

The Lightbox

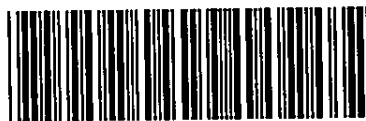
WOKING MUSEUM AND ARTS & CRAFTS CENTRE
(A company limited by guarantee)

Report and Consolidated Financial Statements

For the year ended 31 March 2013

Company Registration No 3598733
Registered Charity No 1073543

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WOKING MUSEUM AND ARTS & CRAFTS CENTRE

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WOKING MUSEUM AND ARTS & CRAFTS CENTRE

Legal and Administrative Information

Status

The organisation is a charitable company limited by guarantee, incorporated on 16 July 1998 registered number 3598733 and registered as a charity on 27 January 1999, registered charity number 1073543

The company was established under a Memorandum and Articles of Association which established the objects and powers of the charitable company. Under the Articles of Association the members of the Board of Directors (who are Trustees for the purpose of charity law) are elected at the AGM to serve. One third of the Board members will retire each year. The Directors to retire in each year shall be those who have been longest in office since their last election.

The company operates under the name of The Lightbox

Trustees

Mr R Hawksworth	Chair (resigned 17 April 2012)
Mr J Sharpley	Vice Chair (resigned 17 January 2013)
Ms A McLeish	(appointed 7 May 2013 and appointed Chair 9 July 2013)
Mr K Smith	
Ms C Dennis	(resigned 20 November 2012)
Dr P Wilkie	(resigned 28 March 2013)
Mrs A Agace	(resigned 5 February 2013)
Mr A Montana	(resigned 20 November 2012)
Dr H Bowcock	(resigned 27 November 2012)
Mr R H Douglas	(appointed 22 May 2012, resigned 19 December 2012)
Mr M Bowman	(appointed 9 April 2013)
Mr J Davis	(appointed 5 February 2013)
Mr A Manie	(appointed 5 February 2013)

Secretary

Mr A Pooley

Chief Executive

Mrs M Scott

Registered Office and Operating Address

The Lightbox, Chobham Road, Woking, Surrey, GU21 4AA

Auditors

Kingston Smith LLP, Surrey House, 36-44 High Street, Redhill, Surrey, RH1 1RH

Bankers

CAFCASH Ltd, PO Box 289, West Malling, Kent, ME1 9TA

Solicitors

W Davies and Son, Acom House, 5 Chertsey Road, Woking, Surrey, GU21 5AB

Woking Museum and Arts and Crafts Centre (known as The Lightbox)
Trustees report for the year ended 31 March 2013

The Board of Trustees presents its report and financial statements for the year ended 31st March 2013. 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 'SORP' issued in March 2005.

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 Louise Emberson Visitor Services Manager, Mr Peter Hall Curator, Mrs Abigail Hall Learning Manager, and Ms Becky Bristow Marketing Manager. The Senior Management Team meets monthly.

The organisation is supported by 150 volunteers who participate in the day to day running of the organisation.

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 and is now regularly welcoming 30 students to the building three or four times per week to pursue their A and AS level studies in Art and Design
- To continue to provide and manage outreach 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 invited to apply for three year funding to continue our work with community groups. We were successful in our application and the three year project started in April 2012

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
 - II To continue and develop our work with the mental health service user community
 - 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
- 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 to include a bookshop run in partnership with other venues

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 WBC who let the service contract.

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 monthly 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.

Volunteers and Friends

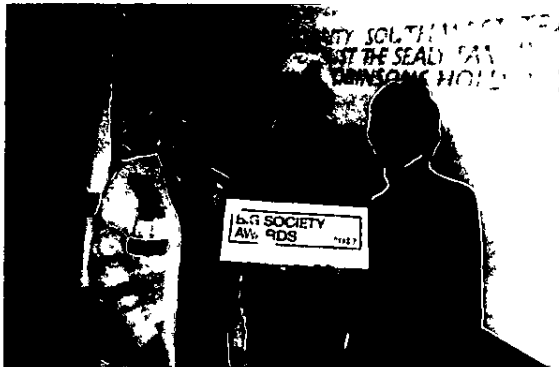
The Lightbox is supported by 150 volunteers who help to run the core activities of the organisation. They are assisted by a volunteer co-ordinator. Volunteers enjoy an extensive training programme, two social events per year and a briefing on every exhibition to enable them to guide visitors in an effective 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 to produce an interesting social programme for members. The Friends have recently been engaged in an intensive marketing campaign which has resulted in increased membership.

Achievements



In September 2012 The Lightbox celebrated its fifth birthday and held a party for all supporters to celebrate. In the year reported on we welcomed 78,000 visitors and held a number of successful exhibitions with the final exhibition of the year Elisabeth Frink welcoming 10,000 visitors.

The Lightbox was awarded The Big Society Award from the Prime Minister in November 2012.



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. We also maintain on behalf of the Royal Surrey Regiment a showcase featuring different aspects of the history of the regiment.

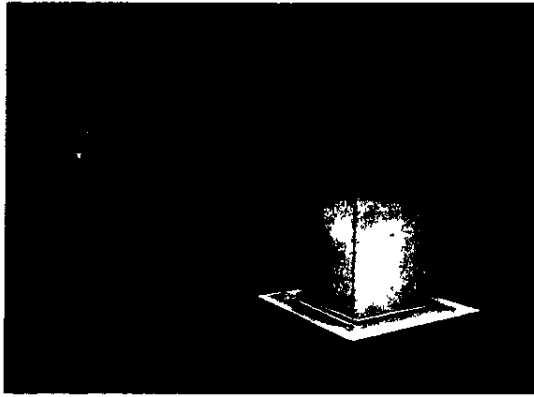
During the year the entire collection was entered onto a new database system to improve research and access facilities by individuals and heritage organisations. The collection was also repacked and placed in new storage racking to allow for easier access.

Woking's Story received 19,778 visitors in the year.



Exhibitions

During the year under review the exhibition programme has included at the beginning of the year **The Surrey Open**, an exhibition featuring artists from all over Surrey who have entered the selection for this showing of their work 309 artists' submitted works and 62 were selected to exhibit



'Art work stimulating and varied Any city would be proud of one like this As a non resident of Woking, I did not expect to find much interest in the local exhibition-but it was so wonderfully displayed-so enjoyable.'

'**Mummies to Motorbikes**', a heritage exhibition looking at one particular historic site in the borough In October we brought a prestigious loan exhibition from **National Museum Wales** featuring works by artists inspired by the Welsh landscape ranging from JMW Turner to Richard Long In February our most ambitious exhibition to date, a large retrospective of the artist **Elisabeth Frink**, drawing on The Ingram Collection and other major loans We also featured in the Upper Gallery an exhibition on the history of **Kenwood**, an exhibition marking the 2012 Olympics featuring football art from **The Ingram Collection** We celebrated the Diamond Jubilee with **photographic portraits of HM The Queen** by celebrated photographers Exhibitions in the Main Gallery attracted 34,329 visitors in the year



Elisabeth Frink Walking Madonna.

'My sister and brother-in-law, being particularly interested in bronzes, came over from Essex to see the Frink Exhibition. They were most impressed with the exhibition - not only the content but also the curating. Do pass on our thanks and congratulations to all concerned for all their work in putting on such a wonderful exhibition.'

Learning

Learning and Outreach sessions delivered by staff remain very popular and drop in workshops regularly generate 150 visitors each Saturday. Adult workshops were developed on a more regular basis with a great deal of success. Our external project work continued with over 40 active partnerships with other organisations.



'I have enjoyed my visit to The Lightbox. I especially liked dressing up. I will definitely visit again.' Lara age 9

Press and Marketing

The profile of The Lightbox has continued to be raised through excellent press and media coverage. Highlights were articles on Chris Ingram and his collection in The Telegraph and an article in NADFAS magazine on Gertrude Jekyll. We also regularly featured in listings in The Times, Telegraph and Guardian. The website continued to be extensively visited and 'What's On' sent out twice per year. For the first time paid advertising was included to offset the cost of production. Facebook, blogs and Twitter also continued to be used as part of our social media strategy.

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 to address the on-going operational shortfall. They have also initiated the following steps to address the situation -

- Continue to seek new funding projects which contribute to core costs
- Curate all exhibitions internally to avoid exhibition hire fees
- Introduce periods when a gallery space may be hired by third parties to generate income
- Taken over the café operation to generate additional contribution

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 Executive 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 revises 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.

The Board has carried out an extensive review of the current Business and a three year business plan 2012-2015 has been prepared. We are working to achieve financial sustainability by controlling costs and generating income from our activities in the shop, café 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.

We have agreed a list of KPI's which have established targets for the management team of the organisation.

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.

We will also be looking to continue to work with partner organisations in the region to provide an inclusive facility and range of services and exhibitions. Our overall aim will be to continue to work to deliver our brand values of excellence, creativity and acting as a people centred organisation.

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 company 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



A. McLeish

11 September 2013

WOKING MUSEUM AND ARTS CRAFTS CENTRE

Independent Auditor's Report To the Members of the Woking Museum and Arts Crafts Centre

We have audited the financial statements of Woking Museum and Arts & Crafts Centre for the year ended 31 March 2013 which comprise the Consolidated Statement of Financial Activities, the Consolidated and Charity Balance Sheets, and the related notes. 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 and trustees those matters which 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 any party other than the charitable company and charitable company's members as a body, for our audit work, for this report, or for the opinion we have formed.

Respective Responsibilities of Trustees and Auditor

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.

Our responsibility is to audit and express an opinion on the financial statements 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 (APB's) Ethical Standards for Auditors.

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements 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 financial statements. In addition we read all the financial and non-financial information in the Annual Report to identify material inconsistencies with the audited financial statements. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

Opinion on financial statements

In our opinion the financial statements

- give a true and fair view of the state of the group's and the parent charitable company's affairs as at 31 March 2013 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended, and
- 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.

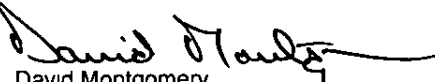
Opinion on other matter prescribed by the Companies Act 2006

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

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:

- the parent charitable company has not kept adequate accounting records, or returns adequate for our audit have not been received from branches not visited by us, or
- the parent charitable company's financial statements are not in agreement with the accounting records and returns, or
- certain disclosures of trustees' remunerations specified by law are not made, or
- we have not received all the information and explanations we require for our audit.



David Montgomery

Senior Statutory Auditor

for and on behalf of Kingston Smith LLP, Statutory Auditors

Surrey House
36-44 High Street
Redhill
Surrey
RH1 1RH

Date 18 October 2013

WOKING MUSEUM AND ARTS & CRAFTS CENTRE
Consolidated Statement of Financial Activities
Incorporating an Income and Expenditure Account
For the Year Ended 31 March 2013

	<u>Notes</u>	<u>Unrestricted Funds</u>	<u>Restricted Funds</u>	<u>Total 2013</u>	<u>Total 2012</u>
Incoming Resources		£	£	£	£
Incoming resources from generated funds					
Voluntary income	2	10,661	-	10,661	53,758
Activities for generating funds	3	75,522	-	75,522	141,387
Trading income	4	144,630	-	144,630	110,771
Investment income		3,136	-	3,136	5,326
Incoming resources from charitable activities	5	378,067	174,748	552,815	424,284
Total Incoming Resources		<u>612,016</u>	<u>174,748</u>	<u>786,764</u>	<u>735,526</u>
Resources Expended					
Costs of generating funds					
Trading costs	4	146,648	-	146,648	123,030
Other costs of generating funds		40,517	-	40,517	49,557
Charitable expenditure					
The Lightbox		445,217	-	445,217	412,837
Exhibition and events		105,017	-	105,017	175,173
Education		30,849	-	30,849	32,488
Project Activity		-	93,551	93,551	26,163
Governance costs		<u>51,984</u>	<u>-</u>	<u>51,984</u>	<u>58,489</u>
Total Resources Expended	6	<u>820,232</u>	<u>93,551</u>	<u>913,783</u>	<u>877,737</u>
Net (Outgoing)/Incoming Resources		(208,216)	81,197	(127,019)	(142,211)
Transfers between funds	16	<u>850</u>	<u>(850)</u>	<u>-</u>	<u>-</u>
Net movement in funds		(207,366)	80,347	(127,019)	(142,211)
Total Funds at 1 April 2012	16	<u>6,070,801</u>	<u>40,289</u>	<u>6,111,090</u>	<u>6,253,301</u>
Total Funds at 31 March 2013	16	<u>5,863,435</u>	<u>120,636</u>	<u>5,984,071</u>	<u>6,111,090</u>

WOKING MUSEUM AND ARTS & CRAFTS CENTRE

Consolidated Balance Sheet as at 31 March 2013

	Notes	<u>2013</u>		<u>2012</u>	
		£	£	£	£
Fixed Assets					
Tangible Assets	10		7,085,100		7,155,368
Current Assets					
Stock		14,550		21,611	
Debtors	12	44,007		88,134	
Cash at Bank and in Hand		<u>459,276</u>		<u>538,428</u>	
		517,833		648,173	
Creditors amounts falling due within one year	13	<u>(172,720)</u>		<u>(223,978)</u>	
Net Current Assets			<u>345,113</u>		<u>424,195</u>
Total assets less current liabilities			7,430,213		7,579,563
Creditors amounts falling due after more than one year	14		<u>(1,446,142)</u>		<u>(1,468,473)</u>
Net Assets	15		<u>5,984,071</u>		<u>6,111,090</u>
Unrestricted Funds			5,863,435		6,070,801
Restricted Funds			120,636		40,289
Total Funds	16		<u>5,984,071</u>		<u>6,111,090</u>

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

Approved by the Board on 11 September 2013



A McLeish

Company No 03598733

WOKING MUSEUM AND ARTS & CRAFTS CENTRE

Balance Sheet as at 31 March 2013

	Notes	<u>2013</u>	<u>2012</u>
		£	£
Fixed Assets			
Tangible Assets	10	7,085,100	7,155,368
Investments	11	1	1
Current Assets			
Stock		850	6,608
Debtors	12	110,949	256,447
Cash at Bank and in Hand		430,435	409,861
		<u>542,234</u>	<u>672,916</u>
Creditors amounts falling due within one year	13	<u>(163,295)</u>	<u>(216,913)</u>
Net Current Assets		<u>378,939</u>	<u>456,003</u>
Total assets less current liabilities		7,464,040	7,611,372
Creditors amounts falling due after more than one year	14	(1,446,142)	(1,468,473)
Net Assets		<u><u>6,017,898</u></u>	<u><u>6,142,899</u></u>
Unrestricted Funds		5,897,262	6,102,610
Restricted Funds		120,636	40,289
Total Funds	16	<u><u>6,017,898</u></u>	<u><u>6,142,899</u></u>

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

Approved by the Board on 11 September 2013



A McLeish

Company No: 03598733

WOKING MUSEUM AND ARTS & CRAFTS CENTRE

Notes to the Financial Statements

For the Year Ended 31 March 2013

1 Accounting Policies

- a) The financial statements have been prepared under the historical cost convention, and in accordance with the Companies Act 2006 and follow the recommendations in the Statement of Recommended Practice on Accounting and Reporting by Charities 2005 and accounting standards
- b) Basis of consolidation
The consolidated financial statements incorporate the results, assets and liabilities of Woking Museum and Arts & Crafts Centre and its subsidiary, WMACC Trading Limited, for the year. The results of the subsidiary are disclosed in note 4. 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 2005
- c) Voluntary income is received by way of donations and gifts and is included in full in the Statement of Financial Activities when receivable. The value of services provided by volunteers has not been included
- d) 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
- e) Resources expended are recognised in the period in which they are incurred. Resources expended include any attributable VAT which cannot be recovered
- f) Resources expended are 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

Fund-raising	20%
Collection	10%
Education	10%
Oral History	10%
Projects	10%
Governance	20%

- g) Governance costs include those incurred in the Governance of the charity and its assets and are primarily associated with constitutional and statutory requirements
- h) Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost of each asset over its expected useful life, as set out below. Depreciation is charged on assets from the date they come into use

Kitchen and other fixtures and fittings	10 years straight line
History Gallery fittings	15 years
Fabric of the building (fit-out)	15 years
Office equipment	4 years
Computer equipment	3 years

No depreciation is charged on the land and the build cost of The Lightbox as due to the unique nature of the building, the trustees are of the opinion that depreciation is not material. Consequently, the trustees carry out an annual impairment review.

- i) 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
- j) Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets this criteria is charged to the fund, together with a fair allocation of management and support costs
- k) The stock in the Balance Sheet is valued at the lower of cost and net realisable value

WOKING MUSEUM AND ARTS & CRAFTS CENTRE
Notes to the Financial Statements
For the Year Ended 31 March 2013 (Continued)

2 Voluntary income	<u>Unrestricted</u>	<u>Restricted</u>	2013 Total £	2012 Total £
	£	£		
Other donations	<u>10,661</u>	<u>-</u>	<u>10,661</u>	<u>53,758</u>
3 Activities for generating funds	<u>Unrestricted</u>	<u>Restricted</u>	2013 Total £	2012 Total £
	£	£		
Fundraising and Sponsorship	67,180	-	67,180	132,927
Sundry Sales / Rental Income and Other Income	3,395	-	3,395	2,020
Friends	4,947	-	4,947	6,440
	<u>75,522</u>	<u>-</u>	<u>75,522</u>	<u>141,387</u>

4 Trading Income

The charity's wholly owned trading subsidiary, WMACC Trading Limited operates a gift shop, room hire and cafe

Future annual taxable profits will be paid to the charity under Gift Aid. A summary of its trading results is shown below

	2013 £	2012 £
Turnover	144,630	110,771
Cost of sales	<u>(91,549)</u>	<u>(50,486)</u>
Gross profit	53,081	60,285
Investment income	-	-
Administration expenses	(55,099)	(72,544)
Governance	-	-
Loss for the year	<u>(2,018)</u>	<u>(12,259)</u>

5 Incoming Resources from charitable activities

	<u>Unrestricted</u>	<u>Restricted</u>	2013 Total £	2012 Total £
	£	£		
Service Income	368,000	-	368,000	360,000
Admission and Event Income	10,067	-	10,067	8,553
Restricted Fund Activity	-	174,748	174,748	55,731
	<u>378,067</u>	<u>174,748</u>	<u>552,815</u>	<u>424,284</u>

WOKING MUSEUM AND ARTS & CRAFTS CENTRE
Notes to the Financial Statements
For the Year Ended 31 March 2013 (Continued)

6 Total Resources Expended

	Direct Staff and Associated Costs £	Other Direct Costs £	Support Costs £	Total 2013 £	Total 2012 £
Costs of generating funds					
Fundraising	34,198	4,606	1,713	40,517	49,557
Visitor services (shop, events, hires, café)	91,688	48,418	6,542	146,648	123,030
	<u>125,886</u>	<u>53,024</u>	<u>8,255</u>	<u>187,165</u>	<u>172,587</u>
Charitable expenditure					
Running the Lightbox (including Marketing and Building)	222,605	162,647	59,965	445,217	412,837
Exhibition and events	49,887	49,563	5,567	105,017	175,173
Education	28,560	1,800	489	30,849	32,488
Project Activity - all restricted	43,800	45,574	4,177	93,551	26,163
	<u>344,852</u>	<u>259,584</u>	<u>70,198</u>	<u>674,634</u>	<u>646,661</u>
Governance costs	18,630	30,574	2,780	51,984	58,489
	<u>489,368</u>	<u>343,182</u>	<u>81,233</u>	<u>913,783</u>	<u>877,737</u>

	Total 2013 £	Total 2012 £
Support costs comprise		
Books and publications	857	260
Subscriptions	2,238	1,818
Bank charges	1,756	1,928
Printing	31,265	28,814
Postage and stationery	5,486	8,209
Depreciation	10,957	10,757
Telephone	1,762	1,851
Marketing and PR	4,747	17,460
Website	1,355	1,066
Photography	381	1,545
Meeting expenses	1,768	2,098
Legal Costs	661	1,058
IT Costs	18,000	13,438
	<u>81,233</u>	<u>90,302</u>

WOKING MUSEUM AND ARTS & CRAFTS CENTRE
Notes to the Financial Statements
For the Year Ended 31 March 2013 (Continued)

7 Net Incoming resources for the Year	<u>2013</u> <u>£</u>	<u>2012</u> <u>£</u>
This is stated after charging		
Depreciation of tangible fixed assets	80,273	86,248
Auditors' remuneration	12,696	10,186
Auditors' other services	<u>6,683</u>	<u>19,122</u>

8 Staff costs and numbers and trustees' remuneration

	<u>2013</u> <u>£</u>	<u>2012</u> <u>£</u>
Staff costs were as follows		
Salaries and wages	403,138	371,955
Social security costs	<u>32,250</u>	<u>28,424</u>
	<u><u>435,388</u></u>	<u><u>400,379</u></u>

No employee received emoluments of more than £60,000

During the year, trustees were reimbursed £49 (2012 - £147) for out of pocket expenses

No trustee received any remuneration from the charity during the year

The average weekly number of employees during the year, calculated on the basis of full time equivalents, was as follows -

	<u>2013</u> <u>No</u>	<u>2012</u> <u>No</u>
Chief Executive	1	1
Fundraising	1	1
Education	2	2
Collection	1	1
Administration and support	2	2
Marketing	2	2
Exhibitions	2	2
Visitor Services	5	4
Maintenance	<u>2</u>	<u>2</u>
	<u><u>18</u></u>	<u><u>17</u></u>

9 Taxation

The charitable company is exempt from corporation tax on its charitable activities

WOKING MUSEUM AND ARTS & CRAFTS CENTRE

Notes to the Financial Statements for the year ended 31 March 2013

(Continued)

10 Tangible Fixed Assets

Group and Company

	Computer Equipment £	New Building £	Total £
Cost			
At 1 April 2012	66,891	7,431,249	7,498,140
Additions	1,198	8,807	10,005
At 31 March 2013	<u>68,089</u>	<u>7,440,056</u>	<u>7,508,145</u>
Depreciation			
At 1 April 2012	48,590	294,182	342,772
Charge for year	10,957	69,316	80,273
At 31 March 2013	<u>59,547</u>	<u>363,498</u>	<u>423,045</u>
Net Book Value			
As at 31 March 2013	<u>8,542</u>	<u>7,076,558</u>	<u>7,085,100</u>
As at 31 March 2012	<u>18,301</u>	<u>7,137,067</u>	<u>7,155,368</u>

11 Fixed Asset Investments

The investment represents the charitable company's wholly-owned trading subsidiary, WMACC Trading Limited, which is incorporated in the United Kingdom. The activities of the trading subsidiary are the running of the gift shop and cafe, room hire and holding events in the museum.

12 Debtors

	Group		Company	
	<u>2013</u>	<u>2012</u>	<u>2013</u>	<u>2012</u>
	£	£	£	£
Trade debtors	16,119	22,488	4,373	18,524
Amount due by subsidiary undertaking	-	-	79,509	172,690
Other debtors and prepayments	<u>27,888</u>	<u>65,646</u>	<u>27,067</u>	<u>65,233</u>
	<u>44,007</u>	<u>88,134</u>	<u>110,949</u>	<u>256,447</u>

Included in the amount due by the subsidiary undertaking is an amount of £55,763 (2012 - nil) falling due after more than one year.

13 Creditors amounts falling due within one year

	Group		Company	
	<u>2013</u>	<u>2012</u>	<u>2013</u>	<u>2012</u>
	£	£	£	£
Trade creditors	39,261	61,714	34,242	59,089
Taxation and social security	99,099	102,389	96,257	100,586
Other creditors and accruals	<u>34,360</u>	<u>59,875</u>	<u>32,796</u>	<u>57,238</u>
	<u>172,720</u>	<u>223,978</u>	<u>163,295</u>	<u>216,913</u>

WOKING MUSEUM AND ARTS & CRAFTS CENTRE
Notes to the Financial Statements
For the Year Ended 31 March 2013 (Continued)

14 Creditors amounts falling due after more than one year

	Group		Company	
	<u>2013</u>	<u>2012</u>	<u>2013</u>	<u>2012</u>
	£	£	£	£
Loan - Woking Borough Council	1,300,000	1,300,000	1,300,000	1,300,000
Deferred VAT liability	146,142	168,473	146,142	168,473
	<u>1,446,142</u>	<u>1,468,473</u>	<u>1,446,142</u>	<u>1,468,473</u>

Woking Borough Council has a charge over the land at Victoria Way, Chobham Road, Woking for any amount due to them

The trustees of 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

15 Analysis of group net assets between funds

	<u>General</u>	<u>Designated</u>	<u>Total</u>	<u>Restricted</u>	<u>Total funds</u>
	<u>Fund</u>	<u>Funds</u>	<u>Unrestricted</u>	<u>Funds</u>	
	£	£	£	£	£
Tangible fixed assets	-	7,085,100	7,085,100	-	7,085,100
Net current assets	224,477	-	224,477	120,636	345,113
Creditors due after more than one year	(1,446,142)	-	(1,446,142)	-	(1,446,142)
	<u>(1,221,665)</u>	<u>7,085,100</u>	<u>5,863,435</u>	<u>120,636</u>	<u>5,984,071</u>

The designated funds represent the net book value of fixed assets as these do not form part of the free reserves of the charity

WOKING MUSEUM AND ARTS & CRAFTS CENTRE
Notes to the Financial Statements
For the Year Ended 31 March 2013 (Continued)

16 Movements in Funds	At				At
Group	1 April	Incoming	Outgoing	Transfers	31 March
	2012	Resources	Resources		2013
	£	£	£	£	£
Restricted Funds					
Wates - Young Curators (3)	342	-	342	-	-
Wates - Family Learning (3)	793	-	573	-	220
ACE - Regeneration Project (2)	-	10,620	10,620	-	-
Opening Minds (1)	369	-	369	-	-
ACE - Permeate (4)	28,251	99,895	38,855	-	89,291
Arts & Crafts for Wellbeing (1)	2,858	-	635	-	2,223
Centrepiece (3)	2,444	350	2,443	-	351
Landscapes of the Mind (1)	5,232	7,500	12,579	-	153
Paul Hamlyn - Our Museum (1)	-	44,625	23,738	(850)	20,037
Local Heroes (2)	-	6,200	1,400	-	4,800
Arts for Dementia (1)	-	5,058	1,700	-	3,358
Tactile Resources (2)	-	500	297	-	203
	<u>40,289</u>	<u>174,748</u>	<u>93,551</u>	<u>(850)</u>	<u>120,636</u>
General funds	<u>6,070,801</u>	<u>612,016</u>	<u>820,232</u>	<u>850</u>	<u>5,863,435</u>
Total unrestricted funds	<u>6,070,801</u>	<u>612,016</u>	<u>820,232</u>	<u>850</u>	<u>5,863,435</u>
Total Funds	<u>6,111,090</u>	<u>786,764</u>	<u>913,783</u>	<u>-</u>	<u>5,984,071</u>
Charity	At	Incoming	Outgoing	Transfers	At
	1 April	Resources	Resources		31 March
	2012	£	£	£	2013
	£				£
Restricted Funds					
Wates - Young Curators (3)	342	-	342	-	-
Wates - Family Learning (3)	793	-	573	-	220
ACE - Regeneration Project (2)	-	10,620	10,620	-	-
Opening Minds (1)	369	-	369	-	-
ACE - Permeate (4)	28,251	99,895	38,855	-	89,291
Arts & Crafts for Wellbeing (1)	2,858	-	635	-	2,223
Centrepiece (3)	2,444	350	2,443	-	351
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Local Heroes (2)	-	6,200	1,400	-	4,800
Arts for Dementia (1)	-	5,058	1,700	-	3,358
Tactile Resources (2)	-	500	297	-	203
	<u>40,289</u>	<u>174,748</u>	<u>93,551</u>	<u>(850)</u>	<u>120,636</u>
General funds	<u>6,102,610</u>	<u>467,386</u>	<u>673,584</u>	<u>850</u>	<u>5,897,262</u>
Total unrestricted funds	<u>6,102,610</u>	<u>467,386</u>	<u>673,584</u>	<u>850</u>	<u>5,897,262</u>
Total Funds	<u>6,142,899</u>	<u>642,134</u>	<u>767,135</u>	<u>-</u>	<u>6,017,898</u>

Transfers between unrestricted funds and restricted funds are as a result of using the general funds for the specific restricted projects in the prior year, and that transfer now being reversed this year

Restricted funds are divided into 4 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) represent 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

WOKING MUSEUM AND ARTS & CRAFTS CENTRE

Notes to the Financial Statements

For the Year Ended 31 March 2013 (Continued)

17 Contingent Liability

The total deferred VAT liability in the accounts of £246,142 is an estimate of the amount of input VAT recovered on the cost of the building that is repayable to H M Revenue & Customs in respect of the non-taxable use of the building over a period of 10 years from the date the building first came into use. The actual amount payable by the end of that period cannot be known with any certainty at this stage and is the subject of ongoing discussions with HMRC. Any variation in the amount payable to HMRC will represent a saving or an additional capital cost of the building.