



# 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 <sup>rd</sup> 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 19<sup>th</sup>. 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 19<sup>th</sup> 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 its 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 31<sup>st</sup> 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 31<sup>st</sup> 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 31<sup>ST</sup> DECEMBER 2021**  
**(Incorporating a group income and expenditure account)**

	Notes	Restricted Funds £	Unrestricted Funds £	2021 Total Funds £	2020 Total Funds £
<b>Income and endowments from</b>	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
<b>Total</b>		<b>53,594</b>	<b>763,441</b>	<b>817,035</b>	<b>648,967</b>
<b>Expenditure on:</b>	3				
Raising funds		-	192,074	192,074	133,140
Charitable Activities		79,965	499,842	579,807	436,798
<b>Total</b>		<b>79,965</b>	<b>691,916</b>	<b>771,881</b>	<b>569,938</b>
<b>Net income / (expenditure)</b>		<b>(26,371)</b>	<b>71,525</b>	<b>45,154</b>	<b>79,029</b>
<b>Transfers between funds</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net movement in funds</b>		<b>(26,371)</b>	<b>71,525</b>	<b>45,154</b>	<b>79,029</b>
<b>Reconciliation of funds</b>					
Total Funds Brought Forward		338,306	770,288	1,108,594	1,029,565
<b>Total Funds Carried Forward</b>		<b>311,935</b>	<b>841,813</b>	<b>1,153,748</b>	<b>1,108,594</b>

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

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

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

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

	Notes	2021 £	2020 £
<b>FIXED ASSETS</b>			
Tangible Assets	7	771,549	806,876
<b>CURRENT ASSETS</b>			
Stock for resale		30,907	24,934
Debtors	9	3,155	11,262
Cash at Bank and in hand		452,540	376,552
		<u>486,602</u>	<u>412,748</u>
<b>CREDITORS: amounts falling due within one year</b>	10	70,615	64,694
<b>Net Current Assets</b>		415,987	348,054
<b>CREDITORS: amounts falling due after more than one year</b>	11	33,788	44,167
<b>Provision for liabilities</b>	12	-	(2,169)
<b>Total Assets less Current Liabilities</b>		<u>1,153,748</u>	<u>1,108,594</u>
<b>FUNDS</b>			
Restricted Funds		311,935	338,306
Unrestricted Funds		<u>841,813</u>	<u>770,288</u>
	15	<u>1,153,748</u>	<u>1,108,594</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 31<sup>ST</sup> DECEMBER 2021**

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
<b>Net income/(expenditure) for the year</b>	45,154	79,029
<b>Adjustments for:</b>		
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)
<b>Net cash provided by/(used in) operating activities</b>	<b>88,401</b>	<b>101,581</b>
<b>Cash flows from investing activities:</b>		
Dividends, interest and rents from investments	590	22
Proceeds from sale of property, plant and equipment	-	-
Purchase of property, plant and equipment	(2,624)	-
<b>Net cash provided by/(used in) investing activities</b>	<b>(2,034)</b>	<b>22</b>
<b>Cash flows from financing activities:</b>		
Repayments of borrowing	(10,379)	-
Cash inflow from new borrowing	-	50,000
Receipt of endowment	-	-
<b>Net cash provided by/(used in) financing activities</b>	<b>(10,379)</b>	<b>50,000</b>
<b>Change in cash and cash equivalents in year</b>	<b>75,988</b>	<b>151,603</b>
Cash and cash equivalents at the beginning of the year	376,552	224,949
<b>Cash and cash equivalents at the end of the year</b>	<b>452,540</b>	<b>376,552</b>
<b>Analysis of cash and cash equivalents:</b>		
Cash in hand	452,540	376,552
Notice deposits (less than three months)	-	-
Overdraft facility repayable on demand	-	-
<b>Total cash and cash equivalents</b>	<b>452,540</b>	<b>376,552</b>

**AMBERLEY MUSEUM AND HERITAGE CENTRE**  
**COMPANY NUMBER 01402483**  
**BALANCE SHEET**  
**AT 31<sup>ST</sup> DECEMBER 2021**

	Notes	2021 £	2020 £
<b>FIXED ASSETS</b>			
Tangible Assets	7	723,779	756,564
Investments	8	<u>2</u>	<u>2</u>
		723,781	756,566
<b>CURRENT ASSETS</b>			
Debtors	9	131,298	128,077
Cash at Bank and in hand		<u>333,169</u>	<u>299,197</u>
		464,467	427,274
<b>CREDITORS: amounts falling due within one year</b>	10	49,334	54,498
<b>Net Current Assets</b>		<u>415,133</u>	<u>372,776</u>
<b>Total Assets less Current Liabilities</b>		<u>1,138,914</u>	<u>1,129,342</u>
<b>FUNDS</b>			
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 31<sup>ST</sup> 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 31<sup>ST</sup> 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 31<sup>ST</sup> 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 31<sup>ST</sup> 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 31<sup>ST</sup> DECEMBER 2021**

**2. INCOME**

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
<b>Donations and legacies</b>		
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.

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

<b>Other trading activities</b>	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
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>

<b>Investment income</b>		
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 31<sup>ST</sup> DECEMBER 2021**

**3. EXPENDITURE**

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
<b>Costs of raising funds</b>		
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>
 <b>Charitable Activities</b>		
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>
 <b>Governance and support costs</b>		
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**

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
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 31<sup>st</sup> December 2021 nor for the year ended 31<sup>st</sup> December 2020.

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

**6. STAFF COSTS**

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Wages and salaries	290,371	245,128
Social security costs	<u>12,820</u>	<u>9,080</u>
	<u><u>303,191</u></u>	<u><u>254,208</u></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><u>20</u></u>	<u><u>19</u></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 31<sup>ST</sup> DECEMBER 2021**

**7. TANGIBLE FIXED ASSETS**

<b>Group</b>	<b>Plant and Machinery</b>	<b>Display Buildings</b>	<b>Site Improvements</b>	<b>Total</b>
<b>Cost</b>				
At 1 <sup>st</sup> January 2021	274,096	1,259,505	602,900	2,136,501
Additions	2,625	-	-	2,624
On disposals	-	-	-	-
At 31 <sup>st</sup> December 2021	<u>276,720</u>	<u>1,259,505</u>	<u>602,900</u>	<u>2,139,125</u>
<b>Depreciation</b>				
At 1 <sup>st</sup> 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 <sup>st</sup> December 2021	<u>226,028</u>	<u>961,918</u>	<u>179,630</u>	<u>1,367,576</u>
<b>Net Book Value</b>				
At 31 <sup>st</sup> December 2021	<u>50,692</u>	<u>297,587</u>	<u>423,270</u>	<u>771,549</u>
At 31 <sup>st</sup> December 2020	<u>54,211</u>	<u>317,337</u>	<u>435,328</u>	<u>806,876</u>

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

**8. INVESTMENTS**

	<b>Group</b>		<b>Company</b>	
	<b>2021</b>	<b>2020</b>	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
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**

	<b>Group</b>		<b>Company</b>	
	<b>2021</b>	<b>2020</b>	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
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**

	<b>Group</b>		<b>Company</b>	
	<b>2021</b>	<b>2020</b>	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
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**

	<b>Group</b>		<b>Company</b>	
	<b>2021</b>	<b>2020</b>	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
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 31<sup>ST</sup> DECEMBER 2021**

**12. PROVISIONS FOR LIABILITIES**

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
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**

	<b>Unrestricted Funds £</b>	<b>Restricted Funds £</b>	<b>2021 Total Funds £</b>	<b>2020 Total Funds £</b>
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**

	<b>At 01.01.2021 £</b>	<b>Net Movement in Funds £</b>	<b>At 31.12.2021 £</b>
<b>Unrestricted Funds</b>			
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 31<sup>ST</sup> DECEMBER 2021 (CONTINUED...)**

**15. MOVEMENT IN FUNDS (cont.)**

<b>Restricted Funds</b>	<b>2021 £</b>	<b>2020 £</b>
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	-
	<b>311,935</b>	<b>338,306</b>

<b>Fund</b>	<b>Purpose and restriction in use</b>
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 31<sup>ST</sup> 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.