

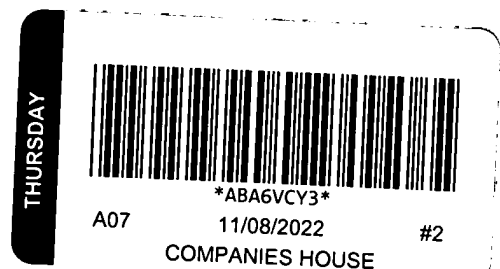
**Brooklands Museum Trust Limited**  
**(A company limited by guarantee)**

**Report and Financial Statements**

**Year ended 31 December 2021**

**Charity number: 296661**

**Company number: 2109945**



## **Brooklands Museum Trust Ltd**

### **Report and financial statements 31 December 2021**

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## **Brooklands Museum Trust Ltd**

### **Chairman's Statement**

In last year's statement I reflected that nothing could have prepared us for the challenges of Covid which hit us all in March 2020. The massive disruption in 2020 continued throughout 2021 and, indeed, well into 2022. We had to, very sadly, postpone our largest annual event – our 2022 New Year's Day gathering – although the new date on Easter Saturday proved extremely popular. Not only have visitor numbers yo-yo'd as a result of Covid, but both staff and volunteer Covid sickness has hit us hard during 2022. Many volunteers have reassessed their own volunteering commitment post Covid and have decided to reduce their commitment or retire altogether.

However, in the months we were open, and especially in the summer holidays, we recorded some of our greatest number of visitors for that period ever – a very reassuring sign. It was during this period that we celebrated the 95<sup>th</sup> anniversary of the first British Grand Prix, which was held at Brooklands in 1926, and a few weeks later the Stirling Moss tribute event where the Brooklands Members team were able to amass an extraordinary number of cars that Moss had raced in the 1950's and 1960's. We were delighted that Tony Brooks, a racing legend in his own right, spent the day with us and this was probably his last public event before he sadly passed.

That this Museum, today, finds itself with a strong beating heart is thanks to the DCMS Cultural Recovery Fund and other grants we have received from other authorities, members and friends. These have now totalled over £2m. I thank you all. The VAT relief - now concluded - as well as the CIBLs loan, have equally given us the confidence to move forward. Of course, these grants and the VAT relief have now come to an end yet the impact of Covid and indeed the economic crisis have not so we must continue to be forever vigilant and focussed.

We faced a huge challenge just six weeks before the summer re-opening when it was mutually agreed that our catering contractor, CH&Co, would not be continuing with us. We express our thanks to them for the many years we spent in a successful partnership. In true Brooklands fashion, our senior management team seamlessly brought the catering in house and we soon had a far better offering for our members and our visitors, which now includes many street food outlets dotted around the site on event days.

Last year, I stated that a successful and sustainable future could only lie in creating enduring partnerships, playing to our strengths and helping us tell our stories better. We are unique in the museum world because Brooklands was the cradle of British motor sport and of the development of aviation and wherever possible we bring our exhibits to life by using and demonstrating them, so that visitors can engage with our history.

Our new partnership with McLaren Automotive in 2021, and the exhibition we created with them, Driven by Design, showcases the diverse people who create ground-breaking vehicles at McLaren today and draws parallels with the people who broke boundaries at Brooklands in the twentieth century, highlighting how the innovation and human endeavour so evident at Brooklands, is needed to solve the challenges of today, and inspiring visitors to think about how they can play a role in shaping the future we will all share.

Inspiring the next generation of young people to take up careers in science, technology, engineering and maths (STEM), thereby helping to address the national shortage of scientists and engineers, is at the heart of our education programmes and it will continue to play an increasingly important part in Brooklands life as we not only celebrate the achievements of the past but we look at the present and to the future as well.

Thus, our partnership with the Heritage Skills Academy has gone from strength to strength since they opened their site at Brooklands Museum in January 2021. As I write this statement there are some 160 budding heritage engineering apprentices enrolled on three year courses.

During the year, we developed the Brooklands Innovation Academy which will inspire and support more than four hundred secondary school students each year, to take up careers in STEM subjects. This innovative programme is being developed through a partnership with Bourne Education Trust, businesses including lead sponsor GlaxoSmithKline, and Well North Enterprises. A seconded science teacher, working within the Museum, is helping to redefine our learning offer for schools, to be more impactful for the young people with whom we engage.

The launch, by Yesterday Channel, of the ten part series, "Secrets of the Transport Museum," has been a wonderful portrayal of all the behind the scenes work by our volunteers and staff and has undoubtedly had a favourable impact on visitor numbers.

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Last year has brought us a bevy of awards - TripAdvisor Travellers' Choice; finalist in Beautiful South Large Visitor Attraction; Surrey Business Awards and not least a special award from The Carmen Livery Company to the Trustees for the deft way they had steered the Museum through the Covid Pandemic! We are grateful to have been the beneficiary of all these awards.

We have made excellent progress in our Master Planning work for our site and development of the Museum over the next 15 years and this is dealt with more fully in our Chief Executive's report. A consultation with volunteers and staff in early 2021 showed widespread approval for the Museum's redefined vision, *Inspiring people to shape the future through Brooklands' history of innovation and endeavour*, and the plans for the future of the site and the stories we tell. We pressed ahead with early elements of the Masterplan, finishing the designs and raising funds for £1m of renovations and access improvements to the Clubhouse, which are currently underway.

Our Brooklands Members are a class act in supporting the Museum not only through the substantial subscription income they generate but also in their programme of events, talks, social media presence, TV channel and excellent bimonthly Brooklands Bulletin. I'd like to thank Neil Bailey, his committee and all those other members who have helped make a real difference.

I should like to thank all our partners for their support. Surrey County Council and Elmbridge Borough Council and our local councillors have always been helpful. Our relationship with the London Bus Museum, who share our site, has been excellent and I should like to thank Sir Peter Hendy, Leon Daniels, their Chair, and their trustees for their support. Mercedes-Benz, through their Marketing Director, Rob Halloway, who I am delighted to say is also a trustee of the Museum have been good partners and neighbours.

Brooklands Museum would not be the special place it is without our volunteers. They are our main interface with our visitors and our high visitor ratings are due in no small part to their passion and commitment to the museum and its exhibits. Their willingness to share their knowledge and expertise with our school groups and visitors and to leave them feeling inspired is legendary. The Museum could not run without the assistance of many other volunteers who work behind the scenes, with the collection and in other capacities. Life has not been easy for many of our volunteers during and post Covid and I thank them for their dedication and commitment.

The pressures brought about by the pandemic continue to place an additional load on Tamalie Newbery, our Director and CEO, and on her senior management team and staff. I should like to express my immense gratitude and that of my Trustees to Tamalie for her dedication and commitment to the Museum and to all her staff. Finally, my trustees continue to be a tremendous support and source of wise counsel and I thank them all. The workload on many, and particularly our Vice Chairman, Captain Mike Bannister and our Treasurer, Neil Austin continues to be extensive; thank you both. During the year Mark Wood became the chair of our newly formed Appeal Board and very quickly it started to get to grips with the challenges ahead. Sadly, Mark's other business interests, in the current more challenging economic environment, are taking substantially more time than he had anticipated when he became a trustee and so he will now have to drop back on his commitment to us. His contribution has been significant, and I thank him for all he has achieved in a short period of time. At our forthcoming AGM, we shall say goodbye to Ruth Mallors-Ray who comes to an end of her three-year term as a trustee. I'd like to thank Ruth for her support during her term and particularly through the Covid years.

We have survived the worst of the Pandemic and have continued to make good strides in putting our vision further into practice to secure our long-term future. As I write this report our visitor numbers are already a little above 80% of our pre-pandemic results and healthily ahead of our budgets. However, we are conscious that many of our anticipated visitors will be feeling the impacts of the deepening financial and cost of living crisis and whilst we remain excellent value for money, one must remain extremely cautious of the outturn for 2022.

Sir Gerald Acher CBE LVO  
Chairman  
Brooklands Museum Trust Ltd

## Brooklands Museum Trust Ltd

### Chief Executive's Report

Despite 2021 being another year that was overshadowed by the covid pandemic, Brooklands Museum emerged strongly and with its ambitious plans for the future having undergone further development. The Chairman's report mentions many of the year's highlights, including the partnership with Heritage Skills Academy to provide apprenticeship training, the launch of the Secrets of the Transport Museum TV series, the opening of the exhibition with McLaren, improvements to the Museum's admissions area and awards from TripAdvisor, Surrey Business Awards and the Beautiful South.

These successes were achieved against a backdrop of uncertainty, lockdowns and significant organisational change. Due to lockdowns, the Museum was closed for the first five and a half months of the year, but it bounced back to have its best August ever for visitor numbers. Nevertheless overall income was down by around £874,000 over the year, if grants are excluded, showing how vital the government's Cultural Recovery Fund grants were to sustaining Brooklands through this period and enabling the Museum to finish the year with a surplus. There is no expectation that emergency grant funding will be available in the future.

#### Vision and Purpose

The vision of Brooklands Museum is:

*To inspire people to shape the future through Brooklands' history of innovation and endeavour.*

Brooklands was the cradle of British innovation and endeavour in the worlds of motorsport and aviation. Today Brooklands Museum celebrates the passion, bravery and inventiveness of the men and women who designed, built, raced and flew machines like those in our Collection, on this historic site, throughout the twentieth century. Visitors are immersed in Brooklands' stories and discover for themselves the qualities, skills and ideas of the innovators, pioneers, engineers and adventurers of Brooklands – people whose work changed their world and who can inspire us today to shape the future of our world.

The Museum has three core purposes:

- We celebrate Brooklands, its people and their achievements.
- We are a place and a community where inventiveness, expertise and competitiveness live on.
- We use our Collection and heritage to encourage innovation and endeavour, today and in the future.

The Museum is relevant and appealing to a wide range of audiences:

- Heritage lovers respond to the exceptional experience, which brings to life the legends of Brooklands, their quest for speed and flight and their impact on the world, on the site where it all happened.
- Intergenerational families value the opportunity to discover the history of Brooklands and its relevance to them, through interactive, immersive experiences and inspiring stories.
- Enthusiasts and researchers are drawn by the in-depth interpretation, events and sense of community, in the place where world motorsport and British aviation started.
- Learners, partners and businesses recognise Brooklands as a place that fosters innovation and endeavour, promotes science, technology, engineering and maths (STEM), and inspires the innovators of the future.

In March 2021 we consulted on our vision and the five interpretation themes that flow from it, via an online process involving more than 200 staff, volunteers and trustees. The new vision and the story-telling themes were almost universally supported. Consultees recognised that they were rooted in Brooklands' unique history but focused on how that was relevant to current and future generations.

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The five interpretation themes are:

- **People:** the great endeavours of Brooklands people, who were visionaries and trailblazers
- **Society:** Brooklands as a microcosm of how society changed in the 20th century
- **Innovation:** Brooklands as a place where competition and innovation flourished
- **Influence:** Brooklands at the forefront of world developments and events
- **Future:** inspiring people to shape the future using Brooklands' legacy.

### Strategic Plan

In order to fulfil our vision and core purposes, and to secure a sustainable future for the Museum, we need to strengthen the Museum as a charitable business as it has to earn or raise all its income. Our strategy to do this is focused in five areas, underpinned by a stronger organisational and financial business model. Key areas of strategic development 2020-2030:

- A) Develop and deliver a **master-plan** for the 32 acre museum site, showing how it will be developed to enhance the experience for visitors, foster innovation and endeavour through the Museum's activities and conserve and preserve the heritage of the buildings, Race Track and collections.
- B) Develop and implement a site-wide **interpretation** strategy which celebrates Brooklands' history, and looks forwards as well as backwards and **STEM and engagement** strategies to bring this a diverse and large audience.
- C) Develop and implement a **fundraising** strategy to secure the substantial funds which will be required to deliver the Masterplan.
- D) Develop and implement a **brand and marketing** strategy to ensure Brooklands is understood by and appeals to its target visitors and other stakeholders.
- E) Develop and enhance the Museum's **organisational and financial model** to enable it to deliver the overall strategy.

During the 2021 and the first part of 2022 considerable progress was made on several of the strands of this strategy:

### MASTERPLAN

Arts Council England provided a project grant to contribute towards the cost of this work as did two private donors. A competition was held before Covid, to appoint the architect and Purcell were chosen. Work on the masterplan was able to begin in November 2020. A consultation in Spring 2021 on the emerging ideas showed extremely strong appreciation of the need to develop the Museum and for the key developments that had been identified.

The key aims of the Masterplan are to:

- Make Brooklands Museum sustainable by enhancing the visitor experience and increasing visitor numbers and revenue.
- Tell the Brooklands story more clearly and with more impact, in line with the Museum's vision and interpretation strategy.
- Retain and enhance the historic character of the site.
- Enable the proper care and maintenance of the Collection, Scheduled Monument and historic buildings.

The Masterplan will be delivered in three main phases:

- A) Making an Entrance – which will deliver an improved and more accessible arrival experience, better visitor services facilities and improved access around the site for all visitors through a land train. The entrance will be relocated

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to the centre of the site, repurposing an existing, historic building, opening up all elements of the Brooklands story from the beginning of the visitor journey.

B) Pioneers and Innovators – this phase will re-tell the pre Second World War Brooklands story in the Clubhouse and southern part of the site, linking the work of Brooklands’ pioneers with the innovators and boundary breakers working in engineering and technology today. The pre-war motoring and aviation stories will be brought together to show how innovation flourished at Brooklands and there will also be new learning spaces, workshops and offices.

C) Flight to the World – the final phase will tell the story of how Brooklands was at the centre of the changes in civil aviation after the Second World War, which made air travel an affordable and common occurrence, fundamentally changing how we live. The story will be told in a new hangar that will bring Concorde and our other civil aircraft under cover, preserving them and making them accessible to everyone.

A pre-Masterplan phase of £1m of renovations to the grade II\* listed Clubhouse has been made possible during 2022, thanks to grants from Elmbridge Borough Council and the Department of Digital Culture Media and Sport’s MEND fund. The works will include the installation of a lift making the building accessible for the first time.

### INTERPRETATION, HERITAGE, STEM AND ENGAGEMENT:

In July 2021 we launched Driven by Design, a new exhibition developed in collaboration with McLaren Automotive. It was designed to test some of the key ideas behind the long term interpretation strategy, particularly the connecting of Brooklands’ past with innovation today and the drawing out of the characteristics and roles of the huge range of people involved in pushing automotive boundaries both today and in the past. It has been a great success in attracting a new audience and in inspiring young people to think about careers in the automotive sector and in STEM areas more generally.

London Bus Museum, which is located within Brooklands Museum and part of the Brooklands visit experience, redisplayed its main gallery during the Covid closure, reopening in Spring 2021. The new displays include more interactivity for children and have been very well received.

The Jackson Shed displays about the British Grand Prix were given a light refresh in time for the celebration of the 95<sup>th</sup> anniversary of the first British Grand Prix, held at Brooklands in 1926.

During the year Brooklands Museum also developed the Brooklands Innovation Academy which was launched in May 2022. It will inspire and support over 400 secondary school students every year, to take up careers in STEM subjects, helping address our national shortage of engineers and scientists. It is part of the Summer Science School programme, developed by Professor Brian Cox, Lord Andrew Mawson and Well North Enterprises and it is being delivered at Brooklands in partnership with Bourne Education Trust, Ashford and St Peters NHS Trust and = GlaxoSmithKline, who is the lead sponsor for the first two years of the programme.

In January 2021 the highly respected Heritage Skills Academy opened a new apprenticeship training programme at Brooklands Museum, to deliver 160 apprenticeships a year, in heritage vehicle maintenance and restoration. This important partnership, which also includes the Federation Skills Trust, enables skills needed for the future conservation of heritage vehicles such as those in the Museum’s Collection are being passed on. It also gives Brooklands the opportunity to work with others in future education and learning programmes.

The Museum’s learning programmes were completely reviewed during the year with opportunities to improve the Brooklands offer identified. During 2022 these have been developed with the help of a secondary school science teacher, seconded from Chertsey High School, as part of our partnership with Bourne Education Trust and funded by the Federation Skills Trust. The new schools offer is being launched in September 2022.

The events programme is a key part of how the Brooklands story is told, with the opportunities it presents for the public to be involved in recreating the competition, thrill and excitement of Brooklands in its heyday and to use our Collection of Brooklands vehicles and aircraft. Each year we hold some special, commemorative events and in 2021 of particular note was the 95<sup>th</sup> anniversary of the first British Grand Prix, which was held at Brooklands in 1926 and the Stirling Moss

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Tribute event, organised by Brooklands Members, and celebrating the life of Sir Stirling Moss, who had personal and family connections to Brooklands.

There were some new additions to the collection during the year. Highlights included the donation of the original wing for G-HAWK which will be refitted to the aircraft; the donation of a significant archive relating to Granville Bradshaw, motorcycle and aircraft engine designer; the purchase of an unusual original Brooklands racing poster and an early motorcycling medal won by a local rider.

Objects from the collection were loaned to the Motorsport Hall of Fame in Daytona, USA to help celebrate John Cobb's induction.

### **FUNDRAISING:**

The fundraising Appeal Board welcomed new committee members and has continued to develop new contacts and relationships for the Museum. A range of new grants were received and Brooklands Museum is grateful to all the individuals and organisations that are supporting its work. £200,000 has been raised towards the first two years of the Brooklands Innovation Academy as well as donations to support our core activities during the many months of Covid-enforced closure in 2021, and to undertake essential repairs on the Clubhouse. The amount raised exceeded the targets for the year, largely due to the unexpected continuation of the Cultural Recovery Fund.

We continue to be indebted to the many organisations and companies who fund some of the Museum's work in 2021 and 2022, including the DCMS, Arts Council England, National Lottery Heritage Fund, Surrey County Council, Elmbridge Borough Council, Historic England, GlaxoSmithKline, the Walton Charity, Surrey Education Trust, Cargill, Federation Skills Trust, North West Surrey Health Alliance, Brooklands Members and to the many different organisations who work with us on different elements of our programme and activities.

Brooklands Members continued to go from strength to strength. Membership had declined during the Covid closures and stood at 4500 at the end of 2020. By the end of 2021 this has recovered to 5826 and in Spring 2022 the number of households in membership exceeded 7000 for the first time. The Members Committee continue to work with energy and dedication to enhance the experience of Members and to support the Museum's activity and ambitions and the staff and trustees are grateful to them for all their efforts.

### **BRAND AND MARKETING:**

A new ten-part TV series, Secrets of the Transport Museum, filmed entirely at Brooklands Museum, was launched in March 2021 on Yesterday channel with viewing figures of up to 500,000 per episode, and with a second series airing from February 2022. This raised the Museum's profile locally and nationally, and extended visibility and reach, at a time when Covid meant the Museum was closed.

The Museum's achievements were recognised with a TripAdvisor Travellers' Choice award, given to the top 10% of attractions internationally, and when it was selected as a finalist in the Beautiful South awards.

A full review and benchmarking of our marketing strategy during 2021 led to the decision to increase the resources put into marketing, with an additional member of staff, larger budget and the commissioning of a PR agency to support the Museum's national reach and profile, particularly in the motoring world. In Autumn 2021 the updated website was launched with improved navigation, design and usability. The summer marketing campaign focused on the new McLaren exhibition. This led to an excellent summer season, with the highest ever August visitor numbers.

Focus was successfully maintained on encouraging online, advance booking, sign ups to our e-newsletters, conversion of visitors to Members. The website saw increased visits and dwell time.

A new cycle path from Weybridge town centre to Weybridge station and then past the Museum to the Brooklands Community Park was opened in 2021, with the opening event held at Brooklands Museum. The Museum provided artwork for new signage for the Brooklands Heritage Area, raising the site's profile within the area and the Museum benefited from substantial improvements to the appearance and accessibility of its entrance area as part of the scheme.



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### ORGANISATIONAL DEVELOPMENT:

2021 was a challenging year for the organisation and staff and volunteers displayed enormous commitment and resilience as they adapted to the different things required by the Covid pandemic during the course of the year.

There were considerable periods during which the Museum was closed in 2020 due to the Covid pandemic. The beginning of 2021 saw a similar pattern. As the year began, the Museum had been required to be closed since mid December 2020 and was not able to properly reopen until 21<sup>st</sup> May when it reopened Wednesday to Sunday, although there had been a few days of outdoor only opening from mid April. At the beginning of the summer holidays the Museum moved to seven day per week opening during school holidays, but remaining closed on Mondays during term time, until March 2022, when seven day opening was fully reinstated.

Because of the closures, 2021 visitor numbers were 98,486, an increase of nearly 100% on 2020 but down 46% on 2019 level of 183,636 (2020; 49,019). Visitor income for the year was £1,238,652 (2020; £568,672).

Covid brought some unexpected challenges, many of which became opportunities, in particular bringing the Museum's catering operation in house from June 2021, after many years of partnership with CreativeEvents, latterly owned by CH&Co. Initially this was very demanding, with the need to rebuild a business that had been largely closed since the start of the pandemic, and integrate it into the wider Museum business with substantial impacts for the Finance and HR departments in particular. However, in the longer term it has been proven to be an excellent move, with the new team delivering high standards, and greater profits than would have been possible when it was outsourced.

Work continued on the Museum's equality, diversity and inclusion strategy, Open Up Brooklands, during the year, with sessions held with all staff and Trustees as well as some volunteers. The strategy emphasises working to make all the Museum's activities, programmes and exhibitions inclusive and relevant to a wide range of people and work has already begun to integrate good practice across a range of areas including recruitment, marketing and learning. The Trustees attended a half day development session on EDI in February 2022, accompanied by representatives of the Members' Committee. This resulted in the reaffirmation of the importance of this work as integral to the achievement of the Museum's vision to provide inspiration to everyone.

The Ignition programme, which defines the organisational culture required to achieve the Museum's ambitions, and the resulting commitment that the whole museum team make to all customers and visitors: *Brooklands at its best, every day*, continue to be central to staff recruitment and induction and help focus the organisation on improving standards. Visitor feedback during the year showed a strong delivery against this commitment, with high scores compared to similar organisations across all areas of visitor experience.

Part of this strength comes from the Museum's volunteer cohort, who have always been key to the Museum's care of its site and collections and the experience that visitors, school groups and others have when they visit Brooklands. The trustees and staff are extremely grateful to all the people who volunteer their time and expertise to assist the Museum in fulfilling its purpose.

Brooklands Museum was honoured to be a finalist for Employer of the Year in the Surrey Business Awards in recognition of the work it has done to support staff and volunteers during Covid and to create an organisational culture that recognises and values the team and enables them to deliver our strategy.

The Museum's overall strategy highlights the need to establish a sustainable business model for the Museum where operating surpluses are sufficient to meet ongoing maintenance and conservation needs as well as to provide sufficient surpluses for investing in new activities and to mitigate a range of risks. During 2021 the Museum was required to close until mid April and then only opened up outdoors for a period of time before being able to reopen indoors in May. In 2021 the Museum was only open for 212 days. This inevitably impacted income with income excluding grants at £2,912,966, compared to £3,786,662 in 2019.

However Brooklands Museum's importance was recognised in the £982,400 emergency funds granted to it through the government's Covid Recovery Fund and with these grants, plus delays or cancellation of non-essential expenditure, it was possible to finish 2021 with a surplus of £474,301. However there is a backlog of maintenance work which now needs to

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be addressed and the Museum needs to match fund grants received for the Clubhouse and other projects, so most of this surplus will be reinvested in the site during 2022.

Pre Covid the Museum did not generate surpluses for reinvestment on a sustainable basis, so the challenge of the next few years is to move the Museum operations to a position where this is possible, with a core focus on increasing visitor numbers to achieve this, which delivers both Brooklands Museum's charitable purpose and supports the finances. 2022 and 2023 will see a complete review of the Museum's business model and the creation of a business plan to achieve this. The work for this began in late 2021 when a commercial opportunities review was undertaken by A Different View, with recommendations being implemented during 2022 and beyond.

Recognising the substantial developmental work required by the Masterplan, new exhibitions, capital fundraising and business planning, the leadership of the Museum executive was restructured with a smaller Senior Leadership Team, who will be freed up to focus on long term developments by a new, Department Heads tier, recruited in late 2021 and the first half of 2022, who will be responsible for the day to day operations and one to two year improvement programme for the Museum.

2021 continued to see strengthening relationships with the many partners with whom we are delighted to work, including London Bus Preservation Trust, Heritage Skills Academy, Brooklands Cars Ltd, Brooklands Members, Middlechild TV, Well North Enterprises, Bourne Education Trust and our neighbours at Mercedes Benz World, The Heights and JTI.

### **Future Plans**

Continuing to implement our strategic plan will be a focus in 2022 and beyond. Developing the first phase of the masterplan delivery will be a key area of activity. We will also continue investing in our staff and volunteer team through the Ignition programme and Open Up Brooklands, our equality, diversity and inclusion strategy.

At the beginning of 2022 we identified the following focus for future plans:

#### **1.1 Goals for 3-5 Years**

- i. Put our vision, innovation, endeavour and connections between the future and past, at the heart of all we do
- ii. Develop and deliver the first phase of the masterplan
- iii. Develop our business model to put the museum's core activity on a sound financial footing

#### **1.2 Key objectives towards these goals for next 1-2 years**

- i. Transition from current Director level senior leadership team running the day to day Museum and its ongoing, incremental development, to this being led by the new 'Heads of Department' team. Ensure they have ownership of the 1-2 year horizon within the longer term plans and strategies agreed.
- ii. Develop a five year business and organisational development plan, with proper input and buy-in from the heads of department, so everyone can see their part in transitioning our business model.
- iii. Raise the start-up funding so we can recruit the staff and appoint the professional team needed to get the masterplan and associated fundraising appeal underway.

#### **1.3 Enablers, necessary to achieve goals and objectives**

- i. Complete recruitment of Heads of Departments and embed them in their roles and leadership. Refocus SLT on the longer-term, strategic work.
- ii. Re-ignite Ignition Programme, to develop the culture we need, incorporate EDI work and roll it out to volunteers as well as staff.
- iii. Communicate more about overall strategy and plans, especially to staff, but also to volunteers, so all can see their part in it. Share the progress already made and the successes as we deliver the plan.
- iv. Continue to raise profile, build partnerships and create relationships that enable fundraising and growth.
- v. Continuously improve core Museum activity, and ensure that developmental activity is not at the expense of this core.

**Tamalie Newbery**  
**Director & CEO**

## **Brooklands Museum Trust Ltd**

### **Trustees, Officers and Professional Advisers**

#### **Royal Patron**

HRH Prince Michael of Kent

#### **President**

The Duke of Richmond

#### **Board of Trustees**

##### **Chairman**

Sir Gerald Acher CBE LVO

##### **Other Trustees**

Mr Neil Austin

Capt. Mike Bannister (vice chair)

Mr Graham Chisnall

Mr Robert Halloway

Dr Ruth Mallors-Ray OBE

Mr Simon Michaelides

Ms Marilyn Scott MBE

Mr Mark Seligman (appointed 04/03/2021)

Mr Randolph Sesson

Mr Geoff Want

Ms Georgina Wood

Mr Gregory Mark Wood CBE

#### **Secretary**

Mr James Thorne

#### **Museum Director & CEO**

Ms Tamalie Newbery

#### **Bankers**

National Westminster Bank plc

1 High Street

Weybridge

Surrey KT13 8AY

#### **Solicitors**

Barlow Robbins LLP

Concord House

165 Church Street East

Woking

Surrey GU21 6HJ

#### **Independent Auditor**

Menzies LLP

Centrum House, 36 Station Road

Egham

Surrey TW20 9LF

#### **Registered and principal office**

Brooklands Museum

Brooklands Road

Weybridge

Surrey KT13 0QN

#### **Charity Registration Number**

No. 296661

#### **Company Registration Number**

No. 2109945

## **Brooklands Museum Trust Ltd**

### **Report of the trustees for the year ending 31 December 2021**

The trustees are pleased to present their annual directors' report together with the consolidated financial statements of the charity and its subsidiary for the year ending 31 December 2021 which are also prepared to meet the requirements for a directors' report and accounts for Companies Act purposes. The financial statements comply with the Charities Act 2011, 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 1 January 2015).

#### **Charitable Object, Vision and Mission**

Brooklands Museum Trust was incorporated in 1987 with the following object:

"The object of the Trust shall be to advance public education in the history and development of road vehicles and aircraft and objects of whatsoever nature relating to road transport and flying, and in particular any of the foregoing which are associated in any way with Brooklands at Weybridge in the County of Surrey, Brooklands Automobile Racing Club and Brooklands Aero Club."

**The strategic report is contained in the report of the Director & CEO.**

#### **Financial Review**

The statement of financial activities for 2021 shows an unrestricted operating surplus of £793,598. A depreciation charge of £223,687 was deducted from this resulting in a surplus, which amounted to £569,911 in unrestricted funds and £474,301 in total funds for the year. Losses in visitor income from having to close during the pandemic were largely offset by COVID related grant income and a reduction in expenditure. The Trustees have allocated the surplus from 2021 to enable capital projects and maintenance work that had to be delayed during Covid, to be undertaken in 2022 and 2023.

Due to the impact of COVID our trading subsidiary Brooklands Limited had to suspend much of its activity during the first part of the year. When the Museum was able to reopen activity resumed and built up during the course of the year, but with a downturn in December as the Omicron variant of Covid spread, leading to postponement and cancellation of Christmas hospitality bookings. Nevertheless Brooklands Limited generated a surplus in 2021 and trading in the first part of 2022 indicates a better performance is likely during the coming year.

As a consequence of the unprecedented circumstances of the Covid 19 pandemic the Museum reviewed its catering contract, which had been provided by Gather & Gather for many years. This review concluded that we would best be able to further develop our catering offer and provide the most revenue for Brooklands Museum by providing these services directly rather than via a contractor. CH & Co agreed to a negotiated separation and worked with us to bring this about and Brooklands Hospitality was taken in house, to be operated directly by the Museum from 1st June 2022. Brooklands Museum is grateful to Gather & Gather for a successful partnership which spanned many years.

#### **Risk Management**

During 2019 an Audit Risk and Governance Committee was established as a sub-committee of the Board of Trustees. The committee has two independent members. A new risk register was compiled by the Executive team and is reviewed annually by the committee, and then by the Trustees. The most significant risks are discussed and mitigation strategies reviewed. The current areas of major potential risks to the Trust have been identified as the impact of the economic crisis affecting the Museums financial resilience and maintenance of the aging infrastructure.

**Financial resilience** – Financial forecasts do not project a return to pre-pandemic levels until the later part of 2022. The Trust continues to monitor income streams and expenditure lines so that it can manage any variance against budget. Cashflows are regularly reviewed and the management team continue to update their strategies for fundraising and income generation to adapt to changes in the economic climate.

**Ageing infrastructure** – The Trust are working through a program of surveys and costings for large parts of the site, concentrating initially on those most at risk. A prioritised schedule of capital works has been created and maintenance plans formulated so funds can be allocated and works planned.

## **Brooklands Museum Trust Ltd**

### **Structure, Governance and Management**

#### **Governing Document**

The Trust's governing documents are the Memorandum of Understanding and Articles of Association of 1987, as amended in 1999 and 2008. The Trust is a registered charity, UK Charity No 296661, and is a registered UK company, registered number 2109945. The Trust has a wholly-owned subsidiary trading company, Brooklands Limited, registered number, 2321226 and the Brooklands Trust Members organisation also functions as a wholly owned activity of the Trust. The Trust also has a wholly owned non-trading subsidiary company Brooklands Vimy Inc incorporated in the State of Delaware in the USA and whose sole purpose is to own on the Museum's behalf its Vickers Vimy replica aircraft.

#### **Appointment of Trustees**

##### **Current Trustees**

The Trustees come from a wide variety of backgrounds, reflecting the trust's desire to have as wide a set of skills and experience available as is possible. During 2018 the Board undertook an audit of their skills and drew up requirements for new Trustees to fill vacancies on the Board. An open recruitment process was undertaken in the early part of 2019, led by search company Odgers, which resulted in the appointment of four new Trustees who will bring skills to the Board in the areas of aerospace engineering, marketing, STEM learning and finance. Subsequently a further two Trustees have been appointed to lead the Museum's future fundraising efforts. This has significantly strengthened the Board. This has been supplemented by consultation on a new vision and direction for the Museum in Spring 2021, which incorporated consideration of key interpretation themes and a new masterplan for the site as it develops.

##### **Trustees Emeritus and Vice Presidents**

The Board retains in an honorary advisory capacity a number of retired senior Trustees, who are invited to attend occasional Board meetings and, especially, continue to assist the Trustees and staff with fundraising.

The current Trustees Emeritus are:

- Lord Trefgarne
- Prof Michael Joy OBE
- Stewart John OBE

Allan Winn and Sir Michael Kadoorie are Vice Presidents of the Museum.

##### **Principles of Recruitment for New Trustees**

The principle is to maintain the widest possible sets of skills and experience relevant to the Museum's business. Key areas in which the Trust seeks to maintain strength are finance, business management, marketing, political, legal and heritage, with a balance of aviation and motoring interests. A Remuneration and Nominations Sub-Committee composed of four Trustees handles this process, and makes recommendations to the full Board on new appointments.

##### **Trustee Induction and Training**

New Trustees are introduced into the trust's activities through a briefing on their role and the business of the company from the Company Secretary and a briefing on the activities of the company from the Museum Director. All appropriate declarations are obtained from new Trustees by the Company Secretary. Copies of the Charity Commission's guidelines are available to Trustees. In February 2022 the Board took part in a half day discussion and training session on equality, diversity and inclusion.

##### **Trustee Indemnity**

Professional liability insurance of £1m is in place through Ecclesiastical Insurance.

##### **Organisation**

The Director & CEO reports to the Board of Trustees and heads the staff structure. Reporting to the Director is a senior management team which during 2021 comprised of the Chief Operating Officer, Finance & Support Services Director, Director of Engagement and Heritage, and Marketing Director. A total of 51 full-time equivalent staff were employed by the Museum in 2021 (2020:39; 2019:47). The increase is primarily due to the catering operation being brought in house in

## **Brooklands Museum Trust Ltd**

June 2021. In addition, there have historically been approximately 800 volunteers who support the staff in numerous ways, although these numbers have reduced during the pandemic and currently number c.600. The Trustees are grateful to the staff and volunteers for their collective and personal contributions to the Museum's success.

### **Related Parties and Co-Operation with Other Organisations**

Any connection between a trustee or senior manager of the charity with a supplier or customer must be disclosed to the full board of trustees. In the current year no such related party transactions were reported.

### **Pay Policy for Senior Staff**

The Trustees are essentially the non-executive Board of the Trust and directors of the company. They give their time freely and no director received remuneration in the year. Details of directors' expenses and related party transactions are disclosed in note 10 and note 20 to the accounts. No directors received expenses or had and related party transactions during 2021. The senior management team (the Director & CEO and four other directors) comprise the key management personnel of the charity, in charge of directing and controlling, running and operating the Trust on a day to day basis.

The pay of the senior staff is reviewed along with that of all employees on a regular basis and increased in accordance with average earnings movements but increases are also informed by the trading position of the Museum. An element of any budgeted pay increase for staff is reserved for merit increases over and above any general increase. All such increases are set within the agreed budget limit by the Director & CEO in consultation with the senior management team. The salary of the Director & CEO is set by the Remuneration and Nominations Sub-Committee of the Trustees.

### **Public Benefit**

The Trustees have had due regard to the Charity Commission guidance on public benefit. As a registered charity, Brooklands Museum Trust takes very seriously its responsibilities for delivering a clear and tangible public benefit through its activities. The principal areas in which it delivers this benefit are defined in the activities to achieve its aims and objectives as detailed at the start of the report.

### **Pricing Policy**

The Museum's management strives to achieve a balance between generating the funds required to maintain and develop its heritage assets and making the Museum's displays and activities accessible to the widest possible audience. To achieve this balance, we try to keep the core admission price in line with similar attractions and commensurate with covering Museum running costs, while creating premium revenue opportunities such as the Concorde Experience to drive up overall average yield per visitor. We also encourage as many visitors as possible to Gift Aid their admission.

### **Reserves Policy and Going Concern**

Brooklands Museum's policy is to hold cash funds for a variety of purposes, described in its funds and reserves policy. The intended funds fall into three broad categories:

1. Unrestricted Funds, providing the operating cash required for day-to-day running of the Museum;
2. Designated Funds, determined by the Trustees from time to time to plan for the Museum's future needs; and
3. Restricted Funds, restricted to a specific purpose and which can only be used for that purpose, for instance as a condition of a grant.

The designated funds are built up from income that the Museum receives, which is outside the revenue streams included in the operating budget and is not Restricted. Cash surpluses at the end of the financial year may be allocated to designated funds. The nature of the designated funds and amounts allocated to them can be determined and amended by the Trustees in accordance with this policy.

Currently the Museum holds the cash required for its ongoing operations and day-to-day needs. This cash includes the bank loan taken out under the government-backed Coronavirus Business Interruption Loans Scheme (CBILS). The other funds all need to be built up as resources allow, by balancing the Museum's future needs with the current requirements. The impact of the closure caused by Covid 19 and subsequent period of low visitor numbers has meant that funds that had been designated for projects have had to be used for more immediate needs.

Restricted Reserves comprise funds committed for specific purposes under terms set out by the Third Parties, for instance donors and funders.

The Trustees believe that the Museum's non-project income through its regular activities, together with funds in hand, is sufficient to meet the costs of running the Charity and maintaining its assets. In addition, the Trustees consider that funds

## Brooklands Museum Trust Ltd

will continue to become available to complete all planned projects and that, therefore, the Charity is a going concern for at least twelve months from the date of approval of these Accounts.

### Fundraising

The Charity is not a member of The Fundraising Regulator, who hold the Code of Fundraising Practice for the UK. However, our approach to fundraising is to ensure that, where practically possible, we comply with the standards as set out in the Code across all of our fundraising activity, including those relating to vulnerable donors. We do not use any third party professional fundraisers to approach potential donors or supporters although we have worked in partnership with Well North Enterprises to secure support for the Brooklands Innovation Academy. All fundraisers are required to demonstrate an understanding of the Code and make a commitment to uphold its values when they join the Museum. We did not receive any complaints this year relating to Fundraising.

### Trustees' Responsibilities in Relation to the Financial Statements

Company law requires the Trustees to prepare financial statements for each financial year. Under that law the Trustees have elected to prepare the financial statements in accordance with United Kingdom Accounting Standards and applicable law (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'. Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charity and of the surplus or deficit of the company 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 Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

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

In so far as the directors are aware:

- there is no relevant audit information of which the charity's auditor is unaware; and
- the directors have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information

In approving the Trustees Annual Report, the trustees also approve the Strategic Report in their capacity as company directors.

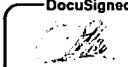
### Auditors

Menzies LLP are deemed to be re-appointed under section 487(2) of the Companies Act.2006.

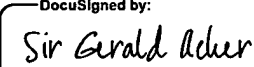
### Small Company Exemption

In preparing this report the trustees have taken advantage of special provisions of the Companies Act 2006 relating to small companies.

Approved by the Board of Trustees.

DocuSigned by:  
  
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Secretary

DocuSigned by:  
  
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Trustee 09-Aug-2022

## **Brooklands Museum Trust Ltd**

### **Independent auditor report to the members of Brooklands Museum Trust Limited**

#### **OPINION**

We have audited the financial statements of Brooklands Museum Trust Limited (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 December 2021 which comprise the Consolidated statement of financial activities, the Consolidated balance sheet, the Company balance sheet, the Consolidated statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the Group's and of the parent charitable company's affairs as at 31 December 2021 and of the Group's incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the 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 Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the Group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### **Conclusions relating to going concern**

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

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

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

#### **Other information**

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

We have nothing to report in this regard.

#### **Opinion 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 including the Strategic report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' report and the Strategic report have been prepared in accordance with applicable legal requirements.



## Brooklands Museum Trust Ltd

### Matters on which we are required to report by exception

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' report including the Strategic report.

We have nothing to report in respect of the following matters in relation to which Companies Act 2006 requires us to report to you if, in our opinion:

- the parent charitable company has not kept adequate and sufficient accounting records, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.
- The Trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemption in preparing the Directors' report.

### Responsibilities of Trustees

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

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

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

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

- The Group and parent charitable company are subject to laws and regulations that directly affect the financial statements including financial reporting legislation. We determined that the following laws and regulations were most significant including the Charities Act 2011, Health and Safety legislation, and the Food Safety Act 1990. We assessed the extent of compliance with these laws and regulations as part of our procedures on the related financial statement items.
- We understood how the Group and parent charitable company is complying with those legal and regulatory frameworks by, making inquiries to management, those responsible for legal and compliance procedures and the company secretary. We corroborated our inquiries through our review of board minutes.
- The engagement partner assessed whether the engagement team collectively had the appropriate competence and capabilities to identify or recognise non-compliance with laws and regulations. The assessment did not identify any issues in this area.
- We assessed the susceptibility of the Group and parent charitable company's financial statements to material misstatement, including how fraud might occur. We considered the opportunities and incentives that may exist within the organisation for fraud and identified the greatest potential for fraud in the following areas:
  - Posting of fraudulent journal entries
  - Posting of fraudulent payments and receipts in the accounting software
  - Authorisation, processing, and payment of fraudulent expenses
  - Timing of revenue recognition
- Audit procedures performed by the engagement team included:
  - Identifying and assessing the design effectiveness of controls management has in place to prevent and detect fraud;
  - Understanding how those charged with governance considered and addressed the potential for override of controls or other inappropriate influence over the financial reporting process;

## Brooklands Museum Trust Ltd

- Challenging assumptions and judgments made by management in its significant accounting estimates; and
- Identifying and testing journal entries, in particular any journal entries posted with unusual account combinations.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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

### Use of our report

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

DocuSigned by:  
  
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JANICE MATTHEWS FCA (Senior Statutory Auditor)  
For and on behalf of  
MENZIES LLP  
Chartered Accountants and Statutory Auditor

Centrum House, 36 Station Road  
Egham  
Surrey TW20 9LF

10-Aug-2022  
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## Brooklands Museum Trust Ltd

### Consolidated statement of financial activities (including the income and expenditure account) Year ended 31 December 2021

	Note	Unrestricted Funds	Restricted Funds	Dec 2021 Total	Unrestricted Funds	Restricted Funds	Dec 2020 Total
		£	£	£	£	£	£
<b>Income</b>							
Donations/Grants and legacies	5	1,840,493	167,854	2,008,347	1,697,689	265,412	1,963,101
<i>Income from charitable activities:</i>							
Operation of Museum and exhibits	6	1,146,994		1,146,994	508,764		508,764
<i>Income from trading activities:</i>							
Commercial trading operations	7	987,201		987,201	236,107		236,107
Investment income		215		215	555		555
<b>Total incoming resources</b>		<b>3,974,903</b>	<b>167,854</b>	<b>4,142,757</b>	<b>2,443,115</b>	<b>265,412</b>	<b>2,708,527</b>
<b>Expenditure</b>							
<i>Costs of raising funds:</i>							
Fundraising expenses	9	166,924		166,924	134,644		134,344
Commercial trading operations	9	817,826		817,826	236,358		236,358
<i>Expenditure on charitable activities:</i>							
Operation of Museum and exhibits	9	2,420,242	263,464	2,683,706	2,287,150	88,804	2,375,954
<b>Total expenditure</b>		<b>3,404,992</b>	<b>263,464</b>	<b>3,668,456</b>	<b>2,658,152</b>	<b>88,804</b>	<b>2,746,956</b>
<b>Operating (deficit)/surplus for the year before taxation</b>		<b>569,911</b>	<b>(95,610)</b>	<b>474,301</b>	<b>(215,037)</b>	<b>176,608</b>	<b>(38,429)</b>
<b>Net (outgoing)/incoming resources before transfers</b>		<b>569,912</b>	<b>(95,610)</b>	<b>474,301</b>	<b>(215,037)</b>	<b>176,608</b>	<b>(38,429)</b>
Gross transfers between funds				-			-
<b>Net movement of funds in year</b>		<b>569,911</b>	<b>(95,610)</b>	<b>474,301</b>	<b>(215,037)</b>	<b>176,608</b>	<b>(38,429)</b>
<b>Total funds brought forward</b>		<b>9,282,722</b>	<b>109,918</b>	<b>9,392,640</b>	<b>9,497,759</b>	<b>(66,690)</b>	<b>9,431,069</b>
<b>Revaluation reserve brought forward and carried forward</b>		<b>-</b>	<b>1,650,000</b>	<b>1,650,000</b>	<b>-</b>	<b>1,650,000</b>	<b>1,650,000</b>
<b>Total funds carried forward</b>	19	<b>9,852,633</b>	<b>1,664,308</b>	<b>11,516,941</b>	<b>9,282,722</b>	<b>1,759,918</b>	<b>11,042,640</b>

Of total funds, £10,649,498 comprises tangible assets and is not available to be spent

The statement of financial activities includes all gains and losses recognised in the year. All incoming resources and resources expended derive from continuing activities.

The notes on pages 20 to 34 form part of these consolidated financial statements.

# Brooklands Museum Trust Ltd

## Consolidated Balance sheet 31 December 2021

	Note	Group		Charity	
		Dec-21	Dec-20	Dec-21	Dec-20
		£	£	£	£
<b>Fixed assets</b>					
Heritage Assets	11	1,406,185	1,402,892	1,406,185	1,402,892
Tangible assets	11	9,243,313	9,420,309	9,217,301	9,401,103
Investments	13	-	-	50,100	50,100
<b>Total Fixed Assets</b>		<u>10,649,498</u>	<u>10,823,201</u>	<u>10,673,586</u>	<u>10,854,095</u>
<b>Current assets</b>					
Stocks – goods for resale		78,884	61,433	-	-
Debtors	15	304,832	425,533	642,911	485,409
Cash at bank and in hand		<u>2,669,678</u>	<u>1,894,307</u>	<u>2,272,430</u>	<u>1,868,252</u>
<b>Total Current Assets</b>		<u>3,053,394</u>	<u>2,381,273</u>	<u>2,915,341</u>	<u>2,353,661</u>
<b>Liabilities</b>					
Creditors: amounts falling due within one year	16	(730,118)	(457,271)	(553,228)	(364,240)
<b>Net current assets</b>		<u>2,323,276</u>	<u>1,924,002</u>	<u>2,362,113</u>	<u>1,989,421</u>
<b>Total assets less current liabilities</b>		<u>12,972,774</u>	<u>12,747,203</u>	<u>13,035,699</u>	<u>12,843,516</u>
Creditors: falling due after more than one year	17	(1,455,833)	(1,704,563)	(1,455,833)	(1,704,563)
<b>Provisions for liabilities and charges</b>		-	-	-	-
<b>Net Assets</b>		<u>11,516,941</u>	<u>11,042,640</u>	<u>11,579,866</u>	<u>11,138,953</u>
<b>The funds of the charity:</b>					
Restricted funds	18	14,308	109,918	14,308	109,918
Unrestricted funds		9,852,633	9,282,722	9,915,558	9,379,035
Revaluation reserve		1,650,000	1,650,000	1,650,000	1,650,000
<b>Total charity funds</b>	19	<u>11,516,941</u>	<u>11,042,640</u>	<u>11,579,866</u>	<u>11,138,953</u>

Of total funds, £10,649,498 comprises tangible assets and is not available to be spent

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

The notes on pages 20 to 34 form part of these consolidated financial statements. These financial statements were approved by the Trustees and signed on their behalf by:

DocuSigned by:

*Sir Gerald Acher*  
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09-Aug-2022

Sir Gerald Acher

Chairman

Company Registration Number 2109945

## Brooklands Museum Trust Ltd

### Statement of cash flows and consolidated statement of cash flows 31 December 2021

	Note	Dec-21	The Group Dec-20	Dec-21	The Charity Dec-20
<b>Cash flows from operating activities:</b>					
<i>Net cash provided by (used in) operating activities</i>	21	<u>984,807</u>	<u>(138,728)</u>	<u>597,400</u>	<u>67,939</u>
<b>Cash flows from investing activities:</b>					
Interest income		215	555	201	409
Income from sale of fixed assets		-	74,990	-	74,990
Purchase of tangible fixed assets		(49,984)	(18,399)	(33,756)	(18,399)
<b>Net cash provided by (used in) investing activities</b>		<u>(49,769)</u>	<u>57,146</u>	<u>(33,555)</u>	<u>57,000</u>
<b>Cash flows from financing activities:</b>					
Income from borrowing - CBILS		-	1,250,000	-	1,250,000
Repayment of borrowing		(159,667)	(30,500)	(159,667)	(30,500)
<b>Cash used in financing activities</b>		<u>(159,667)</u>	<u>1,219,500</u>	<u>(159,667)</u>	<u>1,219,500</u>
<b>Increase (decrease) in cash &amp; cash equivalents in the year</b>		<u>775,371</u>	<u>1,137,918</u>	<u>404,178</u>	<u>1,344,439</u>
Cash & cash equivalents at the beginning of the year		1,894,307	756,389	1,868,252	523,813
<b>Total cash and cash equivalents at the end of the year</b>	22	<u>2,669,678</u>	<u>1,894,307</u>	<u>2,272,430</u>	<u>1,868,252</u>

The notes on pages 20 to 34 form part of these consolidated financial statements.

## **Brooklands Museum Trust Ltd**

### **Notes to accounts**

### **Year ended 31 December 2021**

#### **1. General information**

Brooklands Museum Trust Limited is a private company limited by guarantee incorporated in England and Wales. The address of its registered office is disclosed on page 9.

The presentational currency is the same as the functional currency which is pounds sterling. The accounts are rounded to the nearest £.

#### **2. Liability of members limited by guarantee**

Every member of the company undertakes to contribute to the assets of the company, in the event of the same being wound up, such amounts as may be required not exceeding the sum of £5.

#### **3. Museum collection**

Under the terms of a Trust deed dated 26 July 1989, the Brooklands Museum Collection Trust was formed for the purpose of holding some of the exhibits of Brooklands Museum. On 31 March 1990 ownership of all Museum exhibits at that date was transferred from this company to the Brooklands Museum Collection Trust. The Brooklands Museum Collection Trust, by the terms of the said deed, loans the exhibits to this company for display purposes. The Collections Trust is a separately registered Charity from 14 March 2006 and is classified as a subsidiary of the Museum. It conducted no trade during the period and remained entirely dormant. The assets of the Collection Trust have never been valued and are not consolidated into these accounts.

#### **4. Accounting policies**

##### **Basis of preparation**

The financial statements are 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 the Republic of Ireland (FRS102) (effective 1 January 2019) and the Companies Act 2006. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s). The statement of financial activities (SOFA) and the balance sheet consolidate the financial statements of the charity and its subsidiary undertaking. The results of the subsidiary are consolidated on a line by line basis. The charity considers itself to be a Public Benefit Entity as defined by FRS102.

Accounting estimates and assumptions are made concerning the future and, by their nature, will rarely equal the related actual outcome. The key assumptions and other sources of estimation uncertainty that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

Income is recognised in the Statement of Financial Activities once the Museum has entitlement to the resources. However, the entitlement to these resources and assumptions regarding when income is recognised is down to interpretation. Liabilities are recognised where there is a legal and constructive obligation committing the charity to the expenditure. However, the level of legal obligation to which these resources are incurred and assumptions regarding when the obligations are recorded is down to interpretation.

##### **Going concern**

The activities of the Museum, like all other similar organisations, has been severely impacted by the Covid 19 Pandemic leading to a substantial loss of income. However, because the Trust has been able to receive a substantial amount of Government support using the furlough scheme and also loan finance, and has also received grant funding, the impact has been substantially mitigated. The Trustees have accordingly prepared detailed projections for the next 18 months and outline projections up to 2023, based on expected income from regular activities, grants and donations from funders and other donations, against expected general and project expenditure. On the basis of those projections they consider the charity to be a going concern for at least 12 months following approval of the accounts and for the foreseeable future. No material uncertainties that may cast significant doubt about the ability of the Museum to continue as a going concern have accordingly been identified by management or the Trustees. The financial statements have been prepared on the going concern basis.

## **Brooklands Museum Trust Ltd**

### **Group financial statements**

The financial statements consolidate the results of the charity and its wholly owned subsidiary Brooklands Ltd on a line-by-line basis. A separate Statement of Financial Activities and income and expenditure account for the charity has not been presented because the Trust has taken advantage of the exemption afforded by section 408 of the Companies Act 2006. The profit for the charity at year end December 2021 was £440,913.

### **Fund accounting**

Accumulated surpluses in the General Fund are included within Unrestricted Funds and are available for use at the discretion of the Trustees in furtherance of the Trust's general charitable objectives. Restricted Funds are subject to specific conditions imposed by the donors.

### **Income**

All income is recognised in the Statement of Financial Activities when the conditions for receipt have been met, there is reasonable assurance of receipt and the amount can be measured with sufficient reliability.

For legacies, entitlement is taken as the earlier of:

- the date on which the charity is aware that probate has been granted;
- the estate has been finalised and notification has been made by the executor(s) to the Trust that distribution will be made; or
- when a distribution is received from the estate.

Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

### **Donations**

Donations and all other receipts from fund-raising are reported gross and related fund-raising costs are reported in other expenditure. Donations are included in full in the income and expenditure account on a receipts basis. Income tax recoverable in relation to donations received under gift aid is recognised at the time of the donation. No amounts are included in the financial statements for services donated by volunteers.

### **Government Grants**

Government grants are incoming resources which are received from government, government agencies and similar bodies whether local or national. Such grants are accounted for when they are receivable. Amounts specified for future periods are carried forward as deferred income.

### **Income from Charitable Activities and Trading**

Income from ticket sales is recognised at the point of the visit and is shown net of Value Added Tax. Income received in respect of future periods is carried forward as deferred income.

Income from the sale of goods is recognised at the point of sale and is shown net of Value Added Tax.

Income from catering is recognised at the point of provision of the catering and is shown net of Value Added Tax. Income received in respect of future periods is carried forward as deferred income.

### **Expenditure**

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered and is reported as part of the expenditure to which it relates. Costs of generating funds comprise the costs associated with attracting voluntary income and the costs of trading for fund-raising purposes.

Charitable expenditure comprises those costs incurred by the Museum in the delivery of their activities and services for beneficiaries. It includes both costs that can be allocated directly to those activities and those costs of an indirect nature necessary to support them. Costs in relation to compliance with constitutional and statutory requirements are shown under governance costs. Governance costs include those costs associated with meeting the constitutional and statutory requirements of the Museum and include the audit fees and costs

## **Brooklands Museum Trust Ltd**

Support costs are shared across all activities undertaken by the Museum and include governance costs, administration, Human Resources, IT and general running costs. The basis on which these costs have been allocated is set out in Note 9.

Termination benefits arise where an employee is made redundant or accepts voluntary redundancy and are charged to the Statement of Financial Activities immediately. The liability is recognised as the best estimate of the cost at the reporting date.

### **Hire purchase agreements**

Assets financed under hire purchase contracts are capitalised in the balance sheet and are depreciated over their estimated useful economic lives. Finance charges and interest in connection with hire purchase contracts are charged to the profit and loss account.

### **Fixed assets**

Individual fixed assets costing more than £1,000 are capitalised at cost.

Buildings and major museum works are depreciated over 20 years.

Plant & equipment is depreciated over 5 years.

The land element of the site is carried at a valuation of £1,650,000 which was calculated when the site was gifted to the museum by Japan Tobacco International. No depreciation is charged on land.

The BAF project was completed in 2017 and the individual elements of the spend are being depreciated over their useful economic lives. The majority of the project is being depreciated over 50 years, some elements between 10-25 years.

### **Heritage assets**

The museum's collection of motor cars, motorcycles and aircraft, excluding the assets held in the Brooklands Museum Collection Trust, is reported in the Balance Sheet at cost. This is considered to be an appropriate method of recognition on the basis that the value of many of these items does not fluctuate dramatically.

Cost includes the purchase price plus any associated costs in bringing the exhibit to its site in the Museum and to its current condition.

Depreciation is not provided on any Museum exhibits as the residual value of the exhibits equates to at least the net book value stated in the financial statements. Most donated assets are not ascribed a value as the cost of obtaining such a value would be prohibitive.

Subject to the approval of the Trustees, the Museum may dispose of items from the collection, although this will only happen in exceptional circumstances, for example when the item cannot be displayed or the disposal proceeds can be used to purchase a better example. Due process and assessment would be followed that satisfies the Museum's disposal procedures.

The Museum's exhibits include a collection of items loaned to them by third parties. These assets are not included on the Balance Sheet since they are not owned by the Museum.

In addition, the Museum holds a collection of motoring and aviation ephemera which is not recognised in the Balance Sheet as cost information is not readily available and the Trustees believe the benefits of obtaining a valuation for these items would not justify the cost.

The Museum's management policy in respect of its heritage assets is summarised in Note 12. The Museum makes available on its website a full listing of its collection of motor cars and planes which also includes information on the history and provenance of each exhibit. This listing clearly distinguishes between assets which are owned by the Museum and those that are on short or long term loan to the entity.

### **Investments**

Investments are stated at cost less provision for any impairment in value.

### **Stocks**

Stocks, being finished goods and goods for resale, are valued at the lower of cost and net realisable value.

### **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.



## Brooklands Museum Trust Ltd

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

### Deferred taxation

Deferred tax is recognised in respect of all timing differences that have originated but not reversed at the balance sheet date where transactions or events have occurred at that date that will result in an obligation to pay more, or a right to pay less or to receive more tax.

### 5. Income from Donations

	2021	2020
Donations	510,865	421,655
Corporate donations	552	4,000
Legacy Donation	87,488	29,000
Fundraising Donations	347,505	344,082
National Lottery Heritage Fund - Emergency Fund	-	250,000
<b>Government grants:</b>		
DCMS/Arts Council - Culture Recovery Fund	982,400	675,000
Coronavirus Job Retention Scheme	57,560	220,874
CBILS Interest	18,977	18,490
SME Restart	3,000	-
	<b>2,008,347</b>	<b>1,963,101</b>

Of the £2,008,347 received in 2021 (2020: £1,963,101) £167,854 was held in restricted funds (2020: £265,412).

### 6. Income from Charitable Activities

	Unrestricted funds 2021	Unrestricted funds 2020
Gate revenue	1,011,679	430,057
Site hire	45,989	47,580
Special Events	-	-
Concorde	63,614	28,753
Other incoming resources	25,712	2,374
	<b>1,146,994</b>	<b>508,764</b>

### 7. Income from Trading Activities

The wholly owned trading subsidiary Brooklands Ltd is incorporated in the United Kingdom (company number 2321226). Its registered office is the same as Brooklands Museum Trust Limited. It pays all of its profits to the charity under the gift aid scheme. Brooklands Ltd operates the Museum Shop, Brooklands Concorde Simulator and all catering activities onsite. A summary of the trading results is shown below.

The registered office of Brooklands Limited is at Brooklands Museum, Brooklands Road, Weybridge, Surrey KT13 0NQ.

## Brooklands Museum Trust Ltd

### Brooklands Limited

	Dec 21	Dec 20
	£	£
Turnover	987,202	236,107
Cost of sales	(409,990)	(175,668)
Gross profit	577,212	60,439
Administrative expenses	(543,836)	(162,690)
Operating profit	33,376	(102,251)
Interest receivable and similar income	13	146
Interest payable and similar charges	-	-
Gift aid to parent company	-	-
Profit (Loss) on ordinary activities before taxation	33,389	(102,105)
Tax (charge) on profit on ordinary activities	-	-
Tax relief in respect of Gift Aid	-	-
	33,389	(102,105)
Prior year adjustment		
Opening retained earnings	(96,280)	156,763
Payment to parent charity made under the gift aid scheme	-	(150,938)
Tax relief in gift aid payment made		
Retained profit carried forward	(62,891)	(96,280)

At the year end the aggregate assets of Brooklands Limited were £532,486 (2020: £116,483), aggregate liabilities £595,277 (2020: £212,663) and shareholder funds (£62,791), (2020: (£96,180)). During the first half of 2022 business has continued to improve and we are confident that the subsidiary will be showing a retained surplus by year end.

Until 31/05/2021 the trust contracted management of its tea rooms and bar catering to Creativevents Limited. All operating costs were borne by Creativevents Limited. The revenues were collected by them and a profit-sharing arrangement was in place, prior to Covid. The whole of catering business was brought in house on 01/06/21.

### 8. Expenditure for the year

	Dec 2021	The Group Dec 2020	Dec 2021	The Charity Dec 2020
	£	£	£	£
The expenditure for the year includes:				
Auditor remuneration				
- audit fees	16,950	15,750	12,750	11,850
- taxation and other consultancy	1,225	1,160	715	675
- other services	4,828	4,428	4,828	4,428
Depreciation	223,687	272,845	214,265	263,423

## Brooklands Museum Trust Ltd

### 9. Allocation of expenses (excludes restricted expenditure)

Group	Cost of generating funds - fund raising costs	Cost of charitable activities - Museum curatorial and restoration costs	Cost of charitable activities - Marketing & Museum Operations *	Unrestricted Total
<b>2021</b>				
Staff Costs	63,475	230,825	723,771	1,018,072
Direct Costs	-	345,265	749,215	1,094,480
Finance	-	-	32,620	32,620
Marketing	33,898	-	101,695	135,593
Insurance	-	87,697	-	87,697
IT & Comms	-	-	16,509	16,509
Facilities	20,875	75,913	142,521	239,309
<b>Support Costs</b>	<b>48,676</b>	<b>177,009</b>	<b>555,026</b>	<b>780,711</b>
<b>Total Unrestricted</b>	<b>166,924</b>	<b>916,710</b>	<b>2,321,358</b>	<b>3,404,992</b>
<b>2020</b>				
Staff Costs	55,372	347,214	399,864	802,450
Direct Costs	-	221,953	481,632	703,585
Finance	-	-	13,184	13,184
Marketing	22,466	-	67,398	89,864
Insurance	-	98,205	-	98,205
IT & Comms	-	-	12,495	12,495
Facilities	13,394	48,709	152,729	214,832
<b>Support Costs</b>	<b>43,412</b>	<b>166,414</b>	<b>513,712</b>	<b>723,538</b>
<b>Total Unrestricted</b>	<b>134,644</b>	<b>882,495</b>	<b>1,641,014</b>	<b>2,658,152</b>

\*Including the costs of the trading subsidiary Brooklands Ltd (Note 7)

**Brooklands Museum Trust Ltd**

**Support costs comprise the following:-**

	<b>2021</b>	<b>2020</b>
Staff costs	343,189	401,593
Finance	71,954	54,216
Insurance	29,232	32,735
IT & Comms	66,037	70,809
Administration	40,511	29,474
Facilities	112,866	72,420
Governance	116,922	62,291
	<hr/>	<hr/>
	<b>780,711</b>	<b>723,538</b>

Support costs are split between activities in line with staff salaries

## Brooklands Museum Trust Ltd

### 10. Information regarding employees

No Trustees received remuneration or reimbursement of expenses in the current or preceding year.

	The Group and the Charity			
	Dec 2021 Average No.	Dec 2020 Average No.	Dec 2021 FTE	Dec 2020 FTE
Average number of persons employed:				
Administration & Fundraising	9	7	8	5
Site & Security	4	4	4	4
Collections & Heritage	5	6	5	6
Generating Funds	41	24	31	18
Learning & Visitor Services	4	8	3	6
	<u>63</u>	<u>49</u>	<u>51</u>	<u>39</u>

	Dec 2021 £	Dec 2020 £
Employee costs during the year:		
Wages and salaries	1,198,246	1,001,746
Social security costs	105,271	88,767
Contribution to defined contribution pension schemes	38,365	36,358
Redundancy costs	-	63,415
	<u>1,341,882</u>	<u>1,190,286</u>

During the year 2 employees were paid emoluments in excess of £60,000 as follows:

	2021 No	2020 No
In the range of £70,000 to £80,000	1	0
In the range of £60,000 to £70,000	1	1

Key management personnel of the charity during 2021 comprised of the Director & CEO, Chief Operating Officer, Director of Finance & Support Services, Engagement & Heritage Director and Marketing Director whose employee costs total £279,661 (2020: £316,372)

During the year, no Trustees received any remuneration or other benefits (2020 - £NIL).

During the year ended 31 December 2021, no Trustee expenses have been incurred (2020 - £NIL).

## Brooklands Museum Trust Ltd

### 11. Tangible fixed assets

	Museum Exhibits £	Site and buildings £	Plant and equipment £	Total £
<b>Group</b>				
<b>Cost:</b>				
At 1 January 2021	2,078,299	10,357,278	1,969,643	14,405,220
Additions	3,293	18,163	28,528	49,984
Disposals				0
At 31 December 2021	2,081,592	10,375,441	1,998,171	14,455,204
<b>Accumulated depreciation:</b>				
At 1 January 2021	675,407	2,092,575	814,037	3,582,019
Charge for the year	-	154,150	69,537	223,687
At 31 December 2021	675,407	2,246,725	883,574	3,805,706
<b>Net book value:</b>				
At 31 December 2021	1,406,185	8,128,716	1,114,597	10,649,498
At 31 December 2020	1,402,892	8,264,703	1,155,606	10,823,201
	<b>Museum Exhibits £</b>	<b>Site and buildings £</b>	<b>Plant and equipment £</b>	<b>Total £</b>
<b>Charity</b>				
<b>Cost:</b>				
At 1 January 2021	2,078,299	10,357,278	1,644,527	14,080,104
Additions	3,293	18,163	12,300	33,756
Disposals				0
At 31 December 2021	2,081,592	10,375,441	1,656,827	14,113,860
<b>Accumulated depreciation:</b>				
At 1 January 2021	675,407	2,092,575	508,127	3,276,109
Charge for the year	-	154,150	60,115	214,265
At 31 December 2021	675,407	2,246,725	568,242	3,490,374
<b>Net book value:</b>				
At 31 December 2021	1,406,185	8,128,716	1,088,585	10,623,486
At 31 December 2020	1,402,892	8,264,703	1,136,400	10,803,995

## Brooklands Museum Trust Ltd

### Site freehold valuation

The Museum holds title of the Museum site freehold having been the beneficiary of a generous transfer from Japan Tobacco Inc in 2010. The property was valued on an existing use basis by reference to its earnings potential by Matthews and Goodman LLP.

The property is owned subject to the Covenant that in the event the site, or any part of it, is sold for redevelopment for commercial gain, all proceeds revert to the donor, Japan Tobacco International.

The valuation of £1,650,000, included in the site and buildings costs brought forward, has been calculated on the basis that the title is unencumbered and free from any onerous or restrictive covenant as to its use. However it has been assumed that the site would continue to be used for heritage purposes.

The carrying value of fixed assets which are pledged as security for liabilities is £10,623,486 (2020: £10,803,995).

### 12. Heritage Assets

Cost	Vintage Cars	Aircraft	Motorcycles /cycles
At 1 Jan 2021	£937,695	£409,874	£32,550
Additions	-	-	-
Disposals	-	-	-
Depreciation	-	-	-
At 31 Dec 2021	£937,695	£409,874	£32,550

### Five-year summary of heritage asset transactions

	2021	2020	2019	2018	2017
Additions	-	-	£11,492	£9,056	£36,453
Donations	-	-	-	-	-
Total additions	-	-	£11,492	£9,056	£36,453
<b>Disposals</b>					
Carrying value	-	£91,891	-	-	-
Sales proceeds	-	£74,990	-	-	-

Other than disclosed above, the majority of transactions in ephemera during the period were acquisitions by donation. In the Trustees' view, the value of these donations is not material and obtaining a current valuation would involve disproportionate cost.

### Heritage assets management policy

The Museum displays a collection of over 100 vehicles, over 30 motorcycles, nearly 40 aircraft and over 100 bicycles which reflect the history of Brooklands. All of these items are on display to the public.

The Museum also holds a large collection of motoring and aviation ephemera associated with the history of the site. This collection comprises some 50,000 items including manuals, trophies, badges, models, furniture workshop equipment, prints, paintings and drawings plus a library and extensive photo and technical archive.

## Brooklands Museum Trust Ltd

### 13. Investments

	£
<b>Company</b>	
100 ordinary shares in subsidiary company at cost 1 January 2021 and 31 December 2021	100
Debenture loan secured in subsidiary company at 1 January 2021 and 31 December 2021	50,000
	<u>50,100</u>

The Investment amount of £50,000 (December 2020 - £50,000) is in respect of a debenture loan made to Brooklands Limited, the trading subsidiary of Brooklands Museum Trust Limited. This debenture loan was for a period of 5 years with the balance repayable in full at the end of the term; however in practice it is renewed on a rolling basis upon the date of expiry and is therefore due in more than 1 year. It is therefore considered to be a fixed asset investment. It is secured on the assets of the subsidiary company and interest is charged at 1% above base rate annually.

Subsidiary	Country of Incorporation	Activity	Percentage of Ordinary shares held
Brooklands Limited	England and Wales	Catering, conferences, shop and merchandise relating to the Brooklands Museum	100%

The results of this subsidiary are shown in Note 7 to the accounts.

### 14. Capital commitments

There are no contracted capital commitments for the group and the company at 31 December 2021 (31 December 2020 - Nil).

### 15. Debtors

	Dec-21	The Group Dec-20	Dec-21	The Charity Dec-20
	£	£	£	£
Trade debtors	47,295	9,841	38,694	1,397
Amount owed by subsidiary undertaking	-	-	368,387	69,632
Taxation and social security	20,522	51,536	19,666	50,349
Prepayments	237,015	364,156	216,164	364,031
	<u>304,832</u>	<u>425,533</u>	<u>642,911</u>	<u>485,409</u>



## Brooklands Museum Trust Ltd

### 16. Creditors: amounts falling due within one year

	The Group		The Charity	
	Dec-21	Dec-20	Dec-21	Dec-20
	£	£	£	£
Bank loan and overdrafts	250,000	125,000	250,000	125,000
Trade creditors	322,353	117,377	182,542	79,725
VAT, taxation and social security	32,291	19,319	32,291	19,319
Amounts due to subsidiary company	-	-	-	-
Accruals and deferred income	107,073	140,128	69,994	84,749
Government assistance - CBILS loan interest	-	18,977	-	18,977
Other creditors	18,401	36,470	18,401	36,470
	<u>730,118</u>	<u>457,271</u>	<u>553,228</u>	<u>364,240</u>

### Movements in Deferred Income

	The Group	
	Dec-21	Dec-20
	£	£
Deferred income at 1 January 2021	71,643	50,575
Grants released to income during year	(30,000)	-
Ticket sales released during year	-	(6,877)
Premium sales released/refunded during year	(22,343)	(3,587)
Grants deferred to following year	-	30,000
Ticket sales deferred to following year	-	-
Premium sales deferred to following year	-	1,532
Deferred income at 31 December 2021	<u>19,300</u>	<u>71,643</u>

### 17. Creditors: amounts falling due after more than one year

	The Group		The Charity	
	Dec-21	Dec-20	Dec-21	Dec-20
	£	£	£	£
Bank loan - CBILS	895,833	1,106,023	895,833	1,106,023
Other Loan	-	13,540	-	13,540
Brooklands Bond	560,000	585,000	560,000	585,000
	<u>1,455,833</u>	<u>1,704,563</u>	<u>1,455,833</u>	<u>1,704,563</u>

The Brooklands Bond of £560,000 relates to bonds issued in March 2013. Interest is payable annually at 3.5% to 4.5% depending on the level of bonds issued. The bonds are redeemable 5 years from the date of issue however all Bonds were

## Brooklands Museum Trust Ltd

renewed and rolled over for a further 5 years in 2018.

There is an additional charge over the freehold property which arose on securing funding from NLHF.

The CBILS loan of £1,145,833 (including £250,000 payable in one year) (2020; £1,231,023 including £125,000 payable in one year) is secured on all assets of the company.

### 18. Movements in restricted funds

	Clubhouse Access Project	Other Funds	Revaluation Reserve	Dec-21  Total
	£	£	£	£
Balance at 1 Jan 2021	0	109,918	1,650,000	1,759,918
Grant/donations receivable	10,000	157,854	-	167,854
Expenditure	(25,053)	(238,412)	-	(263,465)
Transfers to unrestricted funds	-	-	-	-
Balance at 31 Dec 2021	(15,053)	29,360	1,650,000	1,664,308

The revaluation reserve of £1,650,000 relating to the title of the Museum's site freehold has been disclosed as a restricted fund as the property is owned subject to the Covenant that in the event the site, or any part of it, is to be sold for redevelopment for commercial gain, all proceeds revert to the donor disclosed in note 11 to the accounts

The purposes of the restricted funds are outlined below:

In 2021 a £10,000 grant was received from the Henry Surtees Foundation towards the clubhouse access project. Included in Other Funds is a small grant awarded by Surrey County council to fund research into land ownership of the Brooklands circuit, administered by the **Brooklands Heritage Partnership; The Vanguard Fund** comprising of donations made by Chapman Freeborn Air Chartering and its staff to assist with the restoration of the aircraft; **Heritage Skills Academy**, funds donated by The Galashan Trust towards the refitting of the Flight Shed workshop, to be used for their apprenticeship scheme.

## Brooklands Museum Trust Ltd

### 19. Analysis of Net Assets between funds

Group	Fixed Assets £	Net Current Assets £	Long Term Liabilities (including provisions)	Total 2021 £
Unrestricted funds	8,999,498	2,308,968	(1,455,833)	9,852,633
Restricted funds	1,650,000	14,308	-	1,664,308
	10,649,498	2,323,276	(1,455,833)	11,516,941

Charity	Fixed Assets £	Net Current Assets £	Long Term Liabilities (including provisions)	Total 2021 £
Unrestricted funds	9,023,586	2,347,805	(1,455,833)	9,915,558
Restricted funds	1,650,000	14,308	-	1,664,308
	10,673,586	2,362,113	(1,455,833)	11,579,866

### 20. Related party transactions

The results of the trading subsidiary Brooklands Limited is shown in Note 8, the amounts due to and from Brooklands Limited at the year-end is disclosed in Notes 15 and 16 respectively.

Management charges to Brooklands Limited during the year were £136,000 (2020; £102,000). At 31 December 2021 Brooklands Limited owed £368,387 to the parent charity (2020; £69,632).

## Brooklands Museum Trust Ltd

### 21. Reconciliation of net income to net cash flow from operating activities

	Dec-21	The Group Dec-20	Dec-21	The Charity Dec-20
Net income/(expenditure) for the reporting period (as per the statement of financial activities:	474,301	(38,429)	440,913	214,614
<b>Adjustments for:</b>				
Depreciation charge	223,687	272,845	214,265	263,423
Loss on Disposal	-	16,901	-	16,901
Interest income shown in investing activities	(215)	(555)	(201)	(409)
Interest on CBILs	18,977	(18,977)	18,977	(18,977)
Decrease (increase) in stock	(17,451)	21,232	-	-
Decrease (increase) in debtors	120,701	(90,205)	(157,502)	(313,961)
Increase (decrease) in creditors	164,807	(301,540)	80,948	(93,652)
<b>Net cash used in operating activities</b>	<u>984,807</u>	<u>(138,728)</u>	<u>597,400</u>	<u>67,939</u>

### 22. Analysis of cash and cash equivalents

	Dec-21	The Group Dec-20	Dec-21	The Charity Dec-20
Cash in hand	2,669,678	1,894,307	2,272,430	1,868,252
Notice Deposits (less than 3 months)	-	-	-	-
Overdraft facility payable on demand	-	-	-	-
<b>Total cash and cash equivalents</b>	<u>2,669,678</u>	<u>1,894,307</u>	<u>2,272,430</u>	<u>1,868,252</u>

### 23. Analysis of changes in net debt - Group

	At start of year	Cashflows	Reclassification	Other non- cash changes	At end of year
Cash	1,894,307	775,371	-	-	2,669,678
Cash equivalents	-	-	-	-	-
		<u>775,371</u>			
Loans falling due within one year	(155,500)	134,667	(242,707)		(263,540)
Loans falling due after more than one year	(1,704,563)	25,000	242,707	(18,977)	(1,455,833)
	<u>34,244</u>	<u>935,038</u>	<u>0</u>	<u>(18,977)</u>	<u>950,305</u>