

AMBERLEY MUSEUM & HERITAGE CENTRE

England & Wales · Charity number 278722

Details

Other names	AMBERLEY CHALK PITS MUSEUM, SOUTHERN INDUSTRIAL HISTORY CENTRE, AMBERLEY MUSEUM, AMBERLEY WORKING MUSEUM
Status	Registered
Legal form	Charitable company
Company number	01402483
Registered	1979-11-01
Register	View on the Charity Commission register

Contact

Address	Amberley Museum New Barn Road Amberley Arundel BN18 9LT
Phone	01798831370
Email	accounts@amberleymuseum.co.uk
Website	www.amberleymuseum.co.uk

Activities

Objects: TO PROVIDE AND MAINTAIN A CENTRE OR CENTRES IN THE SOUTH EAST OF ENGLAND FOR THE EXHIBITION TO THE PUBLIC OF SPECIMENS OF MACHINERY, EQUIPMENT, BUILDINGS AND INVENTIONS OF WHATEVER NATURE OF HISTORICAL OR EDUCATIONAL INTEREST AND SUCH OTHER OBJECTS OF THE FINE AND USEFUL ARTS, ARCHAEOLOGY AND GEOLOGY INCLUDING TECHNIQUES OF INDUSTRIAL MILITARY AND PLANNING PROCESSES, RURAL ARTS, CRAFTS AND INDUSTRY AND OTHER ACTIVITIES SHOWING HUMAN CREATIVITY OF AN HISTORICAL OR EDUCATION INTEREST.

Activities: The company was established to operate the museum at Amberley, to preserve and restore artefacts of interest and importance that might otherwise be destroyed, to maintain and develop the unique collections and by exhibitions, demonstrations, lectures printed publications and other means to educate the public in the tools, inventions, technologies, customs and social history of previous generations

Classification

- **How:** Provides Buildings/facilities/open Space
- **What:** Education/training, Environment/conservation/heritage
- **Who:** The General Public/mankind

Geography

- West Sussex

Finances

Period end	Income	Expenditure	Assets	Employees
2024-12-31	£1,261,032	£1,029,610	£1,500,610	30
2023-12-31	£1,257,201	£1,037,017	£1,269,188	29
2022-12-31	£928,318	£1,018,804	£1,049,004	26
2021-12-31	£817,035	£771,881	£1,153,748	20
2020-12-31	£648,967	£569,938	£1,108,594	19

Trustees

Name	Role	Appointed
Adrian Butcher		2021-08-23
Alan Brewer		2024-08-01
Jonathan Robert Vincent		2019-01-21
Michael Robert Winstone		2025-02-10
Paul Gregory Bernstein		2025-02-10
Professor Jeremy Daniel McKendrick Watson		2025-02-10
Scott Christian Clayton		2025-10-13
Steven Allan John Orman		2024-12-13
Steven David Hyde		2025-02-10
Surrie June Everett-Pascoe		2019-11-11

Linked charities

- CHALK PITS MUSEUM DEVELOPMENT TRUST (278722-1)

AMBERLEY MUSEUM & HERITAGE CENTRE

England & Wales - Charity number 278722

Accounts



AMBERLEY MUSEUM & HERITAGE CENTRE

Registered Company Number 01402483

Trustees' Report & Consolidated Accounts 31 December 2024



**The King's Award
for Voluntary Service**

Index

Board of Trustees Report	3-10
Statement of Trustees' Responsibilities	10
Statement as to disclosure of information to Auditors	10
Independent Auditors' Report to the Trustees	11-13
The Financial Statements 2024	14-17
Notes to the Financial Statements	18-29

Board of Trustees' Report

The Trustees, who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31st December 2024. The financial statements comply with the Companies Act 2006, the Memorandum and Articles of Association and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1st January 2015).

History, Objectives and Activities

The Company was incorporated on 28th November 1978 and has been known since 2011 as Amberley Museum & Heritage Centre. By licence from the Secretary of State for Trade, the word "Limited" is omitted from the Company's name in recognition of its Charity status. The Company is governed by a Memorandum and Articles of Association and is limited by guarantee. Accordingly, it has no share capital.

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

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

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

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

Reference and Administrative Details

Charity Commission Registered Number: 278722

Companies House Registered Number: 1402483

Registered Office & Place of Business: New Barn Road, Amberley, Arundel, BN18 9LT

Trustees:	Surrie Everett-Pascoe	Appointed 11 November 2019
	Chair of Trustees from 29 October 2024	
	Adrian Butcher	Appointed 23 August 2021
	Vice Chair of Trustees from 29 October 2024	
	Jonathon Vincent	Appointed 21 January 2019
	Stephen Jones	Appointed 2 February 2022
	Alan Brewer	Appointed 1 August 2024
	Leanne O'Boyle	Appointed 1 August 2024
	Steven Orman	Appointed 13 December 2024
	Jeremy Watson	Appointed 10 February 2025
	Paul Bernstein	Appointed 10 February 2025
	Michael Winstone	Appointed 10 February 2025
	Steve Hyde	Appointed 10 February 2025
	Kathryn Dean	Appointed 10 February 2025
	Richard Vernon	Resigned 29 October 2024
	Graham Duxbury	Resigned 29 October 2024
	Edward Armston-Sheret	Resigned 29 October 2024
	Marie Tulley-Rose	Resigned 11 November 2024

Auditors: Parkers
178-180 Church Road, Hove,
BN3 2DJ

Bankers: Barclays Bank plc
1 Chapel Road, Worthing, BN11 1EX

CAF Bank Ltd
25 Kings Hill Ave, West Malling, ME19 4JQ

HSBC
1 Warwick Street, Worthing, BN11 3DE

Scottish Widows Bank Plc
P. O. Box 12757, 67 Morrison Street, Edinburgh, EH3 8YJ

Virgin Money
Jubilee House, Gosforth, Newcastle upon Tyne NE3 4PL

Other Officers and Key Staff:

Katrina Burton	Director	Appointed 1 January 2023
John Betts	Curator	Appointed 19 April 2022
Alanta Carrwalters	Finance Officer	Appointed 1 May 2023

The Trustees confirm that they have complied with the duty in Section 4 of the Charities Act 2006 to have due regard to the guidance published by the Charities' Commission on public benefit when reviewing the Charities' main aims and objectives and in planning future activities. The Trustees regularly review the major risks to which the Company is exposed.

A Risk Register is maintained by the Trustees and is reviewed and updated on a regular basis. Insurance cover is maintained against normal commercial risks.

Structure, Governance and Management

Trustees are recruited as required and with regard to the specific skill sets they can offer. Three new Trustees were recruited in 2024. At the 2024 AGM, the previous Chairman and Deputy Chairman stepped down and were replaced with a new Chair and Vice Chair from the existing Trustee board. A further five Trustees were recruited, bringing the board to the maximum of 12 Trustees. Regular meetings on both a formal and informal basis are held between Trustees, Employees and Volunteers to discuss matters of mutual interest and concern.

Day-to-day responsibilities for running the Museum are delegated to the management team headed by the Museum Director.

The permanent employees are supplemented by temporary staff during the open season. A key part of the Museum workforce is an active body of over 400 volunteers, each with their own area of interest and expertise.

The Company owns all the issued share capital of Amberley Museum (Retail) Ltd. The subsidiary operates the restaurant, retail and print shops at the Museum. Any profits generated by the subsidiary are covenanted to the Museum. A separate charity, the Amberley Museum Trust, holds all exhibits other than buildings so the exhibits are not therefore registered in the accounts of the Company.

Our Members

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

2024 Operational Review

Visitor figures for 2024 dropped to 50,669 compared with 56,395 in 2023. This mirrored other, similar heritage sites and visitor attractions and is believed to be primarily due to ongoing economic uncertainty coupled with some episodes of poor weather.

In 2024, the Museum organised more events than ever before, including some new offers (for example Vintage Tractor Weekend, 1980s weekend and a Discworld event) which brought in some new audiences but not the numbers that more established events attract. Emergency Services weekend, James Bond at Amberley and the Bus Shows were particularly well attended.

In January 2024, work started on the Bagging Shed project, funded by DCMS as part of the Museum Estate and Development programme. The shipping container in the Loading Bay was removed, the historic timber structure was restored, a new floor and large glass door, featuring the Marshal locomotive, was installed. The project also included work on the roof, new lighting, repairs to the kiln walls, and improved visitor access with a new, simpler ramp arrangement and improved interpretation. The highlight of the year came in December, when HRH The Princess Royal visited the Museum and formally opened the Bagging Shed project.

Throughout the year, good progress was made towards increasing earned income through developing the retail offer (including printing a new guidebook with support from the Sussex Industrial Archaeology Society), and through increasing promotion of venue and location hire opportunities across the site. Venue and location hire brought in just over £10,000 of additional income during 2024.

During 2024, a significant amount of essential electrical work was undertaken across the site, including improvements to the Bus garages and workshops, the Road Steam/Stationary Engines display, and the Library and Hayloft. The latter was part-funded by a Community Climate Grant from Horsham District Council. While the Southdown Omnibus Trust funded substantial electrical work in the three bus garages.

The quality of the Amberley Museum visitor experience was recognised in late 2024 when the Museum received a bronze award for Best Small Tourist Attraction in the Beautiful South awards.

Volunteers

With a small team of 12.5 full time equivalent staff, the Museum continued to be heavily reliant on the volunteer team. Volunteers look after the collections, share their knowledge with visitors, run the daily bus and train services, maintain the site and help with administration. Visitor feedback confirms that it is interaction with our dedicated volunteers that is a key part of successful visits and we are incredibly grateful for their contribution.

Volunteer numbers continued to grow in 2024, reaching 407 active volunteers by the end of the year. The staff team have also worked hard to raise the profile of corporate volunteering opportunities, with several groups spending a day at the site helping with various grounds and maintenance tasks, while at the same time gaining benefits in terms of team-building and CSR outputs. This included a group from the Tamil community centre in Crawley and a team of Air Cadets from Horsham.

In May 2024 the Lord Lieutenant of West Sussex presented the Museum with the King's Award for Voluntary Service in recognition of the significant contribution made by the volunteers to Amberley Museum.

Learning

Formal and informal learning visits in 2024 remained stable with over 3,000 children and young people enjoying a school visit and a further 1,200 taking part in other activities. A school travel grant was introduced in 2024, thanks to the generosity of one supporter. This has helped local schools, who have not visited recently, to finance a visit.

During 2024 the learning team hosted a group of teaching students from the University of Chichester. They created and tested a sensory backpack for children with special educational needs and disabilities to use whilst at the Museum.

The team also continued to grow the Museum's provision for Home Educated families, and uniformed groups as part of a range of activity funded by the John Coates grant. The Museum also engaged in a couple of partnership projects focusing on health and wellbeing, including Time Travel in Sussex (with CultureShift) and The Grow Project for adults facing mental health challenges.

Collections

In early 2024, the team hosted a First Steps internship funded by Art Fund. During this six-week placement, the trainee worked on collections care with the Radio & TV collection, carrying out cleaning and condition surveys to feed into proposals for the *Live from Amberley* project to build a new Radio & TV exhibition space with additional facilities. An expression of interest for a £3.5m project was made to the NLHF, who have given approval for us to submit a Development Phase bid for the project.

As part of the work to improve the electrics in the Library, in February 2024 the Curatorial team embarked upon a project to rationalise the Library collection and improve storage conditions for the unique archive material held there. This work is ongoing.

In July 2024, Amberley Museum successfully achieved full accreditation in the national museum accreditation scheme which recognises those who have reached a certain standard in the management and care of collections, and the delivery of public engagement activity.

Financial Review

These accounts are a consolidated set of Financial Statements for Amberley Museum and Heritage Centre and it's trading arm, Amberley Museum (Retail) Ltd.

The total consolidated income for the group in 2024 was £1,261,031 (2023 £1,257,200). For both 2023 and 2024 this is a mix of operational income and MEND grants.

The net surplus was £231,422 (2023 £220,184). The table below shows the results excluding the MEND grant.

Impact of MEND Grant on AMHC Revenues		
	2024	2023
AMHC Group Income	£1,261,031	£1,257,200
Less Group Expenses	(£1,029,610)	(£1,037,016)
AMHC Group Surplus / (Loss)	£231,421	£220,184
Less MEND Grant	(£173,506)	(£246,883)
AMHC Group Surplus / (Loss) excluding MEND	£57,915	(£26,699)

The MEND Project

The project cost for the capital works on the bagging shed entrance area to the Museum cost £463,766, of which the MEND grant totals £433,766; AMHC paying the balance. The grant is accounted for over three years, see table below for grant to 31 December 2024.

	Grant Received	Grant accounted for in Year
2023	£246,883	£20,447
2024	£173,506	£379,115
Balance 31 Dec 2024	£420,389	£399,562

The balance of the MEND grant is due in mid-2025, once the final works have been completed and signed off.

Although the majority of work for the MEND project took place over the winter months, the works had a number of influences on the Museum’s finances, eg the shop stock was run down, and the shop was reduced in size as the works took place.

Museum Operations excluding MEND Grant

Looking at the Museum’s operations for 2024 there was an increase in revenue of 7%, and costs were slightly lower than 2023, resulting in a surplus of £57,915. (2023 a loss of £26,699). These figures include depreciation, if we look at the Museum’s operations excluding depreciation AMHC generated a £119K surplus (2023 £20K).

The overall increase of revenue of £77k relates primarily to a donation of £56,000 from the Retail arm. The shop and restaurant income remained flat (any increase at the Restaurant was offset by smaller shop sales).

The running costs for the Museum and Retail amounted to £1,029,611 (2023 £1,037,016), about 1% less than the prior year. The only area of increased costs was in site services, mainly to do with replacing parts of our electricity wiring, replacing a building and other essential infrastructure works.

All other costs were maintained at 2023 levels or below, except for an increase in salaries, partially offset by a period of time when we were under staffed whilst recruiting new employees.

Reserves Policy

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

Restricted Funds: These are reserves that can only be used for specific purposes, usually determined by the provider. These restricted reserves cannot be used for normal day to day expenses.

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

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

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

Statement of Trustees' Responsibilities

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

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

- select suitable accounting policies and then apply them consistently.
- observe the methods and principles in the Charity SORP.
- make judgements and estimates that are reasonable and prudent.
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements, and
- prepare the financial statements on a going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The Trustees are responsible for keeping adequate accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006.

They are also responsible for safeguarding the assets of the charitable company and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Statement as to disclosure of information to Auditors

So far as the Trustees are aware at the time of approving our Trustees' annual report:

- there is no relevant information (as defined by Section 418 of the Companies Act 2006), being information needed by the auditor in connection with preparing their report, of which the charitable company's auditors are unaware, and
- the Trustees, having made enquiries of fellow directors and the group's auditor that they ought to have individually taken, have each taken all steps that he/she are obliged to take as a director to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Auditors

The auditors, Parkers, will be proposed for re-appointment at the forthcoming Annual General Meeting.

This report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

By order of the Trustees

Surrie Everett-Pascoe
Chair of Trustees

Adrian Butcher
Vice Chair of Trustees

DATE

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

Opinion

We have audited the financial statements of Amberley Museum & Heritage Centre (the “Charitable Group and Company”) for the year ended 31st December 2024 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the Charitable Group and Company’s affairs as at 31st December 2024 and of its incoming resources and application of resources for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice, including Financial Reporting Standard 102 ‘The Financial Reporting Standard applicable in the UK and Republic of Ireland’; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor’s responsibilities for the audit of the financial statements section of our report. We are independent of the Charitable Group and Company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC’s Ethical Standard, and the provisions available for small entities, in the circumstances set out in note 1 to the financial statements, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees’ use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the entity’s ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor’s report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

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

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

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the Charitable Group and Company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us;
- the financial statements are not in agreement with the accounting records and returns;
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not obtained all the information and explanations necessary for the purposes of our audit.

Responsibilities of the trustees

As explained more fully in the trustees' responsibilities statement, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the Charitable Group and Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the Charitable Group or Company or to cease operations, or have no realistic alternative but to do so.

Our responsibilities for the audit of the financial statements

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

Identification and assessment of irregularities including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

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

Audit response to the risk of irregularities including fraud

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

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

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

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

Conclusions regarding the risks of irregularities including fraud

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

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

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

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

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

Use of our report

This report is made solely to the Charitable Group and Company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the Charitable Group and Company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Charitable Group and Company members as a body, for our audit work, for this report, or for the opinions we have formed.

Annette Watson PhD BSc FCA (Senior Statutory Auditor)

For and on behalf of Parkers

Chartered Accountants and Statutory Auditors

Cornelius House

178-180 Church Road

Hove

East Sussex

BN3 2DJ

DATE

AMBERLEY MUSEUM & HERITAGE CENTRE
COMPANY NUMBER 01402483
(and subsidiary company)
CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31ST DECEMBER 2024
(Incorporating a group income and expenditure account)

			2024	2023
	Notes	Restricted Funds £	Unrestricted Funds £	Total Funds £
Income and endowments from	2			
Donations and legacies		192,012	106,718	298,730
Charitable activities		-	491,538	491,538
Other trading activities		-	460,074	460,074
Investments		-	10,690	10,690
Total		<u>192,012</u>	<u>1,069,020</u>	<u>1,261,032</u>
Expenditure on:	3			
Raising funds		-	298,259	298,259
Charitable Activities		59,350	672,001	731,351
Total		<u>59,350</u>	<u>970,260</u>	<u>1,029,610</u>
Net income / (expenditure)		132,662	98,760	231,422
Transfers between funds		-	-	-
Net movement in funds		132,662	98,760	231,422
Reconciliation of funds				
Total Funds Brought Forward		<u>536,127</u>	<u>733,061</u>	<u>1,269,188</u>
Total Funds Carried Forward		<u>668,789</u>	<u>831,821</u>	<u>1,500,610</u>

None of the groups' activities were acquired or discontinued during the above two financial periods.

The group has no recognised gains or losses other than the surplus for the above two financial periods.

The Notes on pages 18 to 29 form part of these accounts

AMBERLEY MUSEUM & HERITAGE CENTRE
COMPANY NUMBER 01402483
(and subsidiary company)
CONSOLIDATED BALANCE SHEET
AT 31ST DECEMBER 2024

	Notes	2024 £	2023 £
FIXED ASSETS			
Tangible Assets	7	1,028,344	710,372
CURRENT ASSETS			
Stock for resale		16,544	10,095
Debtors	9	18,627	30,451
Cash at Bank and in hand		514,905	598,864
		<u>550,076</u>	<u>639,410</u>
CREDITORS: amounts falling due within one year	10	72,997	66,427
Net Current Assets		477,079	572,983
CREDITORS: amounts falling due after more than one year	11	4,813	14,167
Provision for liabilities	12	-	-
Net Assets		<u>1,500,610</u>	<u>1,269,188</u>
FUNDS			
Restricted Funds		668,789	536,127
Unrestricted Funds		<u>831,821</u>	<u>733,061</u>
	15	<u>1,500,610</u>	<u>1,269,188</u>

The trustees have prepared group accounts in accordance with section 398 of the Companies Act 2006 and section 138 of the Charities Act 2011. These accounts are prepared in accordance with the special provisions of Part 15 of the Companies Act relating to small charitable companies and constitute the annual accounts required by the Companies Act 2006 and are for circulation to members of the company.

The financial statements were approved by the Board of Trustees on
and were signed on its behalf by:

Surrie Everett-Pascoe
Chair of Trustees

Adrian Butcher
Vice Chair of Trustees

The Notes on pages 18 to 29 form part of these accounts

AMBERLEY MUSEUM & HERITAGE CENTRE
COMPANY NUMBER 01402483
(and subsidiary company)
CONSOLIDATED CASH FLOW STATEMENT
AT 31ST DECEMBER 2024

	2024	2023
	£	£
Net income/(expenditure) for the year	231,422	220,184
Adjustments for:		
Depreciation charges	61,143	46,397
Deferred tax charge for the year	-	-
Bank interest	(10,690)	(5,030)
Loss/(profit) on sale of fixed assets	-	-
(Increase)/decrease in stock	(6,449)	2,855
(Increase)/decrease in debtors	11,824	(21,774)
Increase/(decrease) in creditors	6,570	6,483
Net cash provided by/(used in) operating activities	293,821	(249,115)
Cash flows from investing activities:		
Bank interest	10,690	5,030
Proceeds from sale of property, plant and equipment	-	-
Purchase of property, plant and equipment	(379,115)	(24,947)
Net cash provided by/(used in) investing activities	(368,425)	(19,917)
Cash flows from financing activities:		
Repayments of borrowing	(9,354)	(10,115)
Cash inflow from new borrowing	-	-
Net cash provided by/(used in) financing activities	(9,353)	(10,115)
Change in cash and cash equivalents in year	(83,959)	219,083
Cash and cash equivalents at the beginning of the year	598,864	379,781
Cash and cash equivalents at the end of the year	514,905	598,864
Analysis of cash and cash equivalents:		
Cash in hand	514,905	598,864
Notice deposits (less than three months)	-	-
Total cash and cash equivalents	514,905	598,864

AMBERLEY MUSEUM & HERITAGE CENTRE
COMPANY NUMBER 01402483
BALANCE SHEET
AT 31ST DECEMBER 2024

	Notes	2024	2023
		£	£
FIXED ASSETS			
Tangible Assets	7	986,584	666,226
Investments	8	<u>2</u>	<u>2</u>
		986,586	666,228
CURRENT ASSETS			
Debtors	9	23,005	47,123
Cash at Bank and in hand		<u>503,260</u>	<u>544,317</u>
		526,265	591,440
CREDITORS: amounts falling due within one year			
	10	44,790	23,562
Net Current Assets		<u>481,475</u>	<u>567,876</u>
Total Assets less Current Liabilities		<u>1,468,059</u>	<u>1,234,104</u>
FUNDS			
Restricted Funds		668,789	536,127
Unrestricted Funds		<u>799,270</u>	<u>697,977</u>
		1,468,059	1,234,104

These financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small charitable companies.

The financial statements were approved by the Board of Trustees on
and were signed on its behalf by:

Surrie Everett-Pascoe
Chair of Trustees

Adrian Butcher
Vice Chair of Trustees

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

AMBERLEY MUSEUM & HERITAGE CENTRE
COMPANY NUMBER 01402483
(and subsidiary company)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST DECEMBER 2024

1. STATEMENT OF ACCOUNTING POLICIES

Basis of Preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The charity is a company limited by guarantee and has no share capital. The company is incorporated in England and Wales. The charity company registration number, charity number and registered address and place of business can be found on the company information page.

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

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

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

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

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

Consolidation

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

AMBERLEY MUSEUM & HERITAGE CENTRE
COMPANY NUMBER 01402483
(and subsidiary company)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST DECEMBER 2024

1. STATEMENT OF ACCOUNTING POLICIES (CONTINUED)

Incoming Resources

Items of income are recognised and included in the accounts when all of the following criteria are met:

- The Charity or its subsidiary have entitlement to the funds.
- Any performance conditions attached to the items of income have been met or are fully within the control of the Charity or its subsidiary.
- There is sufficient certainty that receipt of the income is considered probable; and
- The amount can be measured reliably.
- Income from government and other grants, whether ‘capital’ grants or ‘revenue’ grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received, and the amount can be measured reliably and is not deferred.

Interest receivable

Interest on funds held on deposit is included where receivable and the amount can be measured reliably by the Charity; this is normally upon notification of the interest paid or payable by the Bank

Resources Expended

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required, and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Cost of raising funds comprise the costs of commercial trading, including the restaurant and shop and their associated support costs and marketing costs of the Charity.
- Expenditure on Charitable Activities includes curatorial costs, events costs, site maintenance and depreciation and associated support costs.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

AMBERLEY MUSEUM & HERITAGE CENTRE
COMPANY NUMBER 01402483
(and subsidiary company)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST DECEMBER 2024

1. STATEMENT OF ACCOUNTING POLICIES (CONTINUED.)

Allocation of support costs

Support costs are those functions that assist with the work of the Charity but do not directly undertake charitable activities. Support costs include back-office costs, finance, personnel, payroll, and governance costs which support the charity's displays and activities. These costs have been allocated between cost of raising funds and expenditure on charitable activities. The bases on which support costs have been allocated are set out in note 3.

Tangible Fixed Assets

Fixed Assets are stated at cost less depreciation.

Depreciation is provided at the following annual rates to write off each asset over its estimated useful life: -

Heritage Assets:	4%	On cost
Site Improvements:	2%	On cost
Plant and Machinery:	10-25%	Reducing balance

Fixed Asset Investments

Unlisted investments are held at cost as an approximation to fair value where the fair value is not easily obtainable.

Stocks

Stocks are valued at the level of cost and net realisable value, after making due allowance for obsolete and slow-moving items.

Debtors

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

Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

Creditors and provisions

Creditors and provisions are recognised where the Charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

Financial instruments

The Charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

AMBERLEY MUSEUM & HERITAGE CENTRE
COMPANY NUMBER 01402483
(and subsidiary company)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST DECEMBER 2024

1. STATEMENT OF ACCOUNTING POLICIES (CONTINUED.)

Taxation

The company is a registered charity and as such its income and gains falling within section 471 to 489 of the Corporation Tax Act 2010 or section 256 of the Taxation and Chargeable Gains Act 1992 are exempt from corporation tax to the extent that they are applied to its charitable activities.

Government grants

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

Fund Accounting

Unrestricted funds are available to spend on activities that further any of the purposes of the charity. Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose. Restricted funds are donations or grants which the donor has specified are to be used solely for particular areas of the charity's work or for specific projects being undertaken by the charity.

AMBERLEY MUSEUM & HERITAGE CENTRE
COMPANY NUMBER 01402483
(and subsidiary company)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST DECEMBER 2024

2. INCOME

	2024	2023
	£	£
Donations and legacies		
Grants	176,162	280,818
Legacies	9,000	229
Donations	<u>113,568</u>	<u>69,423</u>
	<u>298,730</u>	<u>350,470</u>

The income from donations was £113,568 (2023: £69,423) of which £96,764 was unrestricted (2023: £55,297) and £16,804 restricted (2023: £14,126).

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

Charitable Activities	2024	2023
	£	£
Museum Entrance Fees	<u>491,538</u>	<u>480,118</u>

Other trading activities	2024	2023
	£	£
Shop and restaurant income	343,325	341,823
Membership fees	69,320	61,871
Lettings	12,704	1,820
Other income	<u>34,725</u>	<u>16,069</u>
	<u>460,074</u>	<u>421,583</u>

Investment income		
Bank interest	<u>10,690</u>	<u>5,030</u>

AMBERLEY MUSEUM & HERITAGE CENTRE
COMPANY NUMBER 01402483
(and subsidiary company)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST DECEMBER 2024

3. EXPENDITURE

	2024	2023
	£	£
Costs of raising funds		
Expenditure on retail activities	275,984	298,107
Marketing costs	15,430	23,676
Governance and support costs	<u>6,845</u>	<u>6,807</u>
	<u>298,259</u>	<u>328,590</u>
Charitable Activities		
Salaries	319,488	310,683
Site Services	79,957	59,649
Event costs	7,740	9,996
Governance and support costs	69,479	77,325
Other costs	<u>258,687</u>	<u>250,774</u>
	<u>731,351</u>	<u>708,427</u>
Governance and support costs		
General office costs	39,252	40,328
Statutory audit fees	7,000	6,300
Irrecoverable VAT on audit fees	810	700
Legal and other professional fees	7,840	9,864
Bank and finance charges	<u>21,422</u>	<u>26,940</u>
	<u>76,324</u>	<u>84,132</u>

4. NET INCOMING/(OUTGOING) RESOURCES

	2024	2023
	£	£
Net resources are stated after charging/(crediting):		
Depreciation of fixed assets	61,143	46,292
Auditor's remuneration	<u>7,000</u>	<u>6,300</u>

5. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration, expenses or other benefits for the year ended 31st December 2024 nor for the year ended 31st December 2023.

AMBERLEY MUSEUM & HERITAGE CENTRE
COMPANY NUMBER 01402483
(and subsidiary company)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST DECEMBER 2024

6. STAFF COSTS

	2024	2023
	£	£
Wages and salaries	421,981	421,377
Social security costs	<u>22,945</u>	<u>22,046</u>
	<u>444,926</u>	<u>443,423</u>

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

Office and administration	17	16
Retail activities	12	12
Directors	<u>1</u>	<u>1</u>
	<u>30</u>	<u>29</u>

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

AMBERLEY MUSEUM & HERITAGE CENTRE
COMPANY NUMBER 01402483
(and subsidiary company)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST DECEMBER 2024

7. TANGIBLE FIXED ASSETS

Group	Plant and Machinery	Display Buildings	Site Improvements	Total
Cost				
At 1 st January 2024	287,409	1,279,952	602,900	2,170,262
Additions	-	379,115	-	379,115
On disposals	-	-	-	-
At 31 st December 2024	<u>287,409</u>	<u>1,659,067</u>	<u>602,900</u>	<u>2,549,376</u>
Depreciation				
At 1 st January 2024	235,852	1,020,291	203,746	1,459,889
Charge for year	4,248	44,837	12,058	61,143
On disposals	-	-	-	-
At 31 st December 2024	<u>240,100</u>	<u>1,065,128</u>	<u>215,804</u>	<u>1,521,032</u>
Net Book Value				
At 31 st December 2024	<u>47,309</u>	<u>593,939</u>	<u>387,096</u>	<u>1,028,344</u>
At 31 st December 2023	<u>51,557</u>	<u>259,661</u>	<u>399,154</u>	<u>710,372</u>

Company	Plant and Machinery	Display Buildings	Site Improvements	Total
Cost				
At 1 st January 2024	65,686	1,279,952	602,900	1,948,538
Additions	-	379,115	-	379,115
Disposals	-	-	-	-
At 31 st December 2024	<u>65,686</u>	<u>1,659,067</u>	<u>602,900</u>	<u>2,327,653</u>
Depreciation				
At 1 st January 2024	58,275	1,020,291	203,746	1,282,312
Charge for year	1,862	44,837	12,058	58,759
On disposals	-	-	-	-
At 31 st December 2024	<u>60,137</u>	<u>1,065,128</u>	<u>215,804</u>	<u>1,341,071</u>
Net Book Value				
At 31 st December 2024	<u>5,549</u>	<u>593,939</u>	<u>387,096</u>	<u>986,584</u>
At 31 st December 2023	<u>7,411</u>	<u>259,661</u>	<u>399,154</u>	<u>666,226</u>

AMBERLEY MUSEUM & HERITAGE CENTRE
COMPANY NUMBER 01402483
(and subsidiary company)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST DECEMBER 2024

8. INVESTMENTS

	Group		Company	
	2024	2023	2024	2023
	£	£	£	£
Investment in Group Undertaking	-	-	2	2
	<u>-</u>	<u>-</u>	<u>2</u>	<u>2</u>

The company owns the whole of the issued share capital of Amberley Museum (Retail) Limited, a company registered in England (company number 01995781).

9. DEBTORS

	Group		Company	
	2024	2023	2024	2023
	£	£	£	£
Trade Debtors	10,014	4,823	10,014	4,792
Other Debtors	8,613	25,608	8,613	25,608
Due by subsidiary undertaking	-	-	4,378	16,743
	<u>18,627</u>	<u>30,451</u>	<u>23,005</u>	<u>47,123</u>

10. CREDITORS: amounts falling due within one year

	Group		Company	
	2024	2023	2024	2023
	£	£	£	£
Bank loans	10,000	10,000	-	-
Trade Creditors	18,183	11,352	11,340	6,142
Other taxes and social security	15,634	31,577	5,770	5,424
Other creditors	7,500	7,500	7,500	7,500
Accruals and deferred income	21,680	5,998	20,180	4,496
	<u>72,997</u>	<u>66,427</u>	<u>44,790</u>	<u>23,562</u>

AMBERLEY MUSEUM & HERITAGE CENTRE
COMPANY NUMBER 01402483
(and subsidiary company)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST DECEMBER 2024

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

	Group		Company	
	2024	2023	2024	2023
	£	£	£	£
Bank loans 1-2 years	4,813	10,000	-	-
Bank loans 2-5 years	-	4,167	-	-
Bank loans more than 5 years	-	-	-	-
	<u>4,813</u>	<u>14,167</u>	<u>-</u>	<u>-</u>

12. PROVISIONS FOR LIABILITIES

	2024	2023
	£	£
Deferred tax – accelerated capital allowances	=	=

13. STATUS

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

14. ANALYSIS OF GROUP NET ASSETS BETWEEN FUNDS

	Unrestricted Funds	Restricted Funds	2024 Total Funds	2023 Total Funds restated
	£	£	£	£
Fixed Assets	490,607	537,737	1,028,344	710,372
Current Assets	419,024	131,052	550,076	639,410
Current Liabilities	(72,997)	-	(72,997)	(66,427)
Long term liabilities	(4,813)	-	(4,813)	(14,167)
	<u>831,821</u>	<u>668,789</u>	<u>1,500,610</u>	<u>1,269,188</u>

AMBERLEY MUSEUM & HERITAGE CENTRE
COMPANY NUMBER 01402483
(and subsidiary company)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST DECEMBER 2024 (CONTINUED...)

15. MOVEMENT IN FUNDS

	At 01.01.2024	Net Movement in Funds	At 31.12.2024
	£	£	£
Unrestricted Funds			
General Fund	733,061	98,760	831,821
Restricted funds	536,127	132,662	668,789
	<u>1,269,188</u>	<u>231,422</u>	<u>1,500,610</u>
		2024	2023
Restricted Funds			
		£	£
De Witt Kilns Fund		141,974	157,863
Radio Fund		70,863	70,863
Print Fund		8,321	5,312
Standard Rail Fund		5,884	5,371
Historic England Grant		249	249
Rail Hall		4,693	4,693
Tesco Bags of Help		1,850	1,850
Rack Saw Bench Fund		2,400	2,400
Peter Fund		5,104	3,971
Greenfield Training Fund		8,859	8,859
MEND		404,407	246,883
John Coates Trust Grant		-	6,297
Royal Pavilion & Museum Trust: First Steps Grant		-	2,281
Horsham District council: Community Climate Fund		-	2,500
Sussex Masonic		2,531	3,515
Ockenden Clock		10,000	10,000
School Visit Grant		1,354	2,001
IT Fund		300	1,219
		<u>668,789</u>	<u>536,127</u>

AMBERLEY MUSEUM & HERITAGE CENTRE
COMPANY NUMBER 01402483
(and subsidiary company)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST DECEMBER 2024 (CONTINUED...)

15. MOVEMENT IN FUNDS (CONTINUED...)

Fund	Purpose and restriction in use
De Witt Kilns Fund	Funds to restore the De Witt Kilns to their original condition and create an exhibit showing the working of such kilns.
Radio Fund	Funding to replace the radio building.
Print Fund	Funding additional printing press equipment.
Standard Rail Fund	Funding the building and maintenance of the wagon shed.
Historic England Grant	Funding of the repairs of At Risk Buildings.
Rail Hall	Donation to improve the children's area in the rail hall.
Tesco Bags of Help	Donation to fund forest school's programme.
Rack Saw Bench Fund	Donation to fund the construction of a Rack Saw Bench.
Peter Fund	Donations to fund the repair of a Steam Engine.
Greenfield Training Fund	Funding for staff training and development
MEND	Grant from the DCMS Museum Estate and Development fund for the conservation of the Bagging Shed
John Coates Trust Grant	Grant for the learning programme to reach new audiences
Royal Pavilion & Museum: First Steps Grant	Grant for a collections care internship
Horsham District Council: Community Climate Fund	Grant for LED lighting improvements
Sussex Masonic	Grant for a new museum vehicle
Ockenden Clock	Donation towards mounting the Ockenden Clock
School Visit Grant	Donation to help schools in need to meet visit costs
IT Fund	Donation to fund contactless donation scheme
Timescape Project	Grant for Timescape wellbeing project with SDNPA

16. SUBSIDIARY AND RELATED PARTY TRANSACTIONS

Amberley Museum (Retail) Limited is a wholly owned subsidiary. Its principal activity is to operate and maintain the catering facilities and gift shop at the museum. Any profits made by the subsidiary are covenanted to the charity.

During the year to 31 December 2024 Surrie Pascoe was paid a consultancy fee of £nil for specialist services provided to the Museum (2023: £3,938). There were no related party transactions (2023: £nil). The Museum has paid due regard to the Charity Commission guidance on payments to trustees when undertaking this transaction.

AMBERLEY MUSEUM & HERITAGE CENTRE

England & Wales - Charity number 278722

Accounts



AMBERLEY MUSEUM & HERITAGE CENTRE

Registered Company Number 01402483

Trustees' Report & Consolidated Accounts 31 December 2023



**The King's Award
for Voluntary Service**

Index

Board of Trustees Report	3-8
Statement of Trustees' Responsibilities	8
Statement as to disclosure of information to Auditors	9
Independent Auditors' Report to the Trustees	10-12
The Financial Statements 2023	13-16
Notes to the Financial Statements	17-28

Board of Trustees' Report

The Trustees, who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31st December 2023. The financial statements comply with the Companies Act 2006, the Memorandum and Articles of Association and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1st January 2015).

History, Objectives and Activities

The Company was incorporated on 28th November 1978 and has been known since 2011 as Amberley Museum & Heritage Centre. By licence from the Secretary of State for Trade, the word "Limited" is omitted from the Company's name in recognition of its Charity status. The Company is governed by a Memorandum and Articles of Association and is limited by guarantee. Accordingly, it has no share capital.

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

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

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

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

Reference and Administrative Details

Charity Commission Registered Number: 278722

Companies House Registered Number: 1402483

Registered Office & Place of Business: New Barn Road, Amberley, Arundel, BN18 9LT

Trustees:	Richard Vernon	Appointed 7 August 2017 Chairman from 15 April 2020
	Graham Duxbury	Appointed 7 February 2017 Deputy Chairman from July 2020
	Surrie Everett-Pascoe	Appointed 11 November 2019
	Jonathon Vincent	Appointed 21 January 2019
	Edward Armston-Sheret	Appointed 1 November 2020
	Adrian Butcher	Appointed 23 August 2021
	Stephen Jones	Appointed 2 February 2022
	Marie Tulley-Rose	Appointed 24 July 2023
	Alan Brewer	Appointed 1 August 2024
	Leanne O'Boyle	Appointed 1 August 2024

Auditors: Parkers
178-180 Church Road, Hove,
BN3 2DJ

Bankers: Barclays Bank plc
1 Chapel Road, Worthing, BN11 1EX

CAF Bank Ltd
25 Kings Hill Ave, West Malling, ME19 4JQ

HSBC
1 Warwick Street, Worthing, BN11 3DE

Scottish Widows Bank Plc
P. O. Box 12757, 67 Morrison Street, Edinburgh, EH3 8YJ

Virgin Money
Jubilee House, Gosforth, Newcastle upon Tyne NE3 4PL

Other Officers and Key Staff:

Katrina Burton	Director	Appointed 1 January 2023
John Betts	Curator	Appointed 19 April 2022
Alan Morcombe	Finance Officer	Appointed 8 July 2019 Resigned April 2023
Alanta Carrwalters	Finance Officer	Appointed 1 May 2023

The Trustees confirm that they have complied with the duty in Section 4 of the Charities Act 2006 to have due regard to the guidance published by the Charities' Commission on public benefit when reviewing the Charities' main aims and objectives and in planning future activities. The Trustees regularly review the major risks to which the Company is exposed.

A Risk Register is maintained by the Trustees and is reviewed and updated on a regular basis. Insurance cover is maintained against normal commercial risks.

Structure, Governance and Management

Trustees are recruited as required and with regard to the specific skill sets they can offer. One Trustee joined in 2023. The number of Trustees at the end of 2023 was eight. An additional two new Trustees have been recruited in 2024. Regular meetings on both a formal and informal basis are held between Trustees, Employees and Volunteers to discuss matters of mutual interest and concern.

Day-to-day responsibilities for running the Museum are delegated to the management team headed by the Museum Director.

The permanent employees are supplemented by temporary staff during the open season. A key part of the Museum workforce is an active body of 405 volunteers, each with their own area of interest and expertise.

The Company owns all the issued share capital of Amberley Museum (Retail) Ltd. The subsidiary operates the restaurant, retail and print shops at the Museum. Any profits generated by the subsidiary are covenanted to the Museum. A separate charity, the Amberley Museum Trust, holds all exhibits other than buildings so the exhibits are not therefore registered in the accounts of the Company.

Our Members

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

2023 Operational Review

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

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

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

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

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

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

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

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

Volunteers

With a small team of 12.5 full time equivalent staff, the Museum continued to be heavily reliant on the volunteer team. Volunteers look after the collections, share their knowledge with visitors, run the daily bus and train services, maintain the site and help with administration. Visitor feedback confirms that it is interaction with our dedicated volunteers that is a key part of successful visits and we are incredibly grateful for their contribution.

During 2023, the new Volunteer Manager, who started in May, worked hard to build up the volunteer numbers, reaching over 400 by the end of 2023. Efforts were also made to engage with corporate groups to offer micro volunteering opportunities, which has proved very beneficial to the museum.

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

Learning

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

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

Collections

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

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

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

Financial Review

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

AMHC Development of Net Profit		
£	2022	2023
Museum Profit	-64,627	246,571
MEND Income		<u>246,883</u>
Trading Profit		-312
Retail Profit	<u>20,057</u>	<u>20,010</u>
AMHC	-44,570	19,698

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

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

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

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

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

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

Reserves Policy

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

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

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

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

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

Statement of Trustees' Responsibilities

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

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

- select suitable accounting policies and then apply them consistently.

- observe the methods and principles in the Charity SORP.
- make judgements and estimates that are reasonable and prudent.
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements, and
- prepare the financial statements on a going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The Trustees are responsible for keeping adequate accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006.

They are also responsible for safeguarding the assets of the charitable company and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Statement as to disclosure of information to Auditors

So far as the Trustees are aware at the time of approving our Trustees' annual report:

- there is no relevant information (as defined by Section 418 of the Companies Act 2006), being information needed by the auditor in connection with preparing their report, of which the charitable company's auditors are unaware, and
- the Trustees, having made enquiries of fellow directors and the group's auditor that they ought to have individually taken, have each taken all steps that he/she are obliged to take as a director to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Auditors

The auditors, Parkers, will be proposed for re-appointment at the forthcoming Annual General Meeting.

This report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

By order of the Trustees

Richard Vernon
Chairman



DATE

29th September 2024

Graham Duxbury
Deputy Chairman



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

Opinion

We have audited the financial statements of Amberley Museum and Heritage Centre (the "Charitable Group and Company") for the year ended 31st December 2023 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the Charitable Group and Company's affairs as at 31st December 2023 and of its incoming resources and application of resources for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Charitable Group and Company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and the provisions available for small entities, in the circumstances set out in note 1 to the financial statements, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the entity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

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

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

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the Charitable Group and Company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us;
- the financial statements are not in agreement with the accounting records and returns;
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not obtained all the information and explanations necessary for the purposes of our audit.

Responsibilities of the trustees

As explained more fully in the trustees' responsibilities statement, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the Charitable Group and Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the Charitable Group or Company or to cease operations, or have no realistic alternative but to do so.

Our responsibilities for the audit of the financial statements

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

Identification and assessment of irregularities including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

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

Audit response to the risk of irregularities including fraud

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

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

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

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

Conclusions regarding the risks of irregularities including fraud

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

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

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

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

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

Use of our report

This report is made solely to the Charitable Group and Company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the Charitable Group and Company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Charitable Group and Company members as a body, for our audit work, for this report, or for the opinions we have formed.

Annette Watson

Annette Watson PhD BSc FCA (Senior Statutory Auditor)
For and on behalf of Parkers
Chartered Accountants and Statutory Auditors
Cornelius House
178-180 Church Road
Hove
East Sussex
BN3 2DJ

DATE *27th September 2024*

AMBERLEY MUSEUM AND HERITAGE CENTRE
COMPANY NUMBER 01402483
(and subsidiary company)
CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31ST DECEMBER 2023
(Incorporating a group income and expenditure account)

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

None of the groups' activities were acquired or discontinued during the above two financial periods.

The group has no recognised gains or losses other than the surplus for the above two financial periods.

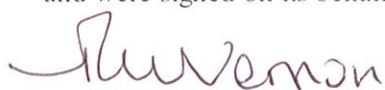
The Notes on pages 17 to 28 form part of these accounts

AMBERLEY MUSEUM AND HERITAGE CENTRE
COMPANY NUMBER 01402483
(and subsidiary company)
CONSOLIDATED BALANCE SHEET
AT 31ST DECEMBER 2023

	Notes	2023 £	2022 £
FIXED ASSETS			
Tangible Assets	7	710,372	731,822
CURRENT ASSETS			
Stock for resale		10,095	12,949
Debtors	9	30,451	8,677
Cash at Bank and in hand		598,864	379,781
		<u>639,410</u>	<u>401,407</u>
CREDITORS: amounts falling due within one year	10	66,427	59,943
Net Current Assets		572,983	341,464
CREDITORS: amounts falling due after more than one year	11	14,167	24,282
Provision for liabilities	12	-	-
Net Assets		<u>1,269,188</u>	<u>1,049,004</u>
FUNDS			
Restricted Funds		536,127	288,930
Unrestricted Funds		<u>733,061</u>	<u>760,074</u>
	15	<u>1,269,188</u>	<u>1,049,004</u>

The trustees have prepared group accounts in accordance with section 398 of the Companies Act 2006 and section 138 of the Charities Act 2011. These accounts are prepared in accordance with the special provisions of Part 15 of the Companies Act relating to small charitable companies and constitute the annual accounts required by the Companies Act 2006 and are for circulation to members of the company.

The financial statements were approved by the Board of Trustees on 27th September 2024 and were signed on its behalf by:



Richard Vernon



Graham Duxbury

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

AMBERLEY MUSEUM AND HERITAGE CENTRE
COMPANY NUMBER 01402483
(and subsidiary company)
CONSOLIDATED CASH FLOW STATEMENT
AT 31ST DECEMBER 2023


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

AMBERLEY MUSEUM AND HERITAGE CENTRE
COMPANY NUMBER 01402483
BALANCE SHEET
AT 31ST DECEMBER 2023

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

These financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small charitable companies.

The financial statements were approved by the Board of Trustees on 27th September 2024 and were signed on its behalf by:



Richard Vernon



Graham Duxbury

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

AMBERLEY MUSEUM AND HERITAGE CENTRE
COMPANY NUMBER 01402483
(and subsidiary company)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST DECEMBER 2023

1. STATEMENT OF ACCOUNTING POLICIES

Basis of Preparation

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

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

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

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

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

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

Consolidation

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

AMBERLEY MUSEUM AND HERITAGE CENTRE
COMPANY NUMBER 01402483
(and subsidiary company)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST DECEMBER 2023

1. STATEMENT OF ACCOUNTING POLICIES (CONTINUED)

Incoming Resources

Items of income are recognised and included in the accounts when all of the following criteria are met:

- The Charity or its subsidiary have entitlement to the funds.
- Any performance conditions attached to the items of income have been met or are fully within the control of the Charity or its subsidiary.
- There is sufficient certainty that receipt of the income is considered probable; and
- The amount can be measured reliably.
- Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received, and the amount can be measured reliably and is not deferred.

Interest receivable

Interest on funds held on deposit is included where receivable and the amount can be measured reliably by the Charity; this is normally upon notification of the interest paid or payable by the Bank

Resources Expended

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required, and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Cost of raising funds comprise the costs of commercial trading, including the restaurant and shop and their associated support costs and marketing costs of the Charity.
- Expenditure on Charitable Activities includes curatorial costs, events costs, site maintenance and depreciation and associated support costs.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

AMBERLEY MUSEUM AND HERITAGE CENTRE

COMPANY NUMBER 01402483

(and subsidiary company)

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31ST DECEMBER 2023

1. STATEMENT OF ACCOUNTING POLICIES (CONTINUED.)

Allocation of support costs

Support costs are those functions that assist with the work of the Charity but do not directly undertake charitable activities. Support costs include back-office costs, finance, personnel, payroll, and governance costs which support the charity's displays and activities. These costs have been allocated between cost of raising funds and expenditure on charitable activities. The bases on which support costs have been allocated are set out in note 3.

Tangible Fixed Assets

Fixed Assets are stated at cost less depreciation.

Depreciation is provided at the following annual rates to write off each asset over its estimated useful life: -

Heritage Assets:	4%	On cost
Site Improvements:	2%	On cost
Plant and Machinery:	10-25%	Reducing balance

Fixed Asset Investments

Unlisted investments are held at cost as an approximation to fair value where the fair value is not easily obtainable.

Stocks

Stocks are valued at the level of cost and net realisable value, after making due allowance for obsolete and slow-moving items.

Debtors

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

Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

Creditors and provisions

Creditors and provisions are recognised where the Charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

Financial instruments

The Charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

AMBERLEY MUSEUM AND HERITAGE CENTRE
COMPANY NUMBER 01402483
(and subsidiary company)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST DECEMBER 2023

1. STATEMENT OF ACCOUNTING POLICIES (CONTINUED.)

Taxation

The company is a registered charity and as such its income and gains falling within section 471 to 489 of the Corporation Tax Act 2010 or section 256 of the Taxation and Chargeable Gains Act 1992 are exempt from corporation tax to the extent that they are applied to its charitable activities.

Government grants

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

Fund Accounting

Unrestricted funds are available to spend on activities that further any of the purposes of the charity. Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose. Restricted funds are donations or grants which the donor has specified are to be used solely for particular areas of the charity's work or for specific projects being undertaken by the charity.

AMBERLEY MUSEUM AND HERITAGE CENTRE
COMPANY NUMBER 01402483
(and subsidiary company)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST DECEMBER 2023

2. INCOME

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

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

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

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

AMBERLEY MUSEUM AND HERITAGE CENTRE
COMPANY NUMBER 01402483
(and subsidiary company)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST DECEMBER 2023

3. EXPENDITURE

	2023	2022
	£	£
Costs of raising funds		
Expenditure on retail activities	298,107	252,930
Marketing costs	23,676	27,086
Governance and support costs	<u>6,807</u>	<u>8,301</u>
	<u>328,590</u>	<u>288,317</u>
Charitable Activities		
Salaries	310,683	312,606
Site Services	59,649	106,355
Event costs	9,996	7,717
Governance and support costs	77,325	91,806
Other costs	<u>250,774</u>	<u>212,003</u>
	<u>708,427</u>	<u>730,487</u>
Governance and support costs		
General office costs	40,328	42,003
Statutory audit fees	7,000	6,990
Irrecoverable VAT on audit fees	-	700
Legal and other professional fees	9,864	21,877
Bank and finance charges	<u>26,940</u>	<u>28,537</u>
	<u>84,132</u>	<u>100,107</u>

4. NET INCOMING/(OUTGOING) RESOURCES

	2023	2022
	£	£
Net resources are stated after charging/(crediting):		
Depreciation of fixed assets	46,292	45,916
Auditor's remuneration	<u>7,000</u>	<u>6,990</u>

5. TRUSTEES' REMUNERATION AND BENEFITS

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

AMBERLEY MUSEUM AND HERITAGE CENTRE
COMPANY NUMBER 01402483
(and subsidiary company)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST DECEMBER 2023

6. STAFF COSTS

	2023	2022
	£	£
Wages and salaries	421,377	394,680
Social security costs	<u>22,046</u>	<u>19,070</u>
	<u>443,423</u>	<u>413,750</u>

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

Office and administration	16	16
Retail activities	12	9
Directors	<u>1</u>	<u>1</u>
	<u>29</u>	<u>26</u>

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

AMBERLEY MUSEUM AND HERITAGE CENTRE
COMPANY NUMBER 01402483
(and subsidiary company)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST DECEMBER 2023

7. TANGIBLE FIXED ASSETS

Group	Plant and Machinery	Display Buildings	Site Improvements	Total
Cost				
At 1 st January 2023	282,909	1,259,505	602,900	2,145,314
Additions	4,500	20,447	-	24,947
On disposals	-	-	-	-
At 31 st December 2023	<u>287,409</u>	<u>1,279,952</u>	<u>602,900</u>	<u>2,170,262</u>
Depreciation				
At 1 st January 2023	230,563	991,241	191,688	1,413,492
Charge for year	5,289	29,050	12,058	46,397
On disposals	-	-	-	-
At 31 st December 2023	<u>235,852</u>	<u>1,020,291</u>	<u>203,746</u>	<u>1,459,889</u>
Net Book Value				
At 31 st December 2023	<u>51,557</u>	<u>259,661</u>	<u>399,154</u>	<u>710,372</u>
At 31 st December 2022	<u>52,346</u>	<u>268,264</u>	<u>411,212</u>	<u>731,822</u>
Company	Plant and Machinery	Display Buildings	Site Improvements	Total
Cost				
At 1 st January 2023	61,186	1,259,505	602,900	1,923,591
Additions	4,500	20,447	-	24,947
Disposals	-	-	-	-
At 31 st December 2023	<u>65,686</u>	<u>1,279,952</u>	<u>602,900</u>	<u>1,948,538</u>
Depreciation				
At 1 st January 2023	55,804	991,241	191,688	1,238,732
Charge for year	2,471	29,050	12,058	43,579
On disposals	-	-	-	-
At 31 st December 2023	<u>58,275</u>	<u>1,020,291</u>	<u>203,746</u>	<u>1,282,312</u>
Net Book Value				
At 31 st December 2023	<u>7,411</u>	<u>259,661</u>	<u>399,154</u>	<u>666,226</u>
At 31 st December 2022	<u>5,382</u>	<u>268,264</u>	<u>411,212</u>	<u>684,858</u>

AMBERLEY MUSEUM AND HERITAGE CENTRE
COMPANY NUMBER 01402483
(and subsidiary company)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST DECEMBER 2023

8. INVESTMENTS

	Group		Company	
	2023	2022	2023	2022
	£	£	£	£
Investment in Group Undertaking	-	-	2	2
	<u>-</u>	<u>-</u>	<u>2</u>	<u>2</u>

The company owns the whole of the issued share capital of Amberley Museum (Retail) Limited, a company registered in England (company number 01995781).

9. DEBTORS

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

10. CREDITORS: amounts falling due within one year

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

AMBERLEY MUSEUM AND HERITAGE CENTRE
COMPANY NUMBER 01402483
(and subsidiary company)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST DECEMBER 2023

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

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

12. PROVISIONS FOR LIABILITIES

	2023	2022
	£	£
Deferred tax – accelerated capital allowances	≡	≡

13. STATUS

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

14. ANALYSIS OF GROUP NET ASSETS BETWEEN FUNDS

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

AMBERLEY MUSEUM AND HERITAGE CENTRE
COMPANY NUMBER 01402483
(and subsidiary company)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST DECEMBER 2023 (CONTINUED...)

15. MOVEMENT IN FUNDS

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

AMBERLEY MUSEUM AND HERITAGE CENTRE
COMPANY NUMBER 01402483
(and subsidiary company)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST DECEMBER 2023 (CONTINUED...)

15. MOVEMENT IN FUNDS (CONTINUED...)

Fund	Purpose and restriction in use
De Witt Kilns Fund	Funds to restore the De Witt Kilns to their original condition and create an exhibit showing the working of such kilns.
Radio Fund	Funding to replace the radio building.
Print Fund	Funding additional printing press equipment.
Standard Rail Fund	Funding the building and maintenance of the wagon shed.
Historic England Grant	Funding of the repairs of At Risk Buildings.
Rail Hall	Donation to improve the children's area in the rail hall.
Tesco Bags of Help	Donation to fund forest school's programme.
Rack Saw Bench Fund	Donation to fund the construction of a Rack Saw Bench.
Peter Fund	Donations to fund the repair of a Steam Engine.
Paviors Fund	Funding for the upkeep of the Paviors Museum of Roads and Roadmaking
Museum Development South East	Grant for Creative Collections Project
Sussex Industrial Archaeology Society	Grant for new wheels for Fauld coach to assist access on the narrow-gauge railway
Greenfield Training Fund	Funding for staff training and development
Going Green Grant	South East Museum Development grant for electric trike
South Down National Park Authority	Learning programme
Museum Wide	South East Museum Development grant to deliver equity, diversity & inclusion actions
MEND	Grant from the DCMS Museum Estate and Development fund for the conservation of the Bagging Shed
John Coates Trust Grant	Grant for the learning programme to reach new audiences
Royal Pavilion & Museum: First Steps Grant	Grant for a collections care internship
Horsham District Council: Community Climate Fund	Grant for LED lighting improvements
Sussex Masonic	Grant for a new museum vehicle
Ockenden Clock	Donation towards mounting the Ockenden Clock
School Visit Grant	Donation to help schools in need to meet visit costs
IT Fund	Donation to fund contactless donation scheme
Timescape Project	Grant for Timescape wellbeing project with SDNPA

16. SUBSIDIARY AND RELATED PARTY TRANSACTIONS

Amberley Museum (Retail) Limited is a wholly owned subsidiary. Its principal activity is to operate and maintain the catering facilities and gift shop at the museum. Any profits made by the subsidiary are covenanted to the charity.

During the year to 31 December 2023 Surrie Pascoe was paid a consultancy fee of £3,938 for specialist services provided to the Museum (2022: £14,400). There were no related party transactions (2022: £nil). The Museum has paid due regard to the Charity Commission guidance on payments to trustees when undertaking this transaction.

AMBERLEY MUSEUM & HERITAGE CENTRE

England & Wales - Charity number 278722

Accounts



AMBERLEY MUSEUM & HERITAGE CENTRE

Registered Company Number 01402483

Trustees' Report & Consolidated Accounts 31 December 2022

Index

Board of Trustees Report	3-8
Statement of Trustees' Responsibilities	8
Statement as to disclosure of information to Auditors	9
Independent Auditors' Report to the Trustees	10-12
The Financial Statements 2022	13-16
Notes to the Financial Statements	17-28

Board of Trustees' Report

The Trustees, who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31st December 2022. The financial statements comply with the Companies Act 2006, the Memorandum and Articles of Association and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1st January 2015).

History, Objectives and Activities

The Company was incorporated on 28th November 1978 and has been known since 2011 as Amberley Museum & Heritage Centre. By licence from the Secretary of State for Trade, the word "Limited" is omitted from the Company's name in recognition of its Charity status. The Company is governed by a Memorandum and Articles of Association and is limited by guarantee. Accordingly, it has no share capital.

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

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

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

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

Reference and Administrative Details

Charity Commission Registered Number: 278722

Companies House Registered Number: 1402483

Registered Office & Place of Business: New Barn Road, Amberley, Arundel, BN18 9LT

Trustees:	Richard Vernon	Appointed 7 August 2017 Chairman from 15 April 2020
	Graham Duxbury	Appointed 7 February 2017 Deputy Chairman from July 2020
	Surrie Everett-Pascoe	Appointed 11 November 2019
	Jonathon Vincent	Appointed 21 January 2019
	Edward Armston-Sheret	Appointed 1 November 2020
	Adrian Butcher	Appointed 23 rd August 2021
	Stephen Jones	Appointed 2 February 2022
	Marie Tulley-Rose	Appointed 24 July 2023

Auditors: Parkers
178-180 Church Road, Hove,
BN3 2DJ

Bankers: Barclays Bank plc
1 Chapel Road, Worthing, BN11 1EX

CAF Bank Ltd
25 Kings Hill Ave, West Malling, ME19 4JQ

HSBC
1 Warwick Street, Worthing, BN11 3DE

Scottish Widows Bank Plc
P. O. Box 12757, 67 Morrison Street, Edinburgh, EH3 8YJ

Virgin Money
Jubilee House, Gosforth, Newcastle upon Tyne NE3 4PL

Other Officers and Key Staff:

Valerie Mills	Director	Appointed 2 September 2019. Resigned January 2023
Katrina Burton	Director	Appointed 1 January 2023
John Betts	Curator	Appointed 19 April 2022
Alan Morcombe	Finance Officer	Appointed 8 July 2019. Resigned April 2023
Alanta Carrwalters	Finance Officer	Appointed 1 May 2023

The Trustees confirm that they have complied with the duty in Section 4 of the Charities Act 2006 to have due regard to the guidance published by the Charities' Commission on public benefit when reviewing the Charities' main aims and objectives and in planning future activities. The Trustees regularly review the major risks to which the Company is exposed.

A Risk Register is maintained by the Trustees and is reviewed and updated on a regular basis. Insurance cover is maintained against normal commercial risks.

Structure, Governance and Management

Trustees are recruited as required and with regard to the specific skill sets they can offer. One Trustee joined in 2022 and one resigned. The number of Trustees at the end of 2022 was seven. Trustee Skills Audits are undertaken regularly and an additional new Trustee has been recruited in 2023. Regular meetings on both a formal and informal basis are held between Trustees, Employees and Volunteers to discuss matters of mutual interest and concern.

Day-to-day responsibilities for running the Museum are delegated to the management team headed by the Museum Director.

The permanent employees are supplemented by temporary staff during the open season. A key part of the Museum workforce is an active body of 340 volunteers, each with their own area of interest and expertise.

The Company owns all the issued share capital of Amberley Museum (Retail) Ltd. The subsidiary operates the restaurant, retail and print shops at the Museum. Any profits generated by the subsidiary are covenanted to the Museum. A separate charity, the Amberley Museum Trust, holds all exhibits other than buildings so the exhibits are not therefore registered in the accounts of the Company.

Our Members

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

2022 Operational Review

2022 was the first full year of opening for the Museum since the covid-19 pandemic. Visitor numbers were strong through the year, with 54,483 visitors in total, compared to 36,779 visitors in 2021 and 20,488 in 2020.

Membership numbers continued to grow as visitors looked for opportunities to enjoy the wide range of events on offer throughout the year. This included car shows, Emergency Services day, a summer Steampunk Weekend, Ale and Craft weekend, various steam, train and bus events, plus special Halloween and Christmas events. The Home Front event for 2022 was cancelled following the outbreak of war in Ukraine.

The Museum continues to lease a building to Little Birds Forest Nursery, who make good use of the historic and natural environment of the site to inspire young children from the local community. The Museum also provides space for several independent businesses/craftworkers on site. In autumn 2022, the existing potter retired and a new potter, Nancy Scantlebury-Thompson, took on the business.

Significant progress was made towards addressing the maintenance backlog on site and particular thanks go to the Friends of Amberley Museum, who have provided funding to enable the team to carry out many different projects. On-going electrical problems in the shop were resolved by repairing the cable between the shop and Limeburners. Electrical issues in the office building were also addressed and new heaters installed late in 2022.

The Green Team continued to look at ways to develop environmental sustainability across the site and during 2022 successfully obtained funding to purchase an electric cargo trike to use to carry items around the site.

The staff team continued to deliver an excellent experience to visitors, scoring 80% in the Visit England assessment in summer 2022. In the summer, we appointed a new Café Supervisor who has succeeded in transforming the Limeburner's into an effective and popular café with a dedicated staff team.

A new Director, Katrina Burton, was appointed at the beginning of 2023. She brings with her considerable relevant experience, having worked most recently at South East Museum Development and previously managed the Fishbourne Roman Palace in West Sussex.

Volunteers

With a small staff of 16 full time equivalent, the Museum continued to be heavily reliant on around 340 volunteers. Volunteers look after the collections, share their knowledge with visitors, run the daily bus and train services, look after the site and help with administration. Visitor feedback confirms that it is interaction with our dedicated volunteers that is a key part of successful visits and we are incredibly grateful for their contribution.

Our Volunteer Manager, recruited as part of the Men@Work project, has had such a positive impact on the volunteer experience and the wider operation of the site that the decision was taken to make this a permanent role.

Learning

School visits increased slowly during 2022 as schools became more confident with planning trips. There were 2,627 formal learning visitors and 1,602 informal learning visitors. The Learning Officer recruited three casual Learning Facilitators during the summer to assist with schools delivery and free up time for programme development and marketing. A Home Education Day held in October proved to be a popular addition to the programme, enabling a different audience to take part in the Museum's learning activities.

Collections

There continues to be a moratorium on accepting items into the collection (unless the object is of exceptional significance and relevance) due to a lack of suitable collection storage space. An ongoing programme of environmental monitoring and assessment has identified some particular issues with many of the storage areas on site, where humidity levels are very high and pests (particularly woodworm) have caused significant damage to stored collections. A process of sorting through paperwork in both the Library and Archive and the Shop Store was begun in late 2022, with the aim of disposing of unnecessary paperwork and storing important archives in better conditions.

Polar Bear, one of the Museum's iconic steam locomotives, was taken out of service in Autumn 2022 for its statutory 10 year inspection and a fundraising campaign started to raise an estimated £25,000 to complete the overhaul of the boiler and engine.

Financial Review

Last year was the first year since 2019, when the Museum was operating in a largely post Covid environment. However, year on year comparisons with 2021 remain distorted by first half 2021 Covid closure; notably with higher gate income in 2022 from full opening but significantly lower grants/donations which were generated under Covid. There were considerably higher expenses, particularly salaries under full operation. Similarly Retail operations experienced higher income but much higher expenditure, than in 2021. AMHC recorded a net loss of £44,571 (excluding depreciation) compared with a profit of £68,848 in 2021.

Visitor numbers increased to 54,483 in 2022, up markedly on Covid impacted numbers in 2021, and higher than pre Covid levels. This contributed to *Museum* income reaching £649,769. However, Museum expenditure increased sharply by £144,835 to £714,397 (excluding depreciation) reflecting higher salaries (plus £77,135) with full staffing and the ending of furlough arrangements. Other cost increases largely reflected full opening, including site service costs and utilities. Museum losses in 2022 were £64,628 excluding depreciation. This compares with a net profit of £42,356 in 2021.

The increase in visitor numbers in 2022 resulted in increased *Retail* shop and restaurant sales of £278,548, markedly higher than the pre covid level of £221,368 in 2019. However costs increased sharply in 2022 on full opening, notably cost of sales and salaries. Retail net profits in 2022 were £20,057 (excluding depreciation) compared to £24,323 in 2021. Nevertheless, a sustained turnaround from the large losses incurred pre Covid (-£61,927 in 2019), seems to have been achieved.

Total cash reserves for AMHC at the end of 2022 were £379,781. Net of restricted, designated funds and those held as contingency in case of unexpected needs to cover largely externally generated risks such as Covid/economic crises, these covered the Museums' cash needs through the winter season and into the spring of 2023. The Friends of Amberley Museum & Heritage Centre has continued to provide valuable financial resources to the Museum as a result of its fundraising activities.

Moving into 2023, thus far overall performance has improved. Visitor numbers through July have increased by close to 5%. Museum net losses of £57k in January to July 2022 have more than halved to £24k in 2023. Retail profits have disappointingly been similar to 2022. Thus AMHC net losses January to July have fallen from £33k in 2022 to £2k in 2023.

This is an encouraging performance given the challenging economic conditions the country has faced. The outlook for the rest of the year remains uncertain as the cost-of-living crisis continues, but we are cautiously optimistic that if current Museum performance continues, short of another major external shock, we can build further growth and resilience into and through 2024.

Reserves Policy

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

Restricted Funds: These are reserves that can only be used for specific purposes, usually determined by the provider. These restricted reserves cannot be used for normal day to day expenses. They amounted to £115,073 at the end of 2022, net of De Witt kiln fixed assets.

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

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

Unrestricted Funds: Unrestricted funds – free reserves - are those available for the day to day running of the museum and are generated through daily income and necessary expenditure flows to enable operations to continue safely and efficiently. These amounted to £81,349 at the end of 2022.

Statement of Trustees' Responsibilities

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

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

- select suitable accounting policies and then apply them consistently.
- observe the methods and principles in the Charity SORP.
- make judgements and estimates that are reasonable and prudent.
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements, and
- prepare the financial statements on a going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The Trustees are responsible for keeping adequate accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006.

They are also responsible for safeguarding the assets of the charitable company and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Statement as to disclosure of information to Auditors

So far as the Trustees are aware at the time of approving our Trustees' annual report:

- there is no relevant information (as defined by Section 418 of the Companies Act 2006), being information needed by the auditor in connection with preparing their report, of which the charitable company's auditors are unaware, and
- the Trustees, having made enquiries of fellow directors and the group's auditor that they ought to have individually taken, have each taken all steps that he/she are obliged to take as a director to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Auditors

The auditors, Parkers, will be proposed for re-appointment at the forthcoming Annual General Meeting.

This report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

By order of the Trustees

Richard Vernon
Chairman

Graham Duxbury
Deputy Chairman

DATE

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

Opinion

We have audited the financial statements of Amberley Museum and Heritage Centre (the “Charitable Group and Company”) for the year ended 31st December 2022 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the Charitable Group and Company’s affairs as at 31st December 2022 and of its incoming resources and application of resources for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice, including Financial Reporting Standard 102 ‘The Financial Reporting Standard applicable in the UK and Republic of Ireland’; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor’s responsibilities for the audit of the financial statements section of our report. We are independent of the Charitable Group and Company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC’s Ethical Standard, and the provisions available for small entities, in the circumstances set out in note 1 to the financial statements, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees’ use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the entity’s ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor’s report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

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

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

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the Charitable Group and Company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us;
- the financial statements are not in agreement with the accounting records and returns;
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not obtained all the information and explanations necessary for the purposes of our audit.

Responsibilities of the trustees

As explained more fully in the trustees' responsibilities statement, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the Charitable Group and Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the Charitable Group or Company or to cease operations, or have no realistic alternative but to do so.

Our responsibilities for the audit of the financial statements

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

Identification and assessment of irregularities including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

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

Audit response to the risk of irregularities including fraud

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

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

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

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

Conclusions regarding the risks of irregularities including fraud

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

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

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

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

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

Use of our report

This report is made solely to the Charitable Group and Company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the Charitable Group and Company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Charitable Group and Company members as a body, for our audit work, for this report, or for the opinions we have formed.

Annette Watson PhD BSc FCA (Senior Statutory Auditor)

For and on behalf of Parkers

Chartered Accountants and Statutory Auditors

Cornelius House

178-180 Church Road

Hove

East Sussex

BN3 2DJ

DATE

AMBERLEY MUSEUM AND HERITAGE CENTRE
COMPANY NUMBER 01402483
(and subsidiary company)
CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31ST DECEMBER 2022
(Incorporating a group income and expenditure account)

	Notes	Restricted Funds £	Unrestricted Funds £	2022 Total Funds £	2021 restated Total Funds £
Income and endowments from	2				
Donations and legacies		28,438	127,085	155,523	224,449
Charitable activities		-	423,541	423,541	322,943
Other trading activities		-	348,937	348,937	269,053
Investments		-	317	317	590
Total		<u>28,438</u>	<u>899,880</u>	<u>928,318</u>	<u>817,035</u>
Expenditure on:	3				
Raising funds		-	288,317	288,317	206,331
Charitable Activities		51,443	679,044	730,487	579,807
Total		<u>51,443</u>	<u>967,361</u>	<u>1,018,804</u>	<u>786,138</u>
Net income / (expenditure)		(23,005)	(67,481)	(90,486)	30,896
Transfers between funds		-	-	-	-
Net movement in funds		(23,005)	(67,481)	(90,486)	30,896
Reconciliation of funds					
Total Funds Brought Forward		311,935	827,555	1,139,490	1,108,594
Total Funds Carried Forward		<u>288,930</u>	<u>760,074</u>	<u>1,049,004</u>	<u>1,139,490</u>

None of the groups' activities were acquired or discontinued during the above two financial periods.

The group has no recognised gains or losses other than the surplus for the above two financial periods.

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

AMBERLEY MUSEUM AND HERITAGE CENTRE
COMPANY NUMBER 01402483
(and subsidiary company)
CONSOLIDATED BALANCE SHEET
AT 31ST DECEMBER 2022

	Notes	2022 £	2021 restated £
FIXED ASSETS			
Tangible Assets	7	731,822	771,549
CURRENT ASSETS			
Stock for resale		12,949	16,649
Debtors	9	8,677	3,155
Cash at Bank and in hand		379,781	452,540
		<u>401,407</u>	<u>472,344</u>
CREDITORS: amounts falling due within one year	10	59,943	70,615
Net Current Assets		341,464	401,729
CREDITORS: amounts falling due after more than one year	11	24,282	33,788
Provision for liabilities	12	-	-
Total Assets less Current Liabilities		<u>1,049,004</u>	<u>1,139,490</u>
FUNDS			
Restricted Funds		288,930	311,935
Unrestricted Funds		<u>760,074</u>	<u>827,555</u>
	15	<u>1,049,004</u>	<u>1,139,490</u>

The trustees have prepared group accounts in accordance with section 398 of the Companies Act 2006 and section 138 of the Charities Act 2011. These accounts are prepared in accordance with the special provisions of Part 15 of the Companies Act relating to small charitable companies and constitute the annual accounts required by the Companies Act 2006 and are for circulation to members of the company.

The financial statements were approved by the Board of Trustees on
and were signed on its behalf by:

Richard Vernon

Graham Duxbury

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

AMBERLEY MUSEUM AND HERITAGE CENTRE
COMPANY NUMBER 01402483
(and subsidiary company)
CONSOLIDATED CASH FLOW STATEMENT
AT 31ST DECEMBER 2022

	2022	2021
	£	restated £
Net income/(expenditure) for the year	(90,486)	30,896
Adjustments for:		
Depreciation charges	45,916	37,951
Deferred tax charge for the year	-	(2,169)
Dividends, interest and rents from investments	(317)	(590)
Loss/(profit) on sale of fixed assets	-	-
(Increase)/decrease in stock	3,700	8,285
(Increase)/decrease in debtors	(5,522)	8,107
Increase/(decrease) in creditors	(10,672)	5,921
Net cash provided by/(used in) operating activities	(57,380)	88,401
Cash flows from investing activities:		
Dividends, interest and rents from investments	317	590
Proceeds from sale of property, plant and equipment	-	-
Purchase of property, plant and equipment	(6,189)	(2,624)
Net cash provided by/(used in) investing activities	(5,872)	(2,034)
Cash flows from financing activities:		
Repayments of borrowing	(9,506)	(10,379)
Cash inflow from new borrowing	-	-
Net cash provided by/(used in) financing activities	(9,506)	(10,379)
Change in cash and cash equivalents in year	(72,759)	75,988
Cash and cash equivalents at the beginning of the year	452,540	376,552
Cash and cash equivalents at the end of the year	379,781	452,540
Analysis of cash and cash equivalents:		
Cash in hand	379,781	452,540
Notice deposits (less than three months)	-	-
Total cash and cash equivalents	379,781	452,540

AMBERLEY MUSEUM AND HERITAGE CENTRE
COMPANY NUMBER 01402483
BALANCE SHEET
AT 31ST DECEMBER 2022

	Notes	2022 £	2021 restated £
FIXED ASSETS			
Tangible Assets	7	684,859	723,779
Investments	8	<u>2</u>	<u>2</u>
		684,861	723,781
CURRENT ASSETS			
Debtors	9	73,437	131,298
Cash at Bank and in hand		<u>311,258</u>	<u>333,169</u>
		384,695	464,467
CREDITORS: amounts falling due within one year			
	10	38,445	49,334
Net Current Assets		<u>346,250</u>	<u>415,133</u>
Total Assets less Current Liabilities		<u>1,031,111</u>	<u>1,138,914</u>
FUNDS			
Restricted Funds		288,930	311,935
Unrestricted Funds		<u>742,181</u>	<u>826,979</u>
		1,031,111	1,138,914

These financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small charitable companies.

The financial statements were approved by the Board of Trustees on
and were signed on its behalf by:

Richard Vernon

Graham Duxbury

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

AMBERLEY MUSEUM AND HERITAGE CENTRE
COMPANY NUMBER 01402483
(and subsidiary company)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST DECEMBER 2022

1. STATEMENT OF ACCOUNTING POLICIES

Basis of Preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The charity is a company limited by guarantee and has no share capital. The company is incorporated in England and Wales. The charity company registration number, charity number and registered address and place of business can be found on the company information page.

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

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

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

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

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

Consolidation

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

AMBERLEY MUSEUM AND HERITAGE CENTRE
COMPANY NUMBER 01402483
(and subsidiary company)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST DECEMBER 2022

1. STATEMENT OF ACCOUNTING POLICIES (CONTINUED)

Incoming Resources

- Items of income are recognised and included in the accounts when all of the following criteria are met:
- The Charity or its subsidiary have entitlement to the funds;
- Any performance conditions attached to the items of income have been met or are fully within the control of the Charity or its subsidiary.
- There is sufficient certainty that receipt of the income is considered probable; and
- The amount can be measured reliably.
- Income from government and other grants, whether ‘capital’ grants or ‘revenue’ grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Interest receivable

Interest on funds held on deposit is included where receivable and the amount can be measured reliably by the Charity; this is normally upon notification of the interest paid or payable by the Bank

Resources Expended

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required, and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Cost of raising funds comprise the costs of commercial trading, including the restaurant and shop and their associated support costs and marketing costs of the Charity.
- Expenditure on Charitable Activities includes curatorial costs, events costs, site maintenance and depreciation and associated support costs.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

AMBERLEY MUSEUM AND HERITAGE CENTRE
COMPANY NUMBER 01402483
(and subsidiary company)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST DECEMBER 2022

1. STATEMENT OF ACCOUNTING POLICIES (CONTINUED.)

Allocation of support costs

Support costs are those functions that assist with the work of the Charity but do not directly undertake charitable activities. Support costs include back office costs, finance, personnel, payroll, and governance costs which support the Charity's displays and activities. These costs have been allocated between cost of raising funds and expenditure on charitable activities. The bases on which support costs have been allocated are set out in note 3.

Tangible Fixed Assets

Fixed Assets are stated at cost less depreciation.

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life: -

Heritage Assets:	4%	On cost
Site Improvements:	2%	On cost
Plant and Machinery:	10-25%	Reducing balance

Fixed Asset Investments

Unlisted investments are held at cost as an approximation to fair value where the fair value is not easily obtainable.

Stocks

Stocks are valued at the level of cost and net realisable value, after making due allowance for obsolete and slow-moving items.

Debtors

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

Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

Creditors and provisions

Creditors and provisions are recognised where the Charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

Financial instruments

The Charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

AMBERLEY MUSEUM AND HERITAGE CENTRE
COMPANY NUMBER 01402483
(and subsidiary company)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST DECEMBER 2022

1. STATEMENT OF ACCOUNTING POLICIES (CONTINUED.)

Taxation

The company is a registered charity and as such its income and gains falling within section 471 to 489 of the Corporation Tax Act 2010 or section 256 of the Taxation and Chargeable Gains Act 1992 are exempt from corporation tax to the extent that they are applied to its charitable activities.

Government grants

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

Fund Accounting

Unrestricted funds are available to spend on activities that further any of the purposes of the Charity. Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose. Restricted funds are donations or grants which the donor has specified are to be used solely for particular areas of the Charity's work or for specific projects being undertaken by the Charity.

AMBERLEY MUSEUM AND HERITAGE CENTRE
COMPANY NUMBER 01402483
(and subsidiary company)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST DECEMBER 2022

2. INCOME

	2022	2021
	£	restated
		£
Donations and legacies		
Grants	95,654	160,956
Legacies	22,189	29,555
Donations	<u>37,680</u>	<u>33,938</u>
	<u>155,523</u>	<u>224,449</u>

The income from donations was £37,680 (2021: £33,938) of which £33,320 was unrestricted (2021: £26,760) and £4,360 restricted (2021: £7,178).

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

	2022	2021
	£	restated
		£
Charitable Activities		
Museum Entrance Fees	<u>423,541</u>	<u>322,943</u>

	2022	2021
	£	restated
		£
Other trading activities		
Shop and restaurant income	278,548	205,116
Membership fees	50,781	32,910
Lettings	3,598	14,000
Other income	<u>16,010</u>	<u>17,027</u>
	<u>348,937</u>	<u>269,053</u>

Investment income		
Bank interest	<u>317</u>	<u>590</u>

AMBERLEY MUSEUM AND HERITAGE CENTRE
COMPANY NUMBER 01402483
(and subsidiary company)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST DECEMBER 2022

3. EXPENDITURE

	2022	2021
	£	restated
		£
Costs of raising funds		
Expenditure on retail activities	252,930	176,435
Marketing costs	27,086	22,541
Governance and support costs	<u>8,301</u>	<u>7,355</u>
	<u>288,317</u>	<u>206,331</u>
Charitable Activities		
Salaries	312,606	246,227
Site Services	106,355	80,898
Event costs	7,717	7,922
Governance and support costs	91,806	76,337
Other costs	<u>212,003</u>	<u>168,423</u>
	<u>730,487</u>	<u>579,807</u>
Governance and support costs		
General office costs	42,003	31,579
Statutory audit fees	6,990	6,000
Irrecoverable VAT on audit fees	700	700
Legal and other professional fees	21,877	21,519
Bank and finance charges	<u>28,537</u>	<u>23,894</u>
	<u>100,107</u>	<u>83,692</u>

4. NET INCOMING/(OUTGOING) RESOURCES

	2022	2021
	£	restated
		£
Net resources are stated after charging/(crediting):		
Depreciation of fixed assets	45,916	37,951
Auditor's remuneration	<u>6,990</u>	<u>6,000</u>

5. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration, expenses or other benefits for the year ended 31st December 2022 nor for the year ended 31st December 2021.

AMBERLEY MUSEUM AND HERITAGE CENTRE
COMPANY NUMBER 01402483
(and subsidiary company)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST DECEMBER 2022

6. STAFF COSTS

	2022	2021
	£	restated
		£
Wages and salaries	394,680	290,371
Social security costs	<u>19,070</u>	<u>12,820</u>
	<u>413,750</u>	<u>303,191</u>

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

Office and administration	16	14
Retail activities	9	5
Directors	<u>1</u>	<u>1</u>
	<u>26</u>	<u>20</u>

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

AMBERLEY MUSEUM AND HERITAGE CENTRE
COMPANY NUMBER 01402483
(and subsidiary company)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST DECEMBER 2022

7. TANGIBLE FIXED ASSETS

Group	Plant and Machinery	Display Buildings	Site Improvements	Total
Cost				
At 1 st January 2022	276,720	1,259,505	602,900	2,139,125
Additions	6,189	-	-	6,189
On disposals	-	-	-	-
At 31 st December 2022	<u>282,909</u>	<u>1,259,505</u>	<u>602,900</u>	<u>2,145,314</u>
Depreciation				
At 1 st January 2022	226,028	961,918	179,630	1,367,576
Charge for year	4,535	29,323	12,058	45,916
On disposals	-	-	-	-
At 31 st December 2022	<u>230,563</u>	<u>991,241</u>	<u>191,688</u>	<u>1,413,492</u>
Net Book Value				
At 31 st December 2022	<u>52,346</u>	<u>268,264</u>	<u>411,212</u>	<u>731,822</u>
At 31 st December 2021	<u>50,692</u>	<u>297,587</u>	<u>423,270</u>	<u>771,549</u>

Company	Plant and Machinery	Display Buildings	Site Improvements	Total
Cost				
At 1 st January 2022	56,932	1,259,505	602,900	1,919,337
Additions	4,254	-	-	4,254
Disposals	-	-	-	-
At 31 st December 2022	<u>61,186</u>	<u>1,259,505</u>	<u>602,900</u>	<u>1,923,591</u>
Depreciation				
At 1 st January 2022	54,010	961,918	179,630	1,195,558
Charge for year	1,794	29,322	12,058	43,174
On disposals	-	-	-	-
At 31 st December 2022	<u>55,804</u>	<u>991,240</u>	<u>191,688</u>	<u>1,238,732</u>
Net Book Value				
At 31 st December 2022	<u>5,382</u>	<u>268,265</u>	<u>411,212</u>	<u>684,859</u>
At 31 st December 2021	<u>2,922</u>	<u>297,587</u>	<u>423,270</u>	<u>723,779</u>

AMBERLEY MUSEUM AND HERITAGE CENTRE
COMPANY NUMBER 01402483
(and subsidiary company)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST DECEMBER 2022

8. INVESTMENTS

	Group		Company	
	2022	2021 restated	2022	2021 restated
	£	£	£	£
Investment in Group Undertaking	2	2	2	2
	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>

The company owns the whole of the issued share capital of Amberley Museum (Retail) Limited, a company registered in England (company number 01995781).

9. DEBTORS

	Group		Company	
	2022	2021 restated	2022	2021 restated
	£	£	£	£
Trade Debtors	7,342	910	7,279	298
Other Debtors	1,335	2,245	1,335	2,245
Due by subsidiary undertaking	-	-	64,823	128,755
	<u>8,677</u>	<u>3,155</u>	<u>73,437</u>	<u>131,298</u>

10. CREDITORS: amounts falling due within one year

	Group		Company	
	2022	2021 restated	2022	2021 restated
	£	£	£	£
Bank loans	10,000	10,000	-	-
Trade Creditors	15,444	20,919	11,807	14,301
Other taxes and social security	12,622	8,370	6,261	5,207
Other creditors	15,878	25,328	15,878	25,328
Accruals and deferred income	5,999	5,998	4,499	4,498
	<u>59,943</u>	<u>70,615</u>	<u>38,445</u>	<u>49,334</u>

AMBERLEY MUSEUM AND HERITAGE CENTRE
COMPANY NUMBER 01402483
(and subsidiary company)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST DECEMBER 2022

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

	Group		Company	
	2022	2021	2022	2021
		restated		restated
	£	£	£	£
Bank loans 1-2 years	10,000	10,000	-	-
Bank loans 2-5 years	14,282	23,788	-	-
Bank loans more than 5 years	-	-	-	-
	<u>24,282</u>	<u>33,788</u>	<u>-</u>	<u>-</u>

12. PROVISIONS FOR LIABILITIES

	2022	2021
	£	restated
		£
Deferred tax – accelerated capital allowances	=	=

13. STATUS

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

14. ANALYSIS OF GROUP NET ASSETS BETWEEN FUNDS

	Unrestricted	Restricted	2022	2021
	Funds	Funds	Total	Total
	£	£	Funds	Funds
			£	restated
				£
Fixed Assets	557,964	173,858	731,822	771,549
Current Assets	286,335	115,072	401,407	472,344
Current Liabilities	(59,943)	-	(59,943)	(70,615)
Long term liabilities	(24,282)	-	(24,282)	(33,788)
	<u>760,074</u>	<u>288,930</u>	<u>1,049,004</u>	<u>1,139,490</u>

AMBERLEY MUSEUM AND HERITAGE CENTRE
COMPANY NUMBER 01402483
(and subsidiary company)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST DECEMBER 2022 (CONTINUED...)

15. MOVEMENT IN FUNDS

	At 01.01.2022 restated £	Net Movement in Funds £	At 31.12.2022 £
Unrestricted Funds			
General Fund	827,555	(67,481)	760,074
Restricted funds	311,935	(23,005)	288,930
	<u>1,139,490</u>	<u>(90,486)</u>	<u>1,049,004</u>
		2022	2021
Restricted Funds		£	restated £
De Witt Kilns Fund		173,858	189,747
Radio Fund		70,863	70,863
Print Fund		2,412	547
Standard Rail Fund		5,689	5,689
Historic England Grant		249	249
Rail Hall		4,693	4,693
Volunteer Co-ordinator Fund		-	15,436
Tesco Bags of Help		1,850	1,850
Rack Saw Bench Fund		2,400	2,400
Peter Fund		8,488	8,566
Paviors Fund		1,560	1,420
Museum Development South East		2,475	2,475
Sussex Industrial Archaeology Society		281	8,000
Greenfield Training Fund		9,862	-
Going Green Grant		2,000	-
South Down National Park Authority		250	-
Museum Wide		2,000	-
		<u>288,930</u>	<u>311,935</u>

AMBERLEY MUSEUM AND HERITAGE CENTRE
COMPANY NUMBER 01402483
(and subsidiary company)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST DECEMBER 2022 (CONTINUED...)

15. MOVEMENT IN FUNDS (CONTINUED...)

Fund	Purpose and restriction in use
De Witt Kilns Fund	Funds to restore the De Witt Kilns to their original condition and create an exhibit showing the working of such kilns.
Radio Fund	Funding to replace the radio building.
Print Fund	Funding additional printing press equipment.
Standard Rail Fund	Funding the building and maintenance of the wagon shed.
Historic England Grant	Funding of the repairs of At Risk Buildings.
Rail Hall	Donation to improve the children's area in the rail hall.
Volunteer Co-Ordinator Fund	Grant to fund the position of a volunteer co-ordinator.
Tesco Bags of Help	Donation to fund forest schools programme.
Rack Saw Bench Fund	Donation to fund the construction of a Rack Saw Bench.
Peter Fund	Donations to fund the repair of a Steam Engine.
Paviors Fund	Funding for the upkeep of the Paviors Museum of Roads and Roadmaking
Museum Development South East	Grant for Creative Collections Project
Sussex Industrial Archaeology Society	Grant for new wheels for Fauld coach to assist access on the narrow-gauge railway
Greenfield Training Fund	Funding for staff training and development
Going Green Grant	South East Museum Development grant for electric trike
South Down National Park Authority	Learning programme
Museum Wide	South East Museum Development grant to deliver equity, diversity & inclusion actions

16. SUBSIDIARY AND RELATED PARTY TRANSACTIONS

Amberley Museum (Retail) Limited is a wholly owned subsidiary. Its principal activity is to operate and maintain the catering facilities and gift shop at the museum. Any profits made by the subsidiary are covenanted to the charity.

During the year to 31 December 2022 Surrie Pascoe was paid a consultancy fee of £14,400 for specialist services provided to the Museum (2021: £8,437). There were no related party transactions (2021: £nil). The Museum has paid due regard to the Charity Commission guidance on payments to trustees when undertaking this transaction.

17. PRIOR PERIOD ADJUSTMENT

The 2021 accounts have been restated as stock was overstated by £14,257

AMBERLEY MUSEUM & HERITAGE CENTRE

England & Wales - Charity number 278722

Accounts



AMBERLEY MUSEUM & HERITAGE CENTRE

Registered Company Number 01402483

Trustees' Report & Consolidated Accounts 31 December 2021

Index

Board of Trustees Report	3-8
Statement of Trustees' Responsibilities	8
Statement as to disclosure of information to Auditors	9
Independent Auditors' Report to the Trustees	10-11
The Financial Statements 2021	12-15
Notes to the Financial Statements	16-27

Board of Trustees' Report

The Trustees, who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31st December 2021. The financial statements comply with the Companies Act 2006, the Memorandum and Articles of Association and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1st January 2015).

History, Objectives and Activities

The Company was incorporated on 28th November 1978 and has been known since 2011 as Amberley Museum & Heritage Centre. By licence from the Secretary of State for Trade, the word "Limited" is omitted from the Company's name in recognition of its Charity status. The Company is governed by a Memorandum and Articles of Association and is limited by guarantee. Accordingly, it has no share capital.

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

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

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

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

Reference and Administrative Details

Charity Commission Registered Number: 278722

Companies House Registered Number: 1402483

Registered Office & Place of Business: New Barn Road, Amberley, Arundel, BN18 9LT

Trustees:	Richard Vernon	Appointed 7 August 2017 Chairman from 15 April 2020
	Graham Duxbury	Appointed 7 February 2017 Deputy Chairman from July 2020
	Brian Steele	Appointed 14 April 2016 Resigned 4 April 2022
	H Louise Jellard	Appointed 17 April 2018 Resigned 30 March 2021
	Surrie Everett-Pascoe	Appointed 11 November 2019
	Jonathon Vincent	Appointed 21 January 2019
	Edward Armston-Sheret	Appointed 1 November 2020
	Adrian Butcher	Appointed 23 rd August 2021
	Stephen Jones	Appointed 2 February 2022

Auditors: Parkers
178-180 Church Road, Hove,
BN3 2DJ

Bankers:	Barclays Bank plc 1 Chapel Road, Worthing, BN11 1EX	CAF Bank Ltd 25 Kings Hill Ave, West Malling, ME19 4JQ
	HSBC 1 Warwick Street, Worthing, BN11 3DE	Scottish Widows Bank Plc P. O. Box 12757 67 Morrison Street, Edinburgh, EH3 8YJ
	Virgin Money Jubilee House Gosforth Newcastle upon Tyne NE3 4PL	

Other Officers and Key Staff:

Valerie Mills	Director	Appointed 2 September 2019
John Betts	Curator	Appointed 19 April 2022
Alan Morcombe	Finance Officer	Appointed 8 July 2019

The Trustees confirm that they have complied with the duty in Section 4 of the Charities Act 2006 to have due regard to the guidance published by the Charities' Commission on public benefit when reviewing the Charities' main aims and objectives and in planning future activities.

The Trustees regularly review the major risks to which the Company is exposed, with particular attention being given during this period to the impacts of the Covid-19 pandemic on the Museum. A

Risk Register is maintained by the Trustees and is reviewed and updated on a regular basis. Insurance cover is maintained against normal commercial risks.

Structure, Governance and Management

Trustees are recruited as required and with regard to the specific skill sets they can offer. One Trustee joined in 2021 and one retired. The number of Trustees at the end of 2021 was seven. One further Trustee resigned in early 2022 (after 6 years of service) and a new one was appointed. Trustee Skills Audits are undertaken regularly and it is intended to recruit two more Trustees later in 2022. Regular meetings on both a formal and informal basis are held between Trustees, Employees and Volunteers to discuss matters of mutual interest and concern.

Day-to-day responsibilities for running the Museum are delegated to the management team headed by the Museum Director.

The permanent employees are supplemented by temporary staff during the open season. A key part of the Museum workforce is an active body of 320 volunteers, each with their own area of interest and expertise.

The Company owns all of the issued share capital of Amberley Museum (Retail) Ltd. The subsidiary operates the restaurant, retail and print shops at the Museum. Any profits generated by the subsidiary are covenanted to the Museum. A separate charity, the Amberley Museum Trust, holds all exhibits other than buildings so the exhibits are not therefore registered in the accounts of the Company.

Our Members

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

2021 Operational Review

We began 2021 in a further lockdown due to Covid-19 and were not able to open to visitors until May 19th. During the lockdown most staff worked from home and volunteering initially was put on hold, but gradually both were able to return to the Museum to prepare for re-opening. A grant from the Culture Recovery Fund contributed to Museum expenses until the end of March and we made use of the Government Job Retention Scheme where we were able to. Horsham District Council also provided various grants of Government money during this period.

We re-opened five days a week from May 19th until the end of October and then at weekends in November and December. Our Covid-19 precautions were informed primarily by recommendations from ALVA (Association of Large Visitor Attractions) and the visitor sentiment research it commissioned regularly. Initially visitor numbers were restricted but we were able to increase numbers attending gradually through the year and held successful events including our Classic Car Show, Steam Punk, Industrial Trains, a James Bond Weekend, Autumn Historic Gathering and Santa at Amberley. We also welcomed SADCASE (Storrington And District Classic And Sportscar Enthusiasts) for monthly evening meetings in the summer months. In total we welcomed 36,779

visitors in 2021, compared to 20,488 in 2020 and 51,535 in 2019. The Museum had almost 2,000 members at the end of 2021 and we are very grateful for their continued support.

Little Birds Forest Nursery leased a little used building in the White Pit in January 2021 and it is making good use of the natural features around the site for it's pre-school children from the local community.

We opened our re-imagined Nature Trails on World Environment Day in June following a grant from the South Downs National Park Authority Covid-19 Recovery Fund which enabled us to restore these features with new interpretation and clear over 15 trees suffering from ash dieback.

We have continued to address our ongoing maintenance backlog and we recognise the funds generously donated by the Friends of Amberley Museum which have enabled us to carry out road and path resurfacing in several areas and many other small projects.

The staff team continued to show incredible dedication throughout the uncertainty of 2021. Our Curator since 2017, Julia Edge, left in December 2021 and a new one was appointed in April 2022. We took on two Kickstart trainees, one in Marketing and one as a Curatorial Assistant and were pleased to be able to offer the latter a permanent position when the scheme ended. Two members of staff began training with South East Museum Development on Equality, Diversity and Inclusion, the learning from which will be rolled out to other staff and volunteers once the course finishes in 2022.

Volunteers

With a small staff of 16 full time equivalent, the Museum continued to be heavily reliant on around 320 volunteers. Volunteers look after the collections, share their knowledge with visitors, run the daily bus and train services, look after the site and help with administration. Visitor reviews confirm that it is interaction with our dedicated volunteers that is a key part of successful visits and we are incredibly grateful for their contribution. Our volunteers all underwent Health and Safety refresher training following their return after the lockdown. We have recognised that a large proportion of volunteers are over 70 years old and that this will present challenges in the coming years.

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

Learning

Schools returned slowly in 2021 and we welcomed just over 1,100 students on organised visits, of which just over half were from state primary schools. Over 3,700 children took part in art, craft or free play activities during school holidays and special events. Our Learning Officer successfully relaunched workshops in Journeys, Communication Nation, Electric Dreams and Life and Lime.

Collections

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

We received a grant of £8,000 from the Sussex Industrial Archaeology Society towards new wheelsets for our Fauld coach, which carries people who use wheelchairs on the narrow-gauge railway. The Association for Industrial Archaeology provided a grant of £18,000 towards the restoration of our Smith Rodley steam crane back to operating condition. We engaged a TECHNE student to research the significance of our Radio and TV collection and we were also able to

commission a report on a new Collection Management system thanks to a grant from South East Museum Development.

Repairs were carried out to the Peppers Office building (a Scheduled Monument) on the windows, rendering and one of the chimneys with funds provided by Historic England. The De Witt Kilns were put back on the Heritage at Risk Register following the partial collapse of a parapet in the February frosts and advice was sought from structural engineers on stabilisation.

Financial Review

Since 2019 Covid has continued to be the main influence on financial performance; and this has been to create disparate impacts on visitor numbers, staffing levels/costs, operational costs and grant finance, somewhat clouding underlying trends. However the Museum's reserves have been sustained at high levels and thus the Museum remains in reasonably strong financial health.

Group net income declined to £83,105 in 2021, from £120,624 in 2020, excluding depreciation. This compares with the 2019 level of £34,127. Including depreciation, the fall was to £45,154 in 2021 from £79,029 in 2020, contrasting with the 2019 deficit of £14,677.

The composition of group net income (excluding depreciation) shifted sharply in 2021 with the Museum's level falling to £42,356 from £115,796 in 2020. Conversely the Retail arm's net income rose to £39,277 in 2021, from £5,715 in 2020 and turning around its loss of £61,927 in 2019. Museum income increased in 2021 to £611,918 from £535,045 in 2020 with entrance fees increasing by around £162,000, reflecting the rise in visitor numbers. These increased to 36,779 in 2021 on mid year opening, from 20,488 in 2020, and having achieved 51,535 in 2019.

Museum grant and donation finance fell back from its high level in 2020 of £340,845 to a still significant £194,891 in 2021. Although down on the 'crisis' levels of 2020, this has contributed markedly to sustaining the overall robustness of the Museum's financial position. We must thank again organisations and people for this support, including the Culture Recovery Fund, Horsham District Council, National Lottery Community Fund, Government Kickstart Fund, Association for Industrial Archaeology, Sussex Industrial Archaeology Society, South Downs National Park Authority, and South East Museums Development. Particular thanks go to The Friends of Amberley Museum & Heritage Centre for their very valuable contributions in assisting causes across the site. And we thank volunteers and members of the public, including Museum members, who continue to kindly donate.

The growth in Group income in 2021, was more than offset by a large cost increase to £569,562 from £419,242. In 2019 costs were £480,008.

The increase in 2021 costs was due largely to full reopening mid year, inevitably increasing overheads as visitor numbers began to recover but remained depressed. Notably salary costs shifted back broadly to 2019 levels as full staffing was resumed. Site service costs increased sharply partly reflecting necessary site maintenance. There was a significant increase in bank and finance costs due to advance ticket charges on increased visitor numbers.

At the end of 2021 free reserves generated largely from trading activity were some £160,000, which was more than adequate to provide funding over the 2022 winter period January through April when visitor numbers are seasonally depressed.

The Museum's financial security continues to be reasonably assured moving through 2022. Uncertainty persists in terms of the potential impact the continuing epidemic may have, and now the risks from national economic weakness under cost of living pressures. Utility costs have increased sharply in response to extraordinary rises in wholesale gas and power prices, but fixing electricity

prices at the end of 2021 has given some protection from further escalation. It has been necessary to increase salaries due to national wage inflation and benchmarking of Amberley salaries against sector norms.

However as at mid 2022 visitor numbers are tracking our targets and retail performance remains strong. Overall the outlook remains reasonably sound aside from Covid risks and risks of a sharper economic recession than anticipated. Supporting the outlook is the clear trend for growing staycations and leisure activity based in the UK; and (see below) we have created reserves cover against unforeseen events.

Reserves Policy

The Covid impact on Museum operations in 2020 and 2021 put great strain on the Museum but whose viability was sustained by grants and related elevated donations including legacies. The Museum also took out a £50,000 'Bounce Back' loan to provide some cover against unforeseen financial pressures. This has enabled additional cash reserves to be built up. The Trustees remain focussed on building and retaining reserves, fully aware of further potential Covid disruption, and in 2022 impacts of national economic risks.

The Trustees in their financial planning have set aside an informal contingency sum to continue to provide funding for unforeseen events and above all assure sufficient financial reserves to more than cover the winter season of 2022/23.

Alongside these cash reserves the Museum carries Restricted Reserves. These amounted to £311,935 at the end of 2021 of which £122,188 were held as cash with £189,747 in De Witt kiln fixed assets. The Museum's restricted reserves cannot be used for normal operational needs, being available only for specified purposes of the provider.

Statement of Trustees' Responsibilities

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

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

- select suitable accounting policies and then apply them consistently.
- observe the methods and principles in the Charity SORP.
- make judgements and estimates that are reasonable and prudent.
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements, and
- prepare the financial statements on a going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The Trustees are responsible for keeping adequate accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006.

They are also responsible for safeguarding the assets of the charitable company and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Statement as to disclosure of information to Auditors

So far as the Trustees are aware at the time of approving our Trustees' annual report:

- there is no relevant information (as defined by Section 418 of the Companies Act 2006), being information needed by the auditor in connection with preparing their report, of which the charitable company's auditors are unaware, and
- the Trustees, having made enquiries of fellow directors and the group's auditor that they ought to have individually taken, have each taken all steps that he/she are obliged to take as a director to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Auditors

The auditors, Parkers, will be proposed for re-appointment at the forthcoming Annual General Meeting.

This report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

By order of the Trustees

Richard Vernon
Chairman

Graham Duxbury
Deputy Chairman

DATE

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

Opinion

We have audited the financial statements of Amberley Museum and Heritage Centre (the “Charitable Group and Company”) for the year ended 31st December 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, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the Charitable Group and Company’s affairs as at 31st December 2021 and of its incoming resources and application of resources for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice, including Financial Reporting Standard 102 ‘The Financial Reporting Standard applicable in the UK and Republic of Ireland’; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor’s responsibilities for the audit of the financial statements section of our report. We are independent of the Charitable Group and Company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC’s Ethical Standard, and the provisions available for small entities, in the circumstances set out in note 1 to the financial statements, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees’ use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the entity’s ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor’s report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

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

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

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the Charitable Group and Company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us;
- the financial statements are not in agreement with the accounting records and returns;
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not obtained all the information and explanations necessary for the purposes of our audit.

Responsibilities of the trustees

As explained more fully in the trustees' responsibilities statement, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the Charitable Group and Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the Charitable Group or Company or to cease operations, or have no realistic alternative but to do so.

Our responsibilities for the audit of the financial statements

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

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

Use of our report

This report is made solely to the Charitable Group and Company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the Charitable Group and Company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Charitable Group and Company members as a body, for our audit work, for this report, or for the opinions we have formed.

Annette Watson PhD BSc FCA (Senior Statutory Auditor)

For and on behalf of Parkers

Chartered Accountants and Statutory Auditors

Cornelius House

178-180 Church Road

Hove

East Sussex

BN3 2DJ

DATE

AMBERLEY MUSEUM AND HERITAGE CENTRE
COMPANY NUMBER 01402483
(and subsidiary company)
CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31ST DECEMBER 2021
(Incorporating a group income and expenditure account)

	Notes	Restricted Funds £	Unrestricted Funds £	2021 Total Funds £	2020 Total Funds £
Income and endowments from	2				
Donations and legacies		53,594	170,855	224,449	340,845
Charitable activities		-	322,943	322,943	159,864
Other trading activities		-	269,053	269,053	148,236
Investments		-	590	590	22
Total		53,594	763,441	817,035	648,967
Expenditure on:	3				
Raising funds		-	192,074	192,074	133,140
Charitable Activities		79,965	499,842	579,807	436,798
Total		79,965	691,916	771,881	569,938
Net income / (expenditure)		(26,371)	71,525	45,154	79,029
Transfers between funds		-	-	-	-
Net movement in funds		(26,371)	71,525	45,154	79,029
Reconciliation of funds					
Total Funds Brought Forward		338,306	770,288	1,108,594	1,029,565
Total Funds Carried Forward		311,935	841,813	1,153,748	1,108,594

None of the groups' activities were acquired or discontinued during the above two financial periods.

The group has no recognised gains or losses other than the surplus for the above two financial periods.

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

AMBERLEY MUSEUM AND HERITAGE CENTRE
COMPANY NUMBER 01402483
(and subsidiary company)
CONSOLIDATED BALANCE SHEET
AT 31ST DECEMBER 2021

	Notes	2021 £	2020 £
FIXED ASSETS			
Tangible Assets	7	771,549	806,876
CURRENT ASSETS			
Stock for resale		30,907	24,934
Debtors	9	3,155	11,262
Cash at Bank and in hand		452,540	376,552
		486,602	412,748
CREDITORS: amounts falling due within one year	10	70,615	64,694
Net Current Assets		415,987	348,054
CREDITORS: amounts falling due after more than one year	11	33,788	44,167
Provision for liabilities	12	-	(2,169)
Total Assets less Current Liabilities		1,153,748	1,108,594
FUNDS			
Restricted Funds		311,935	338,306
Unrestricted Funds		841,813	770,288
	15	1,153,748	1,108,594

The trustees have prepared group accounts in accordance with section 398 of the Companies Act 2006 and section 138 of the Charities Act 2011. These accounts are prepared in accordance with the special provisions of Part 15 of the Companies Act relating to small charitable companies and constitute the annual accounts required by the Companies Act 2006 and are for circulation to members of the company.

The financial statements were approved by the Board of Trustees on
and were signed on its behalf by:

Richard Vernon

Graham Duxbury

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

AMBERLEY MUSEUM AND HERITAGE CENTRE
COMPANY NUMBER 01402483
(and subsidiary company)
CONSOLIDATED CASH FLOW STATEMENT
AT 31ST DECEMBER 2021

	2021	2020
	£	£
Net income/(expenditure) for the year	45,154	79,029
Adjustments for:		
Depreciation charges	37,951	41,595
Deferred tax charge for the year	(2,169)	-
Dividends, interest and rents from investments	(590)	(22)
Loss/(profit) on sale of fixed assets	-	-
(Increase)/decrease in stock	(5,973)	(3,058)
(Increase)/decrease in debtors	8,107	13,709
Increase/(decrease) in creditors	5,921	(29,672)
Net cash provided by/(used in) operating activities	88,401	101,581
Cash flows from investing activities:		
Dividends, interest and rents from investments	590	22
Proceeds from sale of property, plant and equipment	-	-
Purchase of property, plant and equipment	(2,624)	-
Net cash provided by/(used in) investing activities	(2,034)	22
Cash flows from financing activities:		
Repayments of borrowing	(10,379)	-
Cash inflow from new borrowing	-	50,000
Receipt of endowment	-	-
Net cash provided by/(used in) financing activities	(10,379)	50,000
Change in cash and cash equivalents in year	75,988	151,603
Cash and cash equivalents at the beginning of the year	376,552	224,949
Cash and cash equivalents at the end of the year	452,540	376,552
Analysis of cash and cash equivalents:		
Cash in hand	452,540	376,552
Notice deposits (less than three months)	-	-
Overdraft facility repayable on demand	-	-
Total cash and cash equivalents	452,540	376,552

AMBERLEY MUSEUM AND HERITAGE CENTRE
COMPANY NUMBER 01402483
BALANCE SHEET
AT 31ST DECEMBER 2021

	Notes	2021 £	2020 £
FIXED ASSETS			
Tangible Assets	7	723,779	756,564
Investments	8	<u>2</u>	<u>2</u>
		723,781	756,566
CURRENT ASSETS			
Debtors	9	131,298	128,077
Cash at Bank and in hand		<u>333,169</u>	<u>299,197</u>
		464,467	427,274
CREDITORS: amounts falling due within one year			
	10	49,334	54,498
Net Current Assets		<u>415,133</u>	<u>372,776</u>
Total Assets less Current Liabilities		<u>1,138,914</u>	<u>1,129,342</u>
FUNDS			
Restricted Funds		311,935	338,306
Unrestricted Funds		<u>826,979</u>	<u>791,036</u>
		1,138,914	1,129,342

These financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small charitable companies.

The financial statements were approved by the Board of Trustees on
and were signed on its behalf by:

Richard Vernon

Graham Duxbury

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

AMBERLEY MUSEUM AND HERITAGE CENTRE
COMPANY NUMBER 01402483
(and subsidiary company)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST DECEMBER 2021

1. STATEMENT OF ACCOUNTING POLICIES

Basis of Preparation

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

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

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

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

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

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

Consolidation

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

AMBERLEY MUSEUM AND HERITAGE CENTRE
COMPANY NUMBER 01402483
(and subsidiary company)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST DECEMBER 2021

1. STATEMENT OF ACCOUNTING POLICIES (CONTINUED)

Incoming Resources

- Items of income are recognised and included in the accounts when all of the following criteria are met:
- The Charity or its subsidiary have entitlement to the funds;
- Any performance conditions attached to the items of income have been met or are fully within the control of the Charity or its subsidiary.
- There is sufficient certainty that receipt of the income is considered probable; and
- The amount can be measured reliably.
- Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Interest receivable

Interest on funds held on deposit is included where receivable and the amount can be measured reliably by the Charity; this is normally upon notification of the interest paid or payable by the Bank

Resources Expended

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required, and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Cost of raising funds comprise the costs of commercial trading, including the restaurant and shop and their associated support costs and marketing costs of the Charity.
- Expenditure on Charitable Activities includes curatorial costs, events costs, site maintenance and depreciation and associated support costs.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

AMBERLEY MUSEUM AND HERITAGE CENTRE

COMPANY NUMBER 01402483

(and subsidiary company)

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31ST DECEMBER 2021

1. STATEMENT OF ACCOUNTING POLICIES (CONTINUED.)

Allocation of support costs

Support costs are those functions that assist with the work of the Charity but do not directly undertake charitable activities. Support costs include back office costs, finance, personnel, payroll, and governance costs which support the Charity's displays and activities. These costs have been allocated between cost of raising funds and expenditure on charitable activities. The bases on which support costs have been allocated are set out in note 3.

Tangible Fixed Assets

Fixed Assets are stated at cost less depreciation.

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life: -

Heritage Assets:	4%	On cost
Site Improvements:	2%	On cost
Plant and Machinery:	10-25%	Reducing balance

Fixed Asset Investments

Unlisted investments are held at cost as an approximation to fair value where the fair value is not easily obtainable.

Stocks

Stocks are valued at the level of cost and net realisable value, after making due allowance for obsolete and slow-moving items.

Debtors

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

Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

Creditors and provisions

Creditors and provisions are recognised where the Charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

Financial instruments

The Charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

AMBERLEY MUSEUM AND HERITAGE CENTRE
COMPANY NUMBER 01402483
(and subsidiary company)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST DECEMBER 2021

1. STATEMENT OF ACCOUNTING POLICIES (CONTINUED.)

Taxation

The company is a registered charity and as such its income and gains falling within section 471 to 489 of the Corporation Tax Act 2010 or section 256 of the Taxation and Chargeable Gains Act 1992 are exempt from corporation tax to the extent that they are applied to its charitable activities.

Government grants

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

Fund Accounting

Unrestricted funds are available to spend on activities that further any of the purposes of the Charity. Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose. Restricted funds are donations or grants which the donor has specified are to be used solely for particular areas of the Charity's work or for specific projects being undertaken by the Charity.

AMBERLEY MUSEUM AND HERITAGE CENTRE
COMPANY NUMBER 01402483
(and subsidiary company)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST DECEMBER 2021

2. INCOME

	2021	2020
	£	£
Donations and legacies		
Grants	160,956	269,056
Legacies	29,555	-
Donations	<u>33,938</u>	<u>71,789</u>
	<u>224,449</u>	<u>340,845</u>

The income from donations was £33,938 (2020: £71,789) of which £26,760 was unrestricted (2020: £53,486) and £7,178 restricted (2020: £18,303).

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

Charitable Activities	2021	2020
	£	£
Museum Entrance Fees	<u>322,943</u>	<u>159,864</u>

Other trading activities	2021	2020
	£	£
Shop and restaurant income	205,116	113,922
Membership fees	32,910	31,642
Lettings	14,000	1,070
Other income	<u>17,027</u>	<u>1,602</u>
	<u>269,053</u>	<u>148,236</u>

Investment income		
Bank interest	<u>590</u>	<u>22</u>

AMBERLEY MUSEUM AND HERITAGE CENTRE
COMPANY NUMBER 01402483
(and subsidiary company)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST DECEMBER 2021

3. EXPENDITURE

	2021	2020
	£	£
Costs of raising funds		
Expenditure on retail activities	162,178	108,057
Marketing costs	22,541	18,707
Governance and support costs	<u>7,355</u>	<u>6,376</u>
	<u>192,074</u>	<u>133,140</u>
Charitable Activities		
Salaries	246,227	195,206
Site Services	80,898	37,370
Event costs	7,921	2,103
Governance and support costs	76,337	44,038
Other costs (a)	<u>168,423</u>	<u>158,081</u>
	<u>579,806</u>	<u>436,798</u>
Governance and support costs		
General office costs	31,579	23,135
Statutory audit fees	6,000	6,000
Irrecoverable VAT on audit fees	700	700
Legal and other professional fees	21,519	6,448
Bank and finance charges	<u>23,894</u>	<u>14,132</u>
	<u>83,692</u>	<u>50,415</u>

4. NET INCOMING/(OUTGOING) RESOURCES

	2021	2020
	£	£
Net resources are stated after charging/(crediting):		
Depreciation of fixed assets	37,951	41,594
Auditor's remuneration	<u>6,000</u>	<u>6,000</u>

5. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration, expenses or other benefits for the year ended 31st December 2021 nor for the year ended 31st December 2020.

AMBERLEY MUSEUM AND HERITAGE CENTRE
COMPANY NUMBER 01402483
(and subsidiary company)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST DECEMBER 2021

6. STAFF COSTS

	2021	2020
	£	£
Wages and salaries	290,371	245,128
Social security costs	<u>12,820</u>	<u>9,080</u>
	<u>303,191</u>	<u>254,208</u>

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

Office and administration	14	12
Retail activities	5	6
Directors	<u>1</u>	<u>1</u>
	<u>20</u>	<u>19</u>

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

AMBERLEY MUSEUM AND HERITAGE CENTRE
COMPANY NUMBER 01402483
(and subsidiary company)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST DECEMBER 2021

7. TANGIBLE FIXED ASSETS

Group	Plant and Machinery	Display Buildings	Site Improvements	Total
Cost				
At 1 st January 2021	274,096	1,259,505	602,900	2,136,501
Additions	2,625	-	-	2,624
On disposals	-	-	-	-
At 31 st December 2021	<u>276,720</u>	<u>1,259,505</u>	<u>602,900</u>	<u>2,139,125</u>
Depreciation				
At 1 st January 2021	219,885	942,168	167,572	1,329,625
Charge for year	6,143	19,750	12,058	37,951
On disposals	-	-	-	-
At 31 st December 2021	<u>226,028</u>	<u>961,918</u>	<u>179,630</u>	<u>1,367,576</u>
Net Book Value				
At 31 st December 2021	<u>50,692</u>	<u>297,587</u>	<u>423,270</u>	<u>771,549</u>
At 31 st December 2020	<u>54,211</u>	<u>317,337</u>	<u>435,328</u>	<u>806,876</u>

Company	Plant and Machinery	Display Buildings	Site Improvements	Total
Cost				
At 1 st January 2021	56,932	1,259,505	602,900	1,919,337
Additions	-	-	-	-
Disposals	-	-	-	-
At 31 st December 2021	<u>56,932</u>	<u>1,259,505</u>	<u>602,900</u>	<u>1,919,337</u>
Depreciation				
At 1 st January 2021	53,033	942,168	167,572	1,162,773
Charge for year	977	19,750	12,058	32,785
On disposals	-	-	-	-
At 31 st December 2021	<u>54,010</u>	<u>961,918</u>	<u>179,630</u>	<u>1,195,558</u>
Net Book Value				
At 31 st December 2021	<u>2,922</u>	<u>297,587</u>	<u>423,270</u>	<u>723,779</u>
At 31 st December 2020	<u>3,899</u>	<u>317,337</u>	<u>435,328</u>	<u>756,564</u>

AMBERLEY MUSEUM AND HERITAGE CENTRE
COMPANY NUMBER 01402483
(and subsidiary company)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST DECEMBER 2021

8. INVESTMENTS

	Group		Company	
	2021	2020	2021	2020
	£	£	£	£
Investment in Group Undertaking	2	2	2	2
	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>

The company owns the whole of the issued share capital of Amberley Museum (Retail) Limited, a company registered in England (company number 01995781).

9. DEBTORS

	Group		Company	
	2021	2020	2021	2020
	£	£	£	£
Trade Debtors	910	3,416	298	2,356
Other Debtors	2,245	7,846	2,245	7,846
Due by subsidiary undertaking	-	-	128,755	117,875
	<u>3,155</u>	<u>11,262</u>	<u>131,298</u>	<u>128,077</u>

10. CREDITORS: amounts falling due within one year

	Group		Company	
	2021	2020	2021	2020
	£	£	£	£
Bank loans	10,000	5,833	-	-
Trade Creditors	20,919	15,123	14,301	14,030
Other taxes and social security	8,370	4,999	5,207	3,229
Other creditors	25,328	32,731	25,328	32,731
Accruals and deferred income	5,998	6,008	4,498	4,508
	<u>70,615</u>	<u>64,694</u>	<u>49,334</u>	<u>54,498</u>

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

	Group		Company	
	2021	2020	2021	2020
	£	£	£	£
Bank loans 1-2 years	10,000	10,000	-	-
Bank loans 2-5 years	23,788	30,000	-	-
Bank loans more than 5 years	-	4,167	-	-
	<u>33,788</u>	<u>44,167</u>	<u>-</u>	<u>-</u>

AMBERLEY MUSEUM AND HERITAGE CENTRE
COMPANY NUMBER 01402483
(and subsidiary company)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST DECEMBER 2021

12. PROVISIONS FOR LIABILITIES

	2021	2020
	£	£
Deferred tax – accelerated capital allowances	=	<u>2,169</u>

13. STATUS

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

14. ANALYSIS OF GROUP NET ASSETS BETWEEN FUNDS

	Unrestricted	Restricted	2021	2020
	Funds	Funds	Total	Total
	£	£	Funds	Funds
			£	£
Fixed Assets	581,802	189,747	771,549	806,876
Current Assets	364,414	122,188	486,602	412,748
Current Liabilities	(70,615)	-	(70,615)	(64,694)
Long term liabilities	(33,788)	-	(33,788)	(46,336)
	<u>841,813</u>	<u>311,935</u>	<u>1,153,748</u>	<u>1,108,594</u>

15. MOVEMENT IN FUNDS

	At	Net	At
	01.01.2021	Movement	31.12.2021
	£	in Funds	£
		£	
Unrestricted Funds			
General Fund	770,288	71,525	841,813
Restricted funds	338,306	(26,371)	311,935
	<u>1,108,594</u>	<u>45,154</u>	<u>1,153,748</u>

AMBERLEY MUSEUM AND HERITAGE CENTRE
COMPANY NUMBER 01402483
(and subsidiary company)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST DECEMBER 2021 (CONTINUED...)

15. MOVEMENT IN FUNDS (cont.)

Restricted Funds	2021	2020
	£	£
De Witt Kilns Fund	189,747	205,636
Radio Fund	70,863	70,863
Print Fund	547	675
Standard Rail Fund	5,689	5,689
Historic England Grant	249	4,674
Rail Hall	4,693	4,693
Volunteer Co-ordinator Fund	15,436	12,180
Tesco Bags of Help	1,850	1,850
Rack Saw Bench Fund	2,400	2,400
Peter Fund	8,566	2,398
Historic England Grant	-	18,478
South Downs National Park	-	8,770
Paviors Fund	1,420	-
Museum Development South East	2,475	-
Sussex Industrial Archaeology Society	8,000	-
	<u>311,935</u>	<u>338,306</u>

Fund	Purpose and restriction in use
De Witt Kilns Fund	Funds to restore the De Witt Kilns to their original condition and create an exhibit showing the working of such kilns.
Radio Fund	Funding to replace the radio building.
Print Fund	Funding additional printing press equipment.
Standard Rail Fund	Funding the building and maintenance of the wagon shed.
Historic England Grant	Funding of the repairs of At Risk Buildings.
Rail Hall	Donation to improve the children's area in the rail hall.
Volunteer Co-Ordinator Fund	Grant to fund the position of a volunteer co-ordinator.
Tesco Bags of Help	Donation to fund forest schools programme.
Rack Saw Bench Fund	Donation to fund the construction of a Rack Saw Bench.
Peter Fund	Donations to fund the repair of a Steam Engine.
Historic England Grant	Funding to carry out repairs to the Peppers' Office Building.
South Downs National Park	Funding to restore and reinterpret the nature trails.
Paviors Fund	Funding for the upkeep of the Paviors Museum of Roads and Roadmaking
Museum Development South East	Grant for Creative Collections Project
Sussex Industrial Archaeology Society	Grant for new wheels for Fauld coach to assist access on the narrow-gauge railway

AMBERLEY MUSEUM AND HERITAGE CENTRE
COMPANY NUMBER 01402483
(and subsidiary company)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST DECEMBER 2021 (CONTINUED...)

16. SUBSIDIARY AND RELATED PARTY TRANSACTIONS

Amberley Museum (Retail) Limited is a wholly owned subsidiary. Its principal activity is to operate and maintain the catering facilities and gift shop at the museum. Any profits made by the subsidiary are covenanted to the charity.

During the year to 31 December 2021 Surrie Pascoe was paid a consultancy fee of £8,437 for specialist services provided to the Museum (2020: £nil). There were no related party transactions (2020: £nil). The Museum has paid due regard to the Charity Commission guidance on payments to trustees when undertaking this transaction.

AMBERLEY MUSEUM & HERITAGE CENTRE

England & Wales - Charity number 278722

Accounts



AMBERLEY MUSEUM & HERITAGE CENTRE

Registered Company Number 01402483

Trustees' Report & Consolidated Accounts 31 December 2020

Index

Board of Trustees Report	3-8
Statement of Trustees' Responsibilities	8
Statement as to disclosure of information to Auditors	9
Independent Auditors' Report to the Trustees	10-11
The Financial Statements 2020	12-15
Notes to the Financial Statements	16-27

Board of Trustees' Report

The Trustees, who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31st December 2020. The financial statements comply with the Companies Act 2006, the Memorandum and Articles of Association, and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1st January 2015).

History, Objectives and Activities

The Company was incorporated on 28th November 1978 and has been known since 2011 as Amberley Museum & Heritage Centre. By licence from the Secretary of State for Trade, the word "Limited" is omitted from the Company's name in recognition of its Charity status. The Company is governed by a Memorandum and Articles of Association and is limited by guarantee. Accordingly, it has no share capital.

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

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

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

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

Reference and Administrative Details

Charity Commission Registered Number: 278722

Companies House Registered Number: 1402483

Registered Office & Place of Business: New Barn Road, Amberley, Arundel, BN18 9LT

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

Other Officers and Key Staff:

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

The Trustees confirm that they have complied with the duty in Section 4 of the Charities' Act 2006 to have due regard to the guidance published by the Charities' Commission on public benefit when reviewing the Charities' main aims and objectives and in planning future activities.

The Trustees regularly review the major risks to which the Company is exposed, with particular attention being given during this period to the impacts of the Covid-19 pandemic on the Museum. Insurance cover is maintained against normal commercial risks.

Structure, Governance and Management

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

Day-to-day responsibilities for running the Museum are delegated to the management team headed by the Museum Director.

The permanent employees are supplemented by temporary staff during the open season. A key part of the Museum workforce is an active body of some 350 volunteers, each with their own area of interest and expertise.

The Company owns all of the issued share capital of Amberley Museum (Retail) Ltd. The subsidiary operates the restaurant, retail and print shops at the Museum. Any profits generated by the subsidiary are covenanted to the Museum. A separate charity, the Amberley Museum Trust, holds all exhibits other than buildings so the exhibits are not therefore registered in the accounts of the Company.

Our Members

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

2020 Operational Review

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

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

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

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

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

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

Volunteers

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

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

Learning

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

Collections

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

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

Looking Forward

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

Financial Review

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

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

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

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

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

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

Reserves Policy

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

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

Statement of Trustees' Responsibilities

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

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

- select suitable accounting policies and then apply them consistently.
- observe the methods and principles in the Charity SORP.
- make judgements and estimates that are reasonable and prudent.
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements, and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The Trustees are responsible for keeping adequate accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006.

They are also responsible for safeguarding the assets of the charitable company and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Statement as to disclosure of information to Auditors

So far as the Trustees are aware at the time of approving our Trustees' annual report:

- there is no relevant information (as defined by Section 418 of the Companies Act 2006), being information needed by the auditor in connection with preparing their report, of which the charitable company's auditors are unaware, and
- the Trustees, having made enquiries of fellow directors and the group's auditor that they ought to have individually taken, have each taken all steps that he/she is obliged to take as a director in order to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Auditors

The auditors, Parkers, will be proposed for re-appointment at the forthcoming Annual General Meeting.

This report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

By order of the Trustees



Richard Vernon
Chairman



Graham Duxbury
Deputy Chairman

23rd August 2021

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

Opinion

We have audited the financial statements of Amberley Museum and Heritage Centre (the "Charitable Group and Company") for the year ended 31st December 2020 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the Charitable Group and Company's affairs as at 31st December 2020 and of its incoming resources and application of resources for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Charitable Group and Company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and the provisions available for small entities, in the circumstances set out in note 1 to the financial statements, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the entity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

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

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

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the Charitable Group and Company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us;
- the financial statements are not in agreement with the accounting records and returns;
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not obtained all the information and explanations necessary for the purposes of our audit.

Responsibilities of the trustees

As explained more fully in the trustees' responsibilities statement, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the Charitable Group and Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the Charitable Group or Company or to cease operations, or have no realistic alternative but to do so.

Our responsibilities for the audit of the financial statements

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

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

Use of our report

This report is made solely to the Charitable Group and Company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the Charitable Group and Company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Charitable Group and Company members as a body, for our audit work, for this report, or for the opinions we have formed.

Annette Watson

Annette Watson PhD BSc FCA (Senior Statutory Auditor)
For and on behalf of Parkers
Chartered Accountants and Statutory Auditors
Cornelius House
178-180 Church Road
Hove
East Sussex
BN3 2DJ

24th August 2021

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

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

None of the groups' activities were acquired or discontinued during the above two financial periods.

The group has no recognised gains or losses other than the surplus for the above two financial periods.

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

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


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

The trustees have prepared group accounts in accordance with section 398 of the Companies Act 2006 and section 138 of the Charities Act 2011. These accounts are prepared in accordance with the special provisions of Part 15 of the Companies Act relating to small charitable companies and constitute the annual accounts required by the Companies Act 2006 and are for circulation to members of the company.

The financial statements were approved by the Board of Trustees on 23rd August 2021 and were signed on its behalf by:



Richard Vernon



Graham Duxbury

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

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

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

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

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

These financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small charitable companies.

The financial statements were approved by the Board of Trustees on 23rd August 2021 and were signed on its behalf by:



Richard Vernon

Graham Duxbury



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

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

1. STATEMENT OF ACCOUNTING POLICIES

Basis of Preparation

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

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

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

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

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

COMPANY NUMBER 01402483

(and subsidiary company)

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31ST DECEMBER 2020

1. STATEMENT OF ACCOUNTING POLICIES (CONTINUED)

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

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

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

Consolidation

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

Incoming Resources

- Items of income are recognised and included in the accounts when all of the following criteria are met:
- The Charity or its subsidiary have entitlement to the funds;
- Any performance conditions attached to the items of income have been met or are fully within the control of the Charity or its subsidiary.
- There is sufficient certainty that receipt of the income is considered probable; and
- The amount can be measured reliably.
- Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Interest receivable

Interest on funds held on deposit is included where receivable and the amount can be measured reliably by the Charity; this is normally upon notification of the interest paid or payable by the Bank

Resources Expended

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required, and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Cost of raising funds comprise the costs of commercial trading, including the restaurant and shop and their associated support costs and marketing costs of the Charity.
- Expenditure on Charitable Activities includes curatorial costs, events costs, site maintenance and depreciation and associated support costs.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

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

1. STATEMENT OF ACCOUNTING POLICIES (CONTINUED.)

Allocation of support costs

Support costs are those functions that assist with the work of the Charity but do not directly undertake charitable activities. Support costs include back office costs, finance, personnel, payroll, and governance costs which support the Charity's displays and activities. These costs have been allocated between cost of raising funds and expenditure on charitable activities. The bases on which support costs have been allocated are set out in note 3.

Tangible Fixed Assets

Fixed Assets are stated at cost less depreciation.

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life: -

Heritage Assets:	4%	On cost
Site Improvements:	2%	On cost
Plant and Machinery:	10-25%	Reducing balance

Fixed Asset Investments

Unlisted investments are held at cost as an approximation to fair value where the fair value is not easily obtainable.

Stocks

Stocks are valued at the level of cost and net realisable value, after making due allowance for obsolete and slow-moving items.

Debtors

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

Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

Creditors and provisions

Creditors and provisions are recognised where the Charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

Financial instruments

The Charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

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

1. STATEMENT OF ACCOUNTING POLICIES (CONTINUED.)

Taxation

The company is a registered charity and as such its income and gains falling within section 471 to 489 of the Corporation Tax Act 2010 or section 256 of the Taxation and Chargeable Gains Act 1992 are exempt from corporation tax to the extent that they are applied to its charitable activities.

Government grants

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

Fund Accounting

Unrestricted funds are available to spend on activities that further any of the purposes of the Charity. Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose. Restricted funds are donations or grants which the donor has specified are to be used solely for particular areas of the Charity's work or for specific projects being undertaken by the Charity.

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

2. INCOME

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

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

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

Charitable Activities	2020	2019
	£	£
Museum Entrance Fees	<u>159,864</u>	<u>405,911</u>

Other trading activities	2020	2019
	£	£
Shop and restaurant income	113,922	221,368
Membership fees	31,642	36,392
Lettings	1,070	-
Other income	<u>1,602</u>	<u>1,259</u>
	<u>148,236</u>	<u>259,019</u>

Investment income		
Bank interest	<u>22</u>	<u>1,317</u>

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

3. EXPENDITURE

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

4. NET INCOMING/(OUTGOING) RESOURCES

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

5. TRUSTEES' REMUNERATION AND BENEFITS

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

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

6. STAFF COSTS

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

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

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

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

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

7. TANGIBLE FIXED ASSETS

Group	Plant and Machinery	Display Buildings	Site Improvements	Total
Cost				
At 1 st January 2020	274,096	1,259,505	602,900	2,136,501
Additions	-	-	-	-
On disposals	-	-	-	-
At 31 st December 2020	<u>274,096</u>	<u>1,259,505</u>	<u>602,900</u>	<u>2,136,501</u>
Depreciation				
At 1 st January 2020	212,852	919,665	155,514	1,288,031
Charge for year	7,033	22,503	12,058	41,594
On disposals	-	-	-	-
At 31 st December 2020	<u>219,885</u>	<u>942,168</u>	<u>167,572</u>	<u>1,329,625</u>
Net Book Value				
At 31 st December 2020	<u>54,211</u>	<u>317,337</u>	<u>435,328</u>	<u>806,876</u>
At 31 st December 2019	<u>61,244</u>	<u>339,840</u>	<u>447,386</u>	<u>848,470</u>
Company	Plant and Machinery	Display Buildings	Site Improvements	Total
Cost				
At 1 st January 2020	56,932	1,259,505	602,900	1,919,337
Additions	-	-	-	-
Disposals	-	-	-	-
At 31 st December 2020	<u>56,932</u>	<u>1,259,505</u>	<u>602,900</u>	<u>1,919,337</u>
Depreciation				
At 1 st January 2020	51,732	919,665	155,514	1,126,911
Charge for year	1,301	22,503	12,058	35,861
On disposals	-	-	-	-
At 31 st December 2020	<u>53,033</u>	<u>942,168</u>	<u>167,572</u>	<u>1,162,773</u>
Net Book Value				
At 31 st December 2020	<u>3,899</u>	<u>317,337</u>	<u>435,328</u>	<u>756,564</u>
At 31 st December 2019	<u>5,200</u>	<u>339,840</u>	<u>447,386</u>	<u>792,426</u>

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

8. INVESTMENTS

	Group		Company	
	2020	2019	2020	2019
	£	£	£	£
Investment in Group Undertaking	2	2	2	2
	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>

The company owns the whole of the issued share capital of Amberley Museum (Retail) Limited, a company registered in England (company number 01995781).

9. DEBTORS

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

10. CREDITORS: amounts falling due within one year

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

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

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

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

12. PROVISIONS FOR LIABILITIES

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

13. STATUS

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

14. ANALYSIS OF GROUP NET ASSETS BETWEEN FUNDS

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

15. MOVEMENT IN FUNDS

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

AMBERLEY MUSEUM AND HERITAGE CENTRE
COMPANY NUMBER 01402483
(and subsidiary company)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST DECEMBER 2020 (CONTINUED...)

15. MOVEMENT IN FUNDS (cont.)

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

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

AMBERLEY MUSEUM AND HERITAGE CENTRE
COMPANY NUMBER 01402483
(and subsidiary company)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST DECEMBER 2020 (CONTINUED...)

16. SUBSIDIARY AND RELATED PARTY TRANSACTIONS

Amberley Museum (Retail) Limited is a wholly owned subsidiary. Its principal activity is to operate and maintain the catering facilities and gift shop at the museum. Any profits made by the subsidiary are covenanted to the charity.

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

