930	7,647	14,930
	18,570	54,195	219,706	568,700

14 Creditors: amounts falling due within one year

	Notes	Group 2025 £	Group 2024 £	Company 2025 £	Company 2024 £
Trade creditors		10,836	46,889	6,010	37,655
Other taxation and social security		663	663	-	-
Deferred income	15	129,500	110,017	129,500	107,858
Other creditors		-	9,197	-	9,197
Accruals and deferred income		74,720	50,532	74,720	50,532
		215,719	217,298	210,230	205,242

15 Deferred income

	Group 2025 £	Group 2024 £	Company 2025 £	Company 2024 £
Other deferred income	129,500	110,017	129,500	107,858

Statement of funds - current year

	Balance at 1st April 2024	Income	Transfer to Unrestricted funds:	Expenditure	Balance at 31st March 2025
General Funds	394,524	-		-	394,524
WMACC		864,313	5,010	797,090	72,233
WMACC Trading	-	141,718	-	116,612	25,106
	394,524	1,006,031	5,010	913,702	491,863
Resitrcted funds					
NADFAS - Centrepiece	662	-	662	-	-
SEWS Innovate	40	-	40	-	-
Arts Society Weybridge	310	-	310	-	-
SEWS Wild Escape	769	-	769	-	-
Arnold Clark (YC)	61	-	61	-	-
Hedley (YC)	101	-	101	-	-
ArtsSoc (YC)	153	-	153	-	-
John Ackroyd	389	-	389	-	-
NLCF Young Carers	3,336	-	3,336	-	-
Young Creatives	10	-	10	-	-
D'Oyly Carte (YC)	500	-	500	-	-
Art & Wellbeing	3	-	3	-	-
	5,010	-	5,010	-	-
Total of funds	399,534	1,006,031	-	913,702	491,863

17 Description of funds

During the year, a review was undertaken of historic restricted funds with small residual balances. It was determined that these funds had been fully spent on their intended purposes in prior years, and the remaining balances have therefore been released to unrestricted funds. The movements are reflected in the Statement of Funds note.

Centrepiece – (NADFAS) Arts Society Mind
A project involving up to seven schools, developing children's creativity and culminating in an exhibition at the Art Fund Prize Gallery during the summer holidays.

SEWS Innovate
An artist-led project creating visitor assets, including a bespoke membership card, shop products designed by artists, and visitor surveys on signage and retail experience.

Arts Society Weybridge
Donation supporting family drop-in activities.

SEWS Wild Escape
Delivered in partnership with The Art Fund, this project engaged schools and families to create sessions and an Earth Day event celebrating UK wildlife, in connection with the Sophie Ryder exhibition.

Arnold Clark Community Fund
To support Young Carers, children and young people with disabilities, and other disadvantaged children through workshops and storytelling activities during 2021/22.

Hedley Grant
To fund materials for Young Carers workshops in 2021/22.

(NADFAS) Arts Society – Young Carers (YC)
Funding allocated to support the Young Carers Programme in 2021/22.

John Ackroyd Trust
To support activities for Young Carers, Art in Mind, and Adult Carers during 2021/22.

Young Creatives
A programme for 11–16-year-olds offering opportunities to explore different art forms and connect with creative professionals and peers.

D'Oyly Carte
Funding for art and wellbeing programmes. Due to COVID-19 restrictions preventing in-person sessions, funds were carried forward and used for Young Carers projects in 2021/22.

Art & Wellbeing
Funding for wellbeing initiatives and related staffing in 2021/22.

18 Retirement benefit schemes

Defined contribution schemes	2025 £	2024 £
Charge to profit or loss in respect of defined contribution schemes	5,590	6,357

A defined contribution pension scheme is operated for all qualifying employees. The assets of the scheme are held separately from those of the group in an independently administered fund.

19 Analysis of changes in net funds - group

	1 April 2024	Cash flows	31 March 2025
	£	£	£
Cash at bank and in hand	530,388	127,881	658,269

WOKING MUSEUM AND ARTS AND CRAFTS CENTRE

England & Wales - Charity number 1073543

Accounts

Company registration number 03598733 (England and Wales)
Charity number: 1073453

WOKING MUSEUM AND ARTS & CRAFTS CENTRE
(A company limited by guarantee)

TRUSTEES' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2024

RICHES
& COMPANY
CHARTERED
ACCOUNTANTS

WOKING MUSEUM AND ARTS & CRAFTS CENTRE

COMPANY INFORMATION

Directors	Mr R G Bolton Mr A Bell Mr R Browne Mr B Cook Mrs N De Potter Mr C Lacey Mrs C Russell Mr J Siebert
Secretary	Mrs S Brown
Company number	03598733
Registered office	The Lightbox Chobham Road Woking Surrey GU21 4AA
Auditor	Riches & Company 34 Anyards Road Cobham Surrey KT11 2LA

WOKING MUSEUM AND ARTS & CRAFTS CENTRE

CONTENTS

	Page
Trustee's report	1 - 19
Independent examiners report	20 - 21
Group profit and loss account	22
Group statement of comprehensive income	23
Group balance sheet	24
Company balance sheet	25
Group statement of changes in equity	26
Company statement of changes in equity	27
Group statement of cash flows	28
Notes to the financial statements	29 - 45

The Lightbox

Trustees' and Director's Annual Report for the period April 1st, 2023, to March 31st, 2024

Charity name: Woking Museum and Arts & Crafts Centre (trading as The Lightbox)
Charity registration number: 1073543

The Board of Trustees presents its report and financial statements for the year ended 31 March 2024. The Trustees confirm that the annual report and the financial statements of the charity comply with the current statutory requirements, the requirements of the charity's governing document and the provisions of the SORP.

Objectives and Activities

The Trustees confirm that they have complied with the duty in Section 4 of The Charities Act 2006 to have due regard to the Charity Commission's general guidance on public benefit.

The Lightbox (LBX) is a registered charity whose charitable purpose defined within the Charities Act 2006 is articulated in the philosophy of the charity.

Executive Summary

The 2023-24 fiscal year was a period of significant transformation for The Lightbox (LBX), marked by both challenges and achievements.

This report covers our first fully operational year as a National Portfolio Organisation (NPO) with Arts Council England (ACE). Despite financial uncertainty, the year demonstrated our resilience and ability to adapt, particularly in response to a major funding crisis.

Financial Challenges and Response

In June 2023, Woking Borough Council (WBC) announced a Section 114 notice, signalling severe financial constraints. By September, it was proposed that all Woking Borough Council discretionary funding for LBX would be cut, following an earlier phased reduction. WBC would only support essential services in the Borough. This represented a significant financial shock to the organisation as WBC funding under pinned 40% of funding. LBX building and maintenance is owned and managed by WBC. This cut meant that the only funding in place was Arts Council England ACE NPO funding and The Ingram Foundation outlined in the funding agreement with ACE and TIF service level agreement.

To address this challenge, we undertook decisive actions:

- **Secured Emergency Support**: Collaborated with ACE to secure emergency funding.
- **Scenario Planning**: Engaged external consultant Dawn Langley (Alchemy) to work with our Director and Finance Manager on financial planning.
- **Targeted Actions**: Prioritised a multifaceted approach, including:
    - Applications to Trusts and Foundations
    - Development of a new business model
    - Leveraging ACE funding
    - Staff restructuring and recruitment freeze.
    - Established that all funds in place, ACE, TIF, Art Fund, EFCF and UK Fidelity would not be lost as a result of this WBC funding cut.

By December, our Director and Chair of Trustees had successfully secured additional emergency funding from the National Heritage Lottery Fund (NLHF), with critical support from Surrey County Council.

Through our Service Level Agreement (SLA) with WBC, we also accessed the UK Shared Prosperity Fund (UKSPF), which provided strategic support for developing a sustainable, commercially focused business model.

Key Achievements

Despite early challenges, the year concluded with remarkable accomplishments:

1. **Funding Successes**
    - Secured support from UK Fidelity, Esmée Fairbairn Collections Fund, and Art Fund to deliver initiatives such as:
        - Development of new digital assets
        - Increased engagement with younger audiences
        - Partnership with the National Trust to showcase collections, support artists, and attract diverse audiences
        - Enhancements to our website and database systems

2. **Organisational growth**
    - Appointed Nicole Newman Ltd as a fundraising consultancy to identify opportunities for innovation and growth.
    - Created the new role of Head of Commercial (to commence in FY 2024/25).
    - Appointed a Database Manager and a Content Manager as part of our transitions to digital-first engagement and addressing the system challenges of the database.
    - Appointed Brand 42 to develop a new website, integrated with our database and enabling an improved user experience and customer journey.

3. **Grant-Funded Projects**
    - Delivered the £33K Art Fund Re-Imagine grant, updating digital assets and enhancing audience engagement through our website, CRM, and digital channels.
    - Introduced Bloomberg Connects for digital interpretation, ensuring sector alignment and staff training.

4. **Community and artistic Impact**
    - Secured £94K from the Esmée Fairbairn Collections Fund to support artists working with communities and the Woking Heritage Collection launching W for Woking.
    - Partnered with the National Trust and appointed artist Harold Offeh to create a new commission for summer 2024. This initiative provided:
        - Curatorial staff training
        - Education and learning opportunities
        - Networking with national peers through ACE, NLHF, and National Trust funding
        - A £25K budget that supported LBX programme, culminating in an exhibition of the commissioned work.

Exhibitions and programmes (2023/24)

Sophie Ryder: All of Us and Sophie Selects from The Ingram Collection

This was a major new solo show brought together Sophie Ryder's unique cast of characters. Featuring the artist's signature sculptures in wire and bronze as well as previously unseen works on paper and mosaics, the exhibition explored Ryder's interest in the human body, and her enduring connection to family and animals. The work was displayed throughout the building, across all of its public and gallery spaces.

The exhibition was supported by Hignell Gallery and sponsored by Bonhams.

Sophie Selects
This exhibition explored Sophie's Ryder life and art through a selection of figurative artworks, chosen by the artist from The Ingram Collection. It is the first time an artist has selected work from The Ingram Collection to accompany their major solo show.

Ryder was greatly inspired by Henry Moore from an early age and his work also evokes memories of her residency and solo exhibitions at Yorkshire Sculpture Park. Ryder's experiences as a female artist will be explored through the work of Bridget Riley, Aleah Chapin and Mary Fedden.

Works by Elisabeth Frink highlighted the impact of their friendship on the young artist. Landscapes by Tristram Hillier and Richard Eurich described Ryder's experiences growing up, studying, and living in London then making the countryside her home.

© Deniz Guzel, 2023

Total visitor numbers to both shows: 15,000

A Spirit Inside

The exhibition showcased work by women artists from The Ingram Collection and The Women's Art Collection in Cambridge, highlighting themes of resilience, imagination, spirituality, and politics. Taking inspiration from Dora Carrington's *Iris Tree on a Horse*, an early Ingram Collection piece symbolising female strength and rebellion, the exhibition explored

unconventional lives and artistic expressions. The title, *A Spirit Inside*, was drawn from a letter by Carrington, reflecting her determination to live without compromise.
Featuring renowned artists such as Leonora Carrington, Lubaina Himid, and Paula Rego, the exhibition examined how artists have used subject matter, technique, and materials to convey their inner strength. It marked the first collaboration between The Women's Art Collection, Europe's largest collection of art by women, and a museum, showcasing over 600 works displayed at Murray Edwards College, Cambridge. The exhibition toured to Compton Verney.

© Deniz Guzel, 2023

Total visitor numbers: 5,000

The Vanity of Small Differences by Grayson Perry
An Arts Council Collection Touring Exhibition (27 January 2024 – 7 July 2024)

Turner Prize-winning artist Grayson Perry's *The Vanity of Small Differences* is on display for the first time in Surrey and tells the story of Tim Rakewell, embarking on a journey of twenty-first century social mobility.

Inspired by William Hogarth's *A Rake's Progress*, the six tapestries, each measuring 2m x 4m, portray many of the characters, incidents and objects Grayson Perry encountered on journeys through Sunderland, Tunbridge Wells and the Cotswolds for the Channel 4 TV series *All in the Best Possible Taste*. *The Vanity of Small Differences* is an Arts Council Collection touring exhibition.

Total visitor numbers: 12,618

© Daniel Kirmatzis, 2024

© Daniel Kirmatzis, 2024

The Pusher and The Pull

Ingram Prize winner, Lisa-Marie Harris presented a solo exhibition. The Ingram Prize was established to celebrate and support artists at the start of their careers. This exhibition, Harris' first in a public institution, I featured sculptures, reliefs and film works.

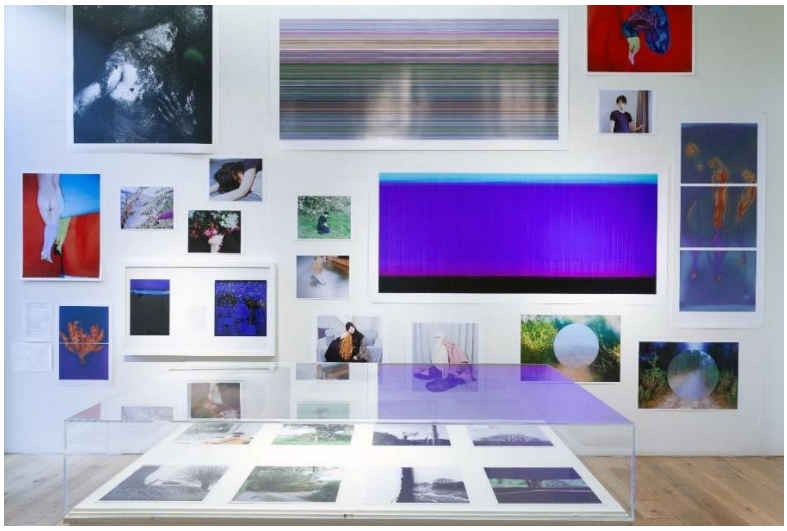
© Lightbox Gallery, 2023

Total exhibition visitors: 4, 623

Raising the Roof

Raising the Roof celebrated 13 years of the innovative international MFA Photography course at the University for the Creative Arts (UCA) in Farnham. The exhibition featured graduates from the course, including acclaimed contemporary photographers Anna Linderstam, Mårten Lange, and Charan Singh, all published and recognized for their contributions to the field.
As one of the UK's only two-year full-time postgraduate photography programmes, UCA's MFA Photography course has played a pivotal role in shaping the careers of exceptional artists who have advanced the development of photography on a global scale.

© Lightbox Gallery, 2023



© Lightbox Gallery, 2023

Total exhibition visitors: 3,261

I Dream a Palace Artist In Residence
Madi Acharya-Baskerville

Madi Acharya-Baskerville presented a solo exhibition, having undertaken an artist residency as part of the 20/20 project. Madi's work responded to the site and grounds of Woking Palace, a former Tudor Palace on the edge of the River Wey, in Old Woking. This exhibition, Madi's first in a public institution, combines ceramics, textiles, and found objects along with artworks made by community groups and original finds from Woking Palace.

The 20/20 project is led by the UAL Decolonising Arts Institute and supported by funding from Arts Council England, the Freelands Foundation and University of the Arts London. The project is supporting 20 emerging and ethnically diverse artists to take up residencies with 20 public art

collections across the country, leading to 20 new permanent acquisitions.

© Deniz Guzel, 2024

LBX collaborated with artist Madi Acharya-Baskerville as part of the inaugural 20/20 artist residency. Launched in 2021 by the UAL Decolonising Arts Institute, the 20/20 project is a national commissioning and network initiative supporting 20 emerging ethnically diverse artists. Each artist undertakes a residency with a public art collection, culminating in 20 new permanent acquisitions. This programme was developed in response to calls for greater equity in the arts, addressing social and racial injustices amplified by the COVID-19 pandemic and the Black Lives Matter movement.

During her 2022/23 residency at LBX, Madi explored archaeological finds from Woking Palace, integrating them into her practice and creating a dialogue with a palace she visited in India during childhood. She engaged Woking's culturally diverse communities to participate in the project, fostering connections between local heritage and global perspectives.
The residency resulted in a new permanent acquisition for The Lightbox's Heritage Collection and an exhibition, *I Dream A Palace*, which ran from January to April 2024.

Total exhibition visitors: 5,548

Art Fund Prize Gallery

17 shows including artist hires of the gallery as well as exhibitions with community groups: UCA Farnham MFA Photographers; New Beginnings in partnership with The Women's Support Centre, Woking; Woking and Sam Beare Hospices; Centrepiece with local schools; and Woking Arts Society.

Emily Faludy: Seize the Day
A highlight from the year (a sell-out selling show with Emily Faludy)

Emily is an oil painter working 'en plein air' in the landscape. The subject of her work is this connection with nature and Emily works in an expressive, energised way, much influenced by 20th Century painters such as David Bomberg.

'Seize the day' is a collection of work from painting trips Emily has taken in the last year including Venice, Wales, Cumbria and Dorset.

Creative Commission and Cultural Partnership for 2024: National Trust, Clandon Park

In January 2024, The Lightbox (LBX) and National Trust Clandon Park launched a call for artists to submit Expressions of Interest for a Creative Commission and Cultural Partnership for 2024.

This initiative formed part of the collaborative programme W for Woking, a live commissioning project designed to activate Woking's social history through its stories and collections. The programme invited artists and community groups to explore the connections between historical significance and contemporary relevance, using a range of media and placing social engagement at its core.

Partially funded by the Esmée Fairbairn Collections Fund, the commission reinforced the shared strategic aim of LBX and Clandon Park to deepen community connections and inspire co-creation through storytelling and heritage.

The resulting artworks will be accessible and potentially multi-sensory, developed through a learning and engagement process. This approach will strengthen both Clandon Park's and The LBX profiles while delivering public benefit by creating works that captivate diverse participants and audiences.

Participants will directly engage with the process by:

- Inspiring ideas and conversations for the artist.
- Ensuring their voices are heard and reflected in the final piece.
- Building stronger connections between the two sites.

Learning and Engagement

Despite staffing challenges, our commitment to developing programmes with Surrey-based artists remained strong.

Programme Highlights

1. **School Engagement**

- Delivered 64 in-person primary and secondary sessions
- 9 self-guided sessions
- 1,741 total student participations

- Loan resource box to schools
- Hosted a highly popular Grayson Perry Secondary School exhibition (extending into 2024/25)
- Participated in the Art Fund Wild Escape Project
    - Provided Sophie Ryder Exhibition schools delivery and teacher CPD
    - Hosted Earth Day event with free entry, resulting in a 96% visitor increase (521 visitors)

2. Children and family programming

- Mini Explorers and Mini Painters
    - 11 monthly sessions (302 participations)
    - One special Sophie Ryder Exhibition session (32 participations)
- Family Activities
    - 12 drop-in activities (768 participations)
    - 15 paid workshops (262 participations)
    - Workshops tailored for 5-10 and 11-16 age groups

3. Specialised programmes

- 5 Carers Create sessions at Lakeview Community Centre (30 participants)
- 61 Adult Sessions, including:
    - 28 Drawing for Adults sessions
    - 5 arts workshops with Surrey-based artists
    - 12 Art in Mind sessions for people with dementia
    - 6 Open Mind tours with Catalyst
    - 7 Art history talks
    - 3 Described tours for visually impaired visitors

4. Community and Income Generation

- 10 weekly sessions with Halow
- One corporate event
- One session for Action for Carers
- Continued partnership with Articulation Prize Heat (4th year)
    - 6 schools involved (12 participations)

Total programme participation: 4,368

Art Cart

Purchased in 2023/24, custom-made by Plaey to enhance gallery activities. Designed for flexible use across gallery spaces, enabling interactive creativity for families and young people.

Art in Mind

Programme Established in 2013, this unique programme supports individuals in early-stage dementia and their caregivers. Key features:

- Continuous, rolling group participation
- Inclusive approach accommodating varied artistic backgrounds
- Monthly artwork-inspired creative sessions
- Emphasis on new creative expression, not replication.

Youth Collective 2023/24

Focus on planning and research, securing Art Fund support for a Youth Producer post to be implemented in 2024/25.

Open Mind Tours

Bimonthly collaborative tours with Woking Catalyst, designed to:

- Explore exhibition artworks
- Discuss artists' lives
- Foster inclusion and participation
- Build participant confidence through knowledge

Membership

The year presented both challenges and opportunities in our membership programme. By November 2023, financial circumstances necessitated a temporary suspension of our membership scheme. However, this setback proved to be a catalyst for positive change. Through successful funding applications, and vital support from UK Fidelity, the National Lottery Heritage Fund (NLHF), Arts Council England (ACE), and WBC through the UK Prosperity Fund in December 2023.

This funding enabled us to relaunch our membership program in January 2024 with renewed vigour. The timing coincided fortuitously with Grayson Perry's exhibition, which drove significant footfall to the gallery. We welcomed over 30,000 visitors to the gallery, and we capitalised on this opportunity, growing our membership base dramatically from 300 to approximately 700 members by the end of March 2024. To support this growth, we strategically redeployed staff resources, dedicating a team member to streamline membership sign-up and fulfilment processes. Having a dedicated Membership Manager has really contributed to the transformative approach to fulfilment which has been enhanced by the ongoing work of a newly appointed database manager.

Following a review of pricing, the decision was taken to increase the price of admission whilst holding the price of membership from the new financial year, effectively introducing a paywall, where the ground floor was free to all but access to the galleries is free to members and day paying visitors. This was due to be rolled out in April 2024

Fundraising

The creation and appointment of a of a Head of Development and Communications role in May 2023 marked a strategic shift in our approach to fundraising.

By July 2023, we had developed a comprehensive fundraising strategy that prioritised database management as part of the move to the development of the donor pipeline development. We are also now registered with the Fundraising Regulator.

This strategic focus led to the appointment of a specialist database expert in June 2023 who identified key areas that had to be addressed, prior to becoming fundraising-ready. Following the appointment of a specialist fundraising database expert, we were able to identify the key areas that required attention and to start the process of develop developing a personalised and segmented approach to our email campaigns, reaching more people than we had done in recent years.

We also engaged a specialist fundraising consultancy (Nicole Newman) who identified some strategic areas for growth with some clear deliverables and timelines This has helped to inform the direction and underpin the cultural transformation required to be that we have been acting on, as part of a renewed focus on fundraising.

Plans for the year for fundraising have included the development of targeted re engagement mailings and a programme of cultivation events. One such event was the

Sophie Ryder Private View, in June 2023 which was the first in our renewed approach to donor events.

A highlight of our fundraising calendar was the January 2024 event featuring Grayson Perry, which attracted approximately 100 attendees and generated a significant net contribution of £11k for the charity. This success demonstrated the potential of high-profile events in our fundraising mix, leading to engagement with a specialist consultancy to further refine our fundraising proposition.

Marketing and Digital Transformation

This year saw a fundamental shift in our marketing approach. With the agreement from our Board of Trustees, we initially partnered with Altair Media to deliver a hyperlocal Out of Home (OOH) campaigns and manage paid social media for the Grayson Perry exhibition, The Vanity of Small Differences). The success of this initiative led to the implementation of an 'always on' campaign strategy, particularly focusing on Woking Station and targeted social media presence. This campaign strategy, ensuring consistent visibility within a carefully targeted 10-mile radius.

In a significant move toward digital efficiency, we transitioned to a digital-first marketing strategy, moving away from printed What's On guides. This decision reflected both resource optimisation and our commitment to more sustainable practices. The appointment of a freelance Content Editor in March 2024 brought fresh energy and increased capacity in the delivery of our digital communications.

Our digital journey has been comprehensive and transformative. The partnership with web development and branding agency, Brand 42 in January 2024 marked the beginning of an exciting new chapter in our digital presence. Moving away from our previous US-based provider, we've developed a more cost-effective and user-friendly website solution, complete

with an enhanced CMS system that better serves our needs. This was only possible due to the support of the Art Fund and Fidelity UK funding. This collaboration aims to refresh our visual

identity and enhance our digital presence through a comprehensive website redevelopment project. Work is currently underway to improve user experience and CRM integration, ensuring our digital infrastructure supports our growing community engagement. Working alongside the team, Brand 42 have done a lot of work in exploring the brand, look and feel of museums and galleries across the UK and elsewhere.

Our social media presence has flourished under the guidance of Wigwam PR, who helped us establish a unified voice across all platforms. The results speak for themselves: a 55% increase in Instagram reach, with our increase engagement and followers.

Technological Infrastructure and Futureproofing

The appointment of a part-time Database Manager in April 2023, funded by UK Fidelity, marked a turning point in our data management capabilities and audience development. This role has been instrumental in improving data quality, governance, and operational efficiency.

A significant achievement was in being able to better use our database for both marketing and fundraising initiatives and to be able to re-engage with the many loyal supporters with whom we had not had regular contact for some time.

The integration between our digital platforms now provides a seamless experience for both our team and our audiences, while reduced management costs ensure sustainable operations for the future.

Commercial

Events, venue hire, shop and café

Following the change to the funding model, LBX reviewed its commercial operations and identified growth opportunities. Based on analysis of past performance and market potential, the leadership team set realistic targets for diversifying revenue streams.

To drive greater efficiency and effectiveness in LBX trading activities, the organisation consolidated these commercial functions under a single business lead.

Following the departure of three staff members, in autumn 2023, the gallery hired freelance event staff who brought fresh perspectives and a more proactive approach to targeting and servicing of relationships.

By the end of the fiscal year, LBX had developed and advertised the new role of Head of Commercial, encompassing the retail and catering offer, as well as renewed focus on venue hire and a plan to overhaul this area in FY 2024/5. We have increased our retail footprint, aligned commercial activity to exhibition programme and saw great success with Grayson Perry.

Business Plan for The Lightbox (LBX)

Overview

The Lightbox (LBX) is a charitable arts and heritage organisation located in Woking, Surrey. Established in 2007, our mission is to provide creative opportunities that connect, inspire, and engage communities through visual arts and heritage.

The Lightbox (LBX) emerged from Woking's community-driven arts movement, transforming from a local Museum of Arts & Crafts into a vibrant cultural hub. Located in a landmark building, LBX has become a critical institution addressing both artistic and social needs in Surrey.

Founded in 2007, the organisation operates in a complex economic landscape. . The strategy focuses on creating a sustainable model through diverse income streams and strategic partnerships.

LBX looks after the historic collection tracing the History of the Borough of Woking. The collection is catalogued, researched, and conserved. The collection is shown in Woking's Story a purpose-built museum within The Lightbox building. The museum tells the story of the development of the town and of its residents including key unique historic sites such as the Shah Jahan Mosque, the first purpose-built mosque in the UK.

The collection is also used in loan boxes, handling collections and for learning programmes.

At its core, LBX serves Woking's unique demographic - a young, diverse community with significant social challenges. With 58% of residents concerned about mental health and a population representing multiple cultural backgrounds, the organisation provides more than just art exhibitions. The community engagement critical creative experiences for marginalised groups, including free workshops for families, individuals with dementia, and those experiencing mental health issues.

The organisation's approach is multifaceted- managing exhibition spaces, preserve local heritage through the Woking Heritage Collection, generate commercial income through venue hire and a trading subsidiary.

Governance is led by an engaged board of trustees, with Cherry-Anne Russell serving as Interim Chair and Sarah Brown as Director. The leadership has been proactive in addressing organisational challenges, including securing funding and maintaining operational stability during uncertain times.

Looking forward, LBX remains committed to its mission of inspiring community change through creativity, continually adapting to economic pressures while maintaining its core social purpose of connecting, inspiring, and co-creating meaningful artistic experiences.

Objectives

1) To manage and deliver a changing exhibition programme shown in three galleries to attract visitors to the venue and to generate revenue via these activities. To act as the repository for the material history of the Borough of Woking. To fulfil this role, we maintain a museum dedicated to the history of the borough and care for and conserve artefacts relating to Woking history. This display is permanent collection and was free until April 2024 when we introduced paid entry for all exhibitions and collections displays upstairs. The Collection is vested within a separate charity The Collections Trust and LBX manages this collection on behalf of the charity.

2) To generate income through our trading commercial activities including our shop, café, venue hire spaces, sales of art works and consultancy service. This is carried out through the Charity's subsidiary company WMACC Trading Limited.

3) To manage an exciting programme of events and learning programmes for both young people and adults. These include both formal and informal learning opportunities.

Volunteers

LBX is supported by c.200 volunteers who help to run the core activities of the organisation and who make a huge contribution to the community and to the operating model of the LBX with their passion and enthusiasm.

Volunteers enjoy an extensive training programme and a briefing on every exhibition to enable them to guide visitors in an effective and informed way. LBX has joined the Museums Association (MA) which ensured we are part of the national network and staff volunteers are connected to the regional and national sector.

Total volunteer hours worked April 2023 - Mar 2024 6,956

Performance management and key achievements

This year has been a period of significant change for the Trustees and working closely with the Director to it address a major crisis and ensure that LBX did not close to the public.

Whilst the period September – December 2023 was managing crisis communications and working with WBC, the Director managed both national, local and sector press to ensure we

Ensuring there was sector support for both staff, and trustees was vital, the Director worked directly with key stakeholders to advocate and develop relationships with ACE, NLHF, WBC, SCC, EFCF, UK Fidelity, Ingram Foundation, Art Fund to ensure funding was in place for future development. It was incredibly important to ensure we were nationally recognised and valued so that we could not be closed to audiences.

Staff appraisals take place once a year when KPIs for the following year are agreed.

Total visitors to building April 2023 - March 2024 60,833

Total visitors to paying exhibitions, Apr 2023 – March 2024 37,173

Financial Review

The Trustees are conscious of the need for the organisation to generate an operating surplus in the future to build reserves to meet the aspirations of the organisation. However, they recognise that the funding cut from Woking Borough Council combined with the current economic climate alongside the cost-of-living crisis has made securing funds extremely

challenging and continue to seek regular additional funding. We need to maximise our resources and develop a culture of philanthropy and support from corporate partners.
The Charity is continuing the status as a going concern and its auditors are satisfied at this position for the year end 2023.

Risk Management and Reserves Policy

To mitigate financial risk, we reduced expenditure and secured additional vital grant support which ensured continued employment of our staff team. In line with national trends, we have suffered reduced visitor numbers and visitor spend, which has impacted our operational model reducing income generation from café and retail, admissions, membership renewals and gift aid. In our first year of being fully operational our venue hire income is building but is still well below pre-pandemic levels and our corporate membership scheme has been dramatically compromised by the pandemic and cost of living.

Going forward we will have reduced income with a proposed reduction in our local authority grant and have had to use a significant amount of our unrestricted reserves. Our unrestricted reserves position on 31 March 2024 was £399,534 (3-6 months) and by year end 24/25 we are projecting circa £410k (3-6 months).

The Board conducts a regular review of major risks to which the charity is exposed, and appropriate systems and measures are established to mitigate those risks as recorded in the Risk Register which is regularly reviewed.

A Risk Register has been updated by Board and SMT, in consultation with the Board to ensure that risks can be monitored and mitigated by SMT and Trustees. Internal risks are minimised by the implementation of procedures for authorisation of all transactions and the quality of project work is monitored and evaluated for all projects.

Structure, Governance and Management.

The Lightbox is a registered charity, governed by a Memorandum and Articles of Association as a company limited by guarantee. Its core purpose is to provide heritage and visual arts services for Woking and the wider region. The gallery holds full Accreditation from Arts Council England and maintains active partnerships with the Surrey Museums Partnership, Association of Independent Museums, and Museums Association. Cherry-Anne Russell stepped into the role of Interim Chair, working closely with Director Sarah Brown to address the funding crisis triggered by Woking Borough Council's Section 114 financial position.
65
Together, they successfully raised funds for 2024-2025 and developed a sustainable, philanthropic organisational model.

As a member of Visit Surrey, LBX actively engages with Woking Borough Council and Surrey County Council. The local council owns the building, with LBX holding a 15-year rolling service contract to deliver arts and heritage services, and a 99-year lease on the facility.

Trustee recruitment is strategic and purposeful. Potential board members are carefully

selected based on specific skills and experience that support the organisation's executive functions. The board can comprise up to 12 trustees, with initial three-year appointments and potential extensions. Cherry-Anne Russell conducted a comprehensive skills audit and individual meetings with all board members.

An Audit Committee, comprising trustees Richard Bolton, John Siebert, Natalie De Potter, and chaired by Cherry-Anne Russell, oversees accounts and the Risk Register before the annual audit. Russell and Director Sarah Brown hosted the Arts Council England Senior Leadership Team, receiving commendation for their work in securing LBX's current status and funding.

The organization has cultivated a positive relationship with ACE Relationship Manager John McPherson, who, along with other ACE colleagues, provided crucial support during the crisis. Russell has also joined a national group of chairs led by Kathleen Soriano, expanding the organization's strategic networks.

The board plays an active role in director recruitment and support, with assistance from ACE leadership. New board members receive comprehensive organisational information and participate in an induction process with the director. An annual strategic planning away day ensures forward-thinking governance.

The 2023-2024 trustees included:
Cherry-Anne Russell (Interim Chair), Andrew Bell, Richard Bolton (Finance), Richard Browne, Barry Cook, Nathalie De Potter, Chris Lacey, and John Siebert. The board meets bi-monthly, with minutes circulated to all trustees, conducting meetings both in-person and online.

Day-to-day management is led by Director Sarah Brown.

Looking Ahead

The Lightbox emerges from a transformative year, strategically positioned for growth and innovation. The 2023-24 foundations—including enhanced digital capabilities and strengthened community engagement—create a robust platform for future development.
During 2023-2024, the Board conducted a comprehensive review of the business model, implementing significant organisational changes both internally and externally.

A three-year Business Plan for 2025-2028 has been developed, complemented by a Commercial Strategy and Fundraising Development Strategy.

The Board's primary objectives are:

- Ensuring long-term organisational viability
- Preparing for potential funding stream reductions
- Securing funding for 2024-2025
- Establishing a financially sustainable operational model

The organisation has strategically positioned itself to deliver its 2024-2025 objectives by:

- Controlling operational costs
- Generating income through commercial activities (shop, café, corporate hire)
- Leveraging diverse funding sources, including:
    - Arts Council England NPO
    - Ingram Funding
    - National Lottery Heritage Fund
    - UK Fidelity
    - EFCF
    - Woking Borough Council UKSPF

This multi-faceted approach ensures continued growth and financial resilience.

Disclosure of information to auditors

Each of the Trustees has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditors are aware of such information.

Statement of Trustees' Responsibilities

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

Company law requires Trustees to prepare financial statements for each financial year which give a true and fair view of the state of the affairs of the charity for that period and of the incoming resources and application of resources, including the income and expenditure, of the charitable for that period. In preparing these financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently.
- Observe the methods and principles in the Charities SORP;
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- Prepare the financial statements on the going concern basis unless it is appropriate to presume that the charitable company will continue in business.

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

The report has been prepared in accordance with the Statement of Recommended practice

– Accounting and Reporting by Charities and in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small entities.

Approved on behalf of the Board.

Unless otherwise stated, all images are copyright The Lightbox, 2023-2024.

.....

Mr C Lacey
Trustee

Date: 20/12/24

WOKING MUSEUM AND ARTS & CRAFTS CENTRE GROUP

INDEPENDENT EXAMINERS REPORT

FOR THE YEAR ENDED 31 MARCH 2024

I report to the charity trustees on my examination of the consolidated accounts of the Group comprising the Woking Museum and Arts & Crafts Centre (“the parent Company”) and its subsidiary undertakings for the year ended 31 March 2024, which are set out on pages 22 to 43.

Responsibilities and basis of report

As the charity's trustees you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ('the Act'). As the Trustees of the parent Company (and its directors for the purposes of company law) you are responsible for the preparation of the consolidated accounts for the Group in accordance with the Companies Act 2006 (“the 2006 Act”) and you have chosen to prepare consolidated accounts for the Group. You are satisfied that the accounts of both the parent Company and the Group are not required by either company or charity law to be audited and have chosen instead to have an independent examination.

I report in respect of my examination of the charity's accounts carried out under section 152 of the Act and in carrying out my examination I have followed all the applicable directions given by the Charity Commission under section 152(5)(b) of the Act.

An independent examination does not involve gathering all of the evidence that would be required in an audit and consequently does not cover all the matters that an auditor considers in giving their opinion on the accounts. The planning and conduct of an audit goes beyond the limited assurance that an independent examination can provide. Consequently I express no opinion as to whether the consolidated accounts present a ‘true and fair’ view and my report is limited to those specific matters set out in the independent examiner’s statement.

Independent examiner's statement

Being a member of the Institute of Chartered Accountants of England and Wales I am qualified to undertake the examination in accordance with section 145 of the Act.

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1. accounting records were not kept in respect of the charity as required by section 130 of the 2011 Act; or

2. the accounts do not accord with those records; or

3. the accounts do not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination; or

4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities [applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)].

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

WOKING MUSEUM AND ARTS & CRAFTS CENTRE GROUP

INDEPENDENT EXAMINERS REPORT

FOR THE YEAR ENDED 31 MARCH 2024

This report is made solely to the Company's Trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. My work has been undertaken so that I might state to the Company's Trustees those matters that I am required to state to them in an independent examiner's report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the parent Company and the Company's Trustees as a body, for my work or for this report.

Rebecca White

R L White FCA
Riches & Company
Chartered Accountants

34 Anyards Road
Cobham
Surrey
KT11 2LA

WOKING MUSEUM AND ARTS & CRAFTS CENTRE

GROUP PROFIT AND LOSS ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2024

	Notes	2024 £	2023 £
Turnover	**3**	906,544	770,076
Cost of sales		(70,983)	(20,058)
Gross profit		835,561	750,018
Administrative expenses		(794,823)	(949,606)
Other operating income		-	19,752
Tax on profit/(loss)		-	-
Profit/(loss) for the financial year		40,738	(179,836)

Profit/(loss) for the financial year is all attributable to the owners of the parent company.

WOKING MUSEUM AND ARTS & CRAFTS CENTRE

GROUP STATEMENT OF COMPREHENSIVE INCOME

FOR THE YEAR ENDED 31 MARCH 2024

	2024 £	2023 £
Profit/(loss) for the year	40,738	(179,836)
Other comprehensive income	-	-
Cash flow hedges gain arising in the year	-	-
Total comprehensive income for the year	40,738	(179,836)

Total comprehensive income for the year is all attributable to the owners of the parent company.

WOKING MUSEUM AND ARTS & CRAFTS CENTRE GROUP

GROUP BALANCE SHEET

AS AT 31 MARCH 2024

	Notes	2024 £	2024 £	2023 £	2023 £
Fixed assets					
Tangible assets	9		13,792		13,030
Current assets					
Stocks	12	18,457		17,464	
Debtors	13	54,195		622,411	
Cash at bank and in hand		530,388		350,370	
		603,040		990,245	
Creditors: amounts falling due within one year	14	(217,298)		(644,479)	
Net current assets			385,742		345,766
Net assets			399,534		358,796
Capital and reserves					
Called up share capital			-		-
Profit and loss reserves			399,534		358,796
Total equity			399,534		358,796

The financial statements were approved by the board of directors and authorised for issue on 20/12/24 and are signed on its behalf by:

.....

Mr C Lacey
Director

Company registration number 03598733 (England and Wales)

WOKING MUSEUM AND ARTS & CRAFTS CENTRE GROUP

COMPANY BALANCE SHEET

AS AT 31 MARCH 2024

	Notes	2024 £	2024 £	2023 £	2023 £
Fixed assets					
Tangible assets	9		13,792		13,030
Investments	10		1		1
			13,793		13,031
Current assets					
Debtors	13	568,700		919,403	
Cash at bank and in hand		125,712		80,853	
		694,412		1,000,256	
Creditors: amounts falling due within one year	14	(205,242)		(546,108)	
Net current assets			489,170		454,148
Net assets			502,963		467,179
Capital and reserves					
Called up share capital			-		-
Profit and loss reserves			502,963		467,179
Total equity			502,963		467,179

As permitted by s408 Companies Act 2006, the company has not presented its own profit and loss account and related notes. The company's profit for the year was £35,784 (2023 - £152,414 loss).

For the financial year ended 31 March 2024 the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

The members have not required the company to obtain an audit of its financial statements for the year in question in accordance with section 476.

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

The financial statements were approved by the board of directors and authorised for issue on 20/12/24 and are signed on its behalf by:

Mr C Lacey
Director

Company registration number 03598733 (England and Wales)

WOKING MUSEUM AND ARTS & CRAFTS CENTRE

GROUP STATEMENT OF CHANGES IN EQUITY

FOR THE YEAR ENDED 31 MARCH 2024

	Share capital	Profit and loss reserves	Total
	£	£	£
Balance at 1 April 2022	-	538,632	538,632
Year ended 31 March 2023:			
Loss and total comprehensive income	-	(179,836)	(179,836)
Balance at 31 March 2023	-	358,796	358,796
Year ended 31 March 2024:			
Profit and total comprehensive income	-	40,738	40,738
Balance at 31 March 2024	-	399,534	399,534

WOKING MUSEUM AND ARTS & CRAFTS CENTRE

COMPANY STATEMENT OF CHANGES IN EQUITY

FOR THE YEAR ENDED 31 MARCH 2024

	Share capital	Profit and loss reserves	Total
	£	£	£
Balance at 1 April 2022	-	619,593	619,593
Year ended 31 March 2023:			
Loss and total comprehensive income for the year	-	(152,414)	(152,414)
Balance at 31 March 2023	-	467,179	467,179
Year ended 31 March 2024:			
Profit and total comprehensive income	-	35,784	(72,599)
Balance at 31 March 2024	-	502,963	394,580

WOKING MUSEUM AND ARTS & CRAFTS CENTRE

GROUP STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2024

	Notes	2024 £	2024 £	2023 £	2023 £
Cash flows from operating activities					
Cash generated from/(absorbed by) operations			183,601		(169,320)
Investing activities					
Purchase of tangible fixed assets		(3,583)		-	
Net cash used in investing activities			(3,583)		-
Net increase/(decrease) in cash and cash equivalents			180,018		(169,320)
Cash and cash equivalents at beginning of year			350,370		519,690
Cash and cash equivalents at end of year			530,388		350,370

1 Accounting policies

Company information

Woking Museum and Arts & Crafts Centre ("the company") is a private company limited by guarantee domiciled and incorporated in England and Wales. The registered office is The Lightbox, Chobham Road, Woking, Surrey, GU21 4AA.

The group consists of Woking Museum and Arts & Crafts Centre and all of its subsidiaries.

1.1 Accounting convention

These financial statements have been prepared in accordance with FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the requirements of the Companies Act 2006.

The financial statements are prepared in sterling, which is the functional currency of the company. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

1.2 Basis of consolidation

The consolidated group financial statements consist of the financial statements of the parent company Woking Museum and Arts & Crafts Centre together with all entities controlled by the parent company (its subsidiaries) and the group's share of its interests in joint ventures and associates.

All financial statements are made up to 31 March 2024. Where necessary, adjustments are made to the financial statements of subsidiaries to bring the accounting policies used into line with those used by other members of the group.

All intra-group transactions, balances and unrealised gains on transactions between group companies are eliminated on consolidation. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred.

Subsidiaries are consolidated in the group's financial statements from the date that control commences until the date that control ceases.

Entities in which the group holds an interest and which are jointly controlled by the group and one or more other venturers under a contractual arrangement are treated as joint ventures. Entities other than subsidiary undertakings or joint ventures, in which the group has a participating interest and over whose operating and financial policies the group exercises a significant influence, are treated as associates.

Investments in joint ventures and associates are carried in the group balance sheet at cost plus post-acquisition changes in the group's share of the net assets of the entity, less any impairment in value. The carrying values of investments in joint ventures and associates include acquired goodwill.

If the group's share of losses in a joint venture or associate equals or exceeds its investment in the joint venture or associate, the group does not recognise further losses unless it has incurred obligations to do so or has made payments on behalf of the joint venture or associate.

Unrealised gains arising from transactions with joint ventures and associates are eliminated to the extent of the group's interest in the entity.

1 Accounting policies **(Continued)**

1.3 Going concern

At the time of approving the financial statements, the directors have a reasonable expectation that the group has adequate resources to continue in operational existence for the foreseeable future. Thus the directors continue to adopt the going concern basis of accounting in preparing the financial statements.

1.4 Turnover

Turnover is recognised at the fair value of the consideration received or receivable for goods and services provided in the normal course of business, and is shown net of VAT and other sales related taxes. The fair value of consideration takes into account trade discounts, settlement discounts and volume rebates.

When cash inflows are deferred and represent a financing arrangement, the fair value of the consideration is the present value of the future receipts. The difference between the fair value of the consideration and the nominal amount received is recognised as interest income.

Revenue from the sale of goods is recognised when the significant risks and rewards of ownership of the goods have passed to the buyer (usually on dispatch of the goods), the amount of revenue can be measured reliably, it is probable that the economic benefits associated with the transaction will flow to the entity and the costs incurred or to be incurred in respect of the transaction can be measured reliably.

1.5 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

History Gallery	10% straight line over 10 years
Improvements to Property	10% straight line over 10 years
Fixtures and fittings	33% straight line over 3 years
Computer equipment	33% straight line over 3 years

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the profit and loss account.

1.6 Fixed asset investments

Equity investments are measured at fair value through profit or loss, except for those equity investments that are not publicly traded and whose fair value cannot otherwise be measured reliably, which are recognised at cost less impairment until a reliable measure of fair value becomes available.

In the parent company financial statements, investments in subsidiaries, associates and jointly controlled entities are initially measured at cost and subsequently measured at cost less any accumulated impairment losses.

A subsidiary is an entity controlled by the group. Control is the power to govern the financial and operating policies of the entity so as to obtain benefits from its activities.

1 Accounting policies **(Continued)**

An associate is an entity, being neither a subsidiary nor a joint venture, in which the company holds a long-term interest and where the company has significant influence. The group considers that it has significant influence where it has the power to participate in the financial and operating decisions of the associate.

Investments in associates are initially recognised at the transaction price (including transaction costs) and are subsequently adjusted to reflect the group's share of the profit or loss, other comprehensive income and equity of the associate using the equity method. Any difference between the cost of acquisition and the share of the fair value of the net identifiable assets of the associate on acquisition is recognised as goodwill. Any unamortised balance of goodwill is included in the carrying value of the investment in associates.

Losses in excess of the carrying amount of an investment in an associate are recorded as a provision only when the company has incurred legal or constructive obligations or has made payments on behalf of the associate.

In the parent company financial statements, investments in associates are accounted for at cost less impairment.

Entities in which the group has a long term interest and shares control under a contractual arrangement are classified as jointly controlled entities.

1.7 Impairment of fixed assets

At each reporting period end date, the group reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). Where it is not possible to estimate the recoverable amount of an individual asset, the company estimates the recoverable amount of the cash-generating unit to which the asset belongs.

The carrying amount of the investments accounted for using the equity method is tested for impairment as a single asset. Any goodwill included in the carrying amount of the investment is not tested separately for impairment.

Recoverable amount is the higher of fair value less costs to sell and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset for which the estimates of future cash flows have not been adjusted.

If the recoverable amount of an asset (or cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (or cash-generating unit) is reduced to its recoverable amount. An impairment loss is recognised immediately in profit or loss, unless the relevant asset is carried at a revalued amount, in which case the impairment loss is treated as a revaluation decrease.

Recognised impairment losses are reversed if, and only if, the reasons for the impairment loss have ceased to apply. Where an impairment loss subsequently reverses, the carrying amount of the asset (or cash-generating unit) is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset (or cash-generating unit) in prior years. A reversal of an impairment loss is recognised immediately in profit or loss, unless the relevant asset is carried at a revalued amount, in which case the reversal of the impairment loss is treated as a revaluation increase.

1 Accounting policies **(Continued)**

1.8 Stocks

Stocks are stated at the lower of cost and estimated selling price less costs to complete and sell. Cost comprises direct materials and, where applicable, direct labour costs and those overheads that have been incurred in bringing the stocks to their present location and condition.

Stocks held for distribution at no or nominal consideration are measured at the lower of cost and replacement cost, adjusted where applicable for any loss of service potential.

At each reporting date, an assessment is made for impairment. Any excess of the carrying amount of stocks over its estimated selling price less costs to complete and sell is recognised as an impairment loss in profit or loss. Reversals of impairment losses are also recognised in profit or loss.

1.9 Cash and cash equivalents

Cash and cash equivalents are basic financial assets and include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

1.10 Financial instruments

The group has elected to apply the provisions of Section 11 ‘Basic Financial Instruments’ and Section 12 ‘Other Financial Instruments Issues’ of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the group's balance sheet when the group becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset and the net amounts presented in the financial statements when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Other financial assets

Other financial assets, including investments in equity instruments which are not subsidiaries, associates or joint ventures, are initially measured at fair value, which is normally the transaction price. Such assets are subsequently carried at fair value and the changes in fair value are recognised in profit or loss, except that investments in equity instruments that are not publicly traded and whose fair values cannot be measured reliably are measured at cost less impairment.

1 Accounting policies **(Continued)**

Impairment of financial assets

Financial assets, other than those held at fair value through profit and loss, are assessed for indicators of impairment at each reporting end date.

Financial assets are impaired where there is objective evidence that, as a result of one or more events that occurred after the initial recognition of the financial asset, the estimated future cash flows have been affected. If an asset is impaired, the impairment loss is the difference between the carrying amount and the present value of the estimated cash flows discounted at the asset's original effective interest rate. The impairment loss is recognised in profit or loss.

If there is a decrease in the impairment loss arising from an event occurring after the impairment was recognised, the impairment is reversed. The reversal is such that the current carrying amount does not exceed what the carrying amount would have been, had the impairment not previously been recognised. The impairment reversal is recognised in profit or loss.

Derecognition of financial assets

Financial assets are derecognised only when the contractual rights to the cash flows from the asset expire or are settled, or when the group transfers the financial asset and substantially all the risks and rewards of ownership to another entity, or if some significant risks and rewards of ownership are retained but control of the asset has transferred to another party that is able to sell the asset in its entirety to an unrelated third party.

Classification of financial liabilities

Financial liabilities and equity instruments are classified according to the substance of the contractual arrangements entered into. An equity instrument is any contract that evidences a residual interest in the assets of the group after deducting all of its liabilities.

Basic financial liabilities

Basic financial liabilities, including creditors, bank loans, loans from fellow group companies and preference shares that are classified as debt, are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Other financial liabilities

Derivatives, including interest rate swaps and forward foreign exchange contracts, are not basic financial instruments. Derivatives are initially recognised at fair value on the date a derivative contract is entered into and are subsequently re-measured at their fair value. Changes in the fair value of derivatives are recognised in profit or loss in finance costs or finance income as appropriate, unless hedge accounting is applied and the hedge is a cash flow hedge.

Debt instruments that do not meet the conditions in FRS 102 paragraph 11.9 are subsequently measured at fair value through profit or loss. Debt instruments may be designated as being measured at fair value through profit or loss to eliminate or reduce an accounting mismatch or if the instruments are measured and their performance evaluated on a fair value basis in accordance with a documented risk management or investment strategy.

1 Accounting policies **(Continued)**

Derecognition of financial liabilities

Financial liabilities are derecognised when the group's contractual obligations expire or are discharged or cancelled.

1.11 Equity instruments

Equity instruments issued by the group are recorded at the proceeds received, net of transaction costs. Dividends payable on equity instruments are recognised as liabilities once they are no longer at the discretion of the group.

1.12 Employee benefits

The costs of short-term employee benefits are recognised as a liability and an expense, unless those costs are required to be recognised as part of the cost of stock or fixed assets.

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.13 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

1.14 Leases

Rentals payable under operating leases, including any lease incentives received, are charged to profit or loss on a straight line basis over the term of the relevant lease except where another more systematic basis is more representative of the time pattern in which economic benefits from the leased asset are consumed.

2 Judgements and key sources of estimation uncertainty

In the application of the group's accounting policies, the directors are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES INCORPORATING INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 MARCH 2024

	Note	Restricted Funds 2024	Unrestricted Funds 2024	Total Funds 2024	Total Funds 2023
Income from:		£	£	£	£
Donations and legacies	3	-	67,190	67,190	26,842
Charitable activities	4	-	740,616	740,616	608,183
Other trading activities	**5**	-	87,087	87,087	119,575
Other Income	6	-	11,651	11,651	22,338
Total Income		-	906,544	906,544	776,938
Expenditure on:					
Raising funds	**7**	-	82,133	82,133	124,558
Charitable activities	8	1,455	782,218	783,673	832,216
Total Expenditure		1,455	864,351	865,806	956,774
Net expenditure before taxation		(1,455)	42,193	40,738	(179,836)
Taxation		-	-	-	-
Net movement in funds		(1,455)	42,193	40,738	(179,836)
Reconciliation of funds:					
Total funds brought forward		6,465	352,331	358,796	538,632
Net movement in funds		(1,455)	42,193	40,738	(179,836)
Total funds carried forward		5,010	394,524	399,534	358,796

3. Income from donations and legacies

	Unrestricted Funds 2024 £	Total Funds 2024 £	Unrestricted Funds 2023 £	Total Funds 2023 £
Donations	67,190	67,190	26,842	26,842

4. Income from charitable activies

	Restricted Funds 2024 £	Unrestricted Funds 2024 £	Total Funds 2024 £
Income from charitable activities - Exhibitions and events	-	44,650	44,650
Income from charitable activities - Education	-	15,928	15,928
Income from charitable activities - Project activity	-	-	-
Income from charitable activities - Service income	-	680,038	680,038
Income from charitable activities - Cost of generating funds	-	-	-
	-	740,616	740,616

	Restricted Funds 2023 £	Unrestricted Funds 2023 £	Total Funds 2023 £
Income from charitable activities - Exhibitions and events	-	45,206	45,206
Income from charitable activities - Education	-	16,763	16,763
Income from charitable activities - Project activity	5,837	-	5,837
Income from charitable activities - Service income	-	495,721	495,721
Income from charitable activities - Cost of generating funds	500	44,156	44,656
	6,337	601,846	608,183

5. Income from other trading Activities

	Unrestricted Funds 2024 £	Total Funds 2024 £	Unrestricted Funds 2023 £	Total Funds 2023 £
Trading company	87,087	87,087	119,575	119,575

6. Other income	Unrestricted funds 2024 £	Total Funds 2024 £	Unrestricted funds 2023 £	Total Funds 2023 £
Rents received	7,500	7,500	20,043	20,043
Deposit accounts interest	4,151	4,151	2,295	2,295

7. Expenditure on raising funds	Unrestricted funds 2024 £	Total Funds 2024 £	Unrestricted funds 2023 £	Total Funds 2023 £
Opening stocks	17,464	17,464	14,401	14,401
Purchases	12,365	12,365	14,663	14,663
Closing stocks	18,457	18,457	17,464	17,464
Other costs	27,878	27,878	88	88
Staff salaries	42,883	42,883	103,400	103,400
Social security costs	-	-	7,597	7,597
Pension costs	-	-	1,873	1,873
	82,133	82,133	124,558	124,558

8. Analysis of expenditure on charitable activities	Restricted Funds 2024 £	Unrestricted Funds 2024 £	Total Funds 2024 £
The Lightbox operating costs	-	408,569	408,569
Exhibitons and Events	-	99,942	99,942
Education	-	60,477	60,477
Other trading activities	1,455	-	1,455
Service costs	-	115,365	115,365
Costs of generating funds	-	-	-
Governance costs	-	76,327	76,327
Commercial trading operations	-	21,538	21,538
	1,455	782,218	783,673

	Restricted Funds 2023 £	Unrestricted Funds 2023 £	Total Funds 2023 £
The Lightbox operating costs	-	339,385	339,385
Exhibitons and Events	-	18,278	18,278
Education	-	52,859	52,859
Other trading activities	27,089	-	27,089
Service costs	-	255,275	255,275
Costs of generating funds	-	7,227	7,227
Governance costs	-	111,170	111,170
Commercial trading operations	-	20,933	20,933
	27,089	805,127	832,216

7 Auditor's remuneration

Fees payable to the company's auditor and associates:	2024 £	2023 £
For audit services		
Audit of the financial statements of the group and company	5,106	11,197
Audit of the financial statements of the company's subsidiaries	2,020	-
	7,126	11,197

8 Employees

The average monthly number of persons (including directors) employed by the group and company during the year was:

	Group 2024 Number	2023 Number	Company 2024 Number	2023 Number
	19	19	15	15

Their aggregate remuneration comprised:

	Group 2024 £	2023 £	Company 2024 £	2023 £
Wages and salaries	429,895	490,605	387,012	387,205
Social security costs	30,250	28,541	30,250	20,944
Pension costs	6,357	9,216	6,357	7,343
	466,502	528,362	423,619	415,492

9 Tangible fixed assets

Group	History Gallery	Improvements to Property	Fixtures and fittings	Computer equipment	Total
	£	£	£	£	£
Cost					
At 1 April 2023	639,240	28,457	-	62,280	729,977
Additions	-	-	2,933	650	3,583
At 31 March 2024	639,240	28,457	2,933	62,930	733,560
Depreciation and impairment					
At 1 April 2023	628,462	26,836	-	61,649	716,947
Depreciation charged in the year	306	1,130	538	847	2,821
At 31 March 2024	628,768	27,966	538	62,496	719,768
Carrying amount					
At 31 March 2024	10,472	491	2,395	434	13,792
At 31 March 2023	10,778	1,621	-	631	13,030

Company	History Gallery	Improvements to Property	Fixtures and fittings	Computer equipment	Total
	£	£	£	£	£
Cost					
At 1 April 2023	639,240	28,457	-	62,280	729,977
Additions	-	-	2,933	650	3,583
At 31 March 2024	639,240	28,457	2,933	62,930	733,560
Depreciation and impairment					
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Depreciation charged in the year	306	1,130	538	847	2,821
At 31 March 2024	628,768	27,966	538	62,496	719,768
Carrying amount					
At 31 March 2024	10,472	491	2,395	434	13,792
At 31 March 2023	10,778	1,621	-	631	13,030

10 Fixed asset investments

	Notes	Group 2024	Group 2023	Company 2024	Company 2023
		£	£	£	£
Investments in subsidiaries	**11**	-	-	1	1

10 Fixed asset investments **(Continued)**

Movements in fixed asset investments

Company	**Shares in subsidiaries**
	£
Cost or valuation	
At 1 April 2023 and 31 March 2024	1
Carrying amount	
At 31 March 2024	1
At 31 March 2023	1

11 Subsidiaries

Details of the company's subsidiaries at 31 March 2024 are as follows:

Name of undertaking	**Registered office**	**Class of shares held**	**% Held Direct**
WMACC Trading Limited	England and Wales	Ordinary	100.00

12 Stocks

	Group		**Company**	
	2024	**2023**	**2024**	**2023**
	£	**£**	**£**	**£**
Raw materials and consumables	18,457	17,464	-	-

13 Debtors

	Group		**Company**	
	2024	**2023**	**2024**	**2023**
Amounts falling due within one year:	**£**	**£**	**£**	**£**
Trade debtors	26,617	469,331	12,269	455,043
Amounts owed by group undertakings	-	-	528,853	89,998
Other debtors	12,648	125,521	12,648	346,803
Prepayments and accrued income	14,930	27,559	14,930	27,559
	54,195	622,411	568,700	919,403

14 Creditors: amounts falling due within one year

	Notes	Group 2024 £	Group 2023 £	Company 2024 £	Company 2023 £
Trade creditors		46,889	72,206	37,655	59,753
Amounts owed to group undertakings		-	84,173	-	-
Other taxation and social security		663	67,890	-	66,145
Deferred income	**16**	110,017	-	107,858	-
Other creditors		9,197	337,262	9,197	337,262
Accruals and deferred income		50,532	82,948	50,532	82,948
		217,298	644,479	205,242	546,108

Statement of funds - current year

	Balance at 1st April 2023	Income	Expenditure	Balance at 31st March 2024
General Funds	352,331	-	-	352,331
WMACC		819,457	782,218	37,239
WMACC Trading	-	87,087	82,133	4,954
	352,331	906,544	864,351	394,524
Resitrcted funds				
NADFAS - Centrepiece	662	-	-	662
SEWS Innovate	40	-	-	40
Without Walls	-	-	-	-
Arts Society Weybridge	457	-	147	310
SEMDP	-	-	-	-
SEWS Wild Escape	2,077	-	1,308	769
Arnold Clark (YC)	61	-	-	61
Hedley (YC)	101	-	-	101
ArtsSoc (YC)	153	-	-	153
John Ackroyd	389	-	-	389
NLCF Young Carers	3,336	-	-	3,336
Art in Mind	-	-	-	-
Marilyn Scott Bursary	-	-	-	-
Young Creatives	10	-	-	10
D'Oyly Carte (YC)	500	-	-	500
Art & Wellbeing	3	-	-	3
	6,465	-	1,455	5,010
Total of funds	358,796	906,544	865,806	399,534

16 Deferred income

	Group		Company	
	2024	2023	2024	2023
	£	£	£	£
Other deferred income	110,017	-	107,858	-

17 Description of funds

Art Without Walls
Art without walls n an exciting art-based outreach programme that takes creative resource and arts facilitators to local care home, so to engage with people who cannot easily get to the gallery and museum themselves.

Arold Clark Community Fund
To be spent on Young Carers, children and young people with disabilities, other disadvantaged children through workshops and storytelling 2021/22.

D'Oyly Carte
To fund art and wellbeing programmes. Due to covid and not being able to run sessions in person this money was carried over to 2021/22. To be spent on young carers projects in 2021/22.

Young Creatives
The Young Creatives programme is open to 11-16 year olds and gives young people the change to explore art in various forms whilst also meeting creative professional and peers.

Hedley Grant
To be spent on materials for workshops for Young Carers in 2021/22.

SEMDP
Funding from South East Museum Development Programme to spend on a heritage and digital project within 2021-22.

(NADFAS) Arts Society Main office Young Carers
To be spent on the Young Carers Programme in 2021/22.

Centrepiece – (NADFAS) Arts Society Mind
Project working with up to 7 schools to develop children's creativity culminating in an exhibition in the AFPG in the summer holidays.

John Ackroyd Trust
To be spent on Young carers, Art in Mind and Adult carers in 2021/22.

Art in Mind
Art in Mind project for people living with dementia and their care givers to attend art workshops once a month.

Art & Wellbeing
To be spent on wellbeing projects/staff in 2021/22.

SEWS Innovate
A project to create artist led visitor assets including a bespoke artist designed membership card, bespoke products designed by artists for the shop and a survey for visitors to give views on signage and the shop.

SEWS Wild Escape
The Wild Escape Project with The Art Fund. Working with schools and families to create school sessions and a family Earth Day event around the wild animals of the UK, in collaboration with our Sophie Ryder Exhibition.

Arts Society Weybridge
Donation towards family drop ins.

18 Retirement benefit schemes

	2024	2023
Defined contribution schemes	**£**	**£**
Charge to profit or loss in respect of defined contribution schemes	6,357	9,216

18 Retirement benefit schemes **(Continued)**

A defined contribution pension scheme is operated for all qualifying employees. The assets of the scheme are held separately from those of the group in an independently administered fund.

19 Analysis of changes in net funds - group

	1 April 2023	Cash flows	31 March 2024
	£	£	£
Cash at bank and in hand	350,370	180,018	530,388

WOKING MUSEUM AND ARTS AND CRAFTS CENTRE

England & Wales - Charity number 1073543

Accounts

Registered number: 03598733
Charity number: 1073543

WOKING MUSEUM AND ARTS & CRAFTS CENTRE

(A company limited by guarantee)

UNAUDITED

TRUSTEES' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2023

HAMLYNS
CHARTERED ACCOUNTANTS

01483 755 399
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WOKING MUSEUM AND ARTS & CRAFTS CENTRE
(A company limited by guarantee)

CONTENTS

	Page
Reference and administrative details of the Company, its Trustees and advisers	1
Trustees' report	2 - 24
Independent examiner's report	25 - 26
Consolidated statement of financial activities	27
Consolidated balance sheet	28 - 29
Company balance sheet	30 - 31
Consolidated statement of cash flows	32
Notes to the financial statements	33 - 56

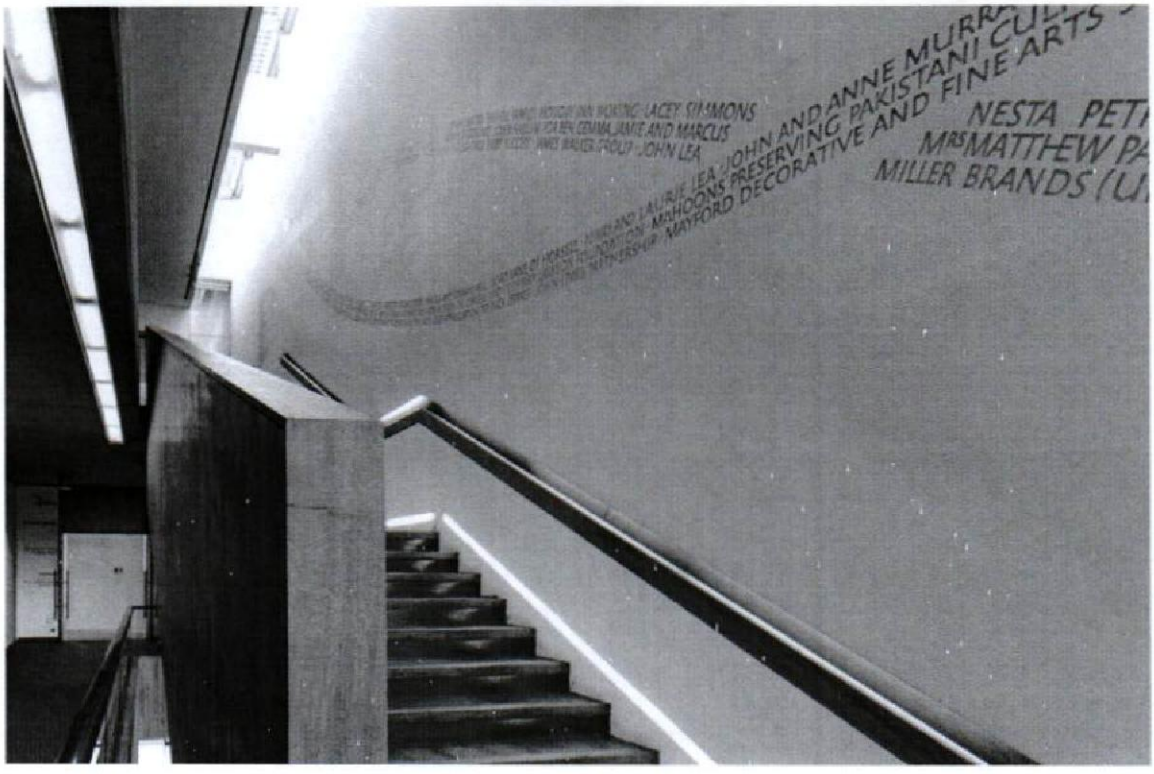
WOKING MUSEUM AND ARTS & CRAFTS CENTRE

(A company limited by guarantee)

REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS FOR THE YEAR ENDED 31 MARCH 2023

Trustees	P Powell (resigned 31 January 2023) C Lacey C Russell J Siebert R Browne R Bolton N De Potter B Cook A Bell A Mirmak
Company secretary	S Brown (appointed 13 October 2022) S Selden (Resigned 13 October 2022)
Company registered number	03598733
Charity registered number	1073543
Registered office	The Lightbox Chobham Road Woking Surrey GU21 4AA
Accountants	Hamlyns Limited Chartered Accountants Statutory Auditors Sundial House High Street Horsell Woking GU21 4SU
Solicitors	W Davies and Son Acorn House 5 Chertsy Road Woking Surrey GU21 5AB

The Lightbox



Trustees' and Director's Annual Report for the period April 1st 2022 to March 31st 2023

Charity name: Woking Museum and Arts & Crafts Centre (trading as The Lightbox)
Charity registration number: 1073543

The Board of Trustees presents its report and financial statements for the year ended 31st March 2023. The Trustees confirm that the annual report and the financial statements of the charity comply with the current statutory requirements, the requirements of the charity's governing document and the provisions of the SORP.

Objectives and Activities

The Trustees confirm that they have complied with the duty in Section 4 of The Charities Act 2011 to have due regard to the Charity Commission's general guidance on public benefit.

The Lightbox is a registered charity whose charitable purpose defined within the Charities Act 2011 is articulated in the philosophy of the charity.

April 2022 to March 2023

This report covers the first year of The Lightbox being fully operational after the pandemic as we welcomed back visitors into the building, programmed events both in person and online.

The priority for Director, Board and Staff was to develop and submit a major funding application to Arts Council England Let's Create National Portfolio Organisation funding.

Woking Borough Council (WBC) forecast a funding cut from £452K (21-22) to £339K (22-23) and it was a priority to address this funding shortfall with applications to Trusts and Foundations, a new business model, ACE funding and the creation of a new staff structure.

We worked hard to apply to ACE NPO and the Director worked closely with external fundraising specialist Kath Wood to develop the Board and organisations' understanding of *'Let's Create'* and ensure our core charitable objectives aligned to ACE.

The ACE Funding application was submitted May 2022 and we found out in November 2022 that we had been successful. The Lightbox is the only ACE NPO visual arts organisation in Surrey, and we were awarded the full amount requested £450k until 2026, commencing April 2023.

Following this success our priority was to draft our 2023-2024 Activity Plan, budget, and outcomes for ACE in January 2023 and to and ensure activity was embedded in the organisation. The Board and staff awayday in January focused on ACE NPO activity and objectives for the organisation. This funding contributed significantly to the forecast shortfall from WBC and enabled us to make a series of successful applications to Trusts and Foundations. We applied to Art Fund *Re-Imagine* and we were successfully awarded £33K to update our digital assets, work with audiences, communities on our website, CRM and digital channels. We joined Bloomberg Connects bringing us in line with the sector, training staff and ensuring we have digital interpretation in place for audiences.

The *Re-Imagine* funding application supported the first limited edition artists print and Sophie Ryder worked with us to ensure we had an edition of 50 to accompany her exhibition and generating income to support the current and future programme. We were awarded £3k from Southeast Museum Service to support the rebranding of our membership offer and cards and we worked with local artist Nagihan Seymour to design eco-friendly new membership cards and launch a youth and family membership offer.

We worked closely with Woking Borough Council to make significant money savings on storage, and we rationalised our offsite storage for Woking Heritage Collection bringing costs down further. The Lightbox joined the Museums Association as an institutional member enabling funding applications to Esmé Fairbairn Collections Fund and we were awarded £94k to support artists working with communities and the Woking Heritage Collection.

The Lightbox joined University of Arts London 20/20 Decolonisation national scheme and in April 22 we welcomed our first artist in residence Madi Acharya-Baskerville who worked with volunteers, staff, collection, and community groups linked to the Shah Jahan Mosque both off site and at The Lightbox bringing in new perspectives and audiences. This opportunity brought

training for curatorial staff and a link to a national network of peers with regular meetings, knowledge sharing and developing expertise. This initiative was funded by Arts Council England (ACE) and Freelands Foundation and brought £25k of budget- relieving activity for The Lightbox programme. This initiative will culminate in an exhibition of the artists new work and an acquisition for the collection in 2024.

The Lightbox joined the Contemporary Art Society as a museum member, supporting the acquisition of work to the collection and a programme of continuing professional development for staff.

Partnerships

The Lightbox Director worked hard to establish partnerships with local, regional, and national organisations and in 2022-23 we worked closely with RHS Wisley to show Sophie Ryder's sculpture in the gardens, alongside her solo Lightbox show.

We also worked with National Trust Clandon Park to develop a possible artists commission and with Kingston School of Art on a collaborative PhD. We developed future programme plans with Tate Artist Rooms, Hayward National Touring and Arts Council Collection. We strengthened conversations with UCA Farnham and Watts Gallery together working with Surrey Cultural Partnership and Your Surrey, increasing the brand profile and proposition in the region.

In addition to the partnership building and ongoing professional development, 2022-2023 saw us successfully raise funds through Trusts and Foundations of £700k to support The Lightbox going forward.

Staffing and HR

Due to the financial challenges, we continued with a recruitment freeze and structured the team to create a more dynamic focused team, supported by freelance posts.

We created two new roles for the organisation: Head of Development and Communications and Financial Manager –both senior roles were advertised in January 2023.

2022 – 2023 Programme

Main Gallery exhibitions included:

- 'Bridget Riley: *Pleasures of Sight*', closed 10 April 2022.
- *'A Window into Scottish Art*: The Ingram & Fleming Collections', 23 April to 3 July 2022.
- 'Canaletto & Melissa McGill*: Performance & Panorama'*, 16 July to 13 November 2022.
- 'Lucian Freud and *The Soul as Sphere'*, 26 November 2022 to 19 March 2023.
- The build-up to the opening of the major solo show '*Sophie Ryder: All of Us'*, opening 1 April 2023.

Upper Gallery exhibitions included:

- 'William Crozier: Nature into Abstraction', 2 April to 19 June 2022.
- 'Woking College Final Art Show', 22 June to 3 July 2022.
- 'The Ingram Collection and The Fry Art Gallery: *Bawden, Ravilious and the Art of Great Bardfield*', 9 July to 9 October 2022.
- 'The Ingram Collection: *Revisiting Modern British Art*', 15 October 2022 to 5 January 2023 (in conjunction with 'Revisiting Modern British Art', a major new book, published in association with The Ingram Collection);
- 'Nagihan Seymour: *The Golden Ratio*', 14 January 2023 to 2 April 2023.

The Philosophy and updated Mission and Vision

The Lightbox is a charitable arts and heritage organisation with a social purpose to improve the well-being and quality of life of its community. We have always believed that art has the power to make you feel good and we strive to ensure that this philosophy is at the heart of everything we do. Our diverse cultural programme includes exhibitions featuring world-renowned historic and contemporary artists, local heritage, talks and tours, social events and arts and crafts workshops for all ages.

The Lightbox Art and Wellbeing programme provides opportunities for those that would otherwise not be able to access arts and heritage services to take part in creative workshops, including free drop-in sessions for families, community workshops for those living with dementia or affected by mental health issues, those in local care homes and hospices. This community programme would not be possible without the vital support of individual donors and Trusts and Foundations.

Our vision and mission

The Lightbox (TLBX) is a centre for creativity, based in our landmark building in the heart of Woking. We work in partnership with artists and local communities to achieve our mission of giving opportunities for everyone to connect, be inspired and co-create experiences that are relevant, championing the transformative power of the visual arts. We do this through a changing programme of modern and contemporary visual art, extensive outreach activity, and housing The Ingram Collection of Modern British Art and Woking Heritage Collection.

TLBX opened in 2007 emerging from the community created Woking Museum of Arts & Crafts. We are rooted in the cultural, social and economic life of Woking, Surrey and the South East of England. Our vision is to inspire change through creativity and co-creation. Our learning and engagement programmes create experiences in and beyond our gallery walls. Our wellbeing programme works with homeless, diverse and LGBTQ+ communities ensuring a safe, welcoming, and trusted civic space.

TLBX was an early model of a new visual arts building in the UK – award winning and designed by architect Marks Barfield (London Eye/ Stirling RIBA shortlist 2021).

We are the only ACE NPO visual arts organisation and purpose-built contemporary art space in Surrey.

Woking has been at the centre of cultural innovation for decades and is home to the first purpose-built mosque in the UK Shah Jahan Mosque, the HQ to McLaren Formula 1 and the global headquarters of World Wildlife Foundation (WWF). It is where Ken Wood invented his mixer, H.G. Wells sited War of the Worlds and Paul Weller founded The Jam.

Woking is a fast-growing community with a young population (21.6% England 19.2%). We are the most diverse borough in Surrey with 10% of the population unable to speak English, a significant Pakistani community and the largest Syrian Refugee resettlement in the South East. 58% of Woking residents are concerned about their mental health, 11% higher than the average in Surrey and 40% of our older population suffer income deprivation. (Woking Borough Council).

Our objectives

1) To manage and deliver a changing exhibition programme shown in three galleries to attract both repeat and new visitors to the venue and to generate revenue via these activities. To act as the repository for the material history of the Borough of Woking. To fulfil this role, we maintain a museum dedicated to the history of the borough and care for and conserve artefacts relating to Woking history. This display is permanent and always on show free of charge to all our visitors. The Collection is vested within a separate charity The Collections Trust and The Lightbox manages this collection on behalf of the charity.

2) To generate income through our trading commercial activities including our shop, café, venue hire spaces, sales of art works and consultancy service. This is carried out through the Charity's subsidiary company WMACC Trading Limited.

3) To manage an exciting programme of events and learning programmes for both young people and adults. These include both formal and informal learning opportunities. All of these programmes were transferred to online delivery through the pandemic including our schools activity but this was much reduced due to the lack of access to schools all of whom were working from home. In the year 2021-22 when we returned to being almost fully operational, we pursued an active events programme, welcoming reduced numbers of visitors to lunchtime and evening talks, drop in free family creative workshops and adult workshops. A programme for families included Painting for Under 5's, story-telling sessions and family creative sessions. Many of our activities such as Lightbox Lates started again but across all the public programme numbers were low and many activities were cancelled due to limited numbers.

4) To continue to provide and manage outreach and well-being projects that give access to learning, the visual arts and heritage for the local community. Our Art and Wellbeing Programme includes specialist community workshops (see further detail below):

Art in Mind

Art in Mind is a programme of monthly art workshops for people living with dementia and their companions. It has been running since 2013 and responds to the vision of lifelong learning, engaging with adults in the early stages of dementia and their carers. Research has shown that

artistic stimulation prolongs the ability of people with dementia to play an active part in society.

The Lightbox has always believed that art makes you feel good and by focusing on the participants' new expression of creativity we can encourage positivity and discussion. Sessions are led by an artist and works from **The Ingram Collection of Modern British Art** are used to inspire both conversation and creativity. We choose a different artwork each month to look at, which enables us to work with different materials each time. It could be that we use clay, acrylics, watercolours or sketching materials, anything which lends itself to the original artwork. The idea is that the participants respond to the piece, rather than trying to make a copy of it.

Open Mind

Open Mind is a partnership between The Lightbox and Woking Catalyst to provide relaxed bi-monthly tours of current exhibitions. Each time we look at different artworks and discuss the artists' lives in an interactive tour that is used to foster inclusion and participation. The project enables us to expand on our health and wellbeing offer, as well as build on existing projects.

Art without Walls – (Hosted at local care homes)

Art without Walls was an arts-based outreach which meant that The Lightbox could bring the resources to local care homes and engage with people who cannot easily get to the gallery and museum themselves. The sessions finished in July 2022 as the funding finished.

Carers Create – (Hosted at Lakeview Community Centre or in TLBX)

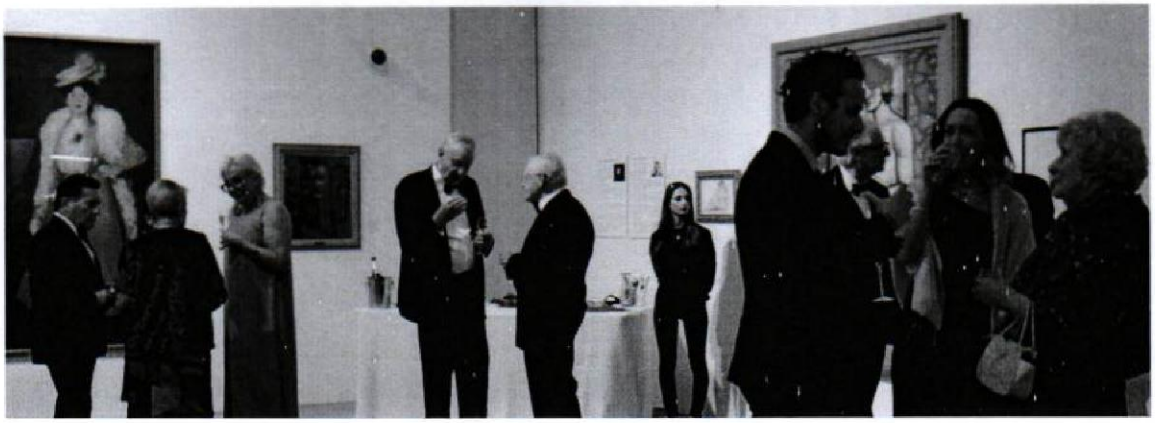
This programme started in 2021 and has been able to continue into 2023 which has enabled us to improve the wellbeing of Young Carers in the borough. We have been able to support vulnerable young carers to take a break from their often stressful roles at home. Their daily routine involves juggling school duties alongside performing a surrogate adult role at home with many of them caring for a chronically/terminally-ill loved one. We have partnerships with Action for Carers and Surrey County Council's Youth team to deliver creative sessions which increase confidence, improve wellbeing and encourage young carers to develop their ownskill

The aims for all our partnership projects in the year under review were: -

- To support all our partners in the aftermath of lockdowns due to the pandemic, to continue to provide creative activities to assist with mental health and well-being in whatever way possible due to restrictions.
- To continue and develop our work with the mental health service user community, the elderly, those living with the early stage of dementia, those with caring responsibilities and those with learning difficulties.

- To work with local arts organisations and individual artists to promote their work.
- To manage and care for The Ingram Collection of Modern British Art.
- To work with corporate and charity partners to provide heritage and arts expertise from our team to meet their needs through fee paying consultancy.

Our Supporters



Volunteers

The Lightbox is supported by 200 volunteers who help to run the core activities of the organisation including front of house, research, engagement, administration, and gardening. They are assisted by a volunteer co-ordinator and education and learning support. Volunteers enjoy an extensive training programme and a briefing on every exhibition to enable them to guide visitors in an effective and informed way. The Lightbox has joined the Museums Association (MA) which ensured we are part of the national network and staff volunteers are connected to the regional and national sector. A result of the pandemic has been the Front-of-House Charter for Change led by the Museums Association that explores how important this role is and how we can improve the treatment and experience of FOH teams. We welcomed back volunteers with an event to meet the new Director, hear from the staff and ensure we establish a Volunteers' Forum going forward with the opportunity for staff and volunteers to be involved in contributing to the organisations' development.

Members, Supporters, Exhibition Circle.

The Lightbox has an active tiered membership system whose main functions are to encourage supporters on different levels to support and to act as advocates for the organisation in the local community and to generate revenue. The membership levels have tiered benefits from free entry to exhibitions and access to a series of events and discounts in shop, café and priority booking for events and openings.

The Trustees have referred to the guidance in the Charity Commission's general guidance on Public Benefit in Section 4 of The Charities Act 2011 when reviewing their aims and objectives and in planning future activities. In particular, the Trustees consider how planned activities will contribute to the aims and objectives they have set.

The organisation's forward plan sets out the continuing development of the organisation and specifies targets.

The Lightbox commissioned a report by consultant Georgie Grant-Howarth on Development and Fundraising (January 2022). The paper identified how to achieve a step-change in future fundraising, a number of building blocks need to be put in place. A combination of systems Customer Relationship Management (CRM), fundraising platform and database Blackbaud, establishing Direct Debit and management of data to ensure development could take place. The report was combined with sector consultation to ensure The Lightbox was developing in accordance with sector and SMT have been working to ensure housekeeping is in order.

Corporate Sponsorship

As The Lightbox returned to being fully operational venue hire and corporate sponsorship was reviewed and building on the occasion of The Lightbox's 15-year anniversary was developed to ensure there was a strong incentive for business to return. We have seen a positive return to venue hire and a new commercial manager has taken on the working with Stretch and Fired café franchise to develop and improve the offer. We have had positive feedback from Surrey County Council, WWF, Gails and Woking Chambers of Commerce and have worked hard to develop the pipeline from event hire to Corporate Partners and Sponsorship. Bonhams have sponsored exhibitions this year and supported Sophie Ryder's show.

We continued to relaunch our offer with existing corporate sponsors, Woking Borough Council and Woking Chambers of Commerce to ensure measures were devised to see a return to venue hire and increasing Corporate Sponsorship. This work is continuing and whilst we have seen a gradual return to venue hire, we must acknowledge that businesses are facing incredibly challenging circumstances and areas of sponsorship, corporate social responsibility are increasingly under pressure during these post-pandemic times. The Operations Director and Events Manager are working hard to build relationships and incentivise, drive business, and ensure the green shoots we have seen can be built upon going forward.

Performance Management and Achievements.

This year has been a period of significant change with the new Director Sarah Brown in post for the full financial year. The Lightbox has been working with the support of HR Consultant Rebecca Labram (People Clever) to carry out a comprehensive pay review and update roles, responsibilities, and organisational change. The Director identified the need to develop new employee handbooks and contracts, and work of this will commence later in the year.
It is widely recognised that low pay is a major problem in the sector and museum pay is falling behind that of comparable sectors and is barely keeping up with the cost of living. The Lightbox worked with HR consultant to ensure that all staff were in line with MA and ACE guidelines for pay and received a 2% pay increase in line with Woking Borough Council.

Upon the success of the ACE NPO, 1 January saw a period of staff training and development to ensure that all staff contributed to organisational vision and the ACE Strategy *Let's Create* 2020-2030 was shared with Board, SMT and all staff. The Lightbox worked with Kath Wood to ensure the ACE 10-year strategy, describing the change that ACE want to see in the sector was applied to The Lightbox and the four Investment Principals: Ambition & Quality: Dynamism: Environmental Responsibility: and Inclusivity and Relevance were explored, and a delivery plan was developed to create a forward-facing organisation that starts the journey of renewal. We all agreed the 23-24 Activity Plan and it was regularly referred to at SMT and Board Meetings as we reported against activity.

Staff Appraisals training and appraisals were updated and carried out. All staff and board members carried out Equality, Diversity and Inclusion training. Carbon Literacy training has been delivered to members of the Operation Team and the ACE Investment Principals are forming the core vision going forward. The Lightbox joined the Gallery Climate Coalition (GCC) an international body of museums and galleries committed to reducing the industry's carbon emissions by at least 50% by 2030. The Lightbox joined the Museums Association as an Institutional Member enabling all staff access to publications, conferences, training, and funding opportunities for the organisation.

The Marilyn Scott Bursary has been established, recognising the legacy of founding director Marilyn Scott and will fund a paid internship offering 3-4 months of work experience to an 18–25-year-old working across all The Lightbox departments. We have used this fund to apply for Art Fund Student Opportunities and were successfully awarded a grant of £7,000 towards establishing a Youth Collection and two posts working at The Lightbox. It is planned this recruitment will go ahead in December 2023.

All staff meet on a monthly basis to share information and every staff member has regular meetings with their line manager. The new Director has been keen to ensure staff communication is developed and meetings have agendas that staff can contribute to minutes are taken, and shared with staff who cannot attend. Following the pandemic staff have returned to the office and The Lightbox has like other organisations adopted a hybrid working model that combines in person, digital and flexible working for staff. We recognise that some roles cannot be carried out remotely and we have adopted the policy that a member of the Senior Management Team is on site and available at all times. We have a rota in place that is updated and shared with all staff. We hold monthly staff meetings and all staff are invited to contribute and are given agency for change.

Staff appraisals take place once a year when Key Performance Indicators for the following year are agreed and CPD is identified for all staff.

Learning and Engagement

Learning is at the heart of what we do at The Lightbox. The Learning team aims to offer a varied, high-quality programme around art and heritage for the whole community. .

As well as guided activity sessions for informal and formal learners, the team run workshops, object handling sessions, outreach sessions and tours, all assisted by a team of volunteers, who make a vital contribution to the Learning Programme.

In 2022 the team was able to develop our freelance facilitator team to provide support the programme. They were trained and ran sessions from school sessions and holiday sessions to one off events. The freelance facilitators have enabled the team to develop the programme so that attendees are learning from local artists and experts.

The team delivered:

- Schools; 43 in person primary/secondary sessions including 6 Self-guided tours and 6 Centrepiece specific sessions online; two Loan boxes for schools' own delivery.
- Under 5's provision; Storytelling changed to Main Gallery Explorers to take more of an exhibition approach rather than storytelling focus – 12 sessions; Painting turned into Mini Painters – 11 sessions.
- Families/Holidays; 18 drop in's and 16 paid workshops. Including two drop-in activities for the UAL 20/20 project with Madi Acharya-Baskerville.
- Young people; 4 sessions (11-16yrs)
- 17 Carers Create sessions, 6 here and 11 at Lakeview Community Centre.
- In addition, 25 Drawing for Adults sessions; 8 art talks; 34 adult workshops including 15 Art in Mind Sessions, 5 Open Mind Sessions, 2 Art Without Walls sessions.

The team also managed;

- Woking College Final show in June/July 2022 – including set-up/breakdown and Private View.

- Centrepiece 2022 with the school session delivery in person and set-up/breakdown of the show in Summer 2022.
- Heritage Open Days in collaboration with McLaren. A display of McLaren Applied objects and information.
- An income generating series of sessions with Halow from Sept 22 to March 23
- Worked on and secured Trusts and Foundation applications for future Programming.
- We developed a Summer Fun Festival for the first week of the school holidays in summer, to coincide with the Canaletto and Melissa McGill Exhibition.
- We were a case study in the Baring Foundation Report for our Open mind project.
- We were named in the top 20 in the Heritage Access Report for our online access information.
- The Articulation prize heat took place in January 2023.
- Preparing for the Wild Escape project with Art Fund for April 2023.
- The Head of Learning & Engagement attended the GEM Conference in Derby to run a workshop session.

Exhibitions and Collections

"The Lightbox is a truly extraordinary regional art gallery - one that has staged an exceptional number of world-class exhibitions in the mere 15 years of its existence, bringing great art to Woking time and time again. Long may it live and long may it prosper!"

Andrew Graham-Dixon, 2022.

The Lightbox has staged several exhibitions during the year March 2022– April 2023. Exhibitions were shown in the Main Gallery, Upper Gallery and Art Fund Prize Galleries. The exhibition programme included a series of temporary exhibitions bringing together contemporary, modern and historic work with contemporary artists and three exhibitions a year devised with The Ingram Collection.

Main Gallery

'Bridget Riley: Pleasures of Sight', closed 10 April 2022;

Bridget Riley (b. 1931) is praised internationally for her abstract paintings and a successful sixty-year career. This exhibition brought together a selection of Riley's paintings and screenprints. The paintings and prints had affinities with one another. They aimed to recreate that sensation, triggered by sight, which Riley previously felt in nature.

'A Window into Scottish Art: The Ingram & Fleming Collections', 23 April to 3 July 2022;
Drawn from two collections, this exhibition offered a selection of landmark periods and themes that shone a spotlight on the character, inspiration, and talent of Scottish artists. It was laid out to suggest and provoke new ways of defining their achievements over time.

'Canaletto & Melissa McGill: Performance & Panorama', 16 July to 13 November 2022;
This exhibition uniquely brought together the work of the Italian master Canaletto (1697 – 1768) and the American contemporary, interdisciplinary artist Melissa McGill (b.1969). Although born 250 years apart, both artists paid homage to Venice's maritime traditions and culture.

'Lucian Freud and The Soul as Sphere', 26 November 2022 to 19 March 2023;
The Lightbox presented two adjoining exhibitions: The Soul as Sphere, curated by artist Somaya Critchlow and a presentation of works by Lucian Freud, that have been selected by The Lightbox and curated by Critchlow. The Soul as Sphere was an exhibition anchored around Critchlow's grandfather, the late artist, professor of architecture, writer and geometer, Dr Keith Critchlow, and his influence on the arts.

Image credit: © Deniz Guzel, 2022

The opening of the major solo show 'Sophie Ryder: All of Us', from 1 April 2023.
Sophie Ryder: All of Us was a major solo exhibition by internationally acclaimed artist Sophie Ryder. It was staged in celebration of her 60th year and The Lightbox's 15th anniversary year.

© Richard Pohle/The Times

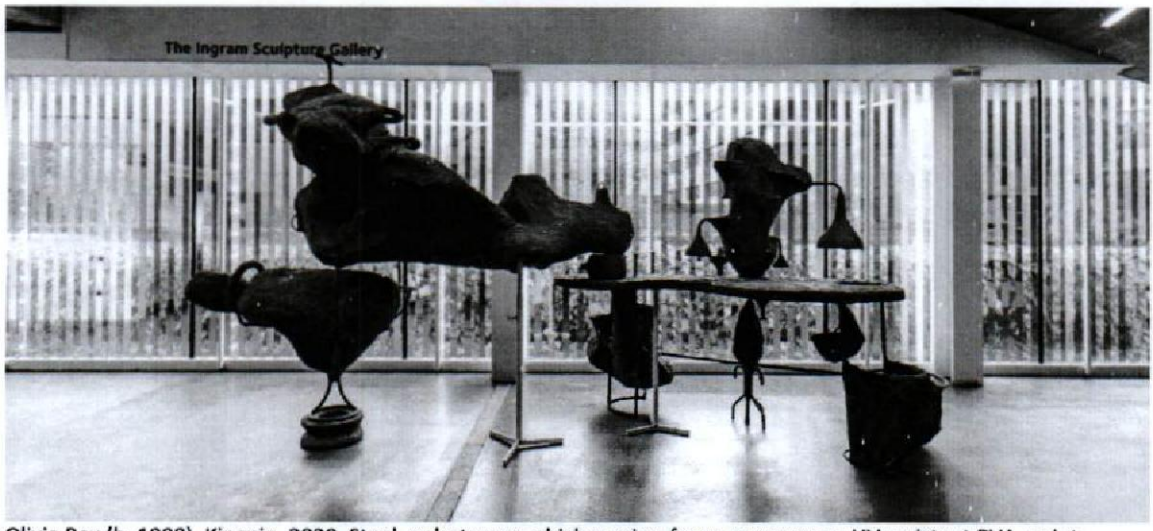
Upper Gallery

William Crozier: Nature into Abstraction', 2 April to 19 June 2022;
This exhibition focused on a remarkable series of landscape-inspired paintings produced by the Scottish/Irish artist William Crozier from 1958 – 1961. This was a pivotal moment in the artist's work that captured the spirit of the emergent 1960s and established his reputation in the forefront of British art of the time.

'The Ingram Collection and The Fry Art Gallery: Bawden, Ravilious and the Art of Great Bardfield', 9 July to 9 October 2022;
Between the 1930s and the 1970s, a community of artists, including Edward Bawden (1903-1989) and Eric Ravilious (1903-1942), developed in Great Bardfield, a village in north west Essex. They shared a love for figurative art and depicted the landscape and life around them. With work from The Fry Art Gallery, in Saffron Walden, and The Ingram Collection, housed at The Lightbox, this exhibition celebrated that story.

Image: Eric Ravilious (1903-1942), 'The Pant Valley, Shalford', c. 1940, Watercolour © The Fry Art Gallery

'The Ingram Collection: Revisiting Modern British Art', 15 October 2022 to 5 January 2023
To celebrate the publication of 'Revisiting Modern British Art', a major new book published in association with The Ingram Collection, this exhibition showcased a selection of modern British and contemporary artworks drawn from The Ingram Collection. The exhibition revealed the influence of modern British art on contemporary artistic practice.



Olivia Bax (b. 1988), Kingpin, 2020, Steel, polystyrene, chicken wire, foam, newspaper, UV resistant PVA, paint, plaster, funnels, power coated steel stands. Image credit: © Deniz Guzel, 2022

'Nagihan Seymour: The Golden Ratio', 14 January 2023 to 2 April 2023.
Nagihan Seymour's artwork is a contemporary response to traditional artistic practices and conveys her lifelong preoccupation with art, design, science and mathematics. Seymour combines her interests in modern materials and designs with centuries old ideas connected to the Golden Ratio, the Fibonacci sequence, and Turkish arts. This selling show generated around £7000 in sales split between the artist and The Lightbox.

Image: Detail of Galaxy by Nagihan Seymour, 2022 © The Artist

Art Fund Prize Gallery

There were 17 exhibitions mounted in the Art Fund Prize Gallery, including artist hires which raised £12,000 in venue hire and separately sales for the artists. There were also displays with Woking Art Society, the Women Support Centre (New Beginnings), Disability Arts in Surrey (DAiSY), University for the Creative Arts, Farnham and the Centrepiece Schools project with The Ingram Collection.

Woking's Story – Heritage Collection
The Lightbox looks after the historic collection tracing the History of the Borough of Woking. The collection is catalogued, researched, and conserved. The collection is shown in Woking's Story a purpose-built museum within The Lightbox building. The museum tells the story of the development of the town and of its residents including key unique historic sites such as

the Shah Jahan Mosque, the first purpose-built mosque in the UK. The collection is also used in loan boxes, handling collections and for learning programmes. In addition the museum has a changing element with two showcases one 'Local heroes' which features a Woking personality from the past or present and the second is our 'Object of the month' which features an object from our collection, not usually on show and tells the story behind the object. We also have a collection of Modern British Art donated by Joan Hurst through The Art Fund.

Various displays featured inside and outside Woking's Story with the invaluable assistance of the volunteer Heritage Exhibitions Advisory Committee. Local hero, object in focus and heritage exhibitions included The Queen's 70th Jubilee, Public art in Woking and Rhoda McGaw, amongst many others.

Artist In Residence
Madi Acharya-Baskerville
I Dream a Palace 20/20 UAL

Work from 20/20 UAL/'I Dream a Palace' by Madi Acharya-Baskerville. Photo credit Chris Honeywell, courtesy of the artist

The Lightbox announced that it is working with artist Madi Acharya-Baskerville as part of the inaugural 20/20 artist residency. 20/20 was launched in 2021 by UAL Decolonising Arts Institute as a national commissioning and network project directly investing in the careers of a new generation of ethnically diverse artists. The project supports 20 emerging artists of colour to take up residencies with 20 public art collections across the country, leading to 20 new permanent acquisitions. The 20/20 project was conceived in response to urgent calls for action within arts and culture, to tackle social inequities and racial injustices amplified by the COVID-19 pandemic, and in the wake of Black Lives Matter.

During her residency at The Lightbox in 2022/23, Madi focused on the archaeological finds from Woking Palace and related these to materials and objects which form part of her own practice. She is interested in creating a dialogue between Woking Palace and a palace visited in India during childhood. As part of this process, she reached out to the local culturally diverse communities of Woking for participation in her project. The result of the project will lead to a new permanent acquisition for The Lightbox's Heritage Collection and separately, an exhibition, entitled 'I Dream A Palace', scheduled for 13 January 2024 – 14 April 2024.

Publicity and Marketing

In February 2022 we commissioned a report from The Audience Agency and clearly identified an audience development plan and foundations to build upon. Our coverage on arts and family websites and on social media continues to be very strong and our family offer has continued to develop throughout 2022 and 2023. We have established a seasonal approach to programming

and communications with campaigns for Spring, Summer 2022 into Autumn/Winter 2023. The Lightbox has considered the digital and print strategies with a review of the two yearly What's On, (Spring-Summer and Autumn-Winter) Digital communications and internal and external communications via email. We have focused developing the social media presence with prioritising Instagram and developing communications strategies for Twitter, Facebook and print.

Fundraising

The Lightbox generates funds to support its activities through applications to Trusts and Foundations, Arts Council England, National Lottery Heritage Fund and local funders and individual donors. The Lightbox has a corporate membership scheme supported by local business, both by financial subscription and support in kind. The Lightbox also runs a Supporters Club and an Exhibition Circle, which allows high level donors to support the gallery and benefit from invitations to events, talks and gives access to curators and behind the scenes tours. The Lightbox needs to generate 60% of its running costs from fundraising and commercial activity and this remains a key activity for the Director and the Trusts and Foundations staff. We have established that all staff are involved in raising funds and meet regularly with Head of Exhibitions and Head of Learning to develop programming that is directly connected to Trusts and Foundations. An example of this is The Lightbox being part of the national network led by University of the Arts De-colonising Institute and we have appointed an artist in residence who's costs will be covered by funding secured through the partnership.

Commercial Operations

Venue Hire, Café and Shop

During the pandemic commercial operations were impacted dramatically with a loss of income as The Lightbox could no longer operate with the restrictions in place. In 2022-2023 venue hire of the building returned as restrictions were lifted and we have successfully begun to generate income from venue hire and shop sales.

We have seen a strong return to in person events and the Hurst, Ambassador and building has been hired. We are working to re-establish our Corporate Membership packages and developing relationships again with companies that are returning to hire.

The Lightbox Café Stretch and Fired

Stretch and Fired have worked with us to ensure customer feedback has been very positive with a family friendly offer and we are working closely with them to maximise customers and support valuable venue hire catering.

The Lightbox Shop

We specialise in unique products by artists, designers and makers living in the South East region. We are a unique destination and since audiences have returned this has been a key income generator for The Lightbox. We have conducted a shop survey to collect data that will inform how we develop this valuable income and online offer.

© Deniz Guzel, 2023

Financial Review

The Trustees are conscious of the need for the organisation to generate an operating surplus in the future to build reserves to meet the aspirations of the organisation. However, they recognise that the current economic climate combined with the cost-of-living crisis has made securing funds extremely challenging and continue to seek regular additional funding. We have seen an incredibly successful year in terms of additional funding from Arts Council England and securing funds from Trusts and Foundations. We need to maximise our resources and develop a culture of philanthropy and support from corporate partners.

The Lightbox has been able to survive the pandemic due to very prudent spending, fundraising and furlough payments and the first full year of operating post-pandemic has seen a strong fundraising culture develop but the forecast cuts from Woking Borough Council mean we are facing a significant shortfall.

The Charity is continuing the status as a going concern.

Risk Management and Reserves Policy

To mitigate financial risk we reduced expenditure and secured additional vital grant support which ensured continued employment of our staff team. In line with national trends, we have suffered reduced visitor numbers and visitor spend, which has impacted our operational model reducing income generation from café and retail, admissions, membership renewals and gift aid. In our first year of being fully operational our venue hire income is building but is still well below pre-pandemic levels and our corporate membership scheme has been dramatically compromised by the pandemic and cost of living.

It is clear that going forward we will have reduced income with a proposed reduction in our local authority grant and have had to use a significant amount of our unrestricted reserves. Our unrestricted reserves position on 31 March 2023 was £352,331 (3-6 months).

The Board conducts a regular review of major risks to which the charity is exposed, and appropriate systems and measures are established to mitigate those risks as recorded in the Risk Register which is regularly reviewed.

A new Risk Register has been devised by the Operations Director in consultation with the Board to ensure that risks can be monitored and mitigated by SMT and Trustees. Internal risks are minimised by the implementation of procedures for authorisation of all transactions and the quality of project work is monitored and evaluated for all projects.

The major risks to the charity are;

- Woking Borough Council financial landscape.
- The implications of the challenging financial market caused by the pandemic, Brexit, war in Ukraine, costs of energy and cost of living have all contributed to rising costs,

lower visitors numbers and spend.

- Pressure on local government funding and diminished or loss of core funding from key stakeholders Woking Borough Council.
- Pressures on Arts Council England and increasing demand from the gallery and museum sector.
- Pressure on core stakeholder support from The Ingram Collection
- Challenges of recruitment for staff and volunteers who are vital for the operational success.
- The Lightbox building is 16 years old, and we are increasingly at risk to ensure conditions required to continue to secure and borrow high quality loans for exhibitions.

© Deniz Guzel, 2023

Structure, Governance and Management.

Pam Powell stood down in December 2022 and we appointed Nurole to recruit a new chair. We shortlisted and Interviewed but the candidate did not accept the role and Cherry-Anne Russell stepped in as Interim Chair.

The company is a registered charity, governed by Memorandum and Articles of Association and a registered company limited by guarantee. As defined in the Memorandum and Articles of Association it exists to provide a heritage and visual arts service for the people of Woking and the wider region. The Gallery has full Accreditation from Arts Council England and is an active partner with the Surrey Museums Partnership and the Association of Independent Museums and Institution Member of the Museums Association.

The Lightbox is a member of Visit Surrey and is actively engaged with both Woking Borough Council its major stakeholder and with Surrey County Council. The Lightbox has a 15-year rolling forward service contract with Woking Borough Council to deliver arts and heritage services for the people of the Borough. Woking Borough Council own The Lightbox building and the charity has a 99-year lease on the building.

All Trustees are recruited with specific skills or experience in order to support the executive and assist in furthering the operational activities of the organisation. Potential Trustees are recommended to the Board following scrutiny of their appropriateness, experience and the role they might play. Up to 12 Trustees can be appointed for an initial three-year period and then a further three-year term if agreed and a further three years in exceptional circumstances if agreed. A full skills audit was carried out prior to the ACE NPO funding application and the Chair of Board Pam Powell carried out 121s with all Board Members before she stood down. Cherry-Anne Russell has picked this up and we are hoping to recruit new board members in the next year.

An Audit Committee comprised of Trustees, Richard Bolton, John Siebert, Natalie De Potter and chair Pam Powell meet to oversee the accounts and Risk Register in advance of annual audit.

Cherry-Anne Russell and Director Sarah Brown attended the South East welcome for all ACE NPOs and we have received visits from ACE SE Area Senior Leadership Team. (SLT). We have developed a positive relationship with ACE Relationship Manager John McPherson who following on from our successful application visited The Lightbox and met all staff.

The Board was actively involved with recruiting and supporting the new Director with support from Arts Council England Relationship Manager Michael Cooke. John McPherson has been meeting Director and Chair Cherry-Anne Russell regularly. Each new Board member receives information about the organisation including all current policies and receives an Induction with the Director. The Board has at least one annual away day each year when forward planning takes place.

Trustees in the year 2022-2023 were: -

Pam Powell – Chair – stood down December 2022.
Cherry-Anne Russell – interim Chair.
Andrew Bell
Richard Bolton
Richard Browne
Barry Cook
Nathalie De Potter
Chris Lacey
Ali Mirmak
John Siebert

The Trustees meet bi-monthly, and minutes of these meetings are circulated to all Trustees.

During 2022-2023 Board meetings were held both in person and online.

Day to day management of the organisation is charged to the Director, Sarah Brown (December 2021-present) and Director of Operations, Pru Shackley.
The Senior Management Team meets weekly, and the Director holds 121s with SMT every two weeks.

In addition to above the Senior Management Team comprises Peter Hall Head of Exhibitions, Heather Thomas Head of Learning and Engagement and Shirley Selden, Finance Manager.

Future Strategy
In view of the current economic climate the Board constantly reviews the current business model and during 2022-2023 there has been considerable organisational change both internally and externally.

The Board is keen to ensure long term viability for the organisation and to ensure that it is equipped to deal with reductions or alterations to current funding streams.

We are working to achieve financial sustainability post pandemic and have done this by controlling costs and generating income from our activities in the commercial areas including shop, café and corporate hire income facilities. These activities complement the financial provision from our service contract with Woking Borough Council and our Fundraising activities.

Disclosure of information to auditors
Each of the Trustees has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditors are aware of such information.

Statement of Trustees' Responsibilities
The Trustees (who are also directors of Woking Museum and Arts & Crafts Centre for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires Trustees to prepare financial statements for each financial year which give a true and fair view of the state of the affairs of the charity for that period and of the incoming resources and application of resources, including the income and expenditure, of the charitable for that period. In preparing these financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP;
- Make judgements and estimates that are reasonable and prudent;

- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- Prepare the financial statements on the going concern basis unless it is appropriate to presume that the charitable company will continue in business.

The Trustees are responsible for keeping proper accounting records that 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 2011. They arealso responsible for safeguarding the assets of the charitable company and hence for takingreasonable steps for the prevention and detection of fraud and other irregularities.

The report has been prepared in accordance with the Statement of Recommended practice – Accounting and Reporting by Charities and in accordance with the special provisions of Part 15 of the Companies Act 2011 relating to small entities.

Approved on behalf of the Board.

Unless otherwise stated, all images are copyright The Lightbox, 2022-2023.

INDEPENDENT EXAMINER'S REPORT
FOR THE YEAR ENDED 31 MARCH 2023

Independent examiner's report to the Trustees of Woking Museum and Arts & Crafts Centre ('the Group')

I report to the charity Trustees on my examination of the consolidated accounts of the Group comprising the Woking Museum and Arts & Crafts Centre ('the parent Company') and its subsidiary undertakings for the year ended 31 March 2023.

Responsibilities and basis of report

As the Trustees of the parent Company (and its directors for the purposes of company law) you are responsible for the preparation of the consolidated accounts of the Group in accordance with the requirements of the Companies Act 2006 ('the 2006 Act') and you have chosen to prepare consolidated accounts for the Group. You are satisfied that the accounts of both parent Company and the Group are not required by either company or charity law to be audited and have chosen instead to have an independent examination.

Having satisfied myself that the consolidated accounts are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of the Group's accounts carried out under section 152 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 152(5)(b) of the 2011 Act.

An independent examination does not involve gathering all the evidence that would be required in an audit and consequently does not cover all the matters that an auditor considers in giving their opinion on the accounts. The planning and conduct of an audit goes beyond the limited assurance that an independent examination can provide. Consequently I express no option as to whether the consolidated accounts present a 'true and fair' view and my report is limited to those specific matters set out in the independent examiner's statement.

INDEPENDENT EXAMINER'S REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

Independent examiner's statement

Since the Trustees have opted to prepare consolidated accounts for the Group your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of The Institute of Chartered Accountants in England and Wales and a fellow of The Association of Chartered Certified Accountants., which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

1. accounting records were not kept in respect of the parent Company and its subsidiaries as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities [applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)].

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

This report is made solely to the Company's Trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. My work has been undertaken so that I might state to the Company's Trustees those matters I am required to state to them in an independent examiner's report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the parent Company and the Company's Trustees as a body, for my work or for this report.

Signed: Dated: 1 December 2023.

Oliver Spevack ACA FCCA

Hamlyns Limited

Chartered Accountants

Sundial House

High Street

Horsell

Woking

GU21 4SU

WOKING MUSEUM AND ARTS & CRAFTS CENTRE

(A company limited by guarantee)

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 MARCH 2023

	Note	Restricted funds 2023 £	Unrestricted funds 2023 £	Total funds 2023 £	Total funds 2022 £
Income from:					
Donations and legacies	3	-	26,842	26,842	8,833
Charitable activities	4	6,337	601,846	608,183	740,200
Other trading activities	5	-	119,575	119,575	110,313
Other income	6	-	22,338	22,338	15,661
Total income		6,337	770,601	776,938	875,007
Expenditure on:					
Raising funds	7	-	124,558	124,558	128,120
Charitable activities	8	27,089	805,127	832,216	887,429
Total expenditure		27,089	929,685	956,774	1,015,549
Net expenditure before taxation		(20,752)	(159,084)	(179,836)	(140,542)
Taxation		-	-	-	28,410
Net movement in funds		(20,752)	(159,084)	(179,836)	(112,132)
Reconciliation of funds:					
Total funds brought forward		27,217	511,415	538,632	650,764
Net movement in funds		(20,752)	(159,084)	(179,836)	(112,132)
Total funds carried forward		6,465	352,331	358,796	538,632

The Consolidated statement of financial activities includes all gains and losses recognised in the year.

The notes on pages 31 to 54 form part of these financial statements.

WOKING MUSEUM AND ARTS & CRAFTS CENTRE

(A company limited by guarantee)
REGISTERED NUMBER: 03598733

CONSOLIDATED BALANCE SHEET
AS AT 31 MARCH 2023

	Note		2023 £		2022 £
Fixed assets					
Tangible assets	13		13,030		18,716
			13,030		18,716
Current assets					
Stocks	15	17,463		14,401	
Debtors	16	622,411		623,308	
Cash at bank and in hand		350,369		519,689	
		990,243		1,157,398	
Creditors: amounts falling due within one year	17	(644,477)		(637,482)	
Net current assets			345,766		519,916
Total assets less current liabilities			358,796		538,632
Net assets excluding pension asset			358,796		538,632
Total net assets			358,796		538,632
Charity funds					
Restricted funds	18		6,465		27,217
Unrestricted funds	18		352,331		511,415
Total funds			358,796		538,632

CONSOLIDATED BALANCE SHEET (CONTINUED)
AS AT 31 MARCH 2023

The Company was entitled to exemption from audit under section 477 of the Companies Act 2006.

The members have not required the company to obtain an audit for the year in question in accordance with section 476 of Companies Act 2006.

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements have been prepared in accordance with the provisions applicable to entities subject to the small companies regime.

The financial statements were approved and authorised for issue by the Trustees on 27/11/23 and signed on their behalf by:

R Bolton
(Trustee)

The notes on pages 31 to 54 form part of these financial statements.

WOKING MUSEUM AND ARTS & CRAFTS CENTRE

(A company limited by guarantee)
REGISTERED NUMBER: 03598733

COMPANY BALANCE SHEET
AS AT 31 MARCH 2023

	Note		2023 £		2022 £
Fixed assets					
Tangible assets	13		13,030		18,716
Investments	14		1		1
			13,031		18,717
Current assets					
Debtors	16	919,403		852,588	
Cash at bank and in hand		80,853		381,663	
		1,000,256		1,234,251	
Creditors: amounts falling due within one year	17	(546,108)		(633,375)	
Net current assets			454,148		600,876
Total assets less current liabilities			467,179		619,593
Net assets excluding pension asset			467,179		619,593
Total net assets			467,179		619,593
Charity funds					
Restricted funds	18	13,720		27,217	
Restricted funds	18		13,720		27,217
Unrestricted funds	18		453,459		592,376
Total funds			467,179		619,593

COMPANY BALANCE SHEET (CONTINUED)
AS AT 31 MARCH 2023

The Company's net movement in funds for the year was £(152,414) (2022 - £(63,939)).

The Company was entitled to exemption from audit under section 477 of the Companies Act 2006.

The members have not required the company to obtain an audit for the year in question in accordance with section 476 of Companies Act 2006.

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements have been prepared in accordance with the provisions applicable to entities subject to the small companies regime.

The financial statements were approved and authorised for issue by the Trustees on 27/11/23 and signed on their behalf by:

R Bolton
(Trustee)

The notes on pages 31 to 54 form part of these financial statements.

WOKING MUSEUM AND ARTS & CRAFTS CENTRE

(A company limited by guarantee)

CONSOLIDATED STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 MARCH 2023

	2023 £	2022 £
Cash flows from operating activities		
Net cash used in operating activities	(169,320)	(675,835)
Cash flows from investing activities		
Dividends, interests and rents from investments	-	120
Purchase of tangible fixed assets	-	(1,892)
Net cash provided by/(used in) investing activities	-	(1,772)
Cash flows from financing activities		
Net cash provided by financing activities	-	-
Change in cash and cash equivalents in the year	(169,320)	(677,607)
Cash and cash equivalents at the beginning of the year	519,689	1,197,296
Cash and cash equivalents at the end of the year	350,369	519,689

The notes on pages 31 to 54 form part of these financial statements

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

1. General information

The Woking Museum and Arts & Crafts Centre is a charitable company limited by guarantee incorporated and registered in England and Wales. The registered number, charity number and registered office address are shown below:

Registered number: 03598733
Charity number: 1073543
Registered office address: The Lightbox, Chobham Road, Woking, Surrey, GU21 4AA

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - 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 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Woking Museum and Arts & Crafts Centre 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.

The consolidated statement of financial activities (SOFA) and consolidated balance sheet consolidate the financial statements of the Company and its subsidiary undertaking. The results of the subsidiary are consolidated on a line by line basis.

The Company has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own statement of financial activities in these financial statements.

2. Accounting policies (continued)

2.2 Going concern

Following the 21-22 Audit and comments from Hamlyns regarding The Lightbox finances and our position as a going concern in 22-23, we saw a further reduction in funding from Woking Borough Council from £452K to £339K and a loss-making year (2023-24). It was our priority to raise funds to mitigate this cut and reduce expenditure.

We continued with a recruitment freeze and restructured the staff team to create two new roles Financial Manager and Head of Development and Communications. We reduced full-time education staff and created a pool of freelance staff and reduced any activity that did not cover costs.

In November 2022 we secured Arts Council England funding and joined the National Portfolio Organisations ensuring we had £450K until 2026 with a grant of £150K per annum this mitigated the funding reduction from WBC. We prioritised applications to Trusts and Foundation securing budget relieving funds from Esmee Fairbairn of £94K and Art Fund Reimagine and student funding totalling £40K. We focused on our trading and developed and promoted events, café and shop introducing exhibitions that were selling shows and producing the first limited edition print with an artist generating income for the programme. Whilst all these elements contributed to a more sustainable financial model, Woking Borough Council's decision to cut funding all together from April 2024 has impacted the Lightbox significantly.

We have decided to cease exhibitions and events for the foreseeable future, with our final exhibition "Grayson Perry - The Vanity of Small Differences" and "Madi Acharya-Baskerville I Dream a Palace" taking place in March 2024. This is due to our principle funder ceasing all future funding, negotiations are still on going. We have performed extensive cost analysis in relation to this exhibition and are comfortable the charity can settle liabilities up to this date.

2.3 Income

Donations, legacies and other forms of voluntary income are recognised as incoming resources when receivable, except insofar as they are incapable of financial measurement. The value of services provided by volunteers has not been included.

Grants, including grants for the purposes of fixed assets, are recognised in full in the Statement of Financial Activities in the year in which they are receivable.

Trading income is received from the trading subsidary arisign from non-charitable sales and is recognised at the point the trading entity transfers ownership of the goods to the customer.

Membership income arising from Friends is deferred to the extent that ot relates to a service to be provided in future periods. Membership income arising from members of the public has not been treated this way and si not considered significant enough by the Trustees to be treated in a similar fashion.

Gift aid is recognised at the point the relating income is recognised. For small cash donations gift aid is received under the Gift Aid Small Donations Scheme.

Service income is received for the financial year from Woking Borough Council to support its continuing community activities; this is recognised in the year in which is relates.

2. Accounting policies (continued)

2.4 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Expenditure on raising funds includes all expenditure incurred by the Group to raise funds for its charitable purposes and includes costs of all fundraising activities events and non-charitable trading.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Group's objectives, as well as any associated support costs.

All expenditure is inclusive of irrecoverable VAT.

2.5 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Group; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

2.6 Taxation

The Company is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the Company is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

2.7 Tangible fixed assets and depreciation

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, using the straight-line method.

Depreciation is provided on the following basis:

History Gallery	-	10%	Straight line over 10 years
Computer equipment	-	33%	Straight line over 3 years
Improvements to property	-	10%	Straight line over 10 years

2. Accounting policies (continued)

2.8 Investments

Fixed asset investments are a form of financial instrument and are initially recognised at their transaction cost and subsequently measured at fair value at the balance sheet date, unless the value cannot be measured reliably in which case it is measured at cost less impairment. Investment gains and losses, whether realised or unrealised, are combined and presented as 'Gains/(Losses) on investments' in the consolidated statement of financial activities.

Investments held as fixed assets are shown at cost less provision for impairment.

2.9 Stocks

Stocks are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks. Cost includes all direct costs and an appropriate proportion of fixed and variable overheads.

2.10 Debtors

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

2.11 Cash at bank and in hand

Cash at bank and 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.

2.12 Liabilities and provisions

Liabilities are recognised when there is an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Company anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the consolidated statement of financial activities as a finance cost.

2.13 Financial instruments

The Group 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 with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

2.14 Pensions

The Group operates a defined contribution pension scheme and the pension charge represents the amounts payable by the Group to the fund in respect of the year.

2. Accounting policies (continued)

2.15 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Group and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Group for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Investment income, gains and losses are allocated to the appropriate fund.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

3. Income from donations and legacies

	Unrestricted funds 2023 £	Total funds 2023 £
Donations	26,842	26,842

	Unrestricted funds 2022 £	Total funds 2022 £
Donations	8,833	8,833

4. Income from charitable activities

	Restricted funds 2023 £	Unrestricted funds 2023 £	Total funds 2023 £
Income from charitable activities - Exhibitions and events	-	45,206	45,206
Income from charitable activities - Education	-	16,763	16,763
Income from charitable activities - Project activity	5,837	-	5,837
Income from charitable activities - Service income	-	495,721	495,721
Income from charitable activities - Costs of generating funds	500	44,156	44,656
	6,337	601,846	608,183

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

4. Income from charitable activities (continued)

	Restricted funds 2022 £	Unrestricted funds 2022 £	Total funds 2022 £
Income from charitable activities - Exhibitions and events	-	80,946	80,946
Income from charitable activities - Education	-	14,948	14,948
Income from charitable activities - Project activity	71,378	-	71,378
Income from charitable activities - Service income	-	474,178	474,178
Income from charitable activities - Costs of generating funds	-	98,750	98,750
	71,378	668,822	740,200

5. Income from other trading activities

Income from non charitable trading activities

	Unrestricted funds 2023 £	Total funds 2023 £
Trading company	119,575	119,575

	Unrestricted funds 2022 £	Total funds 2022 £
Trading company	92,037	92,037
Activities for generating funds	18,276	18,276
	110,313	110,313

6. Other income

	Unrestricted funds 2023 £	Total funds 2023 £
Rents received	20,043	20,043
Deposit account interest	2,295	2,295
	22,338	22,338

	Unrestricted funds 2022 £	Total funds 2022 £
Rents received	15,559	15,559
Deposit accounts interest	102	102
	15,661	15,661

7. Expenditure on raising funds

Costs of raising donations and legacies

	Unrestricted funds 2022 £	Total funds 2022 £
Support costs	3,570	3,570

Fundraising trading expenses

	Unrestricted funds 2023 £	Total funds 2023 £
Opening stocks	14,401	14,401
Purchases	14,663	14,663
Closing stocks	(17,464)	(17,464)
Other staff costs	88	88
Staff salaries	103,400	103,400
Social security	7,597	7,597
Pension costs	1,873	1,873
	124,558	124,558

7. Expenditure on raising funds (continued)

Fundraising trading expenses (continued)

	Unrestricted funds 2022 £	Total funds 2022 £
Opening stock	18,646	18,646
Purchases	10,398	10,398
Closing stock	(14,401)	(14,401)
Other staff costs	421	421
Staff salaries	93,854	93,854
Premises expenses	1,073	1,073
Social security	12,881	12,881
Pension costs	1,678	1,678
	124,550	124,550

8. Analysis of expenditure on charitable activities

Summary by fund type

	Restricted funds 2023 £	Unrestricted funds 2023 £	Total 2023 £
The Lightbox operating costs	-	339,385	339,385
Exhibitions and events	-	18,278	18,278
Education	-	52,859	52,859
Other trading activities	27,089	-	27,089
Service income	-	255,275	255,275
Costs of generating funds	-	7,227	7,227
Governance costs	-	111,170	111,170
Commercial trading operations	-	20,933	20,933
	27,089	805,127	832,216

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

8. Analysis of expenditure on charitable activities (continued)

Summary by fund type (continued)

	Restricted funds 2022 £	Unrestricted funds 2022 £	Total 2022 £
The Lightbox operating costs	-	321,791	321,791
Exhibitions and events	-	(81)	(81)
Education	-	42,451	42,451
Project activity	71,410	318	71,728
Service income	-	283,677	283,677
Costs of generating funds	-	54,692	54,692
Governance costs	-	99,057	99,057
Commercial trading operations	-	14,114	14,114
	71,410	816,019	887,429

9. Analysis of expenditure by activities

	Direct costs 2023 £	Support costs 2023 £	Total funds 2023 £
The Lightbox operating costs	278,142	61,243	339,385
Exhibitions and events	-	18,278	18,278
Education	52,846	13	52,859
Other trading activities	24,466	2,623	27,089
Service income	250,896	4,379	255,275
Costs of generating funds	7,227	-	7,227
Governance costs	51,883	59,287	111,170
Commercial trading operations	1,755	19,178	20,933
	667,215	165,001	832,216

9. Analysis of expenditure by activities (continued)

	Activities undertaken directly 2022 £	Support costs 2022 £	Total funds 2022 £
The Lightbox operating costs	276,008	45,783	321,791
Exhibitions and events	(81)	-	(81)
Education	42,451	-	42,451
Project activity	56,968	14,760	71,728
Service income	261,902	21,775	283,677
Costs of generating funds	54,692	-	54,692
Governance costs	59,731	39,326	99,057
Commercial trading operations	2,456	11,658	14,114
	754,127	133,302	887,429

9. Analysis of expenditure by activities (continued)

Analysis of direct costs

	Total funds 2023 £	Total funds 2022 £
Staff costs	28,287	44,575
Staff salaries	387,205	490,833
Hire of plant and machinery	(12,878)	2,289
Rates and water	1,688	32,500
Light and heat	86,827	28,444
Exhibition and events	80,990	71,545
Premises expenses	55,884	27,637
Professional fees	28,037	15,014
Project activity	8,458	37,142
The lightbox operating costs	962	-
Legal and professional	1,755	2,194
Sundries	-	318
Other	-	1,636
	667,215	754,127

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

9. Analysis of expenditure by activities (continued)

Analysis of support costs

	Total funds 2023 £	Total funds 2022 £
Insurance	10,997	23,127
Telephone	-	1,806
Postage and stationary	7,462	11,314
Marketing and public relations	20,147	11,252
Printing	7,138	6,681
Other support costs	29,170	14,405
Depreciation of tangible and heritage assets	11,795	10,574
Event costs	11,068	113
Auditors remuneration	24,994	14,588
Bank charges	2,041	4,971
Subscriptions	3,963	2,031
IT costs	33,619	32,440
Cleaning	2,608	-
	165,002	133,302

10. Independent examiner's remuneration

The independent examiner's remuneration amounts to an independent examiner fee of £3,500 (2022 - £11,600).

11. Staff costs

	Group 2023 £	Group 2022 £	Company 2023 £	Company 2022 £
Social security costs	28,541	40,421	20,944	27,540
Contribution to defined contribution pension schemes	9,216	18,714	7,343	17,035
Wages and salaries	431,023	493,540	337,032	400,031
	468,780	552,675	365,319	444,606

11. Staff costs (continued)

The average number of persons employed by the Company during the year was as follows:

	Group 2023 No.	Group 2022 No.
Directorate	1	1
Fundraising	1	-
Education	2	3
Administration and support	2	2
Marketing	-	3
Exhibitions	3	3
Visitor services	5	7
Maintenance	1	1
	15	20

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	Group 2023 No.	Group 2022 No.
In the band £70,001 - £80,000	1	-

Total renumeration to Key Management Personnel was £164,624 (2022: £206,673).

12. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits (2022 - £NIL).

During the year ended 31 March 2023, expenses were reimbursed or paid directly to 1 Trustee (2022 - to 1 Trustee) broken down as follows:

	2023 £	2022 £
Trustees expenses	84	55

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

13. Tangible fixed assets

Group and Company

	History Gallery £	Improvements to Property £	Computer equipment £	Total £
Cost or valuation				
At 1 April 2022	639,240	28,457	62,279	729,976
At 31 March 2023	639,240	28,457	62,279	729,976
Depreciation				
At 1 April 2022	628,156	22,877	60,227	711,260
Charge for the year	306	3,959	1,422	5,687
At 31 March 2023	628,462	26,836	61,649	716,947
Net book value				
At 31 March 2023	10,778	1,621	630	13,029
At 31 March 2022	11,084	5,580	2,052	18,716

14. Fixed asset investments

Company	Investment in subsidary undertaking £
Cost or valuation	
At 1 April 2022	1
At 31 March 2023	1
Net book value	
At 31 March 2023	1
At 31 March 2022	1

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

15. Stocks

	Group 2023 £	Group 2022 £
Finished goods and goods for resale	17,463	14,401

16. Debtors

	Group 2023 £	Group 2022 £	Company 2023 £	Company 2022 £
Due within one year				
Trade debtors	469,331	552,924	455,043	548,393
Amounts owed by group undertakings	-	-	89,998	235,373
Other debtors	125,521	39,053	346,803	39,053
Prepayments and accrued income	27,559	31,331	27,559	29,769
	622,411	623,308	919,403	852,588

17. Creditors: Amounts falling due within one year

	Group 2023 £	Group 2022 £	Company 2023 £	Company 2022 £
Trade creditors	72,206	111,804	59,753	108,352
Amounts owed to group undertakings	84,172	-	-	-
Other taxation and social security	67,890	656	66,145	-
Other creditors	337,262	253	337,262	253
Accruals and deferred income	82,947	524,769	82,948	524,770
	644,477	637,482	546,108	633,375

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

	Group 2023 £	Group 2022 £	Company 2023 £	Company 2022 £
Deferred income at 1 April 2022	487,908	520,686	487,908	520,686
Balances arising in this period	338,999	487,908	338,999	487,908
Balances released to the SOFA	(487,908)	(520,686)	(487,908)	(520,686)
	338,999	487,908	338,999	487,908

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

18. Statement of funds

Statement of funds - current year

	Balance at 1 April 2022 £	Income £	Expenditure £	Taxation £	Balance at 31 March 2023 £
Unrestricted funds					
General Funds - all funds	592,376	770,601	(929,685)	-	433,292
Reserves	(80,961)	-	-	-	(80,961)
	511,415	770,601	(929,685)	-	352,331
Restricted funds					
NADFAS - Centrepiece	(171)	500	(991)	-	(662)
SEWS Innovate	-	2,835	(2,795)	-	40
Without Walls	1,250	-	(1,250)	-	-
Arts Society Weybridge	-	500	(43)	-	457
SEMDP	213	-	(213)	-	-
SEWS Wild Escape	-	2,502	(425)	-	2,077
Arnold Cark (YC)	489	-	(428)	-	61
Hedley (YC)	559	-	(458)	-	101
ArtsSoc (YC)	1,490	-	(1,337)	-	153
John Ackroyd	4,714	-	(4,325)	-	389
NLCF Young Carers	9,800	-	(6,464)	-	3,336
Art in mind	2,045	-	(2,045)	-	-
Marilyn Scott Bursary	3,235	-	(3,235)	-	-
Young Creatives	124	-	(114)	-	10
D'Oyly Carte (YC)	2,900	-	(2,400)	-	500
Art & Wellbeing	569	-	(566)	-	3
	27,217	6,337	(27,089)	-	6,465
Total of funds	538,632	776,938	(956,774)	-	358,796

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

18. Statement of funds (continued)

Statement of funds - prior year

	Balance at 1 April 2021 £	Income £	Expenditure £	Taxation £	Balance at 31 March 2022 £
Unrestricted funds					
General Funds - all funds	623,515	803,629	(944,139)	28,410	511,415
Reserves	-	-	-	-	-
	623,515	803,629	(944,139)	28,410	511,415
Restricted funds					
NADFAS - Centrepiece	1,138	75	(1,384)	-	(171)
SEWS Innovate	(1,130)	6,400	(5,270)	-	-
Without Walls	8,475	-	(7,225)	-	1,250
Arts Society Weybridge	3,000	-	(3,000)	-	-
SEMDP	1,000	-	(787)	-	213
SEWS Wild Escape	-	32,000	(32,000)	-	-
Arnold Cark (YC)	-	1,000	(511)	-	489
Hedley (YC)	-	750	(191)	-	559
ArtsSoc (YC)	-	2,100	(610)	-	1,490
John Ackroyd	-	10,000	(5,286)	-	4,714
NLCF Young Carers	-	9,800	-	-	9,800
Art in mind	8,014	2,518	(8,487)	-	2,045
Marilyn Scott Bursary	-	3,235	-	-	3,235
Young Creatives	2,962	-	(2,838)	-	124
D'Oyly Carte (YC)	-	3,500	(600)	-	2,900
Art & Wellbeing	3,790	-	(3,221)	-	569
	27,249	71,378	(71,410)	-	27,217
Total of funds	650,764	875,007	(1,015,549)	28,410	538,632

19. Description of funds

Art Without Walls
Art Without Walls is an exciting arts-based outreach programme that takes creative resources and arts facilitators to local care homes, so to engage with people who cannot easily get to the gallery and museum themselves.

Arnold Clark Community Fund
To be spent on Young Carers, children and young people with disabilities, other disadvantaged children through workshops and storytelling in 2021/22.

D'Oyly Carte
To fund art and wellbeing programmes. Due to Covid and not being able to run sessions in person this money was carried over to 2021-22.

Young Creatives
The Young Creatives programme is open to 11-16 year olds and gives young people the chance to explore art in various forms whilst also meeting creative professionals and peers.

Hedley Grant
To be spent on Materials for workshops for Young Carers in 2021/22

SEMDP
Funding from South East Museum Development programme to spend on a heritage and digital project within 2021-22.

(NADFAS) Arts Society Main office Young Carers
To be spent on the Young Carers programme in 2021/22.

Centrepiece – (NADFAS) Arts Society Mayford
Project working with up to 7 schools to develop children's creativity culminating in an exhibition in the AFPG in the summer holidays.

John Ackroyd Trust
To be spend on Young Carers, Art in Mind and Adult carers in 2021/22.

D'Oyly Carte
To be spend on Young Carers projects in 2021/22.

Art in Mind
Art in Mind project for people living with dementia and their care givers to attend art workshops once a month.

Art & Wellbeing
To be spent on wellbeing projects/staff wellbeing in 2021/22.

SEWS Innovate
A project to create artist led visitor assets including an bespoke artist designed membership card, bespoke products designed by artists for the shop and a survey for visitors to give views on signage and the shop

SEWS Wild Escape
The Wild Escape Project with The Art Fund. Working with schools and families to create school sessions and a family Earth Day event around the wild animals of the UK, in collaboration with our Sophie Ryder Exhibition

Arts Society Weybridge
Donation towards family drop-Ins

20. Summary of funds

Summary of funds - current year

	Balance at 1 April 2022 £	Income £	Expenditure £	Balance at 31 March 2023 £
General funds	511,415	770,601	(929,685)	352,331
Restricted funds	27,217	6,337	(27,089)	6,465
	538,632	776,938	(956,774)	358,796

Summary of funds - prior year

	Balance at 1 April 2021 £	Income £	Expenditure £	Taxation £	Balance at 31 March 2022 £
General funds	623,515	803,629	(944,139)	28,410	511,415
Restricted funds	27,249	71,378	(71,410)	-	27,217
	650,764	875,007	(1,015,549)	28,410	538,632

21. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Restricted funds 2023 £	Unrestricted funds 2023 £	Total funds 2023 £
Tangible fixed assets	-	13,030	13,030
Current assets	6,465	983,778	990,243
Creditors due within one year	-	(644,477)	(644,477)
Total	6,465	352,331	358,796

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

22. Reconciliation of net movement in funds to net cash flow from operating activities

	Group 2023 £	Group 2022 £
Net expenditure for the year (as per Statement of Financial Activities)	(179,836)	(112,132)
Adjustments for:		
Depreciation charges	5,686	10,474
Dividends, interests and rents from investments	-	(120)
Decrease/(increase) in stocks	(3,063)	4,245
Decrease/(increase) in debtors	898	(533,667)
Increase/(decrease) in creditors	6,995	(44,635)
Net cash used in operating activities	(169,320)	(675,835)

23. Analysis of cash and cash equivalents

	Group 2023 £	Group 2022 £
Cash in hand	350,369	519,689
Total cash and cash equivalents	350,369	519,689

24. Analysis of changes in net debt

	At 1 April 2022 £	Cash flows £	At 31 March 2023 £
Cash at bank and in hand	519,689	(169,320)	350,369
	519,689	(169,320)	350,369

25. Pension commitments

The group operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the group in an independently administered fund. The pension cost charge represents contributions payable by the group to the fund and amounted to £NIL (2022: £NIL) were payable to the fund at the balance sheet date and are included in creditors.

26. Related party transactions

There were no related party transactions for the year ended 31 March 2023 (2022: none).

27. Subsidiary Undertaking

The charitable company owns 100% of the issued share capital of WMACC Trading Limited, a company registered in England and Wales, registered number: 04636760. All activities from the charity have been consolidated on a line a line basis in the Consolidated Statement of Financial Activities. Available profits are gift aided to the charitable company. A summary of the results of the subsidiary is shown below:

	2023 £	2022 £
Turnover	119,572	92,037
Cost of sales	(11,508)	(14,643)
Administrative expenses	(135,486)	(125,586)
Profit / (loss) for the financial year	(27,422)	(48,192)

	2023 £	2022 £
The aggregate of the assets, liabilities and funds was:		
Assets	301,269	158,522
Liabilities	(409,651)	(239,482)
Funds	(108,382)	(80,960)

WOKING MUSEUM AND ARTS AND CRAFTS CENTRE

England & Wales - Charity number 1073543

Accounts

CHARITY NUMBER: 1073543

WOKING MUSEUM AND ARTS & CRAFTS CENTRE

AUDITED

TRUSTEES REPORT AND CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2022

Hamlyns
Chartered Accountants
Registered Auditors

01483 755 399
hamlyns.com

WOKING MUSEUM AND ARTS & CRAFTS CENTRE

CONTENTS

	Page
Reference and administrative details of the Charity, its Trustees and advisers	1
Trustees' report	2 - 19
Independent auditors' report on the financial statements	20 - 23
Consolidated statement of financial activities	24
Consolidated balance sheet	25
Charity balance sheet	26
Consolidated statement of cash flows	27
Notes to the financial statements	28 - 50

The following pages do not form part of the statutory financial statements:

Charity Charity detailed income and expenditure account and summaries

REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS TRUSTEES AND ADVISERS FOR THE YEAR ENDED 31 MARCH 2022

Trustees	P Powell, Chair C Lacey C Russell J Siebert R Browne R Bolton N De Potter B Cook A Bell A Mirmak
Company secretary	S Brown (appointed 13 October 2022) S Selden (Resigned 13 October 2022)
Charity registered number	1073543
Principal office	The Lightbox Chobham Road Woking Surrey GU21 4AA
Independent auditors	Hamlyns Limited Chartered Accountants Statutory Auditors Sundial House High Street Horsell Woking GU21 4SU
Solicitors	W Davies and Son Acorn House 5 Chertsy Road Woking Surrey GU21 5AB

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2022

Objectives and Activities

The Trustees confirm that they have complied with the duty in Section 4 of The Charities Act 2006 to have due regard to the Charity Commission's general guidance on public benefit.

The Lightbox is a registered charity whose charitable purpose defined within the Charities Act 2006 is articulated in the philosophy of the charity.

The impact of the pandemic and re-opening The Lightbox March 21 to April 22

This report covers a period when restrictions eased and Museums and Galleries started to be fully operational and welcomed audiences back to their buildings and programmed events and activities for visitors. There was significant support from public funds and The Lightbox successfully received Arts Council England Culture Recovery Funds (ACE CRF) Round 1 and Round 2 but was not successful in Round 3. This support enabled The Lightbox during the closure period to move activities on-line, established an on-line shop, run workshops digitally, talks and maintain communications with staff, volunteers and audiences. During closure all income has ceased from commercial activities and the organisation was involved in intensive fundraising activity to supplement the loss.

Spring 2021 saw The Lightbox re-open and gradually return to a fully operational model, café, shop, exhibitions, events and a full staff team return to delivery. The main exhibition programme included the work of Michael Ayrton, drawn from The Ingram Collection (29 May – 8 August 2021) and the summer Lines of Beauty: featuring Old Master Drawings from Chatsworth (21 August – 5 December 2021) and Bridget Riley: Pleasures of Sight (18 December 2021 – 10 April 2022). A full programme of Upper Gallery exhibitions, Art Fund Prize Gallery shows and the accompanying events, education talks re-opened and a pre-pandemic fundraising programme returned. The Lightbox has an incredibly loyal network of supporters who had given generously during the pandemic; Members, Exhibition Circle and Corporate Sponsors has been established and continued support but as The Lightbox returned to being fully operational audiences behaviour had changed and they were not returning the same way as pre-pandemic.

May 2021 saw the founding director Marilyn Scott step down and the process of recruiting new leadership. The Trustees and Director appointed Saxton Bampfyyde to lead on recruitment and in August Sarah Brown, formally Principal Keeper, Leeds Art Gallery, was appointed to take up the role of Director in December 2021.

On 17 December The Lightbox joined a number of museum, galleries and heritage sites that were forced to close early for Christmas as the Omicron variant drove a new surge of Covid infections. The Lightbox was open during Christmas and New Year as the subsequent impact was staff shortages that were impacted by Covid-19 infections and isolation requirements. The decision to close was not taken lightly but the safety of staff and visitors was a priority. The Lightbox re-opened in January and despite challenging circumstances the Bridget Riley

exhibition was critically well received and well attended. Receiving 4 starts in The Guardian from art critic Jonathan Jones on the occasion of her 90th year "still finding ways to dazzle and exhilarate". The exhibition attracted a younger demographic, families and was popular with schools. The show lent itself well to social media and results from The Audience Agency commissioned report clearly stated we were reaching a new audience traveling within 40 minutes of The Lightbox.

The new Director worked immediately with the key stakeholders, Woking Borough Council, Arts Council England, The Ingram Collection, Board and Senior Management Team (SMT) to ensure The Lightbox submitted an application to Arts Council England for National Portfolio Organisation (ACE NPO). We appointed consultant, Kath Wood (Kath and Company) to work with us and we submitted ACE NPO spring 2022. January Board and SMT strategy day focused on the ACE NPO Let's Create Strategic 2020-2030 paper and we developed a new Vision and Mission for The Lightbox.

We worked with The Audience Agency to commission a report on our audiences and impact of the pandemic on their behaviour, and identified key audiences that we currently do not engage. We have identified the need to change and develop a business model that ensures The Lightbox can be sustainable and thrive going forward.

The Philosophy and updated Mission and Vision

The Lightbox is a charitable arts and heritage organisation with a social purpose to improve the well-being and quality of life of its community. We have always believed that art has the power to make you feel good and we strive to ensure that this philosophy is at the heart of everything we do. Our diverse cultural programme includes exhibitions featuring world-renowned historic and contemporary artists, local heritage, talks and tours, social events and arts and crafts workshops for all ages.

The Lightbox Art and Wellbeing programme provides opportunities for those that would otherwise not be able to access arts and heritage services to take part in creative workshops, including free drop-in sessions for families, community workshops for those living with dementia or affected by mental health issues, those in local care homes and hospices. This community programme would not be possible without the vital support of individual donors and Trusts and Foundations.

The impact of Covid on the gallery has demonstrated how important these programmes are and how missed they have been during 2020/2021. Our programmes will be needed even more post pandemic as the true long term impact is recognised in communities.

Our purpose, Vision and Mission

The Lightbox (TLBX) is a centre for creativity, based in our landmark building in the heart of Woking. We work in partnership with artists and local communities to achieve our mission of

giving opportunities for everyone to connect, be inspired and co-create experiences that are relevant, championing the transformative power of the visual arts. We do this through a changing programme of modern and contemporary visual art, extensive outreach activity, and housing The Ingram Collection of Modern British Art and Woking Heritage Collection.

TLBX opened in 2007 emerging from the community created Woking Museum of Arts and Crafts. We are rooted in the cultural, social and economic life of Woking, Surrey and the South East of England. Our vision is to inspire change through creativity and co-creation. Our learning and engagement programmes create experiences in and beyond our gallery walls. Our wellbeing programme works with homeless, diverse and LGBTQ+ communities ensuring a safe, welcoming and trusted civic space.

TLBX was an early model of a new visual arts building in the UK – award winning and designed by architect Marks Barfield (London Eye/ Stirling RIBA shortlist 2021).

We are the only purpose-built contemporary art space in Surrey.

Woking has been at the centre of cultural innovation for decades and is home to the first purpose-built mosque in the UK Shah Jahan Mosque, the HQ to McLaren Formula 1 and the global headquarters of World Wildlife Foundation (WWF). It is where Ken Wood invented his mixer, H.G. Wells sited War of the Worlds and Paul Weller founded The Jam.

Woking is a fast-growing community with a young population (21.6% England 19.2%). We are the most diverse borough in Surrey with 10% of the population unable to speak English, a significant Pakistani community and the largest Syrian Refugee resettlement in the South East. 58% of Woking residents are concerned about their mental health, 11% higher than the average in Surrey and 40% of our older population suffer income deprivation. (Woking Borough Council).

Our Purpose and Programme

1) To manage and deliver a changing exhibition programme shown in three galleries to attract both repeat and new visitors to the venue and to generate revenue via these activities. To act as the repository for the material history of the Borough of Woking. To fulfil this role we maintain a museum dedicated to the history of the borough and care for and conserve artefacts relating to Woking history. This display is permanent and always on show free of charge to all our visitors. The Collection is vested within a separate charity The Collections Trust and The Lightbox manages this collection on behalf of the charity.

2) To generate income through our trading commercial activities including our shop, café, venue hire spaces, sales of art works and consultancy service. This is carried out through the Charity's subsidiary company WMACC Trading Limited.

3) To manage an exciting programme of events and learning programmes for both young people and adults. These include both formal and informal learning opportunities. All of these programmes were transferred to online delivery including our schools activity but this was much reduced due to the availability of schools all of whom were working

from home. In the year 21-22 when we returned to being almost fully operational we pursued an active events programme, welcoming reduced numbers of visitors to lunchtime and evening talks, drop in free family creative workshops and adult workshops. A programme for families included Painting for Under 5's, story-telling sessions and family creative sessions. Many of our activities such as Lightbox Lates started again but across all the public programme numbers were low and many activities were cancelled due to limited numbers.

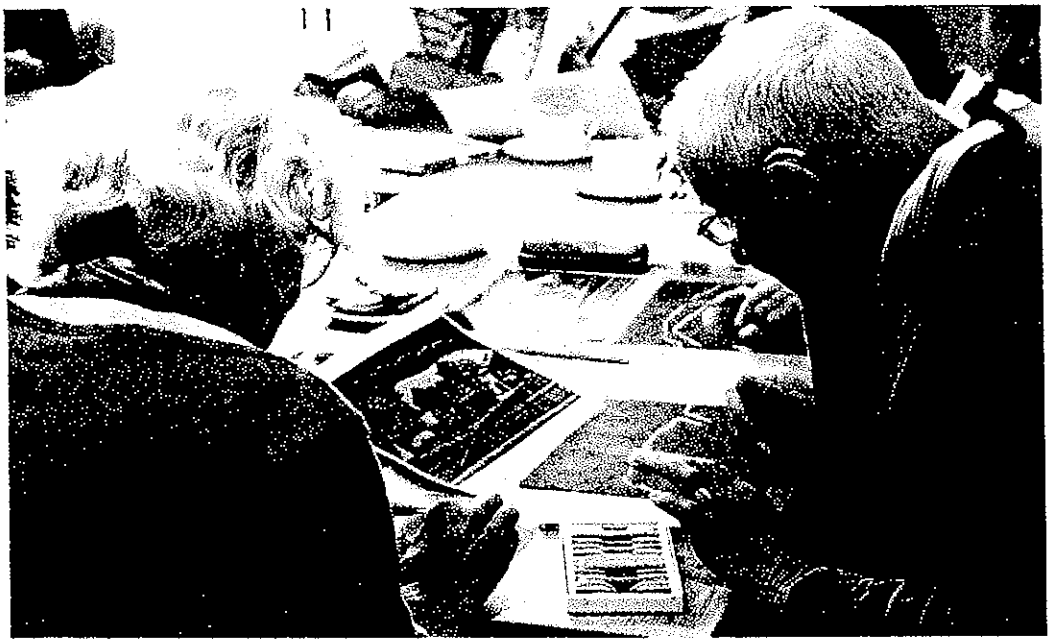
4) To continue to provide and manage outreach and well-being projects that give access to learning, the visual arts and heritage for the local community. Our Art and Wellbeing Programme includes: Specialist community workshops (see further detail below):

- Open Mind
- Art in Mind
- Art without walls
- Careers Create

Art in Mind

Art in Mind is a programme of monthly art workshops for people living with dementia and their companions. It has been running since 2013 and responds to the vision of lifelong learning, engaging with adults in the early stages of dementia and their carers. Research has shown that artistic stimulation prolongs the ability of people with dementia to play an active part in society.

The Lightbox has always believed that art makes you feel good and by focusing on the participants' new expression of creativity we can encourage positivity and discussion. Sessions are led by an artist and works from The Ingram Collection of Modern British Art are used to inspire both conversation and creativity. We choose a different artwork each month to look at, which enables us to work with different materials each time. It could be that we use clay, acrylics, watercolours or sketching materials, anything which lends itself to the original artwork. The idea is that the participants respond to the piece, rather than trying to make a copy of it.



Open Mind

Open Mind is a partnership between The Lightbox and Woking Mind (now Catalyst) to provide relaxed bi-monthly tours of current exhibitions. Each time we look at different artworks and discuss the artists' lives in an interactive tour that is used as a way to foster inclusion and participation. The project enables us to expand on our health and wellbeing offer, as well as build on existing projects.

Art without Walls – (Hosted at local care homes)

Art without Walls is an exciting arts-based outreach which means that The Lightbox can bring the resources to local care homes and engage with people who cannot easily get to the gallery and museum themselves. We strongly believe in the power of the arts to touch the lives of those for whom art can be a welcome relief from the difficulties of the everyday world. The range of beautiful and diverse artworks created from scratch by the residents enables them to feel positive and create without any expectation or pressure.

Carers Create

This programme was started in 2021 and has enabled us to improve the wellbeing of Young Carers in the borough. We have been able to support vulnerable young carers to take a break from their often stressful roles at home. Their daily routine involves juggling school duties alongside performing a surrogate adult role at home with many of them caring for a chronically/terminally-ill loved one. We have partnerships with Action for Carers and Surrey County Coucil's Youth team to deliver creative sessions which increase confidence, improve wellbeing and encourage young carers to develop their own skills.

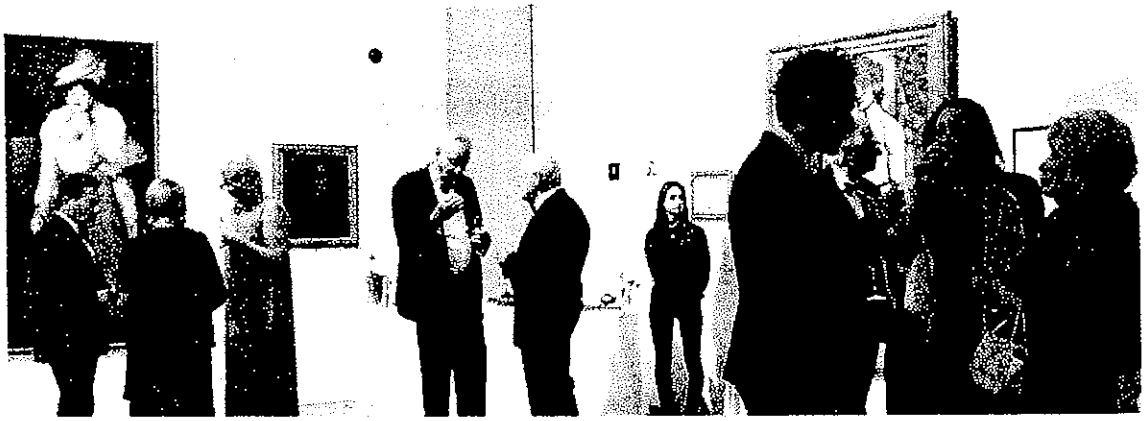
The aims for all our partnership projects in the year under review were: -

- To support all our partners throughout the pandemic to continue to provide creative activities to assist with mental health and well-being in whatever way possible due to

restrictions.

- To continue and develop our work with the mental health service user community, the elderly, those living with the early stage of dementia and those with caring responsibilities and those with learning difficulties.
- To work with local arts organisations and individual artists to promote their work
- To manage and care for The Ingram Collection of Modern British Art
- To work with corporate and charity partners to provide heritage and arts expertise from our team to meet their needs through fee paying consultancy

Our Supporters



Volunteers

The Lightbox is supported by 200 volunteers who help to run the core activities of the organisation including front of house, research, engagement, administration and gardening. They are assisted by a volunteer co-ordinator and education and learning also support. Volunteers enjoy an extensive training programme and a briefing on every exhibition to enable them to guide visitors in an effective and informed way. The Lightbox has joined the Museums Association (MA) at the pivotal point ensured we are part of the national network and staff, volunteers are connected to the regional and national sector. A result of the pandemic has been the Front-of-House Charter for Change led by the Museums Association that explores how important this role is and how we can improve the treatment and experience of FOH teams. We welcomed back volunteers with an event to meet the new Director, hear from the staff and ensure we establish a Volunteers' Forum going forward with the opportunity for staff and volunteers to be involved in contributing to the organisations' development.

Members, Supporters, Exhibition Circle

The Lightbox has an active tiered membership system whose main functions are to encourage supporters on different levels to support and to act as advocates for the organisation in the local community and to generate revenue. The systems has a number of different benefits from free entry to exhibitions and access to a series of events and discounts in shop, café and priority booking for events and openings.

The Trustees have referred to the guidance in the Charity Commission's general guidance on Public Benefit in Section 4 of The Charities Act 2006 when reviewing their aims and objectives and in planning future activities. In particular, the Trustees consider how planned activities will contribute to the aims and objectives they have set.

The organisation's forward plan sets out the continuing development of the organisation and specifies targets.

The Lightbox commissioned a report by constultant Georgie Grant-Howarth on Development and Fundraising (January 2022). The paper identified a to achieve a step-change in future fundraising, a number of building blocks need to be put in place. A combination of systems Customer Relationship Management (CRM), fundraising platform and database Blackbaud, establishing Direct Debit and management of data to ensure development could take place. The report was combined with sector consultation to ensure The Lightbox was developing in accordance with sector and SMT have been working to ensure housekeeping is in order.

Corporate Sponsorship

As The Lightbox returned to being fully operational venue hire and corporate sponsorship was reviewed and on the occasion of The Lightbox's 15 year a strategy was developed to ensure there was a strong incentive for business to return. A launch event was organised and the new Director worked with existing corporate sponsors, Woking Borough Council and Woking Chambers of Commerce to ensure measures were devised to see a return to venue hire and increasing Corporate Sponsorship. This work is continuing and whilst we have seen a gradual return to venue hire we have to acknowledge that businesses are facing incredibly challenging circumstances and areas of sponsorship, corporate social responsibility are increasingly under pressure during these post-pandemic times. The Operations Director and Events Manager are working hard to build relationships and incentivise, drive business and ensure the green shoots we have seen can be built upon going forward.

Performance Management and Achievements

This year has been a period of significant change with founding Director Marilyn Scott retiring and new Director Sarah Brown. The Lightbox has been working with the support of HR Consultant Rebecca Labram (People Clever) to carry out a comprehensive pay review and update roles, responsibilities and organisational change. It is widely recognised that low pay is a major problem in the sector and museum pay is falling behind that of comparable sectors, and is barely keeping up with the cost of living. The Lightbox worked with HR consultant to ensure that all staff were in line with MA and ACE guidelines for pay and received a 2% pay increase in line with Woking Borough Council.

The staff under the Director is now divided into an operational team, exhibitions, learning and engagement and marketing team. The development team was not recruited and

recruitment was frozen as we reviewed the organisations mission and vision ensuring The Lightbox's application to Arts Council England for National Portfolio Organisation could take place. A period of staff training and development ensured that all staff contributed to organisational vision and the ACE Strategy Let's Create 2020-2030 was shared with Board, SMT and all staff. The Lightbox worked with Kath Wood to ensure the ACE 10 year strategy, describing the change that ACE want to see in the sector was applied to The Lightbox and the four Investment Principals: Ambition & Quality: Dynamism: Environmental Responsibility: and Inclusivity and Relevance were explored and a delivery plan was developed to create a forward facing organisation that starts the journey of renewal.

Staff Appraisals training and appraisals were updated and carried out. All staff and board members carried out Equality, Diversity and Inclusion training. Carbon Literacy training has been delivered to members of the Operation Team and the ACE Investment Principals are forming the core vision going forward. The Lightbox joined the Gallery Climate Coalition (GCC) an international body of museums and galleries committed to reducing the industry's carbon emissions by at least 50% by 2030. The Lightbox was shortlisted for the Crest Business Awards Surrey recognising the sustainable responsibility and track record. The Lightbox joined the Museums Association as an Institutional Member enabling all staff access to publications, conferences, training and funding opportunities for the organisation.

The Marilyn Scott Bursary has been established and recognised the legacy of founding director Marilyn Scott and will fund a paid internship offering 3-4 months of work experience to an 18-25 year old working across all The Lightbox departments.

All staff meet on a monthly basis to share information and every staff member has regular meetings with their line manager. The new Director has been keen to ensure staff communication is developed and meetings have agendas that staff can contributed to minutes are taken, and shared with staff who cannot attend. Following the pandemic staff have returned to the office and The Lightbox has like other organisations adopted a hybrid working model that combines in person, digital and flexible working for staff. We recognise that some roles cannot be carried out remotely and we have adopted the policy that a member of the Senior Management Team is on site and available at all times. We have a rota in place that is updated and shared with all staff. In coming Director Sarah Brown met with all staff 121 and a comprehensive review leading to her permanent appointment was carried out by the Board with all staff contributing.

Staff appraisals take place once a year when Key Performance Indicators for the following year are agreed and CPD is identified for all staff.

Learning and Engagement

Learning is at the heart of what we do at The Lightbox. The Learning team aims to offer a varied, high quality programme around art and heritage for the whole community.

As well as guided activity sessions for informal and formal learners, the team run workshops, object handling sessions, outreach sessions and tours, all assisted by a team of volunteers, who make a vital contribution to the Learning Programme.

Following the reopening of The Lightbox the team returned to delivery and in line with Arts Council England objectives a team of freelancers has been recruited enabling a more flexible approach to delivery. The Head of Learning and Engagement has managed the change of staffing and developed a team, carried out training, introduced new working practises with their team and for The Lightbox to best deliver a programme going forward.

The team delivered:

- Schools; 43 in person primary/secondary sessions including 5 Self-guided tours and 5 Centrepiece specific sessions online; one Loan box for schools own delivery.
- Under 5's provision; Storytelling – 18 sessions including 3 online before reopening in May; Painting – 8 sessions (start in July)
- Families/Holidays; 12 drop in's in person and 30 paid workshops including 4 online.
- Young people; 4 in person sessions (11-16yrs); 4 Carers Create sessions
- In addition for Adults; 13 art talks including 4 online; 25 adult workshops including 16 Drawing for adults' sessions; 14 Art in Mind Sessions, 6 Open Mind Sessions, 6 Art Without Walls sessions.

The team also managed:

- Woking College in person end of year show with reduced numbers for the Private View and students work.
- Centrepiece 2021 with the school session delivery online and the show in person in summer 2021.
- Heritage Open Days in collaboration with Basingstoke Canal Society.
- Outreach sessions with Mind, LinkAble and Woking High (Secondary school).
- Blog Post online craft activities whilst we were closed up to end of May 21.
- Devised and produced How to Draw videos for our audience to be creative whilst still felt uneasy about coming into the building.
- Created new Schools digital packs for schools to deliver themselves.

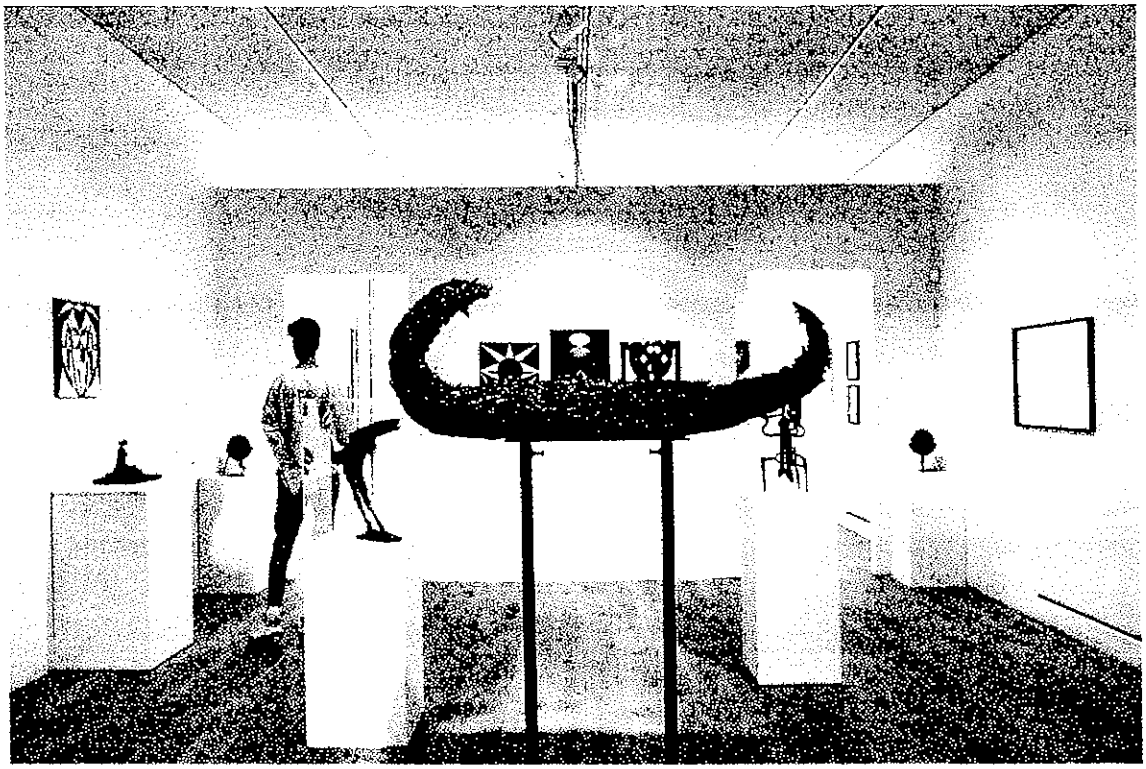
Exhibitions and Collections

"The Lightbox is a truly extraordinary regional art gallery - one that has staged an exceptional number of world-class exhibitions in the mere 15 years of its existence, bringing great art to Woking time and time again. Long may it live and long may it prosper!"

Andrew Graham-Dixon, 2022.

The Lightbox has staged a number of exhibitions during the year March 2021 – April 2022. Exhibitions were shown in the Main Gallery, Upper Gallery and Art Fund Prize Galleries. The exhibition programme includes a series of temporary exhibitions bringing together contemporary, modern and historic work with contemporary artists and three exhibition a year devised with The Ingram Collection.

The Main Gallery re-opened after COVID restrictions with Celebrating Michael Ayrton: A Centenary Exhibition (29 May - 8 August 2021), Lines of Beauty: Master Drawings from Chatsworth (21 August - 5 December 2021), and Bridget Riley: Pleasures of Sight (18 December 2021 - 10 April 2022) which saw The Guardian art critic Jonathan Jones in a 4 star review exclaim ' The emotional highs and lows (mostly highs) are yours as you move through a room where her art hangs, feeling elated, liberated and occasionally even seasick' December 2021.



The Upper Gallery re-opened with Victoria Place Art Project: Open House (22 May – 22 June 2021), Woking College Annual Art and Design Show (Tuesday 23 June – 4 July 2021), The Ingram Collection: Nightshaking (10 July – 19 September 2021), The Ingram Collection: Art for your World (25 September 2021 – 9 January 2021) and Hubert Arthur Finney: Out of the Shadows (15 January 2022 – 27 March 2023).

The Art Fund Prize Gallery also featured 14 hires by artists from the region, contributing hire income to the organisation, inclusive of the Ambassador Room which was used to remedy the backlog of COVID related cancelled hires. Exhibitions with community and organisational partners took place also in the Art Fund Prize Gallery with University for the Creative Arts, Farnham; Ingram Contemporary Talent; New Beginning's: Women in Prison; Woking Art Society and Centrepiece.

Various smaller displays also featured inside and outside Woking's Story with assistance from the volunteer Heritage Exhibitions Advisory Committee. Local hero, object in focus and heritage exhibitions included Dame Ethel Smythe, Mental Illness in Woking Convict Prison and Madame Rachel.

In addition, two pop exhibitions opened in the newly developed Victoria Place development in Woking Town Centre (23 March 2021 – 22 May 2022). One exhibition 'Forever in the Now' was co-organised by artists Sean Henry and David Worthington, in partnership with The Lightbox and featured 24 sculptures by 12 artists from England, Ireland, Scotland and Wales. A second exhibition, presented by 'The Lightbox at Victoria Place' featured an exhibition of four contemporary female artists based in Woking and the surrounding area and celebrated the diversity and range of professional artists working today.

Woking's Story – Heritage Collection

The Lightbox looks after a historic collection tracing the History of the Borough of Woking. The collection is catalogued, researched and conserved. The collection is shown in Woking's Story a purpose built museum within The Lightbox building. The museum tells the story of the development of the town and of its residents including key unique historic sites such as the Shah Jahan Mosque, the first purpose built mosque in the UK. The collection is also used in loan boxes, handling collections and for learning programmes. In addition the museum has a changing element with two showcases one ' Local heroes' which features a Woking personality from the past or present and the second is our 'Object of the month' which features an object from our collection, not usually on show and tells the story behind the object. We also have a collection of Modern British Art donated by Joan Hurst through The Art Fund.

Publicity and Marketing

In February 2022 we commissioned a report from The Audience Agency and clearly identified an audience development plan and foundations to build upon. Our coverage on arts and family websites and on social media continues to be very strong and our family offer has continued to develop throughout 2021 and 2022. We have established a seasonal approach to programming and communications with campaigns for Spring, Summer Autumn 2021 into Winter 2022. The Lightbox has considered the digital and print strategies with a review of the two yearly What's On, (Spring-Summer and Autumn-Winter) Digital communications and internal and external communications via email. We have focused developing the social media presence with prioritising Instagram and developing communications strategies for Twitter, Facebook and print.

Fundraising

The Lightbox generates funds to support its activities through applications to Trusts and Foundations, Arts Council England, National Lottery Heritage Fund and local funders and individual donors. The Lightbox has a corporate membership scheme supported by local business, both by financial subscription and support in kind. The Lightbox also runs a Supporters Club and an Exhibition Circle, which allows high level donors to support the gallery and benefit from invitations to events, talks and gives access to curators and behind the scenes tours. The Lightbox needs to generate 60% of its running costs from fundraising and commercial activity and this remains a key activity for the Director and the Trusts and Foundations staff. We have established that all staff are involved in raising funds and meet regularly with Head of Exhibitions and Head of Learning to develop programming that is directly connected to Trusts and Foundations. An example of this is The Lightbox being part of a the national network led by University of the Arts De-colonising Institute and we have appointed an artist in residence who's costs will be covered by funding secured through the partnership.

Commercial Operations

Venue Hire, Café and Shop

During the pandemic commercial operations was impacted dramatically with a loss of income as The Lightbox could no longer operated the income streams with restrictions in place. In 2020-2021 venue hire of the building ceased due to restrictions in place. As restrictions were lifted in 2022, a new venue hire strategy was devised and implemented as demand returned and we could maximise this important revenue stream for The Lightbox. We have seen a gradual return to in person events and the Hurst, Ambassador and building has been hired. We are working to re-establish our Corporate Membership packages and developing relationships again with companies that are returning to hire.

The Lightbox Café

The Lightbox Café reopened in May 2021 when restrictions lifted but business was slow to return as audiences were cautious and the catering sector was seriously impacted by the pandemic. Following a tender process a new café franchise was selected and contracted from January 2022. Stretch and Fired have worked with us to ensure customer feedback has been very positive with a family friendly offer and we are working closely with them to maximise customers and support valuable venue hire catering.

The Lightbox Shop

During the pandemic The Lightbox received support from ACE Cultural Recovery Fund to support and create a new on-line shop which launched in 2021 to help generate income that had been lost during this period. We specialise in unique products by artists, designers and

makers living in the South East region. We are a unique destination and since restrictions have lifted and audiences have returned this has been a key income generator for The Lightbox. We have conducted a shop survey to collect data that will inform how we develop this valuable income and offer for audiences and build on the investment in the on-line offer.

Financial Review

The Trustees are conscious of the need for the organisation to generate an operating surplus in the future to build reserves to meet the aspirations of the organisation. However, they recognise that the current economic climate has made securing funds extremely challenging and continue to seek regular additional funding. The Trust has been able to survive the pandemic due to very prudent spending, fundraising and furlough payments. The Charity is confident of its continuing status as a going concern and its auditors are satisfied at this position.

Risk Management and Reserves Policy

TLBX successfully managed the impact of Covid-19 by moving activities online to support the wellbeing of our community and reducing social isolation. We have been supporting our community throughout the pandemic with both digital and where permitted face to face arts and crafts tutorials for those isolated by social circumstances.

To mitigate financial risk we reduced expenditure and secured additional vital grant support which ensured continued employment of our staff team. We have made use of furlough, prioritising our resources to support our community. Since reopening Spring 2021 in line with national trends, we have suffered reduced visitor numbers and visitor spend, which has impacted our operational model reducing income generation from café and retail, admissions, membership renewals and gift aid. Our venue hire income is building but is still well below pre-pandemic levels and our corporate membership scheme has been dramatically compromised by the pandemic.

It is clear that going forward we will have reduced income with a proposed reduction in our local authority grant and have had to use a significant amount of our unrestricted reserves. Our unrestricted reserves position on 31 March 2022 was £511k (2021: £624k), and by year end 22/23 we are projecting circa £400k (3-6 months). Free reserves (being unrestricted funds less the fixed assets) as at 31 March 2022 were £493k (2021: £596k)

The Board conducts a regular review of major risks to which the charity is exposed and appropriate systems and measures are established to mitigate those risks as recorded in the Risk Register which is regularly reviewed. A new Risk Register has been devised by the Operations Director in consultation with the Board to ensure that risks can be monitored and mitigated by SMT and Trustees. Internal risks are minimised by the implementation of procedures for authorisation of all transactions and the quality of project work is monitored and evaluated for all projects.

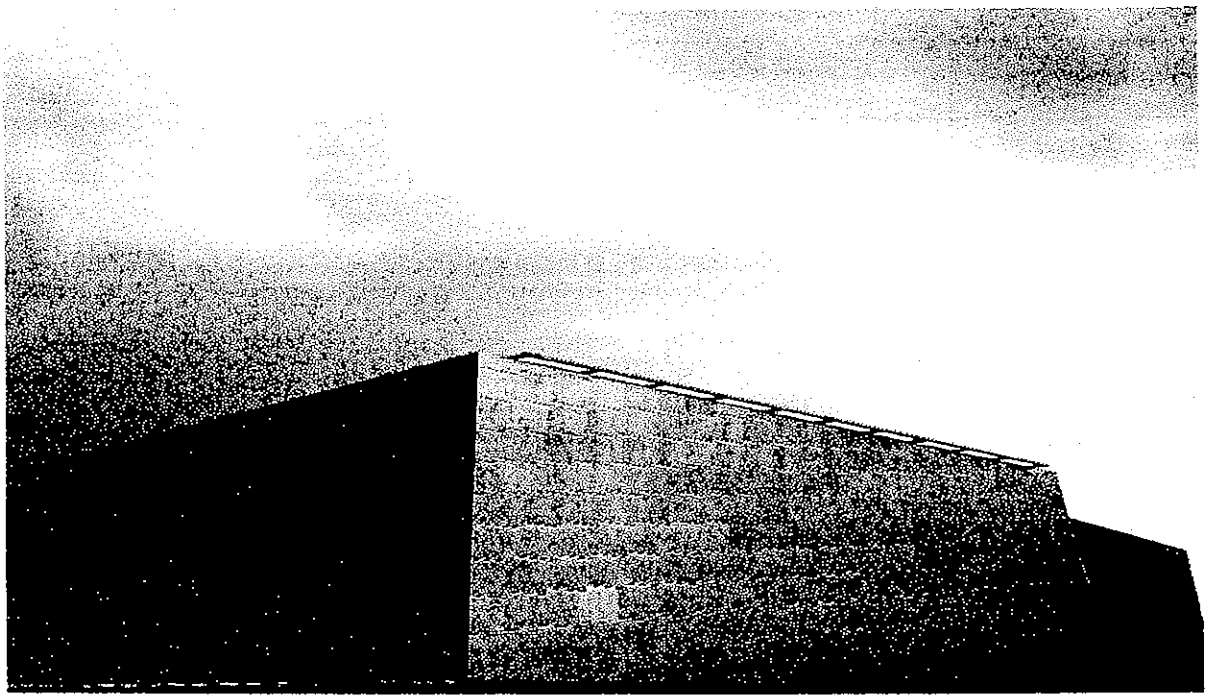
Going Concern

After making appropriate enquiries, the Trustee have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the accounting policies.

The charity has recently been notified that it is to receive funding from Arts Council England of £150,000 annually from 2023 which gives significant reassurance regarding going concern treatment.

The major risks to the charity are:

- The implications of the challenging financial market caused by the pandemic, Brexit, war in Ukraine, costs of energy, living have all contributed to rising costs, lower visitors numbers and spend.
- Pressure on local government funding and diminished or loss of core funding from key stakeholders Woking Borough Council.
- Pressures on Arts Council England and increasing demand from the gallery and museum sector
- Pressure in core stakeholder support from The Ingram Collection
- Challenges of recruitment for staff and volunteers who are vital for the operational success
- The Lightbox building is 15 years old and we are increasingly at risk to ensure conditions required to continue to secure and borrow high quality loans for exhibitions.



Constitution

Woking Museum and Arts & Crafts Centre is a registered charitable company and is constituted under a Trust deed.

Methods of appointment or election of Trustees

The management of the Group and the Charity is the responsibility of the Trustees who are elected and co-opted under the terms of the Trust deed.

Structure, Governance and Management

The company is a registered charity, governed by Memorandum and Articles of Association and a registered company limited by guarantee. As defined in the Memorandum and Articles of Association it exists to provide a heritage and visual arts service for the people of Woking and the wider region. The Gallery has full Accreditation from Arts Council England and is an active partner with the Surrey Museums Partnership and the Association of Independent Museums and Institution Member of the Museums Association.

The Lightbox is a member of Visit Surrey and is actively engaged with both Woking Borough Council its major stakeholder and with Surrey County Council. The Lightbox has a 15 year rolling forward service contract with Woking Borough Council to deliver arts and heritage services for the people of the Borough. Woking Borough Council own The Lightbox building and the charity has a 99 year lease on the building.

All Trustees are recruited with specific skills or experience in order to support the executive and assist in furthering the operational activities of the organisation. Potential Trustees are recommended to the Board following scrutiny of their appropriateness, experience and the role they might play. Up to 12 Trustees can be appointed for an initial three year period and then a further three year term if agreed and a further three years in exceptional circumstances if agreed. A full skills audit was carried out prior to the ACE NPO funding application and the Chair of Board Pam Powell carried out 121's with all Board Members.

An Audit Committee comprised of Trustees, Richard Bolton, John Siebert, Natalie De Potter and chair Pam Powell meet with Head of Finance to oversee the accounts and Risk Register in advance of annual audit.

The Board was actively involved with recruiting the new Director with support from Arts Council England Relationship Manager Michael Cooke. Each new Board member receives information about the organisation including all current policies and receives an Induction with the Director. The Board has at least one annual away day each year when forward planning takes place.

Trustees in the year 2021-2022 were:

Pam Powell – Chair
Chris Lacey
Cherry-Anne Russell
John Siebert
Richard Browne
Richard Bolton
Nathalie De Potter
Barry Cook
Andrew Bell
Ali Mirmak

The Trustees meet bi-monthly and minutes of these meetings are circulated to all Trustees. During 2021-2022 Board meetings were held both in person and on-line.

Day to day management of the organisation is charged to the Director, Marilyn Scott (to December 2021) and Sarah Brown (December 2021-present) and Director of Operations Pru Shackley (returned from parental leave October 2021) The Senior Management Team meets weekly and the Director holds 121s with SMT every two weeks.
In addition to above the Senior Management Team comprises Peter Hall Head of Exhibitions, Heather Thomas Head of Learning and Engagement, Head of Finance and Head of Marketing. The post of Head of Development is vacant.

Future Strategy

In view of the current economic climate the Board constantly reviews the current business model and at during 2021-2022 there has been considerable organisational change both internally and externally.

The Board is keen to ensure long term viability for the organisation and to ensure that it is equipped to deal with reductions or alterations to current funding streams.

We are working to achieve financial sustainability post pandemic and have done this by controlling costs and generating income from our activities in the commercial areas including shop, café and corporate hire income facilities. These activities complement the financial provision from our service contract with Woking Borough Council and our Fundraising activities.

All images are copyright The Lightbox 2021-2022.

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2022

Statement of Trustees' responsibilities

The Trustees are responsible for preparing the Trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England & Wales 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 Group and the Charity and of their incoming resources and application of resources, including their income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Group will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Group and the Charity's transactions and disclose with reasonable accuracy at any time the financial position of the Group and the Charity and enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008 and the provisions of the Trust deed. They are also responsible for safeguarding the assets of the Group and the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Disclosure of information to auditors

Each of the persons who are Trustees at the time when this Trustees' report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information of which the charitable group's auditors are unaware, and
- that Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charitable group's auditors are aware of that information.

Auditors

The auditors, Hamlyns Limited, have indicated their willingness to continue in office. The designated Trustees will propose a motion reappointing the auditors at a meeting of the Trustees.

Approved by order of the members of the board of Trustees on 20 December 2022 and signed on their behalf by:

R Bolton

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF WOKING MUSEUM AND ARTS & CRAFTS CENTRE

Opinion

We have audited the financial statements of Woking Museum and Arts & Crafts Centre (the 'parent charity') and its subsidiaries (the 'group') for the year ended 31 March 2022 which comprise the Consolidated statement of financial activities, the consolidated balance sheet, the charity balance sheet, the consolidated statement of cash flows and the related notes, 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).

The financial statements have been prepared in accordance with Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standards applicable in the UK and Republic of Ireland (FRS 102) in preference to the Accounting and Reporting by Charities: Statement of Recommended Practice issued on 1 April 2005 which is referred to in the extant regulations but has been withdrawn.

This has been done in order for the accounts to provide a true and fair view in accordance with the Generally Accepted Accounting Practice effective for reporting periods beginning on or after 1 January 2015.

In our opinion the financial statements:

- give a true and fair view of the state of the Group's and of the parent charity's affairs as at 31 March 2022 and of the Group's incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

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 Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the Group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

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

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF WOKING MUSEUM AND ARTS & CRAFTS CENTRE (CONTINUED)

Other information

The other information comprises the information included in the annual report other than the financial statements and our auditors' 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.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the Trustees' report is inconsistent in any material respect with the financial statements; or
- the parent Charity has not kept sufficient accounting records; or
- the parent Charity financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the Trustees are responsible for the preparation of the financial statements which give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF WOKING MUSEUM AND ARTS & CRAFTS CENTRE (CONTINUED)

Auditors' responsibilities for the audit of the financial statements

We have been appointed as auditor under section 152 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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

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

We obtained an understanding of the legal and regulatory frameworks that are applicable to the entity and determined that the most significant are the Charities Act 2011, the Companies Act 2006, The Charities SORP (FRS102) and the reporting framework of the Financial Reporting Standard 102.

We understood how the charitable company is complying with these frameworks through discussions with management and those charged with governance. We also assessed the entity and its internal and external environment to identify any particular fraud risk factors. Where the risk was considered to be higher we performed audit procedures to address each identified risk of marerial misstatement due to fraud and error. These procedures included the testing of journals, reviewing large and/or unusual transactions, reviewing minutes of the Trustees and reviewing statutory filings for the entity. In addition, we completed procedures to conclude on the compliance of the disclosures in the financial statements with all applicable requirements.

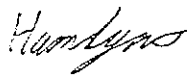
There are inherent limitations in the audit procedures described above and the further the audit date is from the date of when the transactions reflected in the financial statements occurred, the less likely we are to become aware of irregularities and non- compliance. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting a material misstatement due to error because fraud, by nature, involves deliberate concealment by many means (for example collusion or intentional misrepresentations).

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. This description forms part of our auditors' report.

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and its trustees, as a body, for our audit work, for this report, or for the opinions we have formed.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF WOKING MUSEUM AND ARTS & CRAFTS CENTRE (CONTINUED)



Hamlyns Limited

Chartered Accountants
Statutory Auditors

Sundial House

High Street

Horsell

Woking

GU21 4SU

20 December 2022

Hamlyns Limited are eligible to act as auditors in terms of section 1212 of the Companies Act 2006.

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2022

	Note	Restricted funds 2022 £	Unrestricted funds 2022 £	Total funds 2022 £	*Total funds 2021 £*
Income from:					
Donations and legacies	3	-	**8,833**	**8,833**	*138,791*
Charitable activities	4	**71,378**	**668,822**	**740,200**	*748,088*
Other trading activities	5	-	**110,313**	**110,313**	*81,615*
Investments	6	-	**15,661**	**15,661**	*14,225*
Total income		**71,378**	**803,629**	**875,007**	*982,719*
Expenditure on:					
Raising funds	7,8	-	**128,120**	**128,120**	*56,275*
Charitable activities	9	**71,410**	**816,019**	**887,429**	*702,019*
Total expenditure		**71,410**	**944,139**	**1,015,549**	*758,294*
Net (expenditure)/income before taxation		**(32)**	**(140,510)**	**(140,542)**	*224,425*
Taxation		-	**28,410**	**28,410**	*18,714*
Net movement in funds		**(32)**	**(112,100)**	**(112,132)**	*243,139*
Reconciliation of funds:					
Total funds brought forward		**27,249**	**623,514**	**650,763**	*407,624*
Net movement in funds		**(32)**	**(112,100)**	**(112,132)**	*243,139*
Total funds carried forward		**27,217**	**511,414**	**538,631**	*650,763*

The Consolidated statement of financial activities includes all gains and losses recognised in the year.

The notes on pages 28 to 50 form part of these financial statements.

CONSOLIDATED BALANCE SHEET
AS AT 31 MARCH 2022

	Note		2022 £		2021 £
Fixed assets					
Tangible assets	14		**18,716**		*27,298*
			18,716		*27,298*
Current assets					
Stocks	16	**14,401**		*18,646*	
Debtors	17	**623,308**		*89,642*	
Cash at bank and in hand		**519,689**		*1,197,296*	
		1,157,398		*1,305,584*	
Creditors: amounts falling due within one year	18	**(637,482)**		*(682,118)*	
Net current assets			**519,916**		*623,466*
Total assets less current liabilities			**538,632**		*650,764*
Net assets excluding pension asset			**538,632**		*650,764*
Total net assets			**538,632**		*650,764*
Charity funds					
Restricted funds	19		**27,217**		*27,249*
Unrestricted funds	19		**511,415**		*623,515*
Total funds			**538,632**		*650,764*

The financial statements were approved and authorised for issue by the Trustees on 20 December 2022 and signed on their behalf by:

R Bolton

The notes on pages 28 to 50 form part of these financial statements.

CHARITY BALANCE SHEET
AS AT 31 MARCH 2022

	Note		2022 £		2021 £
Fixed assets					
Tangible assets	14		**18,716**		*27,298*
Investments	15		**1**		*1*
			18,717		*27,299*
Current assets					
Debtors	17	**852,588**		*267,124*	
Cash at bank and in hand		**381,663**		*1,070,820*	
		1,234,251		*1,337,944*	
Creditors: amounts falling due within one year	18	**(633,375)**		*(681,711)*	
Net current assets			**600,876**		*656,233*
Total assets less current liabilities			**619,593**		*683,532*
Net assets excluding pension asset			**619,593**		*683,532*
Total net assets			**619,593**		*683,532*
Charity funds					
Restricted funds	19		**27,127**		*27,249*
Unrestricted funds	19		**592,466**		*656,283*
Total funds			**619,593**		*683,532*

The financial statements were approved and authorised for issue by the Trustees on 20 December 2022 and signed on their behalf by:

R Bolton

The notes on pages 28 to 50 form part of these financial statements.

CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2022

	2022 £	*2021* *£*
Cash flows from operating activities		
Net cash used in operating activities	**(675,835)**	*283,865*
Cash flows from investing activities		
Dividends, interests and rents from investments	**120**	*320*
Purchase of tangible fixed assets	**(1,892)**	*(1,781)*
Net cash used in investing activities	**(1,772)**	**(1,461)**
Cash flows from financing activities		
Net cash provided by financing activities	**-**	**-**
Change in cash and cash equivalents in the year	**(677,607)**	**282,404**
Cash and cash equivalents at the beginning of the year	**1,197,296**	*914,892*
Cash and cash equivalents at the end of the year	**519,689**	*1,197,296*

The notes on pages 28 to 50 form part of these financial statements

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

1. General information

The Woking Museum and Arts & Crafts Centre is a charitable company limited by guarantee incorporated and registered in England and Wales. The registered office is The Lightbox, Chobham Road, Woking, Surrey, GU21 4AA.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - 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 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Charities Act 2011.

The financial statements have been prepared to give a 'true and fair' view and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a 'true and fair' view. This departure has involved following the Charities SORP (FRS 102) published in October 2019 rather than the Accounting and Reporting by Charities: Statement of Recommended Practice effective from 1 April 2005 which has since been withdrawn.

Woking Museum and Arts & Crafts Centre 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.

The consolidated statement of financial activities (SOFA) and consolidated balance sheet consolidate the financial statements of the Charity and its subsidiary undertaking. The results of the subsidiary are consolidated on a line by line basis.

2.2 Going concern

At the time of approving the acounts, The Trustees have a reasonable expectation that the company has adequate resources to continue in operational existence for the forseeable future. Thus, the trustees continue to adopt the going concern basis of accounting in preparing the accounts.

The company has conserved funds carefully throughout the Covid pandemic and utilised the job retention scheme and all available fundraising oppotunities to enable survival of the organisation and delivery of our service online, despite ongoing periods of closure.

The charity has recently been notified that it is to receive funding from Arts Council England of £150,000 annually from 2023 which gives significant reassurance regarding going concern treatment.

2. Accounting policies (continued)

2.3 Income

Donations, legacies and other forms of voluntary income are recognised as incoming resources when receivable, except insofar as they are incapable of financial measurement. The value of services provided by volunteers has not been included.

Grants, including grants for the purposes of fixed assets, are recognised in full in the Statement of Financial Activities in the year in which they are receivable.

Trading income is received from the trading subsidary arisign from non-charitable sales and is recognised at the point the trading entity transfers ownership of the goods to the customer.

Membership income arising from Friends is deferred to the extent that ot relates to a service to be provided in future periods. Membership income arising from members of the public has not been treated this way and si not considered significant enough by the Trustees to be treated in a similar fashion.

Gift aid is recognised at the point the relating income is recognised. For small cash donations gift aid is received under the Gift Aid Small Donations Scheme.

Service income is received for the financial year from Woking Borough Council to support its continuing community activities; this is recognised in the year in which is relates.

2.4 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Expenditure on raising funds includes all expenditure incurred by the Group to raise funds for its charitable purposes and includes costs of all fundraising activities events and non-charitable trading.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Group's objectives, as well as any associated support costs.

All expenditure is inclusive of irrecoverable VAT.

2.5 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Group; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

2. Accounting policies (continued)

2.6 Taxation

The Charity is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the Charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

2.7 Tangible fixed assets and depreciation

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, using the straight-line method.

Depreciation is provided on the following basis:

Computer equipment	-	33%	Straight line over 3 years
Improvements to property	-	10%	Straight line over 10 years

2.8 Investments

Fixed asset investments are a form of financial instrument and are initially recognised at their transaction cost and subsequently measured at fair value at the balance sheet date, unless the value cannot be measured reliably in which case it is measured at cost less impairment. Investment gains and losses, whether realised or unrealised, are combined and presented as 'Gains/(Losses) on investments' in the consolidated statement of financial activities.

Investments held as fixed assets are shown at cost less provision for impairment.

2.9 Stocks

Stocks are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks. Cost includes all direct costs and an appropriate proportion of fixed and variable overheads.

2.10 Debtors

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

2.11 Cash at bank and in hand

Cash at bank and 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.

2. Accounting policies (continued)

2.12 Liabilities and provisions

Liabilities are recognised when there is an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the consolidated statement of financial activities as a finance cost.

2.13 Financial instruments

The Group 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 with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

2. Accounting policies (continued)

2.14 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Group and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Group for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Investment income, gains and losses are allocated to the appropriate fund.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

2. Accounting policies (continued)

3. Income from donations and legacies

	Unrestricted funds 2022 £	Total funds 2022 £
Donations	8,833	**8,833**
Legacies	-	-
Gift aid	-	-
	8,833	**8,833**

	Unrestricted funds 2021 £	*Total funds 2021 £*
Donations	*97,476*	*97,476*
Legacies	*36,000*	*36,000*
Gift aid	*5,315*	*5,315*
	138,791	*138,791*

4. Income from charitable activities

	Restricted funds 2022 £	Unrestricted funds 2022 £	Total funds 2022 £
Income from charitable activities - The Lightbox operating costs	-	-	-
Income from charitable activities - Exhibitions and events	-	80,946	**80,946**
Income from charitable activities - Education	-	14,948	**14,948**
Income from charitable activities - Project activity	71,378	-	**71,378**
Income from charitable activities - Service income	-	474,178	**474,178**
Income from charitable activities - Costs of generating funds	-	98,750	**98,750**
	71,378	668,822	**740,200**

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

4. Income from charitable activities (continued)

	Restricted funds 2021 £	*Unrestricted funds 2021* £	*Total funds 2021* £
Income from charitable activities - The Lightbox operating costs	-	*2,240*	*2,240*
Income from charitable activities - Exhibitions and events	-	*144,697*	*144,697*
Income from charitable activities - Education	-	*5,620*	*5,620*
Income from charitable activities - Project activity	*91,230*	-	*91,230*
Income from charitable activities - Service income	-	*504,301*	*504,301*
	91,230	*656,858*	*748,088*

5. Income from other trading activities

Income from non charitable trading activities

	Unrestricted funds 2022 £	**Total funds 2022** £
Trading company	92,037	**92,037**
Activities for generating funds	18,276	**18,276**
	110,313	**110,313**

	Unrestricted funds 2021 £	*Total funds 2021* £
Trading company	*23,217*	*23,217*
Activities for generating funds	*58,398*	*58,398*
	81,615	*81,615*

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

6. Investment income

	Unrestricted funds 2022 £	Total funds 2022 £
Rents received	15,559	**15,559**
Deposit account interest	102	**102**
	15,661	**15,661**

	Unrestricted funds 2021 £	*Total funds 2021 £*
Rents received	*13,905*	*13,905*
Deposit accounts interest	*320*	*320*
	14,225	*14,225*

7. Expenditure on raising funds

Costs of raising donations and legacies

	Unrestricted funds 2022 £	Total funds 2022 £
Support costs	3,570	**3,570**

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

7. Expenditure on raising funds (continued)

Costs of raising donations and legacies (continued)

	Unrestricted funds 2021	*Total funds 2021*
	£	*£*
Support costs	*3,682*	*3,682*

Fundraising trading expenses

	Unrestricted funds 2022	**Total funds 2022**
	£	**£**
Opening stocks	18,646	**18,646**
Closing stocks	(14,401)	**(14,401)**
Purchases	10,398	**10,398**
Other staff costs	421	**421**
Staff salaries	108,413	**108,413**
Premises expenses	1,073	**1,073**
	124,550	**124,550**

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

7. Expenditure on raising funds (continued)

Fundraising trading expenses (continued)

	Unrestricted funds 2021 £	*Total funds 2021 £*
Opening stock	*21,357*	*21,357*
Closing stock	*(18,645)*	*(18,645)*
Purchases	*2,636*	*2,636*
Staff costs	*47,150*	*47,150*
Other staff costs	*32*	*32*
Premises expenses	*60*	*60*
	52,590	*52,590*

8. Investment management costs

	Total funds 2022 £

	Unrestricted funds 2021 £	*Total funds 2021 £*
Maintenance charge	*3*	*3*

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

9. Analysis of expenditure on charitable activities

Summary by fund type

	Restricted funds 2022 £	Unrestricted funds 2022 £	Total funds 2022 £
The Lightbox operating costs	-	321,791	**321,791**
Exhibitions and events	-	(81)	**(81)**
Education	-	42,451	**42,451**
Other trading activities	71,410	318	**71,728**
Service income	-	283,677	**283,677**
Costs of generating funds	-	54,692	**54,692**
Governance costs	-	99,057	**99,057**
Commercial trading operations	-	14,114	**14,114**
	71,410	816,019	**887,429**

	Restricted funds 2021 £	*Unrestricted funds 2021 £*	*Total funds 2021 £*
The Lightbox operating costs	-	*210,218*	*210,218*
Exhibitions and events	-	*199,172*	*199,172*
Education	-	*21,300*	*21,300*
Project activity	*95,577*	*4,435*	*100,012*
Service income	-	*79,300*	*79,300*
Costs of generating funds	-	*4,811*	*4,811*
Governance costs	-	*84,554*	*84,554*
Commercial trading operations	-	*2,652*	*2,652*
	95,577	*606,442*	*702,019*

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

10. Analysis of expenditure by activities

	Direct costs 2022 £	Support costs 2022 £	Total funds 2022 £
The Lightbox operating costs	276,008	45,783	**321,791**
Exhibition and events	(81)	-	**(81)**
Education	42,451	-	**42,451**
Other trading activities	56,968	14,760	**71,728**
Service income	261,902	21,775	**283,677**
Costs of generating funds	54,692	-	**54,692**
Governance costs	59,731	39,326	**99,057**
Commercial trading operations	2,456	11,658	**14,114**
	754,127	133,302	**887,429**

	Activities undertaken directly 2021 £	*Support costs 2021 £*	*Total funds 2021 £*
The Lightbox operating costs	*181,903*	*28,315*	*210,218*
Exhibitions and events	*188,264*	*10,908*	*199,172*
Education	*21,300*	-	*21,300*
Project activity	*86,267*	*13,745*	*100,012*
Service income	*77,227*	*2,073*	*79,300*
Costs of generating funds	*4,811*	-	*4,811*
Governance costs	*53,090*	*31,464*	*84,554*
Commercial trading operations	*1,020*	*1,632*	*2,652*
	613,882	*88,137*	*702,019*

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

10. Analysis of expenditure by activities (continued)

Analysis of direct costs

	Total funds 2022 £	*Total funds 2021 £*
Staff costs	**535,406**	*397,544*
Hire of plant and machinery	**2,289**	*-*
Rates and water	**32,500**	*31,769*
Light and heat	**28,444**	*24,695*
Exhibition and events	**71,545**	*68,889*
Premises expenses	**27,637**	*11,383*
Professional fees	**15,014**	*56,312*
Project activity	**37,142**	*9,262*
The lightbox operating costs	**-**	*620*
Volunteer costs	**-**	*75*
Trustees' expenses	**-**	*3,257*
Training	**-**	*1,571*
Legal and professional	**2,194**	*673*
Sundries	**318**	*3,021*
Other	**1,636**	*4,811*
	754,125	*613,882*

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

10. Analysis of expenditure by activities (continued)

Analysis of support costs

	Total funds 2022 £	*Total funds 2021 £*
Insurance	**23,127**	*13,910*
Telephone	**1,806**	*512*
Postage and stationary	**11,314**	*7,865*
Marketing and public relations	**11,252**	*3,834*
Printing	**6,681**	*8,239*
Other support costs	**14,405**	*31,830*
Depreciation of tangible and heritage assets	**10,574**	*9,110*
Event costs	**113**	-
Auditors remuneration	**14,588**	*10,192*
Bank charges	**4,971**	*2,645*
Subscriptions	**2,031**	-
IT costs	**32,440**	-
	133,302	*88,137*

11. Auditors' remuneration

	2022 £	*2021 £*
Fees payable to the Charity's auditor in respect of:		
Audit-related assurance services	**11,600**	*10,192*

12. Staff costs

	Group 2022 £	*Group 2021 £*	Charity 2022 £	*Charity 2021 £*
Wages and salaries	**552,675**	*444,694*	**552,675**	*444,694*
	552,675	*444,694*	**552,675**	*444,694*

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

12. Staff costs (continued)

The average number of persons employed by the Charity during the year was as follows:

	Group 2022 No.	*Group 2021 No.*
TBC	**1**	*1*
Fundraising	**-**	*2*
Education	**3**	*3*
Collection	**-**	*1*
Administration and support	**2**	*2*
Marketing	**3**	*3*
Exhibitions	**3**	*3*
Visitor services	**7**	*5*
Maintence	**1**	*1*
	20	*21*

No employee received remuneration amounting to more than £60,000 in either year.

13. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits *(2021 - £NIL)*.

During the year ended 31 March 2022, expenses were reimbursed or paid directly to Trustee *(2021 - to Trustee)* broken down as follows:

	2022 £	*2021 £*
Trustees expenses	**55**	*3,257*

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

14. Tangible fixed assets

Group and Charity

	Freehold property £	Improvements to Property £	Computer equipment £	Total £
Cost or valuation				
At 1 April 2021	**639,240**	**28,457**	**60,387**	**728,084**
Additions	**-**	**-**	**1,892**	**1,892**
At 31 March 2022	**639,240**	**28,457**	**62,279**	**729,976**
Depreciation				
At 1 April 2021	**627,850**	**18,918**	**54,018**	**700,786**
Charge for the year	**306**	**3,959**	**6,209**	**10,474**
At 31 March 2022	**628,156**	**22,877**	**60,227**	**711,260**
Net book value				
At 31 March 2022	**11,084**	**5,580**	**2,052**	**18,716**
At 31 March 2021	*11,390*	*9,539*	*6,369*	*27,298*

15. Fixed asset investments

Charity	**Investment in subsidary undertaking £**
Cost or valuation	
At 1 April 2021	1
At 31 March 2022	**1**
Net book value	
At 31 March 2022	1
At 31 March 2021	*1*

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

16. Stocks

	Group 2022 £	*Group 2021 £*
Stock	**14,401**	*18,646*

17. Debtors

	Group 2022 £	*Group 2021 £*	Charity 2022 £	*Charity 2021 £*
Due within one year				
Trade debtors	**552,924**	*16,132*	**548,393**	*16,132*
Amounts owed by group undertakings	**-**	*-*	**235,373**	*177,482*
Other debtors	**39,053**	*46,069*	**39,054**	*46,069*
Prepayments and accrued income	**31,331**	*27,441*	**29,768**	*27,441*
	623,308	*89,642*	**852,588**	*267,124*

18. Creditors: Amounts falling due within one year

	Group 2022 £	*Group 2021 £*	Charity 2022 £	*Charity 2021 £*
Trade creditors	**111,804**	*129,700*	**108,352**	*129,297*
Other taxation and social security	**656**	*6*	**-**	*-*
Other creditors	**253**	*-*	**253**	*-*
Accruals and deferred income	**524,769**	*552,412*	**524,770**	*552,414*
	637,482	*682,118*	**633,375**	*681,711*

	Group 2022 £	*Group 2021 £*	Charity 2022 £	*Charity 2021 £*
Deferred income at 1 April 2021	**520,686**	*502,476*	**520,686**	*502,476*
Balances arising in this period	**487,908**	*520,686*	**487,908**	*520,686*
Balances released to the SOFA	**(520,686)**	*(502,473)*	**(520,686)**	*(502,473)*
	487,908	*520,689*	**487,908**	*520,689*

Deferred income includes £452,000 service income for 2022/23 invoiced to, and paid early by, Woking Borough Council in Late March 2022. It also includes £35,908 worth of deferred income in relation to the Hilton Project which completed after the year end.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

19. Statement of funds

Statement of funds - current year

	Balance at 1 April 2021 £	Income £	Expenditure £	Taxation £	Balance at 31 March 2022 £
Unrestricted funds					
General Funds - all funds	623,515	803,629	(944,139)	28,410	511,415
Restricted funds					
Young Curators	2,962	-	-	-	2,962
NADFAS - Centrepiece	1,138	75	(1,384)	-	(171)
Arts for dementia	8,014	-	-	-	8,014
Paul Hamlyn - More and Better	3,790	-	-	-	3,790
ACE Recovery	(1,130)	6,400	(5,270)	-	-
Without Walls	8,475	-	(7,225)	-	1,250
D'Oyly Carte	3,000	-	(3,000)	-	-
SEMDP	1,000	-	(787)	-	213
ACE Recovery 2	-	32,000	(32,000)	-	-
Arnold Cark (YC)	-	1,000	(511)	-	489
Hedley (YC)	-	750	(191)	-	559
ArtsSoc (YC)	-	2,100	(610)	-	1,490
John Ackroyd	-	10,000	(5,286)	-	4,714
NLCF Young Carers	-	9,800	-	-	9,800
Art in mind	-	2,518	(8,487)	-	(5,969)
Marilyn Scott Bursary	-	3,235	-	-	3,235
Young Creatives	-	-	(2,838)	-	(2,838)
D'Oyly Carte (YC)	-	3,500	(600)	-	2,900
Art & Wellbeing	-	-	(3,221)	-	(3,221)
	27,249	71,378	(71,410)	-	27,217
Total of funds	650,764	875,007	(1,015,549)	28,410	538,632

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

19. Statement of funds (continued)

Statement of funds - prior year

	Balance at 1 April 2020 £	*Income* £	*Expenditure* £	*Balance at 31 March 2021* £
Unrestricted funds				
General Funds - all funds	*371,597*	*891,488*	*(639,570)*	*623,515*
Restricted funds				
Young Curators	*3,578*	-	*(616)*	*2,962*
NADFAS - Centrepiece	*988*	*750*	*(600)*	*1,138*
Arts for dementia	*11,614*	*4,000*	*(7,600)*	*8,014*
Paul Hamlyn - More and Better	*11,375*	*2,560*	*(10,145)*	*3,790*
ACE Emergancy	-	*22,320*	*(22,320)*	-
ACE Recovery	-	*57,600*	*(58,730)*	*(1,130)*
Without Walls	*8,475*	-	-	*8,475*
D'Oyly Carte	-	*3,000*	-	*3,000*
SEMDP	-	*1,000*	-	*1,000*
	36,030	*91,230*	*(100,011)*	*27,249*
Total of funds	*407,627*	*982,718*	*(739,581)*	*650,764*

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

20. Description of funds

Art Without Walls
Art Without Walls is an exciting arts-based outreach programme that takes creative resources and arts facilitators to local care homes, so to engage with people who cannot easily get to the gallery and museum themselves.

Arnold Clark Community Fund
To be spent on Young Carers, children and young people with disabilities, other disadvantaged children through workshops and storytelling in 2021/22.

D'Oyly Carte
To fund art and wellbeing programmes. Due to Covid and not being able to run sessions in person this money was carried over to 2021-22.

Young Creatives
The Young Creatives programme is open to 11-16 year olds and gives young people the chance to explore art in various forms whilst also meeting creative professionals and peers.

Hedley Grant
To be spent on Materials for workshops for Young Carers in 2021/22

SEMDP
Funding from South East Museum Development programme to spend on a heritage and digital project within 2021-22.

(NADFAS) Arts Society Main office Young Carers
To be spent on the Young Carers programme in 2021/22.

Centrepiece – (NADFAS) Arts Society Mayford
Project working with up to 7 schools to develop children's creativity culminating in an exhibition in the AFPG in the summer holidays.

John Ackroyd Trust
To be spend on Young Carers, Art in Mind and Adult carers in 2021/22.

D'Oyly Carte
To be spend on Young Carers projects in 2021/22.

Art in Mind
Art in Mind project for people living with dementia and their care givers to attend art workshops once a month.

Art & Wellbeing
To be spent on wellbeing projects/staff wellbeing in 2021/22.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

21. Summary of funds

Summary of funds - current year

	Balance at 1 April 2021 £	Income £	Expenditure £	Taxation £	Balance at 31 March 2022 £
General funds	**623,515**	**803,629**	**(944,139)**	**28,410**	**511,415**
Restricted funds	**27,249**	**71,378**	**(71,410)**	**-**	**27,217**
	650,764	**875,007**	**(1,015,549)**	**28,410**	**538,632**

Summary of funds - prior year

	Balance at 1 April 2020 £	*Income £*	*Expenditure £*	*Balance at 31 March 2021 £*
General funds	*371,597*	*891,488*	*(639,570)*	*623,515*
Restricted funds	*36,030*	*91,230*	*(100,011)*	*27,249*
	407,627	*982,718*	*(739,581)*	*650,764*

22. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Restricted funds 2022 £	Unrestricted funds 2022 £	Total funds 2022 £
Tangible fixed assets	-	18,716	**18,716**
Current assets	27,217	1,130,181	**1,157,398**
Creditors due within one year	-	(637,482)	**(637,482)**
Total	27,217	511,415	**538,632**

WOKING MUSEUM AND ARTS AND CRAFTS CENTRE

England & Wales - Charity number 1073543

Accounts

REGISTERED COMPANY NUMBER: 03598733 (England and Wales)
REGISTERED CHARITY NUMBER: 1073543

Trustees' Report and Consolidated Financial Statements

for the Year Ended 31 March 2021 for

WOKING MUSEUM AND ARTS & CRAFT CENTRE

WEDNESDAY
AAJWURAR
A17 22/12/2021 #23
COMPANIES HOUSE

Hamlyns Statutory Auditor and Chartered Accountants
Sundial House High Street Horsell Woking Surrey GU21 4SU

Contents of the Financial Statements
FOR THE YEAR ENDED 31 MARCH 2021

	Page
Trustees' Report	1
Report of the Independent Auditor	15
Statement of Financial Activities	18
Consolidated Balance Sheet	19
Balance Sheet	20
Cash Flow Statement	21
Notes to the Financial Statements	22
Detailed Statement of Financial Activities	39

Registered office
The Lightbox Chobham Road
Woking
Surrey
GU21 4AA

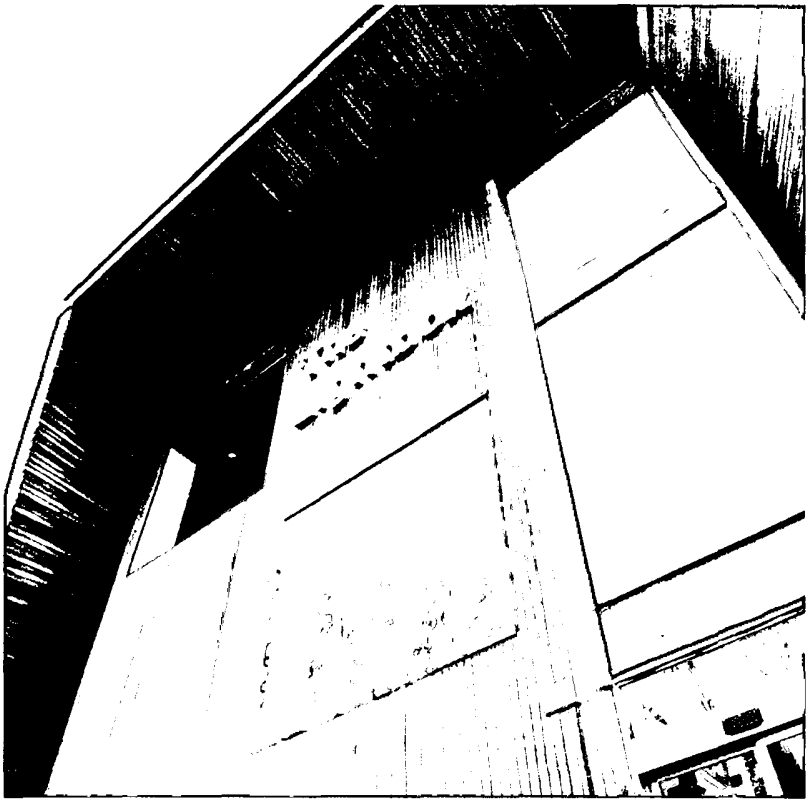
Trustees
C Lacey
J A Siebert
C Russell
R Browne
R Bolton
A Bell (Appointed 17 December 2020)
A Mirmak (Appointed 17 December 2020)
B Cook (Appointed 17 December 2020)
N De Potter (Appointed 17 December 2020)
P Powell (Appointed 17 December 2020)

Company Secretary
S Selden

Auditor
Hamlyns
Statutory Auditor and Chartered Accountants
Sundial House
High Street
Horsell Woking
Surrey GU21 4SU

Solicitors
W Davies and Son Acorn House
5 Chertsey Road
Woking
Surrey GU21 5AB

Charity Name: Woking Museum and Arts and Crafts Centre
(known as The Lightbox)
Charity Registration Number: 1073543.

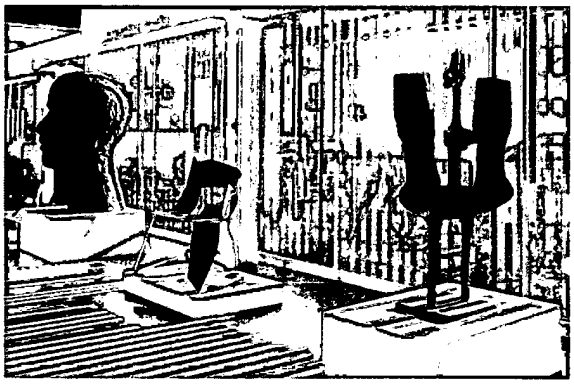


The Board of Trustees presents its report and financial statements for the year ended 31st March 2021. The Trustees confirm that the annual report and the financial statements of the charity comply with the current statutory requirements, the requirements of the charity's governing document and the provisions of the SORP.

Objectives and Activities

The Trustees confirm that they have complied with the duty in Section 4 of The Charities Act 2006 to have due regard to the Charity Commission's general guidance on public benefit.

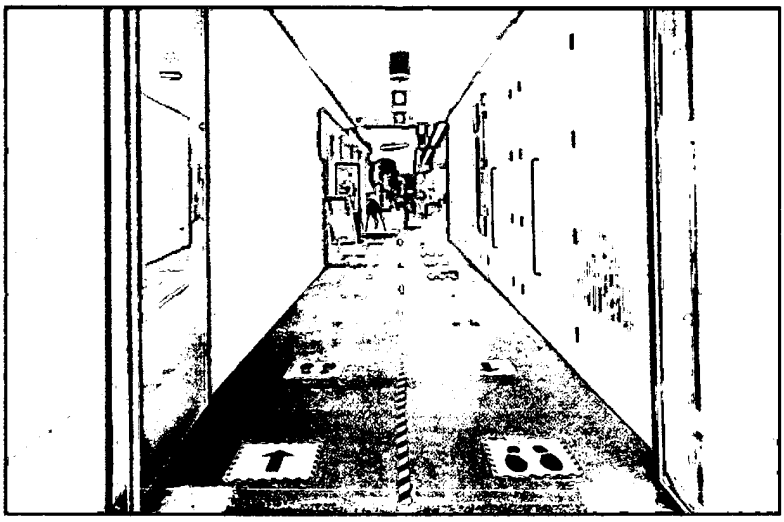
The Lightbox is a registered charity whose charitable purpose defined within the Charities Act 2006 is articulated in the philosophy of the charity.

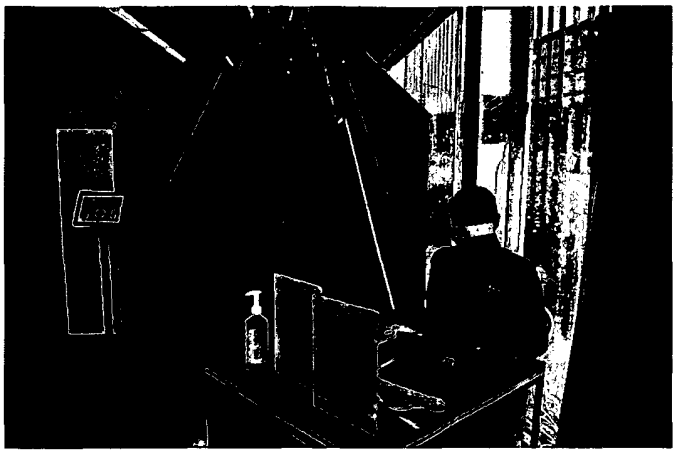


The Ingram Sculpture Gallery

The impact of Covid

This report covers a period when Covid closed all cultural venues in the UK from March 2020 until August 2020. The Lightbox closed on 17th March 2020 and re-opened on 11th August 2020. During the closure period the organisation moved all activities online, running workshops, talks and keeping in touch with volunteers via online activities and meetings. All income ceased from commercial activities and the organisation was involved in intensive fundraising activity to supplement the loss. All but five staff were initially placed on furlough when the government scheme was introduced and this also helped to offset the loss of income. Exhibition programmes ceased and the programme was re organised to ensure exhibitions were available as soon as the building was able to re-open. On the 1st November the building closed again due to government regulations and re-opened on 1st December. Due to a local lockdown the building closed again on 11th December and then remained closed for the remainder of the period of this report. Emergency funding support from local authority, trusts and foundations and Lottery distributors enabled the organisation to remain solvent. All expenditure was drastically reduced, staff remained on furlough and many supporters and donors gave generously to support the organisation.





The Philosophy

The Lightbox is a charitable arts and heritage organisation with a social purpose to improve the wellbeing and quality of life of its community. We have always believed that art has the power to make you feel good and we strive to ensure that this philosophy is at the heart of everything we do.

Our diverse cultural programme includes exhibitions featuring world-renowned historic and contemporary artists, local heritage, talks and tours, social events and arts and crafts workshops for all ages.

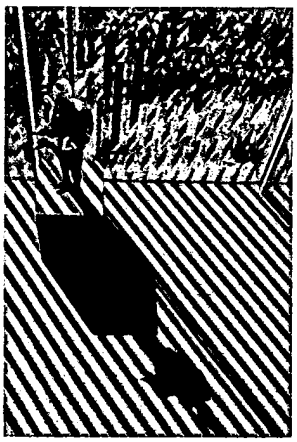
The Lightbox Art and Wellbeing programme provides opportunities for those that would otherwise not be able to access arts and heritage services to take part in creative workshops, including free drop-in sessions for families, community workshops for those living with dementia or affected by mental health issues, those in local care homes and hospices. This community programme would not be possible without the vital support of individual donors and Trusts and Foundations.

The impact of Covid on the gallery has demonstrated how important these programmes are and how missed they have been during 2020. Our programmes will be needed even more post pandemic as the true long term impact is recognised in communities.

Our purpose:-

The Lightbox is a 21st century gallery with a diverse programme of accessible exhibitions, providing new perspectives on art and culture. We have a purpose to improve the wellbeing and quality of life of our community by providing creative opportunities for all. We strongly believe that art has the power to transform everyone's life and we strive to ensure that our audiences are at the heart of everything we do.

This year the organisation had five principal activities all of which were heavily impacted by Covid and lockdown and resulting closure throughout 9 months of this reporting year.



Sean Henry Sculpture The Lightbox

1) To manage and deliver a changing exhibition programme shown in three galleries to attract both repeat and new visitors to the venue and to generate revenue via these activities.
2) To act as the repository for the material history of the Borough of Woking. To fulfil this role we maintain a museum dedicated to the history of the borough and care for and conserve artefacts relating to Woking history. This display is permanent and always on show free of charge to all our visitors. The Collection is vested within a separate charity The Collections Trust and The Lightbox manages this collection on behalf of the charity.

3) To generate income through our trading activities including our shop, café, venue hire spaces, sales of

art works and specialist consultancy service. This is carried out through the Charity's subsidiary company WMACC Trading Limited.

4) To manage an exciting programme of events and learning programmes for both young people and adults. These include both formal and informal learning opportunities. All of these programmes were transferred to online delivery including our schools activity but this was much reduced due to the availability of schools all of whom were working from home. In the year when we were able to open from August to November 2020 we pursued an active events programme, despite the restrictions of social distancing, welcoming reduced numbers of visitors to lunchtime and evening talks, drop in free family creative workshops, adult workshops. We additionally offered limited numbers for Storytelling for Under 5's, Painting for Under 5's, and Drawing in the galleries. Many of our activities such as Lightbox Lates could not be run due to Covid restrictions.

5) To continue to provide and manage outreach and well-being projects that give access to learning, the visual arts and heritage for the local community. All of these had to be delivered via online because of

the closure of our building and the vulnerability of participants. Our learning team found innovative ways of delivering the sessions detailed below via Zoom talks and by sending out activities to participants for them to use in their own homes. We replaced our free drop in children's workshops with delivery of art materials to vulnerable families in the Borough so as they could continue creative activities at home. Art and Craft for Wellbeing was replaced by a delivery of art materials to Woking Hospice because of Covid restrictions and Art Without Walls could not operate due to Covid restrictions but resumed in summer 2021.

Our Art and Wellbeing Programme includes: Specialist community workshops (see further detail below):

Open Mind
Art in Mind
Art and Craft for Wellbeing
Art without walls

Art in Mind – (at The Lightbox)
Art in Mind is a programme of monthly art workshops for people living with dementia and their carers or supporters. It has been running since 2013 and responds to the vision of lifelong learning, engaging with adults in the early stages of dementia and their carers. Research has shown that artistic stimulation prolongs the ability of people with dementia to play an active part in society.

The Lightbox has always believed that art makes you feel good and by focusing on the participants' new expression of creativity we can encourage positivity and discussion.

Sessions are led by an artist and works from **The Ingram Collection of Modern British Art** are used to inspire both conversation and creativity. We choose a different artwork each month to look at, which enables us to work with different materials each time. It could be that we use clay, acrylics, watercolours or sketching materials, anything which lends itself to the original artwork. The idea is that the participants respond to the piece, rather than trying to make a copy of it.

Open Mind – (at The Lightbox)
Open Mind is a partnership between The Lightbox and Woking Mind to provide relaxed monthly tours of current exhibitions. Each month we look at different artworks and discuss the artists' lives in an interactive tour that is used as a way to foster inclusion and participation. The project enables us to expand on our health and wellbeing offer, as well as build on existing projects.

Art and Craft for Wellbeing – (at Woking Hospice)
A team of dedicated Lightbox volunteers offer arts and crafts workshops at the Woking Hospice day centre every fortnight. Many of the patients find that being creative is a fantastic way to take their mind off things and enjoy some good company.

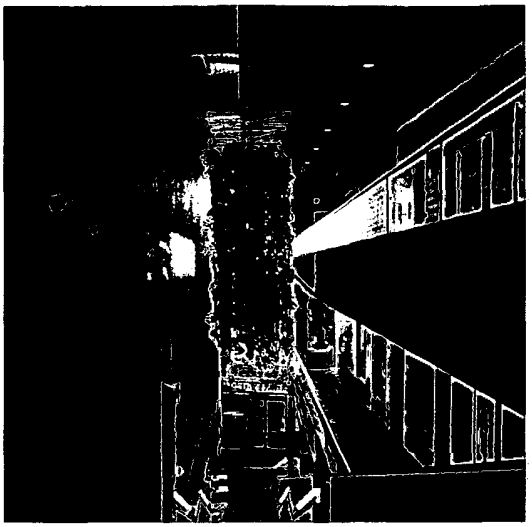
The hospice is a place where people can come to unwind, socialise get some fresh perspective. Arts and crafts can be a good way to express their feelings, without having to find the right words.

Each fortnight the craft workshop is different; from making cards, through to garden ornaments and everything in between, so there is always a chance to try something new. Sometimes images, colours and textures can remind patients of other places and times, and so can offer fresh insights and perspectives on their emotions, ideas and memories.

Art without Walls – (Hosted at local care homes)
Art without Walls is an exciting arts-based outreach programme funded by the People's Postcode Lottery. The project means that The Lightbox can bring the resources to local care homes and engage with people who cannot easily get to the gallery and museum themselves.

We strongly believe in the power of the arts to touch the lives of those for whom art can be a welcome relief from the difficulties of the everyday world. The range of beautiful and diverse artworks created from scratch by the residents enables them to feel positive and create without any expectation or pressure.

The Sleeping Man by Seán Henry on show in the Courtyard 2020



Wave. The community sculpture hanging in the Lightbox

The aims for all our partnership projects in the year under review were: -

- To support all our partners throughout the pandemic to continue to provide creative activities to assist with mental health and well-being in whatever way possible due to restrictions.
- To continue and develop our work with the mental health service user community, the elderly, those with early-stage dementia and those with terminal illness and those with learning difficulties.
- To work with local arts organisations and individual artists to promote their work
- To manage and care for The Ingram Collection of Modern British Art
- To work with corporate and charity partners to provide heritage and arts expertise from our team to meet their needs through fee paying consultancy

Our Support

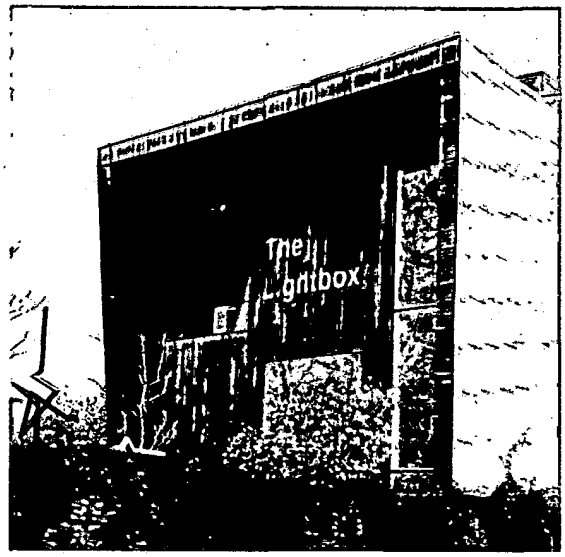
The Lightbox is supported by 160 volunteers who help to run the core activities of the organisation including front of house, research, engagement, administration and gardening. They are assisted by a volunteer co-ordinator. Volunteers enjoy an extensive training programme and a briefing on every exhibition to enable them to guide visitors in an effective and informed way.

The Lightbox also has an active Membership whose main functions are to encourage members to act as advocates for the organisation in the local community and to generate revenue. Members benefit from free entry to exhibitions and access to a series of events and discounts.

The Trustees have referred to the guidance in the Charity Commission's general guidance on Public Benefit in Section 4 of The Charities Act 2006 when reviewing their aims and objectives and in planning future activities. In particular, the Trustees consider how planned activities will contribute to the aims and objectives they have set.

The organisation's forward plan sets out the continuing development of the organisation and specifies targets.

Performance Management and Achievements.



The staff under the Director is now divided into an operational team and a curatorial and exhibitions team. The staff meet on a monthly basis to share information and every staff member has a one-to-one meeting with their line manager each week. Staff appraisals take place once a year when Key Performance Indicators for the following year are agreed. We have also introduced an internship programme allowing training and development opportunities for young people wanting to enter the gallery and museum profession. These internships are offered for between three months and one year and consistently lead to employment for the interns in other organisations within the museums and arts sectors.

Learning and Engagement

Learning is at the heart of what we do at The Lightbox. The Learning team aims to offer a varied, high quality programme around art and heritage for the whole community.

As well as guided activity sessions for schools, colleges and other groups, the team run workshops, object handling sessions, outreach sessions and tours, all assisted by a team of volunteers, who make a vital contribution to the Learning Programme.

In the year in question the team moved all their activity to online apart from the period August to November when in person activities resumed.

The team delivered
3 in person school sessions
5 online sessions for the Centrepiece project with local primary schools
Under 5's provision as follows
Storytelling – 3 in person, 4 online Painting – 2 in person
Families/Holidays
3 drop in's in person
3 paid workshops in person, 2 online
Young people
3 in person sessions for young people
2 online
The team also managed an Online Woking College end of year show and an
Online Centrepiece Show

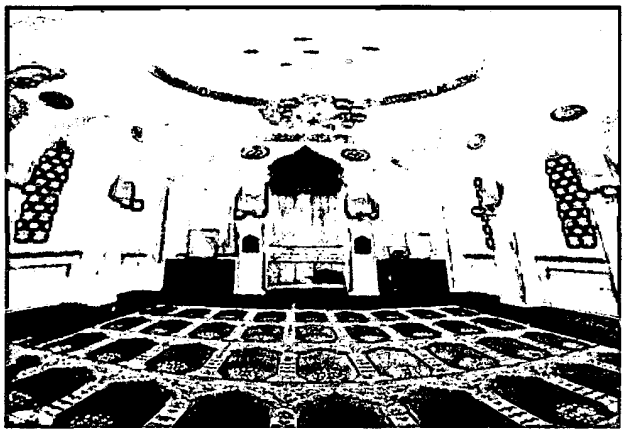
In addition for Adults
6 in person workshops (including 4 Drawing for adults' sessions)
7 online activities (including 4 art talks)

Exhibitions

The Lightbox has staged a reduced number of exhibitions during the year. We closed in March 2020 with David Hockney: Ways of Working in the middle of its showing period. We opened in August 2020 with Raphael: Prince Albert's Passion, containing major loans from the Royal Collection but sadly this had to close in November 2020, re-opened briefly in December 2020 but did not re open due to Covid restrictions. A range of other exhibitions were briefly shown in the Upper Gallery and Art Fund Prize Galleries. During the pandemic the team organised an art competition for artists to submit work to be shown in the new shopping and residential development Victoria Place in Woking. This attracted over 500 entries submitted online, with online judging. The winning entries were later shown in an exhibition in the Upper Gallery.

The Victoria Place Art Competition in the Upper Gallery

Woking's Story



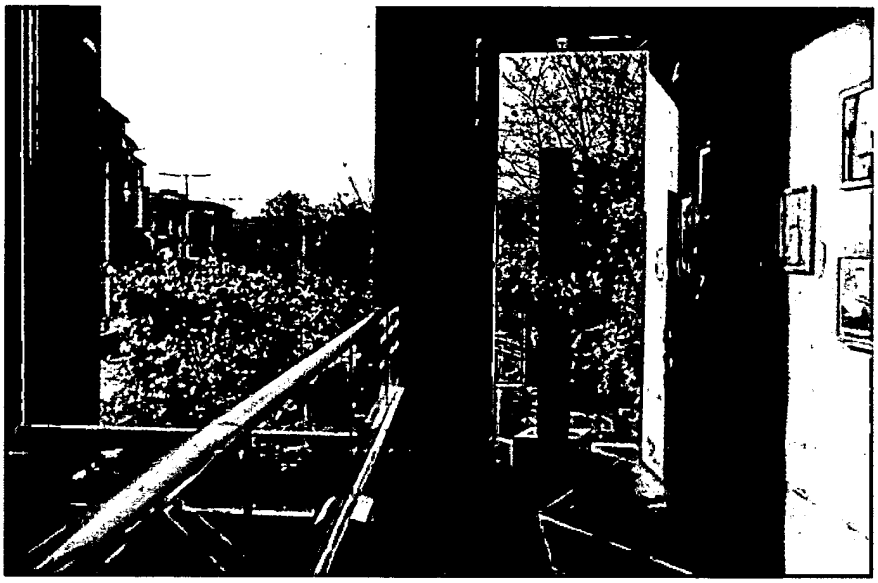
The Shah Jahan Mosque Woking

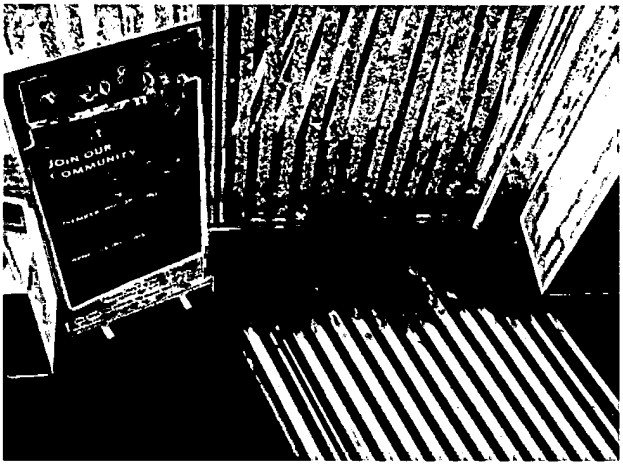
The Lightbox looks after a historic collection tracing the History of the Borough of Woking. The collection is catalogued, researched and conserved. The collection is shown in Woking's Story a purpose-built museum within The Lightbox building. The museum tells the story of the development of the town and of its residents including key unique historic sites such as the Shah Jahan Mosque, the first purpose-built mosque in the UK. The collection is also used in loan boxes, handling collections and for learning programmes. In addition, the museum has a changing element with two showcases one 'Local heroes' which features a Woking personality from the past or present and the second is our 'Object of the month' which features an object from our collection, not usually on show and tells the story behind the object.

We also have a small collection of Modern British Art donated by Joan Hurst through The Art Fund.

Publicity and Marketing

Our coverage on arts and family websites and on social media continues to be very strong and at the beginning of the Covid pandemic we moved our full offer online and this has continued to develop throughout 2020 and 2021. Print publicity for The Lightbox throughout 2020/21 when we were open to visit continued to be very good, thanks to a very full press release schedule and exhibitions which generated significant coverage both locally and nationally. Our social media presence has continued to expand, now embracing Twitter, Facebook, Instagram and TikTok



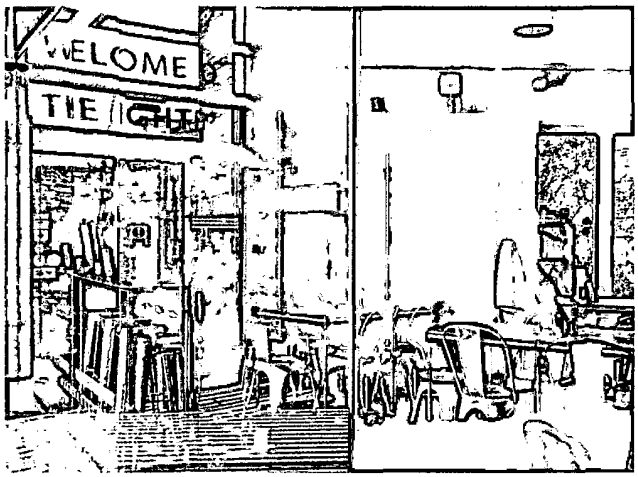


Fundraising

The Lightbox generates funds to support its activities through applications to Trusts and Foundations, Arts Council England, National Lottery Heritage Fund and local funders and individual donors. The Lightbox has a corporate membership scheme supported by local business, both by financial subscription and support in kind. The Lightbox also runs a Supporters Club and an Exhibition Circle, which allows high level donors to support the gallery and benefit from invitations to events, talks and gives access to curators and behind the scenes tours. The Lightbox needs to generate 60% of its running costs from fundraising and commercial activity and this remains a key activity for the Director and the Development staff. During the pandemic over £250k has been raised to support the gallery through closure.

Venue Hire and Cafe

Venue hire ceased due to Covid and social distancing restrictions. It is hoped that we can revive our offer during 2022 as this provides The Lightbox with a valuable revenue stream. Our café also closed due to Covid restrictions but through fundraising and support we managed to retain our café operator throughout the year.



The Shop

In a normal operating environment our shop is important income-generator for The Lightbox, the Shop is a destination in itself. We work very closely with local artists to provide visitors with unique presents that will not be found on the high street. The commercial activities of The Lightbox, as well as providing visitors with an enhanced experience, provide the charity with valuable financial resources.

Financial Review

The Trustees are conscious of the need for the organisation to generate an operating surplus in the future to build reserves to meet the aspirations of the organisation. However, they recognise that the current economic climate has made securing funds extremely challenging and continue to seek regular additional funding. The Trust has been able to survive the pandemic due to very prudent spending, fundraising and furlough payments. The Charity is confident of its continuing status as a going concern.

Reserves Policy

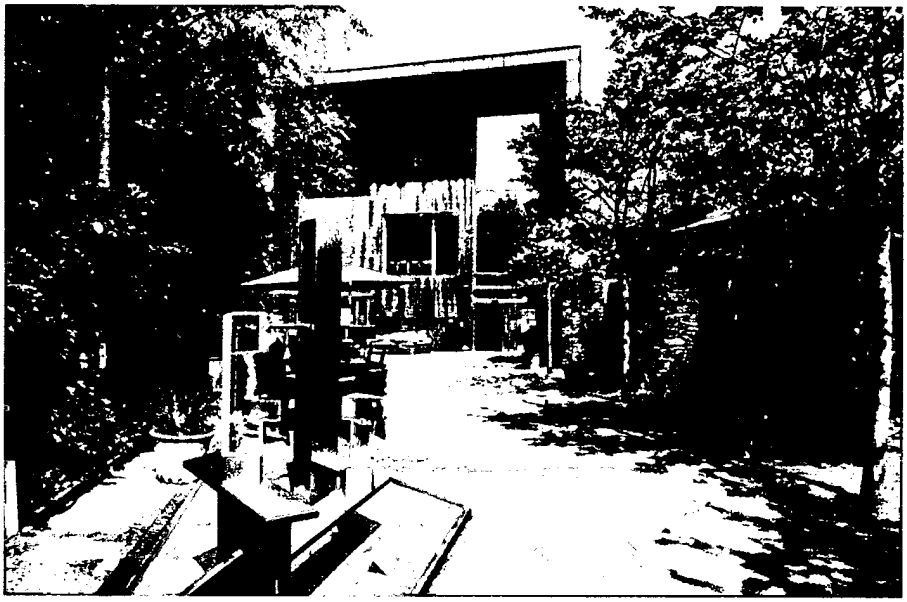
The Board instituted a policy whereby the unrestricted funds, not designated for any other purpose should cover between 6 and 9 months of the operating costs of the organisation. These are the free reserves and exclude fixed assets figures. The Trustees are currently re-evaluating the appropriateness of this policy. At the year end total reserves are £650,766 of which free reserves total £596,221.

Risk Management

The Board conducts a regular review of major risks to which the charity is exposed and appropriate systems and measures are established to mitigate those risks as recorded in the Risk Register which is regularly reviewed. A Trustee has been designated as the lead on Risk Management. Internal risks are minimised by the implementation of procedures for authorisation of all transactions and the quality of project work is monitored and evaluated for all projects.

The major risks to the charity are

- Financial implications of Covid and continuing reduction in visitor numbers
- Loss of funding from key stakeholder
- Lack of volunteers post Covid
- Inability to continue to borrow high quality loans for exhibitions.
- Loss of The Ingram Collection



Structure, Governance and Management

The company is a registered charity, governed by Memorandum and Articles of Association and a registered company limited by guarantee. As defined in the Memorandum and Articles of Association it exists to provide a heritage and visual arts service for the people of Woking and the wider region. The Gallery has full Accreditation from Arts Council England and is an active partner with the Surrey Museums Partnership and the Association of Independent Museums. The Gallery is a member of Visit Surrey and is actively engaged with both Woking Borough Council its major stakeholder and with Surrey County Council. The Lightbox has a 15-year rolling forward service contract with Woking Borough Council to deliver arts and heritage services for the people of the Borough. Woking Borough Council own The Lightbox building and the charity has a 99-year lease on the building.

All Trustees are recruited with specific skills or experience in order to support the executive and assist in furthering the operational activities of the organisation. Potential Trustees are recommended to the Board following scrutiny of their appropriateness, experience and the role they might play. Up to 12 Trustees can be appointed for an initial three-year period and then a further three-year term if agreed and a further three years in exceptional circumstances if agreed.

Each new Board member receives information about the organisation including all current policies and receives an Induction with the Director. The Board has at least one annual away day each year when forward planning takes place.

Trustees in the year were:

Aileen McLeish Chair	Stood down 3rd December 2020
Alan Manie	Stood down 3rd December 2020
Chris Lacey	
Cherry-Anne Russell	
John Siebert	
Freddie Lawson	Stood down 20th April 2020
Richard Browne	
Richard Bolton	
Pam Powell – Chair	Appointed 17th December 2020
Nathalie De Potter	Appointed 17th December 2020
Barry Cook	Appointed 17th December 2020
Andrew Bell	Appointed 17th December 2020
Ali Mirmak	Appointed 17th December 2020
Charles Allen	Appointed 17th December 2020
	Stood down 16th November 2021

The Trustees meet bi-monthly and minutes of these meetings are circulated to all Trustees. Throughout the pandemic Trustees met virtually more regularly, and the new Trustees were very involved prior to their formal appointment at the AGM in December.

Day to day management of the organisation is charged to the Director, Marilyn Scott and Director of Operations Pru Shackley. During maternity leave Pru was replaced by Paul Gibbons and a Head of Marketing Aisling Bradley was appointed. The Senior Management Team comprised Peter Hall Head of Exhibitions, Shirley Selden Head of Finance, Heather Thomas Head of Learning and Cordelia Wren Head of Development. The Senior Management Team meets monthly.

Future Strategy

In view of the current economic climate the Board constantly reviews the current business model and at the end of 19/20 revised the five year forward plan for the organisation. The Board is keen to ensure long term viability for the organisation and to ensure that it is equipped to deal with reductions or alterations to current funding streams.

We are working to achieve financial sustainability post Covid by controlling costs and generating income from our activities in the shop, café and corporate hire income facilities. These activities complement the financial provision from our service contract with Woking Borough Council and our Fundraising activities.

Disclosure of information to auditors

Each of the Trustees has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditors are aware of such information.

Statement of Trustees' Responsibilities

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

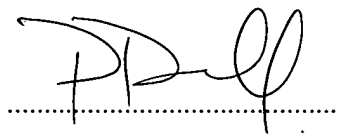
Company law requires Trustees to prepare financial statements for each financial year which give a true and fair view of the state of the affairs of the charity for that period and of the incoming resources and application of resources, including the income and expenditure, of the charitable for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- 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 proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The report has been prepared in accordance with the Statement of Recommended practice – Accounting and Reporting by Charities and in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small entities.

Approved on behalf of the Board



P. Powell - Trustee
17 December 2021

Opinion

We have audited the financial statements of Woking Museum and Arts & Craft Centre (the 'charitable company') for the year ended 31 March 2021 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 (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'.

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2021 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice, 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 responsibilities for the audit of the financial statements section of our report. We are independent of the charitable 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 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 charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Annual report, other than the financial statements and our Report of the independent auditor 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 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 for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception
In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' report.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:
- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees
As explained more fully in the Statement of trustees' responsibilities, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable 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 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 a Report of the independent auditor 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.

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

The objectives of our audit in respect of fraud are to identify and assess the risks of material misstatement of the financial statements due to fraud, to obtain sufficient audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks, and to respond accordingly to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the charitable company.

Our approach was as follows:

We obtained an understanding of the legal and regulatory frameworks that are applicable to the entity and determined that the most significant are the Companies Act 2006, the reporting framework of the Financial

Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland", The Charity SORP (FRS102), The Charities Act 2011 and UK taxation legislation.

We understood how the charitable company is complying with those frameworks by discussions with management and those charged with governance. Where the risk was considered to be higher we performed audit procedures to address each identified fraud risk. These procedures included testing journals, reviewing large and/or unusual transactions, reviewing minutes of the Trustees and reviewing statutory filings for the entity. In addition, we completed procedures to conclude on the compliance of the disclosures in the financial statements with all applicable requirements.

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. This description forms part of our Report of the Independent Auditor.

Use of our report

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

David Cooper (Senior Statutory Auditor)
Hamlyns Ltd
Sundial House
High Street
Horsell
Woking
Surrey
GU21 4SU

Date: 17 December 2021

WOKING MUSEUM AND ARTS & CRAFT CENTRE

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCLUDING INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 MARCH 2021

	Notes	Unrestricted funds £	Restricted funds £	2021 Total funds £	2020 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies	3	**138,791**	-	**138,791**	28,798
Charitable activities	6				
The Lightbox operating costs		**2,240**	-	**2,240**	68
Exhibition and events		**144,697**	-	**144,697**	7,696
Education		**5,620**	-	**5,620**	16,928
Project activity		-	**91,230**	**91,230**	22,971
Service income		**504,300**	-	**504,300**	506,610
Cost of generating funds-		-	-	-	73,687
Other trading activities	4	**81,615**	-	**81,615**	243,780
Investment income5	5	**14,225**	-	**14,225**	585
Total		**891,488**	**91,230**	**982,718**	901,123
EXPENDITURE ON					
Raising funds	7	**56,273**	-	**56,273**	130,500
Charitable activities	8	**211,825**	-	**211,825**	348,107
The Lightbox operating costs					
Commercial trading operations		**3,074**	-	**3,074**	12,348
Exhibition and events		**199,169**	-	**199,169**	84,423
Education		**21,303**	-	**21,303**	53,379
Project activity		-	**100,013**	**100,013**	42,209
Governance costs		**82,202**	-	**82,202**	67,109
Service income		**79,623**	-	**79,623**	97,177
Cost of generating funds		**4,811**	-	**4,811**	43,768
Total		**658,280**	**100,013**	**758,293**	879,020
NET INCOME/(EXPENDITURE) BEFORE TAXATION		**233,208**	**(8,783)**	**224,425**	22,103
TAXATION		18,714	-	18,714	27,323
NET INCOME/(EXPENDITURE)		**251,922**	(8,783)	243,139	49,426
RECONCILIATION OF FUNDS					
Total funds brought forward		**371,597**	36,030	**407,627**	358,201
TOTAL FUNDS CARRIED FORWARD		**623,519**	**27,247**	**650,766**	407,627

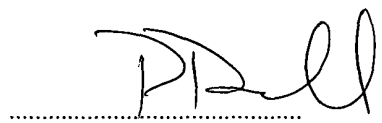
The Consolidated Statement of Financial Activities includes all gains and losses recognised in the year and complies with the requirements of an income and expenditure account under the Companies Act 2006. All income and expenditure derives from continuing activities.

The notes form part of these financial statements

WOKING MUSEUM AND ARTS & CRAFT CENTRE
CONSOLIDATED BALANCE SHEET
31 MARCH 2021

	Notes	2021 £	2020 £
FIXED ASSETS			
Tangible assets	15	**27,298**	39,437
CURRENT ASSETS			
Stocks	18	**18,646**	21,357
Debtors	19	**89,640**	116,418
Cash at bank and in hand		**1,197,296**	914,892
		1,305,582	1,052,667
CREDITORS			
Amounts falling due within one year	20	**(682,114)**	(684,477)
NET CURRENT ASSETS		**623,468**	368,188
TOTAL ASSETS LESS CURRENT LIABILITIES		**650,766**	407,627
NET ASSETS		**650,766**	407,627
FUNDS	22		
Unrestricted funds:			
General fund		**623,519**	371,597
Restricted funds		**27,247**	36,030
TOTAL FUNDS		**650,766**	407,627

The financial statements were approved by the Board of Trustees and authorised for issue on the 17 December 2021 and were signed on its behalf by:



P. Powell - Trustee

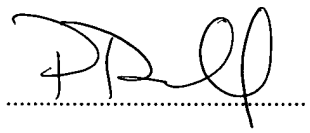
The notes form part of these financial statements

WOKING MUSEUM AND ARTS & CRAFT CENTRE

CHARITY BALANCE SHEET
31 MARCH 2021

	Notes	2021 £	2020 £
FIXED ASSETS			
Tangible assets	15	**27,298**	39,437
Fixed Asset Investment		**1**	1
		27,299	49,438
CURRENT ASSETS			
Stocks	18	**-**	-
Debtors	19	**267,126**	321,868
Cash at bank and in hand		**1,070,820**	728,755
		1,337,945	1,050,623
CREDITORS			
Amounts falling due within one year	20	**(681,711)**	(682,434)
NET CURRENT ASSETS		**656,234**	368,189
TOTAL ASSETS LESS CURRENT LIABILITIES		**683,534**	407,627
NET ASSETS		**683,534**	407,627
FUNDS	22		
Unrestricted funds:			
General fund		**656,287**	371,597
Restricted funds		**27,247**	36,030
TOTAL FUNDS		**683,534**	407,627

The financial statements were approved by the Board of Trustees and authorised for issue on the 17 December 2021 and were signed on its behalf by:



P. Powell - Trustee

The notes form part of these financial statements

WOKING MUSEUM AND ARTS & CRAFT CENTRE

CONSOLIDATED CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 MARCH 2021

	Notes	2021 £	2020 £
Cash flows from operating activities			
Cash generated from operations	25	**283,865**	634,425
Net cash provided by/(used in) operating activities		**(283,865)**	634,425
Cash flows from investing activities			
Purchase of tangible fixed assets		**(1,781)**	(21,782)
Interest received		**320**	585
Net cash used in investing activities		**(1,461)**	(21,197)
Change in cash and cash equivalents in the reporting period		**(282,404)**	613,228
Cash and cash equivalents at the beginning of the reporting period		**914,892**	301,664
Cash and cash equivalents at the end of the reporting period		**1,197,296**	914,892

The notes form part of these financial statements

Notes to the Financial Statements
FOR THE YEAR ENDED 31 MARCH 2021

1. STATUTORY INFORMATION

The Woking Museum and Arts & Crafts Centre is a charitable company limited by guarantee incorporated and registered in England and Wales. The registered off is The Lightbox, Chobham Road, Woking, Surrey, GU21 4AA.

2. ACCOUNTING POLICIES

Basis of preparing the financial statements

These accounts have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities Preparing their accounts in accordance with the Financial Reporting Standards applicable in the UK and Republic of Ireland (FRS 102) issued in October 2019 and the Financial Reporting Standards applicable in the United Kingdom and Republic of Ireland (FRS102), the Charities Act 2011 and the Company Act 2006.

The accounts are prepared in sterling, which is the functional currency of the company. Monetary amounts in these financial statements are rounded to the nearest £.

The charitable company meets the definition of a public benefit entity under FRS 102. The accounts have been prepared on the historical cost convention. The principal accounting policies are set out below.

The Charity is a company limited by guarantee. The members of the company are the current Trustees named on page 3. In the event of the company being wound up, the liability in respect of the guarantee is limited to £310 per member of the Charitable Company.

Going Concern

At the time of approving the accounts, the Trustees have a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future. Thus, the Trustees continue to adopt the going concern basis of accounting in preparing the accounts.

The company has conserved funds carefully throughout the Covid pandemic and utilised the job retention scheme and all available fundraising opportunities to enable survival of the organisation and delivery of our services online, despite ongoing periods of closure. There are no material uncertainties about the charities ability to continue as a going concern.

Preparation of consolidated financial statements

The consolidated financial statements incorporate the results, assets and liabilities of Woking Museum and Arts & Crafts Centre and its 100% subsidiary, WMACC Trading Limited (company number: 04636760), for the year. In the consolidated accounts, the results of the subsidiary have been adjusted for intercompany transactions.

A separate Statement of Financial Activities for the charity itself is not presented because the charity has taken advantage of the exemption afforded by section 408 of the Companies Act 2006

Income

Donations, legacies and other forms of voluntary income are recognised as incoming resources when receivable, except insofar as they are incapable of financial measurement. The value of services provided by volunteers has not been included.

Grants, including grants for the purpose of fixed assets, are recognised in full in the Statement of Financial Activities in the year in which they are receivable.

Trading income is received from the trading subsidiary arising from non-charitable sales and is recognised at the point the trading entity transfers ownership of the goods to the customer.

Membership income arising from Friends is deferred to the extent that it relates to a service to be provided in future periods. Membership income arising from members of the public has not been treated this way and is not considered significant enough by the Trustees to be treated in a similar fashion.

Gift Aid is recognised at the point the relating income is recognised. For small cash donations gift aid is received under the Gift Aid Small Donations Scheme.

Service income is received for the financial year from Woking Borough Council to support its continuing community activities; this is recognised in the year in which it relates.

Expenditure
Expenditure is recognised in the period in which they are incurred. Expenditure includes any attributable VAT which cannot be recovered.

Allocation and apportionment of costs
Expenditure is allocated in the particular activity where the cost relates directly to that activity.

Tangible fixed assets
Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Improvements to property	- Straight line over 10 years
Computer equipment	- Straight line over 3 years

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

Taxation
The charity is exempt from corporation tax on its charitable activities.

Fund accounting
Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the Trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Hire purchase and leasing commitments
Rentals paid under operating leases are charged to the Statement of Financial Activities on a straight line basis over the period of the lease.

Financial instruments
The company has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments' of FRS102 to all of its financial statements.

Financial Instruments are recognised in the company's balance sheet when the company becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basis financial assets
Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and subsequently carried at amortised costs using the effective interest method unless the arrangement constituted a financial transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Basic financial liabilities
Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future receipts discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised costs, using the effective interest rate method.

Financial instruments
Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised costs using the effective interest method.

Provisions are recognised when the company has a legal or constructive present obligation as a result of a past event, it is probable that the company will be required to settle that obligation and a reliable estimate can be made of the amount of the obligation.

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the reporting end date taking into account the risks and uncertainties surrounding the obligation.

Where the effect of the time value of money is material, the amount is expected to be required to settle the obligation is recognised at present value. When a provision is measured at present value the unwinding of the discount is recognised as finance costs in net income (expenditure) in the period it arises.

Derecognition of financial liabilities
Financial liabilities are derecognised when the company's contractual obligations expire or are discharged or cancelled.

Accumulated Funds
Unrestricted funds are donations and other incoming resources receivable or generated for the objects of the charity without further specified purpose and are available as general funds.

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the funds, together with a fair allocation of management and support costs.

Cash and Cash Equivalents
Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are show within borrowings in current liabilities.

Lease
Rentals payable under operating leases, including any lease incentives received, are charged to expenditure on a straight line basis over the term of the relevant lease.

Critical Accounting Estimates and Judgements
In the application of the company's accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying amount of assets liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviews on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affect only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

Depreciation
The initial value of assets less the residual value at the end of the useful economic life is charged to the Statement of Financial Activities over the expected useful life of the asset.

The useful life of a class of assets has been determined based on industry knowledge applied specifically to the task the asset is to be utilised for.

Estimates and Judgements

The Trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not apparent from other sources. These estimates and associated assumptions are based on experience other factors considered to be pertinent. These are reviewed on an ongoing basis and any changes to the estimates are recognized in the period in which the estimate is revised if the change only affects that period and in future periods where the change affects both current and future periods.

The Trustees consider there to be no key estimates in these accounts, but the following key judgements do apply.

COVID-19

The full impact of the coronavirus pandemic is still unknown and the current situation is changing rapidly. It is therefore difficult, at this time, to judge the future impact on the charity's activities, suppliers, beneficiaries, staff and the wider community at the date of approval of these accounts. The Trustees and management are closely monitoring the situation and have taken a number of steps to mitigate the impact on the Charity in view of what they do know and have taken steps towards securing the future of the charity.

Post Balance Sheet Events

The Coronavirus pandemic has caused extensive damage and disruption to the world's economies over the last year and a half with an especially devastating impact on the charitable sector. There has been a significant impact on the operations and finances of the Charity, as detailed in the Trustees Report. The Trustees and management have ensured that both resources and processes are in place to mitigate the disruptions to the Charity's operations and to ensure sufficient resources are available to help with the continuing future uncertainty. As a result, the impact of the Covid-19 pandemic does not warrant any adjustments to these financial statements.

3. DONATIONS AND LEGACIES

	2021	2020
	£	£
Donations	97,476	9,882
Gift aid	5,315	8,916
Legacies	36,000	10,000
	138,791	28,798

4. OTHER TRADING ACTIVITIES

	2021	2020
	£	£
Activities for generating funds	58,398	63,002
Trading company	23,217	176,778
Other	-	4,000
	81,615	243,780

5. INVESTMENT INCOME

	2021	2020
	£	£
Deposit account interest	320	585
Rents Received	13,905	-
	14,225	585

6. INCOME FROM CHARITABLE ACTIVITIES

Activity		Unrestricted	Restricted	2021	Unrestricted	Restricted	2020
		£	£	£	£	£	£
Admission and event income	The Lightbox operating costs	-	-	-	68	-	68
Grants	The Lightbox operating costs	2,240	-	2,240			
Service income	Exhibition and events	9,419	-	9,419	1,256	-	1,256
Admission and event income	Exhibition and events	36,643	-	36,643	6,440	-	6,440
Grants	Exhibitions and events	98,635	-	98,635			
Admission and event income	Education	4,380	-	4,380	16,982	-	16,928
Grants	Education	1,240	-	1,240			
Admission and event income	Project activity	-	-	-	-	750	750
Restricted fund activity	Project activity	-	91,230	91,230	-	22,221	22,221
Service income	Service income	504,300	-	504,300	506,610	-	506,610
Service income	Cost of generating funds	-	-	-	5,186	-	5,186
Admission and event income	Cost of generating funds	-	-	-	62,900	-	62,900
Grants	Cost of generating funds	-	-	-	5,601	-	5,601
		656,857	91,230	748,087	604,989	22,971	627,960

7. RAISING FUNDS

Raising donations and legacies

	2021	2020
	£	£
Support costs	**3,682**	2,464

Other trading activities

	2021	2020
	£	£
Opening stock	**21,357**	19,022
Purchases	**2,636**	50,203
Closing stock	**(18,646)**	(21,357)
Staff costs	**47,150**	76,081
Other staff costs	**32**	344
Training		71
Premises expenses	**60**	778
	52,589	125,142

Investment management costs

	2021	2020
	£	£
Property repairs	**-**	2,891
Maintenance charges	**3**	3
	3	2,894

Aggregate amounts	**56,273**	130,500

8. CHARITABLE ACTIVITIES COSTS

	Direct costs (see note 9)	Support costs (see note 10)	**2021 Totals**	2020 Totals
	£	£	**£**	£
The Lightbox operating costs	181,903	29,922	**211,825**	348,107
Commercial trading operations	347	2,727	**3,074**	12,348
Exhibition and events	188,264	10,905	**199,169**	84,423
Education	21,300	3	**21,303**	53,379
Project activity	86,267	13,745	**100,013**	42,209
Governance costs	53,090	29,112	**82,202**	67,109
Service income	77,550	2,073	**79,623**	97,177
Cost of generating funds	4,811	-	**4,811**	43,768
	613,532	88,487	**702,019**	748,520

9. DIRECT COSTS OF CHARITABLE ACTIVITIES

	2021	2020
	£	£
Staff costs	**397,544**	433,895
Trustees' expenses	**3,257**	157
Hire of plant and machinery	**-**	201
Rates and water	**31,769**	15,271
Light and heat	**24,695**	28,526
Sundries	**3,021**	7,300
Exhibition and events	**69,124**	53,357
Training	**1,571**	4,614
Project activity	**9,262**	7,615
The lightbox operating costs	**620**	7,100
Exhibition and events	**88**	2,083
Volunteer costs	**75**	2,051
Premises expenses	**11,383**	19,134
Professional fees	**56,312**	43,181
Other	**4,811**	-
	613,532	624,485

10. SUPPORT COSTS

	Management	Finance	Governance costs	**2021 Totals**	2020 Totals
	£	£	£	**£**	£
Charitable Activities					
The Lightbox operating costs	29,922	-	-	**29,922**	58,487
Commercial trading operations	1,982	745	-	**2,727**	11,561
Exhibition, events and education	10,908	-	-	**10,908**	9,930
Project activity	13,745	-	-	**13,745**	3,590
Governance costs	17,020	1,900	10,192	**29,112**	34,892
Service income	2,073	-	-	**2,073**	5,575
	75,650	2,645	10,192	**88,487**	124,035

Support costs, included in the above, are as follows:

	The Lightbox operation costs	Commercial trading operations	Exhibition and events	Project activity	Governance costs	Service income	**2021 Total activities**	2020 Total activities
	£	£	£	£	£	£	**£**	£
Insurance	3,274	-	8,642	-	1,991	-	**13,907**	14,363
Telephone	512	-	-	-	-	-	**512**	524
Postage and stationery	1,905	25	-	5,820	115	-	**7,865**	9,786
Marketing and public relations	2,339	-	88	1,407	-	-	**3,834**	8,584
Printing	5,117	-	1,870	1,255	-	-	**8,242**	25,156
Other support costs	7,665	1,957	308	5,263	14,914	2,073	**32,180**	32,469
Depreciation of tangible and heritage assets	9,110	-	-	-	-	-	**9,110**	21,314
Bank charges	-	745	-	-	1,900	-	**2,645**	4,089
Auditors' remuneration	-	-	-	-	10,192	-	**10,192**	10,214
	29,922	2,727	10,908	13,745	29,112	2,073	**88,487**	126,499

10 SUPPORT COSTS (Prior Year).

	Management	Finance	Governance costs	2020 Totals	2019 Totals
	£	£	£	£	£
Raising Funds					
Raising Donations and legacies	1,949	515	-	2,464	-
Charitable Activities					
The Lightbox operating costs	58,487	-	-	58,487	92,463
Commercial trading operations	9,347	2,214	-	11,561	-
Exhibition and events	9,930	-	-	9,930	10,599
Project activity	3,590	-	-	3,590	1,333
Governance costs	23,318	1,360	10,214	34,892	-
Service income	5,575	-	-	5,575	-
	112,196	4,089	10,214	126,499	104,395

Support costs, included in the above, are as follows:

	Raising Donations and legacies	The Lightbox operation costs	Commercial trading operations	Exhibition and events	Project activity	Governance costs	Service income	**2020 Total activities**	2019 Total activities
	£	£	£	£	£	£	£	**£**	£
Insurance	-	1,722	-	6,650	-	5,991	-	**14,363**	14,928
Telephone	-	524	-	-	-	-	-	**524**	379
Postage and stationery	493	4,411	530	-	-	4,340	12	**9,786**	10,128
Marketing and public relations	213	5,150	3,098	123	-	-	-	**8,584**	7,848
Printing	-	18,694	-	2,885	3,577	-	-	**25,156**	19,306
Other support costs	1,243	6,672	5,719	272	13	12,987	5,563	**32,469**	30,179
Depreciation of tangible and heritage assets	-	21,314	-	-	-	-	-	**21,314**	10,038
Bank charges	515	-	2,214	-	-	1,360	-	**4,089**	1,787
Auditors' remuneration	-	-	-	-	-	10,214	-	**10,214**	9,802
	2,464	58,487	11,561	9,930	3,590	34,892	5,575	**126,499**	104,395

11. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging/(crediting):

	2021	2020
	£	£
Auditors' remuneration	**10,192**	10,214
Depreciation - owned assets	**13,921**	27,528
Hire of plant and machinery	-	201

12. TRUSTEES' REMUNERATION AND BENEFITS

None of the trustees (or any persons connected with them) received any remuneration during the year (2020: £nil).

Trustees' expenses

	2021	2020
	£	£
Trustees' expenses	**3,257**	157

13. STAFF COSTS

	2021	2020
	£	£
Wages and salaries	444,694	509,976

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

	2021	2020
Chief Executive	1	1
Fundraising	2	2
Education	3	3
Collection	1	1
Administration and support	2	2
Marketing	3	3
Exhibitions	3	3
Visitor services	5	5
Maintenance	1	1
	21	21

One employee received emoluments between £70,000 and £80,000 and no other employees received emoluments in excess of £60,000.

Total remuneration to Key Management Personnel was £213,255 (2020: £206,792)

Notes to the Financial Statements - continued
FOR THE YEAR ENDED 31 MARCH 2021

14. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Notes	Unrestricted fund £	Restricted funds £	2020 Total funds £	2019 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies	3	**28,798**	-	**28,798**	47,992
Charitable activities	6				
The Lightbox operating costs		**68**	-	**68**	-
Exhibition and events		**7,696**	-	**7,696**	59,642
Education		**16,928**	-	**16,928**	-
Project activity		-	**22,971**	**22,971**	9,247
Service income		**506,610**	-	**506,610**	482,500
Cost of generating funds		**73,687**	-	**73,687**	-
Other trading activities	4	**243,780**	-	**243,780**	220,073
Investment income	5	**585**	-	**585**	304
Total		**878,152**	**22,971**	**901,123**	819,758
EXPENDITURE ON					
Raising funds	7	**130,500**	-	**130,500**	136,515
Charitable activities	8				
The Lightbox operating costs		**348,107**	-	**348,107**	408,689
Commercial trading operations		**12,348**	-	**12,348**	-
Exhibition and events		**84,423**	-	**84,423**	151,416
Education		**53,379**	-	**53,379**	51,183
Project activity		-	**42,209**	**42,209**	30,553
Governance costs		**67,109**	-	**67,109**	6,635
Service income		**97,177**	-	**97,177**	-
Cost of generating funds		**43,768**	-	**43,768**	74,264
Total		**836,811**	**42,209**	**879,020**	859,255
NET INCOME/(EXPENDITURE) BEFORE TAXATION		**41,341**	**(19,238)**	**22,103**	(39,497)
TAXATION		**27,323**	-	**27,323**	27,490
NET INCOME/(EXPENDITURE)		**68,664**	**(19,238)**	**49,426**	(12,007)
RECONCILIATION OF FUNDS					
Total funds brought forward		**302,933**	**55,268**	**358,201**	370,208
TOTAL FUNDS CARRIED FORWARD		**371,597**	**36,030**	**407,627**	358,201

15. TANGIBLE FIXED ASSETS

	Freehold property £	Improvements to property £	Computer equipment £	Totals £
COST				
At 1 April 2020	**639,240**	**28,457**	**58,606**	**726,303**
Additions	**-**	**-**	**1,781**	**1,781**
At 31 March 2021	**639,240**	**28,457**	**60,387**	**728,084**
DEPRECIATION				
At 1 April 2020	**627,544**	**14,503**	**44,818**	**686,865**
Charge for year	**306**	**4,415**	**9,200**	**13,921**
At 31 March 2021	**627,850**	**18,918**	**54,018**	**700,786**
NET BOOK VALUE				
At 31 March 2021	**11,390**	**9,539**	**6,369**	**27,298**
At 31 March 2020	11,696	13,954	13,788	39,438

All of the above assets are used for charitable purposes.

16. INVESTMENT IN SUBSIDIARY UNDERTAKING

	The Group		The Charity	
	2021	2020	**2021**	2020
	£	£	**£**	£
At the start and end of the year	**-**	-	**1**	1

17. SUBSIDIARY UNDERTAKING

The charitable company owns the whole of the issued share capital of WMACC Trading Limited, a company registered in England and Wales. All activities from the charity have been consolidated on a line by line basis in the Consolidated Statement of Financial Activities. Available profits are gift aided to the charitable company. A summary of the results of the subsidiary is shown below:

	2021	2020
	£	£
Turnover	**23,217**	176,778
Cost of Sales	**5,346**	47,869
Administrative expenses and taxation charge	**50,640**	128,909
Profit / (loss) for the financial year	**(32,769)**	-
The aggregate of the assets, liabilities and funds was:		
Assets	**145,122**	218,016
Liabilities	**((177,890)**	(218,015)
Funds	**(32768)**	1

18. STOCKS

	2021	2020
	£	£
Stocks	**18,646**	21,357

Notes to the Financial Statements - continued
FOR THE YEAR ENDED 31 MARCH 2021

19. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	The Group		The Charity	
	2021	2020	**2021**	2020
	£	£	**£**	£
Trade debtors	**16,132**	40,913	**16,132**	30,510
Amounts owed by group undertakings	**-**	-	**177,482**	215,972
Other debtors	**46,037**	27,323	**46,037**	27,323
VAT	**27**	12,056	**33**	11,936
Accrued income	**5,315**	11,288	**5,315**	11,288
Prepayments	**22,126**	24,835	**22,126**	24,835
	89,640	116,418	**267,126**	321,868

20. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

		The Group		The Charity	
		2021	2020	**2021**	2020
		£	£	**£**	£
Trade creditors		**129,700**	156,653	**129,297**	154,653
Other creditors		**-**	3,376	**-**	3,376
Deferred Income	(note 21)	**520,686**	502,473	**498,508**	502,473
Accrued expenses		**31,728**	21,975	**31,728**	21,975
		682,114	684,477	**659,533**	682,434

21. DEFERRED INCOME

Included in Other Creditors are deferred income balances:

	2021	2020
	£	£
Balances bought forward	**502,476**	-
Amounts released to the SOFA	**(502,473)**	-
Amounts arising this period	**520,686**	502,473
Balances carried forward	**520,686**	502,476

Deferred Income includes £452,000 service income for 2021/22 invoiced to, and paid early by, Woking Borough Council in late March 2021. It also £52,178 deferred income in relation to the Hilton Project which completed after the year end

22. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted funds	Restricted funds	**2021 Total funds**	2020 Total funds
	£	£	**£**	£
Fixed Assets	**27,298**	-	**27,298**	39,437
Current Assets	**1,278,335**	**27,247**	**1,305,582**	1,052,666
Current Liabilities	**(682,114)**	-	**(682,114)**	(684,477)
	623,519	**27,247**	**650,766**	407,627

22. ANALYSIS OF NET ASSETS BETWEEN FUNDS
(Prior Year)

	Unrestricted funds	Restricted funds	2020 Total funds	2019 Total funds
	£	£	£	£
Fixed Assets	39,437	-	39,437	45,184
Current Assets	1,016,636	36,030	1,052,666	418,510
Current Liabilities	(684,477)	-	(684,477)	(105,493)
	371,597	36,030	407,627	358,201

23. MOVEMENT IN FUNDS

	At 1.4.20	Net movement in funds	At 31.3.21
Unrestricted funds	**£**	**£**	**£**
General fund	**371,597**	**251,922**	**623,519**
Restricted funds			
Young Curators	**3,578**	**(616)**	**2,962**
NADFAS - Centrepiece	**988**	**150**	**1,138**
Arts for Dementia	**11,613**	**(3,600)**	**8,013**
Paul Hamlyn - More and Better	**11,375**	**(7,587)**	**3,789**
ACE Emergency	-	-	-
ACE Recovery	-	**(1,131)**	**(1,131)**
Without Walls	**8,475**	-	**8,475**
D'Oyly Carte	-	**3,000**	**3,000**
SEMDP	-	**1,000**	**1,000**
	36,030	**(8,783)**	**27,247**
TOTAL FUNDS	**407,627**	**243,139**	**650,766**

Young Curators: The Young Creatives programme is open to 11-16 year olds and gives young people the chance to explore art in various forms whilst also meeting creative professionals and peers.

NADFAS Centrepiece: Project working with up to 7 schools to develop children's creativity culminating in an exhibition in the AFPG in the summer holidays.

Arts For Dementia Fund: Art in Mind project for people living with dementia and their care givers to attend art workshops once a month, 2 groups each month.

Paul Hamlyn: More and Better Fund: Money from Paul Hamlyn to cover community/arts projects such as Open Mind, older people, Woking Arts Hub, young people, people with physical and learning difficulties projects etc.

ACE Emergency: Funding from the Arts Council. In response to the Covid-19 crisis, they made £160 million of emergency funding available for organisations and individuals who needed immediate support.

ACE Recovery 1: Funding from the Arts Council. Distributed the government's Culture Recovery Fund, a £1.57 billion fund supporting cultural organisations through the impact of the Covid-19 pandemic.

Art Without Walls: Art Without Walls is an exciting arts-based outreach programme that takes creative resources and arts facilitators to local care homes, so to engage with people who cannot easily get to the gallery and museum themselves.

D'Oyly Carte: To fund art and wellbeing programmes. Due to Covid and not being able to run sessions in person this money was carried over to 2021-22.

SEMDP: Funding from South East Museum Development programme to spend on a heritage and digital project within 2021-22.

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	**891,488**	**(639,566)**	**251,922**
Restricted funds			
Young Curators	**-**	**(616)**	**(616)**
NADFAS – Centrepiece	**750**	**(600)**	**150**
Arts for Dementia	**4,000**	**(7,600)**	**(3,600)**
Paul Hamlyn - More and Better	**2,560**	**(10,147)**	**(7,587)**
ACE Emergency	**22,320**	**(22,320)**	**-**
ACE Recovery	**57,600**	**(58,731)**	**(1,131)**
Without Walls	**-**	**-**	**-**
D'Oyly Carte	**3,000**	**-**	**3,000**
SEMDP	**1,000**	**-**	**1,000**
	91,230	**(100,013)**	**(8,783)**
TOTAL FUNDS	**982,718**	**(739,579)**	**243,149**

Comparatives for Movements in funds

	At 1.4.19	Net movement in funds	At 31.3.20
Unrestricted funds	£	£	£
General fund	302,933	68,644	371,597
Restricted funds			
AIM - Hallmark fund	2,128	(2,128)	-
WATES - Young Curators	6,643	(3,065)	3,578
NADFAS - Centrepiece	874	114	988
Arts for Dementia	18,579	1,509	20,088
Paul Hamlyn - More and Better	23,707	(12,332)	11,375
HLF Shared Heritage	2,448	(2,448)	-
Arts & Craft for Wellbeing	889	(889)	-
	55,268	(19,238)	36,030
TOTAL FUNDS	358,201	49,426	407,627

Comparative net movement in funds, included in the above are as follows

	Incoming resources	Resources expended	Movement in funds
	£	£	£
Unrestricted funds			
General fund	878,151	(822,786)	55,365
Restricted funds			
AIM - Hallmark fund	-	(2,128)	(2,128)
WATES - Young Curators	-	(13,802)	(13,802)
NADFAS - Centrepiece	750	(636)	114
Arts for Dementia	5,921	(4,412)	1,509
Paul Hamlyn - More and Better	3,000	(4,595)	(1,595)
HLF Shared Heritage	-	(2,448)	(2,448)
Arts & Craft for Wellbeing	-	(889)	(889)
Victoria Square Hilton project	13,300	(13,300)	-
	22,971	(42,209)	(19,239)
TOTAL FUNDS	901,123	(851,697)	49,426

24. RELATED PARTY TRANSACTIONS

There were no related party transactions for the year ended 31 March 2021.

25. RECONCILIATION OF NET EXPENDITURE TO NET CASH FLOW FROMOPERATING ACTIVITIES

	2021	2020
	£	£
Net expenditure for the reporting period (as per the Statement of Financial Activities)	**243,139**	33,900
Adjustments for:		
Depreciation charges	**13,921**	27,528
Interest received	**(320)**	(585)
(Increase)/decrease in stocks	**2,711**	(2,335)
(Increase)/decrease in debtors	**26,777**	(18,592)
Increase/(decrease) in creditors	**(2,363)**	594,509
Net cash provided by/(used in) operations	**283,865**	634,425

26. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.4.20	Cash flow	At 31.3.21
Net cash			
Cash at bank and in hand	**914,892**	**282,404**	**1,197,296**
	914,892	**282,404**	**1,197,296**

Detailed Statement of Financial Activities
FOR THE YEAR ENDED 31 MARCH 2021

	Unrestricted funds £	Restricted funds £	2021 Total funds £	2020 Total funds £
INCOME AND ENDOWMENTS				
Donations and legacies				
Donations	97,476	-	**97,476**	9,882
Gift aid	5,315	-	**5,315**	8,916
Legacies	36,000	-	**36,000**	10,000
	138,791	-	**138,791**	28,798
Other trading activities				
Activities for generating funds	58,398	-	**58,398**	63,002
Trading company	23,217	-	**23,217**	176,778
Other	-	-	**-**	4,000
	81,615	-	**81,615**	243,780
Investment income				
Rents Received	13,905	-	**13,905**	
Deposit account interest	320		**320**	585
	14,225	-	**14,225**	585
Charitable activities				
Service income	513,719	-	**513,719**	513,052
Admission and event income	139,658	-	**139,658**	87,086
Restricted fund activity	-	91,230	**91,230**	22,221
Grants	3,480	-	**3,480**	5,601
	656,857	91,230	**748,087**	627,960
Total incoming resources	891,488	91,230	**982,718**	901,123
EXPENDITURE				
Raising Donations and Legacies				
Support costs	3,682	-	**3,682**	2,465
Other trading activities				
Opening stock	21,357	-	**21,357**	19,022
Purchases	2,636	-	**2,636**	50,023
Direct staff costs	47,150	-	**47,150**	76,081
Other staff costs	32	-	**32**	344
Training	-	-	**-**	71
Premises expenses	60	-	**60**	778
Closing stock	(18,646)	-	**(18,646)**	(21,357)
	52,589	-	**52,589**	125,142
Investment management costs				
Property repairs	-	-	**-**	2,891
Maintenance charges	3	-	**3**	3
	3	-	**3**	2,894

Detailed Statement of Financial Activities
FOR THE YEAR ENDED 31 MARCH 2021

	Unrestricted funds £	Restricted funds £	2021 Total funds £	2020 Total funds £
Investment management costs				
Charitable activities				
Trustees' expenses	3,257	-	3,257	157
Wages	329,188	68,356	397,544	433,895
Hire of plant and machinery	-	-	-	201
Rates and water	31,769	-	31,769	15,271
Light and heat	24,695	-	24,695	28,526
Sundries	2,421	600	3,021	7,300
Exhibition and events	58,316	10,808	69,124	53,357
Training	544	1,027	1,571	4,614
Project activity	9,262		9,262	7,615
The lightbox operating costs	620	-	620	7,100
Exhibition and events	88	-	88	2,083
Volunteer costs	75		75	2,051
Premises expenses	11,383	-	11,383	19,134
Professional fees	50,452	5,860	56,312	43,181
Other	4,811	-	4,811	
	526,881	86,651	613,532	624,485
Other				
Tax	(18,714)		(18,714)	(27,232)
Support costs				
Management				
Insurance	13,907	-	13,907	14,363
Telephone	512	-	512	524
Postage and stationery	2,124	5,816	7,940	9,786
Marketing and public relations	2,427	1,407	3,834	8,338
Printing	7,068	1,255	8,323	25,156
Books and publications	-	-	-	128
Subscriptions	1,496	1,994	3,490	1,428
Website	7,131	-	7,131	4,952
Meeting expenses		-		14
Legal expenses	1,549	-	1,549	4,733
IT costs	16,568	2,890	19,458	21,460
Freehold property	306	-	306	306
Computer equipment	9,200	-	9,200	21,008
	62,288	13,362	75,647	112,196
Finance				
Bank charges	2,645	-	2,265	4,089

Detailed Statement of Financial Activities
FOR THE YEAR ENDED 31 MARCH 2021

	Unrestricted funds £	Restricted funds £	**2021 Total funds £**	2020 Total funds £
Finance				
Governance costs				
Auditors' remuneration	10,192	-	**10,192**	10,214
Total resources expended	**639,566**	**100,013**	**739,576**	851,697
Net (expenditure)/income	**251,922**	**(8,783)**	**243,139**	49,426