



AMBERLEY MUSEUM & HERITAGE CENTRE

Registered Company Number 01402483

Trustees' Report & Consolidated Accounts 31 December 2022

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Board of Trustees' Report

The Trustees, who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31st December 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 on-going 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)

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

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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.

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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.

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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.

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

Other trading activities	2022	2021
	£	restated £
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>

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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
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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.

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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
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8. INVESTMENTS

	Group		Company	
	2022	2021	2022	2021
		restated		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	2022	2021
		restated		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	2022	2021
		restated		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>

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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>

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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>

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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