

**WOKING MUSEUM AND ARTS &
CRAFTS CENTRE**

AUDITED

**TRUSTEES REPORT AND
CONSOLIDATED FINANCIAL
STATEMENTS**

**FOR THE YEAR ENDED
31 MARCH 2022**



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WOKING MUSEUM AND ARTS & CRAFTS CENTRE

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The following pages do not form part of the statutory financial statements:

Charity Charity detailed income and expenditure account and summaries

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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

**TRUSTEES' REPORT (CONTINUED)
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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

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TRUSTEES' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

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

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2022

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.

TRUSTEES' REPORT (CONTINUED)
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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 Council'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

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2022

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.

**TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2022**

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 consultant 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

**TRUSTEES' REPORT (CONTINUED)
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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 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. 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.

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2022



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.

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2022

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

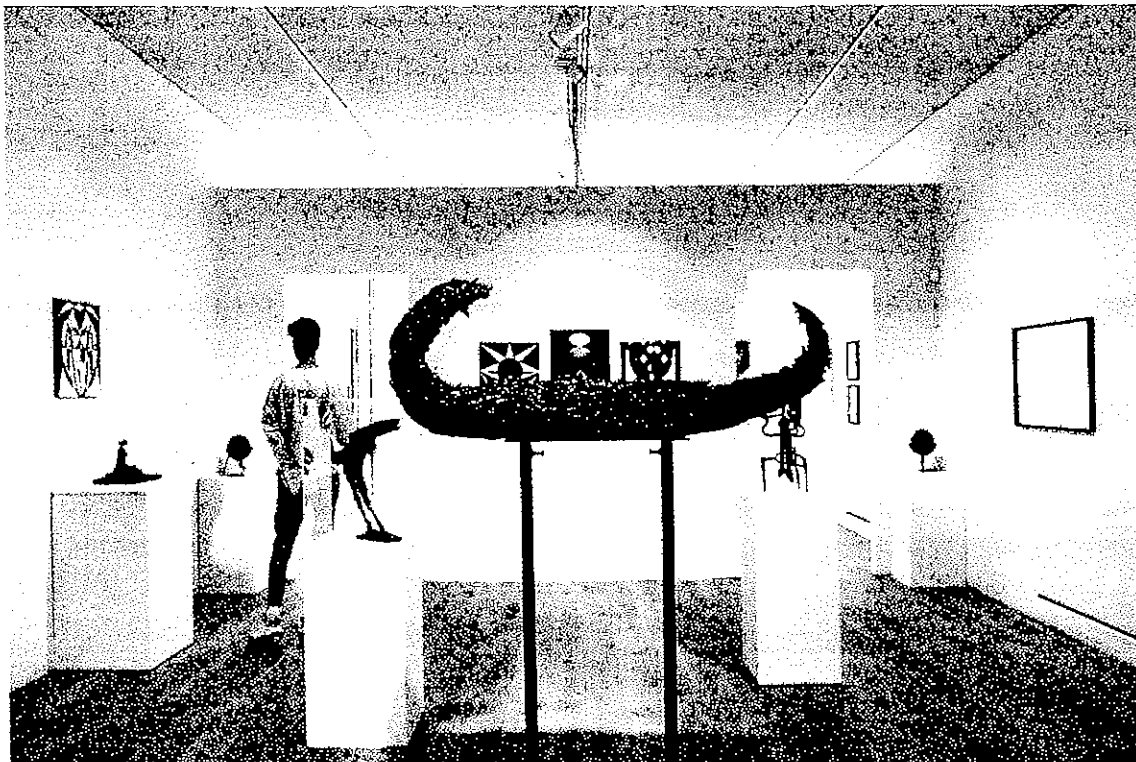
"The Lightbox is a truly extraordinary regional art gallery - one that has staged an exceptional number of world-class exhibitions in the mere 15 years of its existence, bringing great art to Woking time and time again. Long may it live and long may it prosper!"

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.

TRUSTEES' REPORT (CONTINUED)
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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.

**TRUSTEES' REPORT (CONTINUED)
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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 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.

TRUSTEES' REPORT (CONTINUED)
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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 operate 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

**TRUSTEES' REPORT (CONTINUED)
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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.

TRUSTEES' REPORT (CONTINUED)
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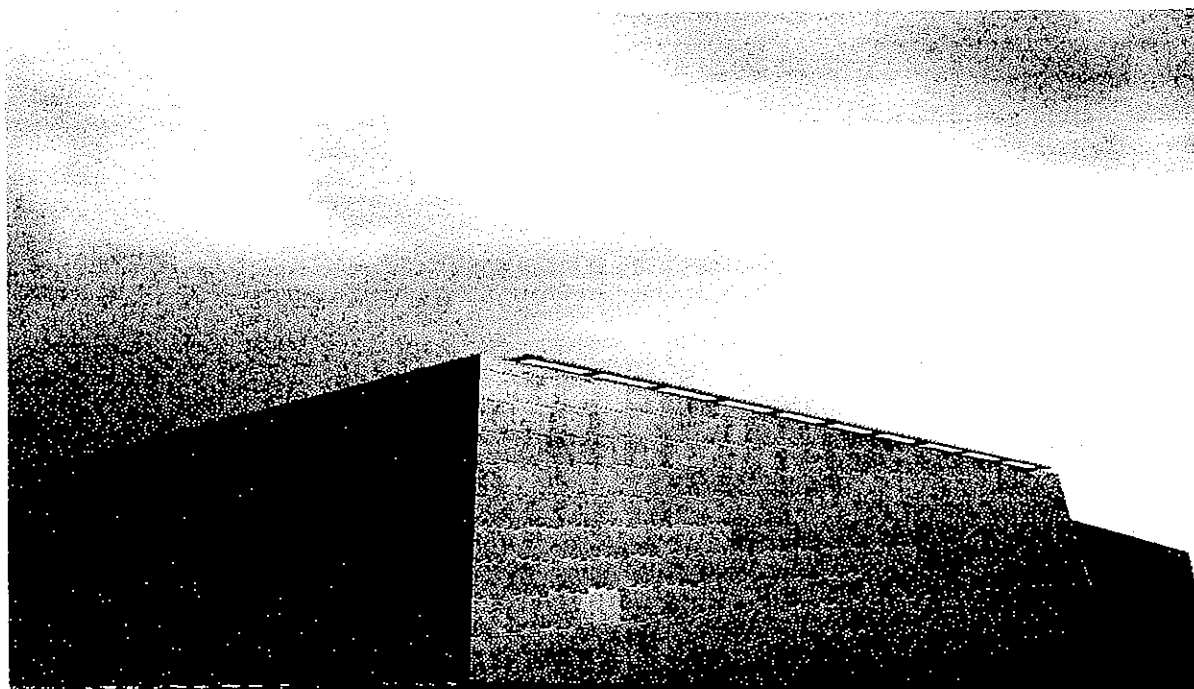
Going Concern

After making appropriate enquiries, the Trustees 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.



**TRUSTEES' REPORT (CONTINUED)
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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' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2022**

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.

WOKING MUSEUM AND ARTS & CRAFTS CENTRE

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, Hamlyn's 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

WOKING MUSEUM AND ARTS & CRAFTS CENTRE

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.

WOKING MUSEUM AND ARTS & CRAFTS CENTRE

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.

WOKING MUSEUM AND ARTS & CRAFTS CENTRE

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 material 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).

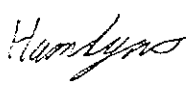
A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditors' report.

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.

WOKING MUSEUM AND ARTS & CRAFTS CENTRE

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF WOKING MUSEUM AND ARTS & CRAFTS
CENTRE (CONTINUED)**



Hamlyn's Limited

Chartered Accountants
Statutory Auditors

Sundial House

High Street

Horsell

Woking

GU21 4SU

20 December 2022

Hamlyn's Limited are eligible to act as auditors in terms of section 1212 of the Companies Act 2006.

WOKING MUSEUM AND ARTS & CRAFTS CENTRE

**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.

WOKING MUSEUM AND ARTS & CRAFTS CENTRE

**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.

WOKING MUSEUM AND ARTS & CRAFTS CENTRE

**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.

WOKING MUSEUM AND ARTS & CRAFTS CENTRE

**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

WOKING MUSEUM AND ARTS & CRAFTS CENTRE

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 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 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.

WOKING MUSEUM AND ARTS & CRAFTS CENTRE

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

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 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.

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.

WOKING MUSEUM AND ARTS & CRAFTS CENTRE

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

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.

WOKING MUSEUM AND ARTS & CRAFTS CENTRE

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

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.

WOKING MUSEUM AND ARTS & CRAFTS CENTRE

**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	-	-
	<u>8,833</u>	<u>8,833</u>

	<i>Unrestricted funds 2021 £</i>	<i>Total funds 2021 £</i>
Donations	97,476	97,476
Legacies	36,000	36,000
Gift aid	5,315	5,315
	<u>138,791</u>	<u>138,791</u>

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
	<u>71,378</u>	<u>668,822</u>	<u>740,200</u>

WOKING MUSEUM AND ARTS & CRAFTS CENTRE

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022**

4. Income from charitable activities (continued)

	<i>Restricted funds 2021 £</i>	<i>Unrestricted funds 2021 £</i>	<i>Total funds 2021 £</i>
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
	<u>91,230</u>	<u>656,858</u>	<u>748,088</u>

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
	<u>110,313</u>	<u>110,313</u>

	<i>Unrestricted funds 2021 £</i>	<i>Total funds 2021 £</i>
Trading company	23,217	23,217
Activities for generating funds	58,398	58,398
	<u>81,615</u>	<u>81,615</u>

WOKING MUSEUM AND ARTS & CRAFTS CENTRE

**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
	<u>15,661</u>	<u>15,661</u>
	<i>Unrestricted funds 2021 £</i>	<i>Total funds 2021 £</i>
Rents received	13,905	13,905
Deposit accounts interest	320	320
	<u>14,225</u>	<u>14,225</u>

7. Expenditure on raising funds

Costs of raising donations and legacies

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

WOKING MUSEUM AND ARTS & CRAFTS CENTRE

**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)

	<i>Unrestricted funds 2021 £</i>	<i>Total funds 2021 £</i>
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
	<u>124,550</u>	<u>124,550</u>

WOKING MUSEUM AND ARTS & CRAFTS CENTRE

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022**

7. Expenditure on raising funds (continued)

Fundraising trading expenses (continued)

	<i>Unrestricted funds 2021 £</i>	<i>Total funds 2021 £</i>
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
	<u>52,590</u>	<u>52,590</u>

8. Investment management costs

		Total funds 2022 £
	<i>Unrestricted funds 2021 £</i>	<i>Total funds 2021 £</i>
Maintenance charge	3	3
	<u>3</u>	<u>3</u>

WOKING MUSEUM AND ARTS & CRAFTS CENTRE

**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
	<u>71,410</u>	<u>816,019</u>	<u>887,429</u>

	<i>Restricted funds 2021 £</i>	<i>Unrestricted funds 2021 £</i>	<i>Total funds 2021 £</i>
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
	<u>95,577</u>	<u>606,442</u>	<u>702,019</u>

WOKING MUSEUM AND ARTS & CRAFTS CENTRE

**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
	<u>754,127</u>	<u>133,302</u>	<u>887,429</u>

	<i>Activities undertaken directly 2021 £</i>	<i>Support costs 2021 £</i>	<i>Total funds 2021 £</i>
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
	<u>613,882</u>	<u>88,137</u>	<u>702,019</u>

WOKING MUSEUM AND ARTS & CRAFTS CENTRE

**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
	<u>754,125</u>	<u>613,882</u>

WOKING MUSEUM AND ARTS & CRAFTS CENTRE

**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 £	<i>Total funds 2021 £</i>
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 £	<i>2021 £</i>
Fees payable to the Charity's auditor in respect of:		
Audit-related assurance services	11,600	10,192

12. Staff costs

	Group 2022 £	<i>Group 2021 £</i>	Charity 2022 £	<i>Charity 2021 £</i>
Wages and salaries	552,675	444,694	552,675	444,694
	552,675	444,694	552,675	444,694

WOKING MUSEUM AND ARTS & CRAFTS CENTRE

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
Maintenance	1	1
	<u>20</u>	<u>21</u>

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	<u>55</u>	<u>3,257</u>

WOKING MUSEUM AND ARTS & CRAFTS CENTRE

**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	<u>639,240</u>	<u>28,457</u>	<u>62,279</u>	<u>729,976</u>
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	<u>628,156</u>	<u>22,877</u>	<u>60,227</u>	<u>711,260</u>
Net book value				
At 31 March 2022	<u>11,084</u>	<u>5,580</u>	<u>2,052</u>	<u>18,716</u>
At 31 March 2021	<u>11,390</u>	<u>9,539</u>	<u>6,369</u>	<u>27,298</u>

15. Fixed asset investments

	Investment in subsidiary undertaking £
Charity	
Cost or valuation	
At 1 April 2021	1
At 31 March 2022	<u>1</u>
Net book value	
At 31 March 2022	1
At 31 March 2021	<u>1</u>

WOKING MUSEUM AND ARTS & CRAFTS CENTRE

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022**

16. Stocks

	Group 2022 £	<i>Group 2021 £</i>
Stock	14,401	18,646

17. Debtors

	Group 2022 £	<i>Group 2021 £</i>	Charity 2022 £	<i>Charity 2021 £</i>
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 £	<i>Group 2021 £</i>	Charity 2022 £	<i>Charity 2021 £</i>
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 £	<i>Group 2021 £</i>	Charity 2022 £	<i>Charity 2021 £</i>
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.

WOKING MUSEUM AND ARTS & CRAFTS CENTRE

**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

WOKING MUSEUM AND ARTS & CRAFTS CENTRE

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022**

19. Statement of funds (continued)

Statement of funds - prior year

	<i>Balance at 1 April 2020 £</i>	<i>Income £</i>	<i>Expenditure £</i>	<i>Balance at 31 March 2021 £</i>
Unrestricted funds				
General Funds - all funds	371,597	891,488	(639,570)	623,515
	<hr/>	<hr/>	<hr/>	<hr/>
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 Emergency	-	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
	<hr/>	<hr/>	<hr/>	<hr/>
	36,030	91,230	(100,011)	27,249
	<hr/>	<hr/>	<hr/>	<hr/>
Total of funds	<hr/> <hr/> 407,627	<hr/> <hr/> 982,718	<hr/> <hr/> (739,581)	<hr/> <hr/> 650,764

WOKING MUSEUM AND ARTS & CRAFTS CENTRE

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.

WOKING MUSEUM AND ARTS & CRAFTS CENTRE

**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
	<u>650,764</u>	<u>875,007</u>	<u>(1,015,549)</u>	<u>28,410</u>	<u>538,632</u>

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
	<u>407,627</u>	<u>982,718</u>	<u>(739,581)</u>	<u>650,764</u>

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	<u>27,217</u>	<u>511,415</u>	<u>538,632</u>