

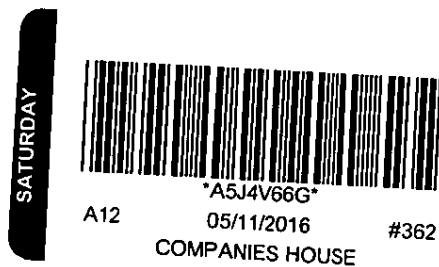
Charity Registration No 1073543

Company Registration No 03598733 (England and Wales)

**WOKING MUSEUM AND ARTS & CRAFTS CENTRE**

**TRUSTEES' REPORT AND CONSOLIDATED ACCOUNTS**

**FOR THE YEAR ENDED 31 MARCH 2016**



# **WOKING MUSEUM AND ARTS & CRAFTS CENTRE THE LIGHTBOX LEGAL AND ADMINISTRATIVE INFORMATION**

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<b>Trustees</b>	B Cross ( Appointed 10 July 2015) J Davis A McLeish A Manie C Lacey J S Stanley
<b>Secretary</b>	A J Pooley
<b>Chief executive</b>	M Scott
<b>Charity number</b>	1073543
<b>Company number</b>	03598733
<b>Registered office</b>	The Lightbox Chobham Road Woking Surrey GU21 4AA
<b>Auditors</b>	Alliotts Friary Court 13-21 High Street Guildford Surrey GU1 3DL
<b>Bankers</b>	CAFCASH Ltd PO Box 289 West Malling Kent ME1 9TA
<b>Solicitors</b>	W Davies and Son Acorn House 5 Chertsey Road Woking Surrey GU21 5AB

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# **WOKING MUSEUM AND ARTS & CRAFTS CENTRE THE LIGHTBOX TRUSTEES' REPORT**

**FOR THE YEAR ENDED 31 MARCH 2016**

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The Board of Trustees presents its report and financial statements for the year ended 31 March 2016. The Trustees confirm that the annual report and the financial statements of the charity comply with the current statutory requirements, the requirements of the charity's governing document and the provisions of the "Accounting and Reporting by Charities" the Statement of Recommended Practice for charities applying FRS 102,

## **Structure, Governance and Management**

The company is a registered charity, governed by Memorandum and Articles of Association and a registered company limited by guarantee. As defined in the Memorandum and Articles of Association it exists to provide a heritage and visual arts service for the people of Woking and the wider region.

All Trustees are recruited with specific skills or experience in order to support the executive and assist in furthering the operational activities of the organisation. Potential Trustees are recommended to the Board following scrutiny of their appropriateness, experience and the role they might play.

Each new Board member receives an induction pack containing information about the organisation and where appropriate attends a one day training course on Board duties and responsibilities run by an independent third party organisation. The Board has at least one annual away day each year when forward planning takes place.

The Trustees meet monthly and minutes of these meetings are circulated to all Trustees. Day to day management of the organisation is charged to the Director, Mrs Marilyn Scott and the Deputy Director Mr Anthony Pooley. The Senior Management Team comprises Jayne Pritchard Commercial Director, Mr Peter Hall Exhibition Manager, Mrs Abigail Hall Learning Manager, and Ms Pru Chambers Marketing Manager. The Senior Management Team meets monthly.

The organisation is supported by 170 volunteers who participate in the day to day running of the organisation.



# **WOKING MUSEUM AND ARTS & CRAFTS CENTRE THE LIGHTBOX TRUSTEES' REPORT**

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## **Objectives and activities**

The Trustees confirm that they have complied with the duty in Section 4 of The Charities Act 2006 to have due regard to the Charity Commission's general guidance on public benefit

The Lightbox is a registered charity whose charitable purpose defined within the Charities Act 2006 is articulated in the mission statement of the charity

"The Lightbox provides a diverse community with access to its heritage and the visual arts, to stimulate creativity, learning, understanding and enjoyment, by being a significant provider of cultural and lifelong learning in the South East

The aim of The Lightbox is to provide an inclusive, friendly and lively venue that is a dynamic and inspiring place to spend time, think, discover and learn "

This year the organisation had five principal activities

- To manage and deliver a changing exhibition programme to attract both repeat and new visitors to the venue and to generate revenue via these activities
- To act as the repository for the material history of the Borough of Woking To fulfil this role we maintain a museum dedicated to the history of the borough and care for and conserve artefacts relating to Woking history This display is permanent and always on show, free of charge to all our visitors
- To manage an exciting programme of events and learning programmes for both young people and adults These include both formal and informal learning opportunities We have continued our programme of Young Curators meetings, giving young people the opportunity to pursue arts activities outside of the school curriculum and our partnership with Woking College also continues as an opportunity for students to pursue their A and AS level studies in Art and Design In the year we pursued a very active events programme, welcoming visitors to lunchtime and evening talks, drop in free family workshops, adult workshops and all day special events



- To generate income through retail, cafe, corporate hire activities, consultancy This is carried out through the Charity's subsidiary company WMACC Trading Limited Our trading activity included selling the work of local artists, expanding our cafe operation, consultancy for other independent charities and expanding our shop

# WOKING MUSEUM AND ARTS & CRAFTS CENTRE THE LIGHTBOX TRUSTEES' REPORT

**FOR THE YEAR ENDED 31 MARCH 2016**

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- To continue to provide and manage outreach and well-being projects that gives access to learning, the visual arts and heritage for the local community. The Lightbox was selected by the Paul Hamlyn Foundation for a pilot project to evaluate how museums work with their community and how this work can be made more sustainable. After participating in the pilot we were awarded three year funding to continue our work with community groups. The three year project terminated in September 2015 and we were then awarded further funding until March 2016 to complete certain aspects of the projects.



The aims for all our partnership projects in the year under review were -  
I To work with partner organisations to encourage participation in cultural events

**Coming Soon**  
**Woking Society of Arts**  
15 March 2016 - 20 March 2016



- II To continue and develop our work with the mental health service user community, the elderly, those with early stage dementia and with terminal illness and those with learning difficulties
- III To carry out the project for Paul Hamlyn working with five partners
- IV To manage and increase our museum collection and access to our heritage collection
- V To work with local arts organisations and individual artists to promote access and skills development for arts practice



# **WOKING MUSEUM AND ARTS & CRAFTS CENTRE THE LIGHTBOX TRUSTEES' REPORT**

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The Trustees have referred to the guidance in the Charity Commission's general guidance on Public Benefit when reviewing their aims and objectives and in planning future activities. In particular, the Trustees consider how planned activities will contribute to the aims and objectives they have set. The Charity's business plan sets out the continuing development of the organisation and specifies targets. An Annual presentation is made to Woking Borough Council who let the service contract.

## **Overview of the Year**

This has been another good year for the Lightbox. Our visitor numbers have remained high, attracted by the excellent exhibitions and a range of high standard and innovative activities and events. Our trading company has also done well with increased revenues from catering, events and the shop. The Trustees would like to pay tribute to Marilyn Scott and the whole Lightbox team for their creativity, energy and the wonderful welcome and experience that they give to everyone who visits.

The excellence of The Lightbox is underpinned by the help we receive from a wide range of partners, sponsors and supporters and The Trustees would like to add their thanks and appreciation for all the support that has been given over the year.

In the last few months a number of significant issues have been concluded, putting The Lightbox in a strong sustainable position for the future. In March 2016 the charity finally completed the sale and lease back of the building with Woking Borough Council, in exchange of a write off of the £1.3m debt due to the council since the building was completed. In future, Woking Borough Council is responsible for the maintenance of the building and we are already seeing the benefits of this with the start of a number of planned refurbishments. In February 2016 the charity entered into a 50 year lease at Heather Farm. This at last gives us a permanent off-site storage location, freeing up space in The Lightbox itself. And in June 2016 we finally concluded negotiations with HMRC regarding the VAT liabilities of the charity. This issue has cast a shadow over the organisation since the start, and the Board is delighted that a satisfactory settlement was reached. The Trustees would like to thank Woking Borough Council for their support in all these matters and thank Deputy Director, Anthony Pooley for managing these projects on behalf of the Trustees.

## **Performance Management and Achievements**

The staff under the Director is now divided into an operational team and a curatorial and exhibitions team. The staff meet on a six weekly basis to share information and every staff member has a one to one meeting with their line manager each month. Staff appraisals take place once a year when Key Performance Indicators for the following year are agreed. We have also introduced an internship programme allowing training and development opportunities for young people wanting to enter the gallery and museum profession. These internships are offered for between three months and one year and consistently lead to employment for the interns in other organisations.

# **WOKING MUSEUM AND ARTS & CRAFTS CENTRE THE LIGHTBOX TRUSTEES' REPORT**

**FOR THE YEAR ENDED 31 MARCH 2016**

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## **Volunteers and Friends**



The Lightbox is supported by 170 volunteers who help to run the core activities of the organisation. They are assisted by a volunteer co-ordinator. Volunteers enjoy an extensive training programme, two social events per year and a briefing on every exhibition to enable them to guide visitors in an effective and informed way. The Lightbox also has an active Friends organisation whose main functions are to act as advocates for the organisation in the local community, to increase membership and generate revenue and to produce an interesting social programme for members. The Friends have recently been engaged in an intensive marketing campaign.

## **Learning and Engagement**

**Learning is at the heart of what we do at The Lightbox. The Learning team aims to offer a varied, high quality programme around art and heritage for the whole community.**

As well as guided activity sessions for schools, colleges and other groups, the team run workshops, object handling sessions, outreach sessions and tours, all assisted by a team of volunteers, who make a vital contribution to the Learning Programme.

The number of participants in our Learning Programme has risen steadily over the last seven years since we opened in 2007, and in 2015 - 2016, 7,377 people took part in 358 learning events, with over 6,000 visitors to the Woking College Summer Art Show and the 'Centrepiece Maze Music' exhibition, both organised by the Learning department.

## **Schools and Groups**

We hosted 84 school and group visits this year, introducing students to art and heritage displays and running creative hands-on sessions in the purpose-built Education Studio. Centrepiece is an annual project with local schools, generously supported by Mayford DFAS. This year's 'Centrepiece' sculpture from The Ingram Collection of Modern British Art was 'Maze Music' by Michael Ayrtton. Pupils from seven schools visited The Lightbox to see the sculpture and then created their own artworks inspired by it. These wonderfully original pieces were displayed in the 'Centrepiece Maze Music' exhibition in the Art Fund Prize Gallery in July and August. Other groups that have enjoyed activity visits to The Lightbox include Cub Scout groups, children and adults with learning difficulties, Combat Stress and the local homeless charity, York Road Project.



# **WOKING MUSEUM AND ARTS & CRAFTS CENTRE**

## **THE LIGHTBOX**

### **TRUSTEES' REPORT**

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#### **Family Learning**

Our reputation for providing free, fun, family-friendly offerings continues to rise with many families becoming regular visitors. We ran 26 family drop-in workshops during the year with an average of 96 people attending each one. Bubble Fun Friday workshops have become a summer holiday tradition and our regular Family Fun Afternoons are just as popular. During our Hallowe'en themed day in October half term, 225 people attended our drop in Bats and Ghosts family workshop. Trails and activities around the building are a regular feature and are designed to engage the whole family.

#### **Children and Young People**

We work closely with Woking College tutors and students who use The Lightbox and its exhibitions as inspiration for some of their coursework. Students from the Performing Arts Department staged their annual site-specific performance at The Lightbox as part of their A-level exams and the Art and Design Department held their 8<sup>th</sup> annual summer exhibition at The Lightbox in July. For the third year running, students had their work selected for The Royal Society of British Artists' annual exhibition at The Mall Galleries and Chris Ingram bought student work to add to his collection.

The Young Curators have had another busy year. Young people aged 13 to 19 worked with professional artists and created their own wonderful artworks inspired by the Pop Art, Quentin Blake and Portraits exhibitions during the year. The work produced by the Young Curators for the Pop Art exhibition was particularly popular with visitors and one of the pieces even found a buyer. Some of the Young Curators were also involved in creating a film over the summer. The film, titled 'How I See It', looked at museums from a teenager's perspective. The Lightbox worked in partnership with Kids In Museums, The Watts Gallery and The River and Rowing Museum and young people from all three museums learnt the techniques of film-making, interviewing and editing. The project culminated in a premiere where The Lightbox Young Curators took part in a Q and A session, introduced the film and tweeted about the event. 'How I See It' has been sent to every museum in the country as a tool to encourage more young people to visit.

Workshops for children aged 0 to 16 once again proved to be popular, in total we ran 50 workshops for children. Work with the under 5s is an important strand of the Learning programme. Our Painting for Under 5s sessions are always full and our talented team of volunteer storytellers ensure that our fortnightly free Storytelling for under 5s sessions are regularly packed out. These are the visitors of the future and through creative fun, stories and rhymes, hopefully we can ensure a long-term relationship with them.



#### **Adults**

Taster sessions in a variety of creative skills are offered once a month for adults over 16 and these were all very popular, booking up well in advance. Funding from the Our Museum initiative has allowed the Learning team to hire a number of local artists to run these sessions. Our dedicated volunteer and art teacher, John Haslum ran his free, fortnightly Drawing for Adults sessions for the seventh year running. His encouragement and advice provides many with a welcome two hour break from life's stresses.

# **WOKING MUSEUM AND ARTS & CRAFTS CENTRE**

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#### **Blind and Partially Sighted Visitors**

Our team of trained audio describers gave four tours of exhibitions this year for blind and partially sighted visitors, all followed by creative workshops. We are fortunate that Chris Ingram has kindly given permission for visitors with visual impairment to touch a number of the sculptures in The Ingram Collection and this provides an important additional element to the tours. Funding from the South East Museum Development Programme allowed us to engage VocalEyes to train additional volunteers and staff in audio description so that we can make these tours available to more blind and partially sighted visitors in the future.

#### **Community**

The Art and Craft 4 Wellbeing project with Woking and Sam Beare Hospices has now been running successfully for four years. A team of trained volunteers offer regular creative sessions with patients at both hospices, giving a welcome distraction and a chance to have a go at different activities.

For the fourth year the Learning department worked with Woking's York Road Project, offering four, weekly creative workshops to their homeless clients. The theme of 'Conflict' was chosen by the clients and a small exhibition of the work they produced was shown in December. The annual private view of the exhibition is always a great night and at this year's event, guests were treated to a performance by the wonderful York Road Project band.

The Lightbox is a Dementia Friendly Champion organization and Art in Mind is a programme of monthly art workshops for people living with dementia and their carers that has been running for two years. There is now a waiting list of people wanting to take part. Artist Ruth Dupre, with the help of a trained team of staff and volunteers, introduces different artistic mediums and uses works from The Ingram Collection to inspire and encourage participants. Engaging in creative activities has been shown to keep people with dementia active for longer and helps to reduce isolation. Art in Mind sessions are certainly full of creativity and a lot of laughter.

Conversations in the Gallery is a programme of quarterly sessions offering an opportunity for older people, including those living with dementia, to get together and have a friendly, informal, but enlightening discussion with an art lecturer or curator about some of the artworks on display. Objects that might bring the works to life are often introduced and there's always time for a cup of tea or coffee.

Lakers Youth Centre has collaborated with the Lightbox on several community projects. This year artist Nicole Line worked with the members at Lakers over a period of 6 months creating representations of the words Equality, Education, Participation and Empowerment. These four words are important to the Lakers team as they are the four cornerstones of youth work and the team wanted to be able to share them within the local community. The project allowed the members to experiment with a range of artistic techniques which brought people together through craft and created a real buzz in the Centre. The work was exhibited at the Lightbox and then travelled back to the Centre where the artwork will be on permanent display.

Following the success of 'Skyscapes', an exhibition of work by adults with learning difficulties, a consortium of organisations working with adults with learning difficulties requested fundraising training, in order to finance similar collaborative arts projects with The Lightbox. This training was followed up by the symposium carrying out research on possible sources of funding and a draft application was submitted.

At the behest of the local arts community, The Lightbox has taken a leading role in setting up and developing the Woking Arts Hub, a networking, advocacy and training organisation for artists working in all media who live or work in the area. This year the Woking Arts Hub has continued to develop and is now nearing a membership of 100 local artists and arts organisations. The Hub organised The Woking Arts Fair, which took place in the town centre in October, significantly raising public awareness of local artists and arts organisations. Although The Lightbox is still centrally involved in the running of the Woking Arts Hub, the Hub is moving towards becoming a wholly independent and, hopefully sustainable organisation.

# **WOKING MUSEUM AND ARTS & CRAFTS CENTRE THE LIGHTBOX TRUSTEES' REPORT**

***FOR THE YEAR ENDED 31 MARCH 2016***

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## **Achievements**

### **The Year in Numbers**

Visitor numbers 95,650

Most successful exhibition 'Warhol and the World of Pop Art' – 12,861 visitors

Number of temporary exhibitions 24

Number of school and group visits 84

Number of community groups worked with 30

## **Collection**

The Lightbox looks after a historic collection tracing the History of the Borough of Woking. The collection is catalogued, researched and conserved. The collection is shown in Woking's Story a purpose built museum within The Lightbox building. The museum tells the story of the development of the town and of its residents. The collection is also used in loan boxes, handling collections and for learning programmes. In addition the museum has a changing element as we change two showcases one 'Local heroes' which features a Woking personality from the past or present and the second is our 'Object of the month' which features an object from our collection, not usually on show and tells the story behind the object.



## **A Review of Exhibitions**

The Main Gallery heralded a series of block-buster shows. Andy Warhol, Roy Lichtenstein and Claes Oldenburg all featured in a fine art section, integrated seamlessly alongside fashion, brand advertising, packaging and furniture design in 'Warhol and the World of Pop Art'. In its most unadorned state, 'Bodies' from The Ingram Collection explored how artists from the twentieth century have explored the body in art. Whether idealised, hyper-realistic, or imbued with political or social meanings this exhibition pushed boundaries. 'John Constable: Observing the Weather' explored the artist's understanding of new meteorological theories that informed his landscape.

# WOKING MUSEUM AND ARTS & CRAFTS CENTRE

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painting and skies, making them more believable, harmonious and spectacular. As he once said, "We see nothing truly till we understand it." With loans ranging in size – from the inside of Constable's painting box, to the monumental 'six-footer' oil sketch, 'Salisbury Cathedral from the Meadows' – the exhibition was the stand-out highlight of the year.



In the Upper Gallery 'Quentin Blake: Inside Stories', a touring exhibition from The House of Illustration, explored the origins of some of Quentin Blake's most characteristic and popular creations. The show brought together first drafts and finished artwork to demonstrate how his ideas have evolved into treasured books. Exhibitions were also drawn from The Ingram Collection. 'Planes, Trains and Automobiles' was specially curated by The Lightbox Young Curators as the movement, speed and intensity of modern life was explored through mechanised travel and the technology of movement. 'Art and Christianity, Where is God Now?' used contemporary as well as Modern British works to examine artists' personal responses to common biblical motifs and stories, religious commissions and church architecture. 'Not all Contemporary Art is Rubbish!' questioned and challenged visitors, and received much feedback. As Chris Ingram explained, "I hope this exhibition provokes reactions and encourages people to come in and look at contemporary art and make up their own minds. Enjoy it!"

The exhibitions in The Art Fund Prize Gallery continued our important work with regional artists, community groups, educational institutions and local collectors. 'Richard Batterham: Potter',

# **WOKING MUSEUM AND ARTS & CRAFTS CENTRE**

## **THE LIGHTBOX**

### **TRUSTEES' REPORT**

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celebrated the work of a towering figure in the narrative of British Studio ceramics. From a local private collection, the exhibition showcased the work of this Woking-born craftsman. Works by 'Heath Robinson - Saved for the Nation' by the National Heritage Memorial Fund and the Art Fund, were displayed from the William Heath Robinson Trust as they promoted their new museum ahead of opening in 2016. Regional artists from the South-East gained important exposure through exhibitions of their work. 'Woking Society of Arts', 'Bank Gallery 'Below the Surface'', 'Surrey Contemporaries' and 'The Light Years: 15 Years of Southbank Printers' generated valuable income and publicity to the mutual benefit of both exhibitor and host. New audiences and learning, outreach and community participation outcomes were achieved through 'Women's Support Centre: New Beginnings Art Awards' (open to women in contact with the Criminal Justice System), 'Centrepiece Maze Music' (work from seven local schools), the 'Eighth Annual Woking College Summer Exhibition' and 'Graduate Show Highlights: University for the Creative Arts, Farnham'. 'Joy' brought together tilework and crochet to express what brings joy to the participants of the Liaise Women's Centre.

We hosted some memorable talks this year. An unabashed and very personal take on 'What Makes Great Art?' was delivered by Tim Marlow from the Royal Academy, Andrew Graham-Dixon (art critic and broadcaster) explored 'The Art of Constable' in the gallery surrounded by the work, Rachel White, Collections Manager, selected her top ten treasures from The Roald Dahl Museum & Story Centre including The BFG's sandal, and Darren Pih, Tate Curator unearthed for us the stories behind 'Andy Warhol: Art, Money & Celebrity'.

Heritage displays and exhibitions took place throughout The Lightbox as well as inside Woking's Story. The Lightbox and the Friends of Woking Palace worked together to display new archaeological finds from the medieval site. The 'Woking Palace and its Park' project is a Heritage Lottery Fund community-based project, undertaking excavations, workshops and displays with a permanent exhibition being installed in Woking's Story in 2016. The Heritage Exhibitions Advisory Committee researched and curated displays entitled 'Glimpses of Stage and Screen in Woking' and the 'Second World War in Woking'. Local Hero displays explored the lives of 'Adelina de Lara OBE' (1872-1961), piano impresario, teacher, broadcaster and composer, 'Sir Charles Wentworth Dilke' (1843-1911) controversially disgraced prior to his succession to Gladstone as Prime Minister, and 'Mairi Chisholm MM (1896-1981)', rescuer of the wounded by motor-cycle in the First World War. A series of Object in Focus displays were devised, including the 'Woking Ex-Service Memorial Club Window', a stained glass window depicting the battlefields of the First World War, and 'The Illustrated Notebooks of Juliet and Ursula Williams', reflecting their deep love of nature as members of the Scattered Observers Club, a little-known naturalist society. Lastly, a late medieval gold decorative finger ring, 1350 – 1400, was acquired via the Portable Antiquities Scheme after it was discovered by a metal detectorist in Woking. After it was declared treasure, The Lightbox undertook a successful public appeal and received donations from the public to purchase it and put it on display.

#### **Publicity and Marketing**

Publicity for The Lightbox throughout 2015/16 continued to be very good, thanks to a very full press release schedule and exhibitions such as 'Warhol and the World of Pop' and 'John Constable: Observing the Weather' which generated significant coverage both locally and nationally. Our coverage on arts and family websites also continues to be very strong thanks to a general shift towards more digital marketing.

The Lightbox website performed very well this year and has seen a 30% increase in unique website hits since the launch of the new site in July 2014, when compared with traffic on the old site. Around 50% of all event

# WOKING MUSEUM AND ARTS & CRAFTS CENTRE

## THE LIGHTBOX

### TRUSTEES' REPORT

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bookings are now made via the website and in 2015 we ran a very successful digital fundraising campaign for the medieval ring found in Woking via our website

Social media continued to see a large increase in engagement over the past year with both Facebook followers up by 40% and Twitter followers rising by 30% on the previous year. The number of e-newsletter sign-ups also increased by almost 40% throughout 2015/16, an excellent result that can be attributed to more data being collected thanks to the Annual Pass and bookings via the website.

#### Enhancing the Experience

9 years after its launch The Lightbox continues to go from strength to strength. Known for its friendly and approachable atmosphere, the volunteers and the team at The Lightbox are always ready to welcome visitors with a smile and invaluable advice on the current exhibitions on show.

We have always believed in providing a friendly welcome to the gallery and in May 2015, the Front of House team were delighted to receive a Highly Commended Award for Best Customer Service in the Museums & Heritage Awards for Excellence.

*"Last Wednesday's trip was an absolutely fantastic day. As always it was an absolutely brilliant visit and every single service user loved it, everyone is made to feel so welcome and included and no problem is too big for you and the gallery so thank you so much. As soon as we came back to the day service everyone was hugely inspired and motivated to create art works they'd never thought of before the trip."*

*Audleys Resource Service, Basingstoke*

#### The Venue

Continuing to be more than just an art gallery and museum, The Lightbox team are always willing to trial new and innovative ways of utilising the wonderful building that houses an amazing array of artwork. This year we held another successful Art and Craft Fair, a Vintage Fair and the hugely popular comedy nights have become a permanent monthly fixture in the programme.

In addition, for the first time we ran a series of Pop Up restaurants, hosted by 'Michelin Mum' Aneke Spacie. The evening started with canapes and bubbles and a private view of the Main Gallery Exhibition, followed by a six course tasting menu. The guests on the evening were amazed at the fantastic quality of the food and the wonderful ambience of the building.

#### Venue Hire

As ever, venue hire continues to provide The Lightbox with a valuable revenue stream. Bookings for 15/16 were good with The Ambassador Room continuing to be a popular choice for meetings and conferences and the canal-side Cafe proved a popular space for networking events.

*'Booking our Christmas Party at The Lightbox was a smooth process from start to finish. They were so accommodating through the build up to the evening of the event – nothing was too much trouble. The food was outstanding and it has incredible views over Woking. We also enjoyed a private view of one of the galleries which made the evening extra special. A really great location for any party.'*

*Verse One, December 2015*

#### The Shop

An important income-generator for The Lightbox, the Shop is a destination in itself. There is always plenty to tempt our visitors with, from beautiful and funky jewellery to colourful scarves and fashionable handbags.

*I live an hour away and I always make the trip to The Lightbox every 3 months to see what's new in the shop. There aren't very many shops like this and I always come here to buy unique gifts for people.*

*I really enjoyed my visit to the Lightbox and in particular I loved your shop. Much nicer merchandise than the V&A! Keep the good work up!*

# **WOKING MUSEUM AND ARTS & CRAFTS CENTRE**

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With such glowing comments, the objects within the shop are obviously proving very popular with our visitors. We work very closely with local artists to provide visitors with unique presents that will not be found on the high street.



#### **The Café**

In The Lightbox Café we like to support local businesses and are proud to stock a selection of local produce, including Cider from The Surrey Garden Cider Company, Ale from Thurston Brewery in Horsell, handmade cakes from Pinnocks in Ripley and Italian-influenced light lunches such as ciabattas, arancinis and frittatas provided by local catering company, The Breadstall.



The commercial activities of The Lightbox, as well as providing visitors with an enhanced experience, provide the charity with valuable resources to continue the wonderful community projects that we have become known for.

#### **Finance Review**

The Trustees are conscious of the need for the organisation to generate an operating surplus in the future to build reserves to meet the aspirations of the organisation. However, they recognise that the current economic climate has made securing funds extremely challenging and continue to seek regular additional funding. They have also initiated the following steps to address the situation -

- Continue to seek new funding projects which contribute to core costs
- Prioritise the marketing of the Ambassadors room for corporate hire
- Introduced varied events to introduce new audiences for example Comedy Nights and Jazz Sundays
- Introduce periods when a gallery space is hired by third parties to generate income
- Taken over the café operation to generate additional contribution

The charity had net expenditure for the year of £41,963 (2015 – net expenditure of £92,143 before the write down in value of the property asset by £5,224,013) and reserves of £440,798 at the year end (2015 - £482,761).

The trading subsidiary, WMACC Ltd, produced a profit of £21,616 (2015 - £27,847), which was Gift Aided to the charity.

# **WOKING MUSEUM AND ARTS & CRAFTS CENTRE THE LIGHTBOX TRUSTEES' REPORT**

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## **Reserves Policy**

The Board has instituted a policy whereby the unrestricted funds, not designated for any other purpose should cover between 6 and 9 months of the operating costs of the organisation. At present the free reserves carried forward do not meet this level and therefore the reserves will have to continue to be built up from income in the coming years.

## **Risk Management**

The Board conducted a review of major risks to which the charity is exposed and appropriate systems and measures were established to mitigate those risks as recorded in the Risk Register which is regularly reviewed. Internal risks are minimised by the implementation of procedures for authorisation of all transactions and the quality of project work is monitored and evaluated for all projects.

## **Future Strategy**

In view of the current economic climate the Board constantly reviews the current business model and is currently revising the five year future strategy for the organisation. The Board is anxious to ensure long term viability for the organisation and to ensure that it is equipped to deal with reductions or alterations to current funding streams.

We are working to achieve financial sustainability by controlling costs and generating income from our activities in the shop, cafe and corporate hire income facilities. These activities complement the financial provision from our service contract with Woking Borough Council and our Fundraising activities which in the current economic environment are proving challenging.

Results against the KPI targets are presented to the Senior Management Team on a monthly basis and agreed KPI's will be reported back to Woking Borough Council under the terms of our Service Contract.

Our overall aim will be to continue to work to deliver our brand values of excellence, creativity and acting as a people centred organisation.





**WOKING MUSEUM AND ARTS & CRAFTS CENTRE  
THE LIGHTBOX  
TRUSTEES' REPORT**

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**Disclosure of information to auditors**

Each of the trustees has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditors are aware of such information.

**Statement of Trustees' Responsibilities**

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

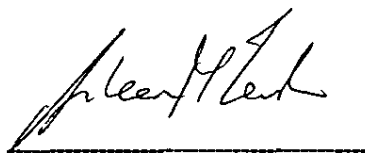
Company law requires trustees to prepare financial statements for each financial year which give a true and fair view of the state of the affairs of the charity for that period and of the incoming resources and application of resources, including the income and expenditure, of the charitable for that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

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

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The report has been prepared in accordance with the Statement of Recommended practice – Accounting and Reporting by Charities and in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small entities.

Approved on behalf of the Board



Ms A McLeish  
Trustee

23 September 2016

# **WOKING MUSEUM AND ARTS & CRAFTS CENTRE**

## **THE LIGHTBOX**

### **INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF WOKING MUSEUM AND ARTS & CRAFT CENTRE**

---

We have audited the Consolidated Statement of Financial Activities, Consolidated Balance Sheet, Charity Balance and related notes of Woking Museum and Arts & Craft Centre for the year ended 31 March 2016. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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.

#### **Respective responsibilities of trustees and auditors**

As explained more fully in the statement of trustees' responsibilities, the trustees, who are also the directors of Woking Museum and Arts & Crafts Centre for the purposes of company law, are responsible for the preparation of the accounts and for being satisfied that they give a true and fair view.

Our responsibility is to audit and express an opinion on the accounts in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

#### **Scope of the audit of the accounts**

An audit involves obtaining evidence about the amounts and disclosures in the accounts sufficient to give reasonable assurance that the accounts are free from material misstatement, whether caused by fraud or error. This includes an assessment of whether the accounting policies are appropriate to the charity's circumstances and have been consistently applied and adequately disclosed, the reasonableness of significant accounting estimates made by the trustees, and the overall presentation of the accounts. In addition, we read all the financial and non-financial information in the Trustees' Annual Report to identify material inconsistencies with the audited accounts and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

#### **Opinion on accounts**

In our opinion the accounts

- give a true and fair view of the state of the group and parent charitable company's affairs as at 31 March 2016 and of its group incoming resources and application of resources, including its consolidated 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.

#### **Opinion on other matter prescribed by the Companies Act 2006**

In our opinion the information given in the Trustees' Report for the financial year for which the accounts are prepared is consistent with the accounts.

# **WOKING MUSEUM AND ARTS & CRAFTS CENTRE THE LIGHTBOX INDEPENDENT AUDITOR'S REPORT**

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

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us, or
- the accounts 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



**Stephen Meredith BA FCA DChA (Senior Statutory Auditor)**  
for and on behalf of Alliotts

## **Chartered Accountants**

### **Statutory Auditor**

Friary Court  
13-21 High Street  
Guildford  
Surrey  
GU1 3DL

Dated 23 September 2016

**WOKING MUSEUM AND ARTS & CRAFTS CENTRE  
THE LIGHTBOX  
CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES  
INCLUDING CONSOLIDATED INCOME AND EXPENDITURE ACCOUNT**

**FOR THE YEAR ENDED 31 MARCH 2016**

	Notes	Unrestricted funds £	Restricted funds £	Total funds 2016 £	Total funds 2015 £
<b><u>Income from</u></b>					
Donations and legacies	4	56,801	-	56,801	25,407
Other trading activities	5	326,833	-	326,833	286,310
Investments	7	1,037	-	1,037	2,687
Charitable activities	8	427,593	109,193	536,786	524,799
<b>Total income</b>		<b>812,264</b>	<b>109,193</b>	<b>921,457</b>	<b>839,203</b>
<b><u>Expenditure from</u></b>					
<b>Costs of raising funds</b>					
Commercial trading operations	6	211,052	-	211,052	185,114
Other expenditure		58,810	-	58,810	49,427
<b>Raising funds</b>		<b>269,862</b>	<b>-</b>	<b>269,862</b>	<b>234,541</b>
<b>Charitable activities</b>	9	<b>538,963</b>	<b>154,595</b>	<b>693,558</b>	<b>5,920,818</b>
<b>Total expenditure</b>		<b>808,825</b>	<b>154,595</b>	<b>963,420</b>	<b>6,155,359</b>
<b>Net income/(expenditure) for the year</b>		<b>3,439</b>	<b>(45,402)</b>	<b>(41,963)</b>	<b>(5,316,156)</b>
 Total funds brought forward		 416,147	 66,614	 482,761	 5,798,917
<b>Total funds carried forward</b>		<b>419,586</b>	<b>21,212</b>	<b>440,798</b>	<b>482,761</b>

The statement of financial activities includes all gains and losses recognised in the year

All income and expenditure derives from continuing activities

The consolidated statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006

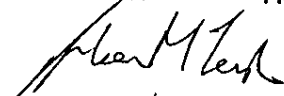
**WOKING MUSEUM AND ARTS & CRAFTS CENTRE  
THE LIGHTBOX  
CONSOLIDATED BALANCE SHEET**

**AS AT 31 MARCH 2016**

	Notes	2016 £	£	2015 £	£
<b>Fixed assets</b>					
Tangible assets	13		88,617		1,735,239
<b>Current assets</b>					
Stocks		21,069		19,211	
Debtors	15	220,059		41,037	
Cash at bank and in hand		525,387		317,028	
		<u>766,515</u>		<u>377,276</u>	
<b>Creditors: amounts falling due within one year</b>	16	<u>(414,334)</u>		<u>(183,612)</u>	
<b>Net current assets</b>			<u>352,181</u>		<u>193,664</u>
<b>Total assets less current liabilities</b>			<u>440,798</u>		<u>1,928,903</u>
<b>Creditors: amounts falling due after more than one year</b>	17		<u>-</u>		<u>(1,446,142)</u>
<b>Net assets</b>			<u>440,798</u>		<u>482,761</u>
<b>Income funds</b>					
Restricted funds	18		21,212		66,614
<b>Unrestricted funds</b>			<u>419,586</u>		<u>416,147</u>
			<u>440,798</u>		<u>482,761</u>

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

The accounts were approved by the Board on 23 September 2016



Ms A McLeish  
Trustee

Company Registration No. 03598733

**WOKING MUSEUM AND ARTS & CRAFTS CENTRE  
THE LIGHTBOX  
CHARITY BALANCE SHEET**

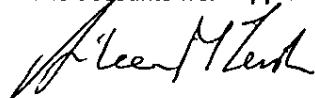
**AS AT 31 MARCH 2016**

	Notes	2016 £	£	2015 £	£
<b>Fixed assets</b>					
Tangible assets	13		88,617		1,735,239
Investment in subsidiary company	6		1		1
			<u>88,618</u>		<u>1,735,240</u>
<b>Current assets</b>					
Stocks		245		250	
Debtors	15	339,912		190,430	
Cash at bank and in hand		408,090		171,795	
		<u>748,247</u>		<u>362,475</u>	
<b>Creditors: amounts falling due within one year</b>	16	(396,066)		(168,812)	
<b>Net current assets</b>			<u>352,181</u>		<u>193,663</u>
<b>Total assets less current liabilities</b>			<u>440,799</u>		<u>1,928,903</u>
<b>Creditors: amounts falling due after more than one year</b>			-		(1,446,142)
<b>Net assets</b>			<u>440,799</u>		<u>482,761</u>
<b>Income funds</b>					
Restricted funds	18		21,212		66,614
Unrestricted funds			<u>419,587</u>		<u>416,147</u>
			<u>440,799</u>		<u>482,761</u>

The performance of the Charity can be seen in note 23

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

The accounts were approved by the Board on 23 September 2016



Ms A McLeish  
Trustee

Company Registration No. 03598733

**WOKING MUSEUM AND ARTS & CRAFTS CENTRE  
THE LIGHTBOX  
CONSOLIDATED STATEMENT OF CASH FLOWS**

**FOR THE YEAR ENDED 31 MARCH 2016**

	Notes	2016 £	£	2015 £	£
<b>Cash flows from operating activities</b>					
Cash absorbed by operations	21	(1,085,131)		(62,201)	
<b>Investing activities</b>					
Purchase of tangible fixed assets		(7,547)		(20,879)	
Interest received		1,037		2,687	
Proceeds from sale of building		<u>1,300,000</u>		<u>-</u>	
<b>Net cash generated from investing activities</b>		1,293,490		(18,192)	
<b>Net increase/(decrease) in cash and cash</b>		<u>208,359</u>		<u>(80,393)</u>	
Cash and cash equivalents at beginning of year		<u>317,028</u>		<u>397,421</u>	
<b>Cash and cash equivalents at end of year</b>		<u><u>525,387</u></u>		<u><u>317,028</u></u>	

# **WOKING MUSEUM AND ARTS & CRAFTS CENTRE THE LIGHTBOX NOTES TO THE ACCOUNTS**

**FOR THE YEAR ENDED 31 MARCH 2016**

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## **1 Accounting policies**

The Woking Museum and Arts & Crafts Centre is a charitable company incorporated and registered in England and Wales. The registered office is The Lightbox, Chobham Road, Woking, Surrey, GU21 4AA.

### **1.1 Basis of preparation**

These accounts have been prepared in accordance with FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' ('FRS 102'), "Accounting and Reporting by Charities" the Statement of Recommended Practice for charities applying FRS 102, the companies Act 2006 and UK Generally Accepted Accounting Practice as it applies from 1 January 2015. The company is a Public Benefit Entity as defined by FRS 102.

The accounts are prepared in sterling, which is the functional currency of the company. Monetary amounts in these financial statements are rounded to the nearest £.

The accounts have been prepared on the historical cost convention, modified to include the revaluation of freehold properties and to include investment properties and certain financial instruments at fair value. The principal accounting policies are set out below.

These accounts for the year ended 31 March 2016 are the first accounts of Woking Museum and Arts & Crafts Centre prepared in accordance with FRS 102. The Financial Reporting Standard applicable in the UK and Republic of Ireland. The date of transition to FRS 102 was 1 April 2014. The reported financial position and financial performance for the previous period are not affected by the transition to FRS 102.

### **1.2 Preparation of accounts on a going concern basis**

At the time of approving the accounts, the Trustees have a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future. Thus the Trustees continue to adopt the going concern basis of accounting in preparing the accounts.

There are no material uncertainties about the charity's ability to continue as a going concern.

### **1.3 Basis of consolidation**

The consolidated financial statements incorporate the results, assets and liabilities of Woking Museum and Arts & Crafts Centre and its 100% subsidiary, WMACC Trading Limited, for the year. The results of the subsidiary are disclosed in note 6. In the consolidated accounts, the results of the subsidiary have been adjusted for intercompany transactions.

A separate Statement of Financial Activities for the charity itself is not presented because the charity has taken advantage of the exemption afforded by the Companies Act 2006 and paragraph 304 of SORP 2015. The charity has net expenditure for the year of £41,963 (2015 - £103,242).

### **1.4 Income**

Donations, legacies and other forms of voluntary income are recognised as incoming resources when receivable, except insofar as they are incapable of financial measurement. The value of services provided by volunteers has not been included.

Grants, including grants for the purchase of fixed assets, are recognised in full in the Statement of Financial Activities in the year in which they are receivable.

Trading income is received from the trading subsidiary arising from non-charitable sales and is recognised at the point the trading entity transfers ownership of the goods to the customer.

Membership income arising from Friends is deferred to the extent that it relates to a service to be provided in future periods. Membership income arising from members of the public has not been treated this way and is not considered significant enough by the trustees to be treated in a similar fashion.



# **WOKING MUSEUM AND ARTS & CRAFTS CENTRE THE LIGHTBOX NOTES TO THE ACCOUNTS**

**FOR THE YEAR ENDED 31 MARCH 2016**

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## **1 Accounting policies (continued)**

Gift Aid is recognised at the point the relating income is recognised. For small cash donations gift aid is received under the Gift Aid Small donations scheme.

Service income is received for the financial year from Woking Borough Council to support its continuing community activities, this is recognised in the year in which it relates.

## **1.4 Expenditure**

Expenditure is recognised in the period in which they are incurred. Expenditure includes any attributable VAT which cannot be recovered.

Expenditure is allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration on each activity, comprising overhead costs of the central function, is apportioned on the following basis which is an estimate, based on staff time, of the amount attributable to each activity in the year:

Fundraising 20%  
Collection 10%  
Education 10%  
Oral history 10%  
Projects 10%  
Governance 20%

Governance costs include those incurred in the governance of the charity and its assets are primarily associated with constitutional and statutory requirements.

## **1.5 Tangible fixed assets and depreciation**

Tangible fixed assets other than freehold land are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost less estimated residual value of each asset over its expected useful

Long leasehold property	Nil
History Gallery fittings	2 years
Fabric of the building (fit-out)	15 years
Kitchen and other fixtures and fittings	10 years
Office equipment	4 years
Computer equipment	3 years

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in net income/(expenditure) for the year.

## **1.6 Investments**

Fixed asset investments are stated at cost.

## **1.7 Stock**

Stock is valued at the lower of cost and net realisable value.

**WOKING MUSEUM AND ARTS & CRAFTS CENTRE  
THE LIGHTBOX  
NOTES TO THE ACCOUNTS (CONTINUED)**

**FOR THE YEAR ENDED 31 MARCH 2016**

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**1 Accounting policies (continued)**

**1.8 Financial instruments**

The company has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments

Financial Instruments are recognised in the company's balance sheet when the company becomes party to the contractual provisions of the instrument

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously

**Basic financial assets**

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financial transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised

**Basic financial liabilities**

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future receipts discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method

Provisions are recognised when the company has a legal or constructive present obligation as a result of a past event, it is probable that the company will be required to settle that obligation and a reliable estimate can be made of the amount of the obligation

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the reporting end date, taking into account the risks and uncertainties surrounding the obligation

Where the effect of the time value of money is material, the amount expected to be required to settle the obligation is recognised at present value. When a provision is measured at present value the unwinding of the discount is recognised as a finance cost in net income/(expenditure) in the period it arises

**Derecognition of financial liabilities**

Financial liabilities are derecognised when the company's contractual obligations expire or are discharged or cancelled

**WOKING MUSEUM AND ARTS & CRAFTS CENTRE  
THE LIGHTBOX  
NOTES TO THE ACCOUNTS (CONTINUED)**

**FOR THE YEAR ENDED 31 MARCH 2016**

**1 Accounting policies (continued)**

**1 9 Pensions**

The charity operates a defined contribution pension scheme. Contributions are charged in the accounts as they become payable in accordance with the rules of the scheme.

**1 10 Accumulated funds**

Unrestricted funds are donations and other incoming resources receivable or generated for the objects of the charity without further specified purpose and are available as general funds.

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the funds, together with a fair allocation of management and support costs.

**1 11 Cash and cash equivalents**

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

**1 12 Leases**

Rentals payable under operating leases, including any lease incentives received, are charged to expenditure on a straight line basis over the term of the relevant lease.

**2 Critical accounting estimates and judgements**

In the application of the company's accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying amount of assets liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

**Depreciation**

The initial value of assets less the residual value at the end of the useful economic life is charged to the Statement of Financial Activities over the expected useful life of the asset.

The useful life of a class of assets has been determined based on industry knowledge applied specifically to the task the asset is to be utilised for.

**3 Legal Status of Charity**

The Charity is a company limited by guarantee and has no share capital. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £5 per member of the charity.

**4 Donations and legacies**

	Unrestricted Funds 2016 £	Unrestricted Funds 2015 £
Donations and gifts	<u>56,801</u>	<u>25,407</u>

**WOKING MUSEUM AND ARTS & CRAFTS CENTRE  
THE LIGHTBOX  
NOTES TO THE ACCOUNTS (CONTINUED)**

**FOR THE YEAR ENDED 31 MARCH 2016**

**5 Other trading activities**

	Unrestricted Funds 2016 £	Unrestricted Funds 2015 £
Activities for generating funds	84,310	64,360
Friends membership income	9,750	8,268
Other	105	721
Commercial trading operations (See note 6)	<u>232,668</u>	<u>212,961</u>
	<u>326,833</u>	<u>286,310</u>

**6 Financial performance of subsidiary**

The results of the 100% subsidiary company, WMACC Trading Limited , a company registered in England, number 4636760, are given below

	2016 £	2015 £
Sales	232,668	212,961
Cost of sales	<u>(157,673)</u>	<u>(123,881)</u>
Gross profit	74,995	89,080
Administrative expenses	<u>(53,379)</u>	<u>(61,233)</u>
Profit/(loss) for the year before gift aid	21,616	27,847
Transfer to the Parent Company under Gift Aid	<u>(21,616)</u>	<u>(16,748)</u>
	<u>-</u>	<u>11,099</u>
The assets and liabilities of the subsidiary were		
Current assets	150,895	181,569
Current liabilities	<u>(150,894)</u>	<u>(125,805)</u>
Non-Current liabilities	-	(55,763)
Total Net assets	<u>1</u>	<u>1</u>
Aggregate share capital and reserves	<u>1</u>	<u>1</u>

**7 Income from investments**

	2016 £	2015 £
Bank interest	<u>1,037</u>	<u>2,687</u>

**WOKING MUSEUM AND ARTS & CRAFTS CENTRE**  
**THE LIGHTBOX**  
**NOTES TO THE ACCOUNTS (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2016**

**8 Income from charitable activities**

	Unrestricted funds 2016 £	Restricted funds 2016 £	Total funds 2016 £	Unrestricted funds 2015 £	Restricted funds 2015 £	Total funds 2015 £
Service income	379,950	-	379,950	350,200	-	350,200
Admission and event income	47,643	-	47,643	70,937	-	70,937
Restricted fund activity	-	109,193	109,193	-	103,662	103,662
	<u>427,593</u>	<u>109,193</u>	<u>536,786</u>	<u>421,137</u>	<u>103,662</u>	<u>524,799</u>

**9 Total expenditure**

	Direct staff costs £	Other direct costs £	Support costs £	Total 2016 £	Total 2015 £
<b>Costs of raising funds</b>					
Costs of generating funds	48,405	8,951	1,454	58,810	49,427
Trading expenditure - WMACC	<u>101,014</u>	<u>101,941</u>	<u>8,097</u>	<u>211,052</u>	<u>185,114</u>
	<u>149,419</u>	<u>110,892</u>	<u>9,551</u>	<u>269,862</u>	<u>234,541</u>
<b>Expenditure on charitable activities</b>					
The Lightbox operating costs	223,153	118,700	61,977	403,830	400,093
Exhibition and events	51,488	61,425	18,084	130,997	101,034
Education	44,530	770	93	45,393	38,244
Project activity	57,803	46,796	2,536	107,135	126,293
Governance costs	15,698	10,051	38,777	64,526	31,141
Fixed Asset impairment (see note 13)	-	282,193	-	282,193	5,224,013
Settlement of Lennartz VAT liability (see note 14)	-	(340,516)	-	(340,516)	-
	<u>392,672</u>	<u>179,419</u>	<u>121,467</u>	<u>693,558</u>	<u>5,920,818</u>
<b>Total Expenditure</b>	<u>542,091</u>	<u>290,311</u>	<u>131,018</u>	<u>963,420</u>	<u>6,155,359</u>

Governance costs includes payments to the auditors of £10,403 (2015 £10,000) for audit fees

Of the £963,420 expenditure in 2016 (2015 £931,346), £808,825 was charged to unrestricted funds (2015 £805,053) and £154,595 to restricted funds (2015 £126,293)

**WOKING MUSEUM AND ARTS & CRAFTS CENTRE**  
**THE LIGHTBOX**  
**NOTES TO THE ACCOUNTS (CONTINUED)**

**FOR THE YEAR ENDED 31 MARCH 2016**

**10 Support costs**

	<b>2016</b>	<b>2015</b>
	<b>£</b>	<b>£</b>
Books and publications	939	1,425
Subscriptions	2,553	1,931
Bank charges	3,704	3,042
Printing	24,276	27,331
Postage and stationery	13,623	12,345
Depreciation	3,840	2,582
Telephone	1,135	1,267
Marketing and PR	13,098	5,281
Website	2,477	2,810
Photography	1,049	312
Meeting expenses	1,320	2,089
Insurance	11,306	9,350
Legal costs	36,752	578
IT costs	14,651	26,002
Annual pass costs	<u>295</u>	<u>1,632</u>
	<b><u>131,018</u></b>	<b><u>97,977</u></b>

**11 Trustees**

None of the trustees (or any persons connected with them) received any remuneration during the year, but a total of £Nil was reimbursed for travelling expenses (2015 £474)

**12 Employees**

**Number of employees**

The average monthly number of employees during the year was

	<b>2016</b>	<b>2015</b>
	<b>Number</b>	<b>Number</b>
Chief executive	1	1
Fundraising	1	1
Education	2	2
Collection	1	1
Administration and support	3	3
Marketing	2	2
Exhibitions	1	1
Visitor services	7	5
Maintenance	2	4
	<u>20</u>	<u>20</u>

**WOKING MUSEUM AND ARTS & CRAFTS CENTRE  
THE LIGHTBOX  
NOTES TO THE ACCOUNTS (CONTINUED)**

**FOR THE YEAR ENDED 31 MARCH 2016**

<b>Analysis of staff costs</b>	<b>2016</b>	<b>2015</b>
	<b>£</b>	<b>£</b>
Wages and salaries	458,339	424,781
Social security costs	33,538	30,662
Pension costs	<u>7,080</u>	<u>5,280</u>
	<b><u>498,957</u></b>	<b><u>460,723</u></b>

There were no employees whose annual remuneration was £60,000 or more (2015 Nil)

The key management personnel of the Charity comprises Marilyn Scott, Anthony Pooley and Jayne Pritchard  
The total remuneration of the key management personnel of the charity was £123,555 (2015 £118,680)

**13 Tangible fixed assets**

<b>Group and Company</b>	<b>Buildings</b>	<b>Plant and machinery</b>	<b>Total</b>
	<b>£</b>	<b>£</b>	<b>£</b>
<b>Cost</b>			
At 1 April 2015	2,221,430	83,581	2,305,011
Additions	-	7,547	7,547
Disposals	(1,300,000)	(68,089)	(1,368,089)
Impairment	(282,192)	-	(282,192)
<b>At 31 March 2016</b>	<b><u>639,238</u></b>	<b><u>23,039</u></b>	<b><u>662,277</u></b>
<b>Depreciation</b>			
At 1 April 2015	499,101	70,671	569,772
Charge for the year	68,137	3,840	71,977
Disposals	-	(68,089)	(68,089)
<b>At 31 March 2016</b>	<b><u>567,238</u></b>	<b><u>6,422</u></b>	<b><u>573,660</u></b>
<b>Net book value</b>			
<b>At 31 March 2016</b>	<b><u>72,000</u></b>	<b><u>16,617</u></b>	<b><u>88,617</u></b>
At 31 March 2015	<u>1,722,329</u>	<u>12,910</u>	<u>1,735,239</u>

Following a fair value review exercise on the 31st March 2016, the Trustees have written down the carrying value of buildings occupied by the Lightbox based on the remaining useful life of the buildings being decreased to two years

**14 VAT Settlement**

	<b>£</b>
Received VAT from Prior Years	94,375
Write back of over provision for Lennartz liability	<u>246,141</u>
Result of final agreement and settlement with HMRC of 10 year dispute on VAT recoverable on expenditure	<b><u>340,516</u></b>

**WOKING MUSEUM AND ARTS & CRAFTS CENTRE  
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NOTES TO THE ACCOUNTS (CONTINUED)**

**FOR THE YEAR ENDED 31 MARCH 2016**

**15 Debtors**

	Group		Company	
	2016	2015	2016	2015
	£	£	£	£
Trade debtors	22,602	37,416	10,065	20,658
Amounts due from subsidiary undertaking	-	-	132,516	166,768
Prepayments and accrued income	11,034	3,621	10,908	3,004
Other Debtors	<u>186,423</u>	<u>-</u>	<u>186,423</u>	<u>-</u>
	<u>220,059</u>	<u>41,037</u>	<u>339,912</u>	<u>190,430</u>

Amounts falling due after more than one year and included in the debtors above are

	2016	2015
	£	£
Amounts owed by subsidiary undertaking	<u>-</u>	<u>55,763</u>

**16 Creditors amounts falling due within one year**

	Group		Company	
	2016	2015	2016	2015
	£	£	£	£
Trade creditors	77,150	50,822	62,731	44,569
Taxation and social security	295,690	96,862	295,801	96,862
Other creditors and accruals	<u>41,494</u>	<u>35,928</u>	<u>37,534</u>	<u>27,381</u>
	<u>414,334</u>	<u>183,612</u>	<u>396,066</u>	<u>168,812</u>

**17 Creditors amounts falling due after more than one year**

	2016	2015
	£	£
Loan - Woking Borough Council	-	1,300,000
Deferred VAT liability	-	146,142
	<u>-</u>	<u>1,446,142</u>

Woking Borough Council (WBC) in the prior year had a charge over the land occupied by the Lightbox at Victoria Way, Chobham Road, Woking for any amount due to it, this year no such charge exists over the Lightbox's assets as the property was transferred to WBC during the year

The National Heritage Memorial Fund also have a charge over the lease of the property at the same address for any amount due to them



**WOKING MUSEUM AND ARTS & CRAFTS CENTRE  
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NOTES TO THE ACCOUNTS (CONTINUED)**

**FOR THE YEAR ENDED 31 MARCH 2016**

**18 Restricted funds**

	Balance at 1 April 2015	Movement in funds		Balance at 31 March 2016
		Income	Expenditure	
	£	£	£	£
Restructure	0	47,460	47,460	0
The Ring – Community Funding (2)	0	1,750	1,750	0
ACE - Audience development (5)	12,767	0	9,302	3,465
ACE - Permeate (4)	26,000	0	26,000	0
NESTA - Augmented Reality	-	18,000	18,000	0
HLF - Development (5)	3,700	0	3,700	0
AIM Hallmark Fund	0	8,480	0	8,480
WATES - Young Curators (3)	1,955	340	495	1,800
NADFAS - Centrepiece (3)	2,066	0	433	1,633
Arts for Dementia	0	3,410	0	3,410
Audio Described Tours	0	2,230	2,230	0
Paul Hamlyn - Happy Museum	531	6,303	5,067	1,767
Paul Hamlyn - Our Museum (1)	19,595	21,220	40,158	657
	<u>66,614</u>	<u>109,193</u>	<u>154,595</u>	<u>21,212</u>

Restricted funds are divided into 5 categories

Community funds (marked 1 above) represent projects which aim to facilitate activities which engage disadvantaged community groups with the cultural offering provided by The Lightbox

Exhibition funds (marked 2 above) represents projects where The Lightbox works with specific groups outside the Gallery and Museum sector to curate specific exhibitions

Learning funds (marked 3 above) are projects aimed at encouraging learning across all age groups in the community

Training funds (marked 4 above) are used to encourage young people to consider a career in the Arts which engages them outside the formal curriculum

Sustainability funds (marked 5 above) are provided to not-for-profit institutions to improve their long term financial health and sustainability

**19 Analysis of net assets between funds**

	Unrestricted funds	Restricted funds	Total
	£	£	£
<b>Charity</b>			
Fund balances at 31 March 2016 are represented by			
Tangible fixed assets	88,617	-	88,617
Investment in subsidiary company	1	-	1
Net current assets	<u>330,974</u>	<u>21,212</u>	<u>352,186</u>
	<u>419,592</u>	<u>21,212</u>	<u>440,804</u>

**Group** – As above plus £1 net current asset retained in WMACC Trading Ltd, instead of the £1 investment in the subsidiary company

**WOKING MUSEUM AND ARTS & CRAFTS CENTRE  
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NOTES TO THE ACCOUNTS (CONTINUED)**

**FOR THE YEAR ENDED 31 MARCH 2016**

**20 Financial Commitments**

At the reporting end date the company had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows

	<b>2016</b>
	£
Building lease	
- within one year	30,000
- within two to five years	<u>120,000</u>
Total	<u>150,000</u>

**21 Cash generated from operations**

	<b>2016</b>	2015
	£	£
<b>Net (expenditure) for the year</b>	(41,963)	(5,316,156)
Adjustment for		
Depreciation charges	71,977	70,720
(Gains)/losses on investments	-	-
Dividends, interest and rents from investments	(1,037)	(2,687)
Impairment of fixed assets	282,192	5,224,013
(Increase)/decrease in stocks	(1,858)	(2,569)
(Increase)/decrease in debtors	(179,022)	11,483
Increase/(decrease) in creditors	<u>(1,215,420)</u>	<u>(47,005)</u>
<b>Net cash provided by (used in) operating</b>	<u>(1,085,131)</u>	<u>(62,201)</u>

**22 Conversion to Financial Reporting Standard 102**

Conversion to Financial Reporting Standard 102 from the Financial Reporting Standard for Smaller Entities has not affected the financial performance or position of the entity in the comparative year or the current year

**WOKING MUSEUM AND ARTS & CRAFTS CENTRE  
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NOTES TO THE ACCOUNTS (CONTINUED)**

**FOR THE YEAR ENDED 31 MARCH 2016**

**23 Individual statement of financial activities for the charity**

	Unrestricted funds £	Restricted funds £	Total funds 2016 £	Total funds 2015 £
<b><u>Income from</u></b>				
Donations and legacies	56,801	-	56,801	25,407
Other trading activities	94,165	-	94,165	73,349
Investments	22,653	-	22,653	30,534
Charitable activities	427,592	109,193	536,785	524,799
<b>Total income</b>	<b>601,211</b>	<b>109,193</b>	<b>710,404</b>	<b>654,089</b>
<b><u>Expenditure from:</u></b>				
<b>Costs of raising funds</b>				
Other expenditure	58,810	-	58,810	49,427
<b>Charitable activities</b>	<b>538,963</b>	<b>154,595</b>	<b>693,558</b>	<b>5,920,818</b>
<b>Total expenditure</b>	<b>597,773</b>	<b>154,595</b>	<b>752,368</b>	<b>5,970,245</b>
<b>Net income/(expenditure) for the year</b>	<b>3,439</b>	<b>(45,402)</b>	<b>(41,963)</b>	<b>(5,316,156)</b>
 Total funds brought forward	 416,148	 66,614	 482,762	 5,798,918
<b>Total funds carried forward</b>	<b>419,587</b>	<b>21,212</b>	<b>440,799</b>	<b>482,762</b>