

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

Report and Consolidated Financial Statements

For the year ended 31 March 2012



Company Registration No 3598733
Registered Charity No 1073543

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
Mr M Bowman	Meetings Secretary (resigned 12 July 2011)
Mr K Smith	
Mrs M Odundo	(resigned 8th November 2011)
Ms C Dennis	
Dr P Wilkie	
Mrs A Agace	
Ms C Davey	(resigned 8 November 2011)
Mr A Montana	
Dr H Bowcock	(appointed 8 November 2011)
Mr R H Douglas	(appointed 22 May 2012)

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, Acorn 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 2012

The Board of Trustees presents its report and financial statements for the year ended 31st March 2012

Reference and administrative structure

The company is a registered charity and exists to provide a heritage and visual arts service for the people of Woking and the wider region. 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. Two Trustees sit in on this meeting, Trustees serve three months each on a rotating basis. The organisation also has Remuneration and Appointments Committee which is chaired by Carmel Dennis and comprises Mrs Marilyn Scott, Mr Anthony Pooley and Mr Jamie Sharpley. There is also a Finance and Audit Committee which is also chaired by Rob Douglas and includes Mr Keith Smith and Executive Directors. There are also other specific activity sub committees such as The Learning Group, The Galleries Advisory Group, The Development Group and The Heritage Advisory Group.

Structure, governance & management

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 considered by the Remuneration Committee and 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 governance issues are discussed and forward planning takes place. During the year under review several members of the Board attended conferences and training and an ongoing review of corporate structure resulted in some changes to the running, composition and terms of reference of key committees.

Objectives and activities

The aim of The Lightbox is to provide a friendly and lively venue that is a dynamic and inspiring place to spend time, think, discover and have fun. It also aims to be as inclusive as possible.

This year the organisation had five principal activities.

The first was 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. During the year under review the exhibition programme has included at the beginning of the year Essential Accessories an exhibition involving an international collaboration with the Tassen Museum in Holland and a national collaboration with the Shoe Museum Northampton. This was followed by Snap Crackle and Pop, an exhibition of British Pop Art. This brought together works by leading British Pop artists many loaned from private collections. In October we staged our most ambitious show to date, supporting Surrey County Council with an initiative to partner with the city of Zibo China. We welcomed a loan exhibition of ceramics which ran throughout the whole building and attracted much media attention. We were privileged to have a Royal visit by HRH The Duke of Kent during the exhibition. The year ended with a loan exhibition from The Arts Council on the Art of Collage. Our first Upper Gallery exhibition in the year was Prints and Printmaking, an exhibition combining major artworks of the 20thC from The Ingram collection with the tools of printing. Our smaller gallery also featured a loan exhibition featuring the work of the fascinating Nicholson family which included works by Barbara Hepworth and Ben Nicholson. Our Woking College student show was again a great success and showcased the tremendous talent from our 6th form college. In the Autumn we showed photographic portraits of Paul Weller by photographer Lawrence Watson. The year ended with a show featuring views of Surrey by 19th century watercolour artists The Hassells.

WOKING MUSEUM AND ARTS AND CRAFTS CENTRE (known as The Lightbox)

Trustees report for the year ended 31 March 2012 (Continued)

The second activity is 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. In addition the display has a changing element as we change two showcases one 'Local heroes' which features a Woking personality from the past or present and '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.

The third activity is 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.

The fourth activity is to continue to provide and manage outreach projects that give 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 but to also examine how this work can give greater decision making to the groups involved and how we can work with them to sustain this work. We were successful in our application and the three year project will start from April 2012.

The aims for these projects in the year under review were -

- To work with partner organisations to encourage participation in cultural events
- To continue and develop our work with the mental health service user community
- To carry out the pilot study for Paul Hamlyn and make a further application for three year funding
- To manage and increase our museum collection and access to our heritage collection
- To work with local arts organisations and individual artists to promote access and skills development for arts practice

The fifth activity is to generate income through retail, corporate membership and corporate hire activities. This is carried out through the Charity's subsidiary company WMACC Trading Limited.

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.

Performance Management

The staff team under the Director is now divided into an operational team and a curatorial and exhibitions team. The team 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. The Lightbox currently has Investors In People status.

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 coordinator and a Board member Mr Jamie Sharpley has special responsibility for volunteer liaison. 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 Lightbox has recently learnt that it has won the Queen's Award for Volunteering.

WOKING MUSEUM AND ARTS AND CRAFTS CENTRE (known as The Lightbox)

Trustees report for the year ended 31 March 2012 (Continued)

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.

During the year the entire collection was entered onto a new database system to improve research and access facilities by individuals and heritage organisations.

Finance Review

Consolidated incoming resources for the year totalled £735,526 an increase of £47,256 on the previous year. The net consolidated deficit in the year was £142,211 (deficit 2011 - £162,495).

Aside from the net book value of tangible fixed assets, the consolidated balance sheet shows net current assets at 31 March 2012 were £424,195 but with long term liabilities of £1,468,473.

The Trustees are conscious of the need for the organisation to generate an operating surplus in the future to meet reserves 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
- Worked with a third party consultancy to ensure operation efficient and look for any missed opportunities to reduce the deficit
- Work with external fundraising consultancy to assist in this key area

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 systems were established and a Risk register reviewed in 2011 to mitigate those risks. 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 2011-2014 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.

**WOKING MUSEUM AND ARTS AND CRAFTS CENTRE
(known as The Lightbox)**

Trustees report for the year ended 31 March 2012 (Continued)

Our need to generate additional income means we review the appropriateness of charging visitors for entry to exhibitions on a case by case basis and will constantly seek additional income generating opportunities by use of the building to third parties. This has to be balanced against the loss of income generation potential as a result of fewer visitors.

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 selected 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).

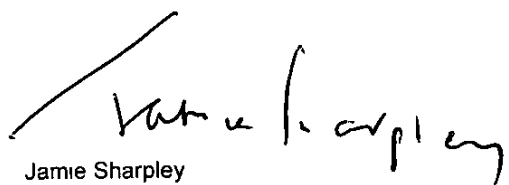
Company law requires trustees to prepare financial statements for each financial year which give a true and fair view of the state of the affairs of the charitable company for that period and of the incoming resources and application of resources, including the income and expenditure, of the charitable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


Jamie Sharpley
Acting Chairman

Dated

18/9/12

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 2012 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 2012 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.

Kingston Smith LLP

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 10 October 2012

WOKING MUSEUM AND ARTS & CRAFTS CENTRE
Consolidated Statement of Financial Activities
Incorporating an Income and Expenditure Account
For the Year Ended 31 March 2012

	<u>Notes</u>	<u>Unrestricted Funds</u>	<u>Restricted Funds</u>	<u>Total 2012</u>	<u>Total 2011</u>
Incoming Resources		£	£	£	£
Incoming resources from generated funds					
Voluntary income	2	53,758	-	53,758	12,521
Activities for generating funds	3	141,387	-	141,387	63,315
Trading income	4	110,771	-	110,771	104,344
Investment income		5,326	-	5,326	10,445
Incoming resources from charitable activities	5	368,553	55,731	424,284	497,645
Total Incoming Resources		679,795	55,731	735,526	688,270
Resources Expended					
Costs of generating funds					
Costs of generating voluntary income		49,557	-	49,557	77,176
Trading costs	4	123,030	-	123,030	103,981
Charitable expenditure					
The Lightbox		412,837	-	412,837	340,260
Exhibition and events		175,173	-	175,173	119,852
Education		32,488	-	32,488	20,649
Project Activity		-	26,163	26,163	151,428
Governance costs		58,489	-	58,489	37,419
Total Resources Expended	6	851,574	26,163	877,737	850,765
Net (Outgoing)/Incoming Resources		(171,779)	29,568	(142,211)	(162,495)
Transfers between funds	16	1,052	(1,052)	-	-
Net movement in funds		(170,727)	28,516	(142,211)	(162,495)
Total Funds at 1 April 2011	16	6,241,528	11,773	6,253,301	6,415,796
Total Funds at 31 March 2012	16	6,070,801	40,289	6,111,090	6,253,301

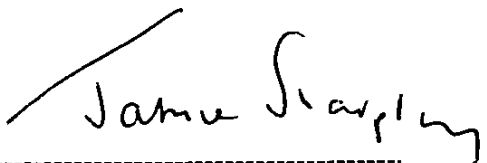
WOKING MUSEUM AND ARTS & CRAFTS CENTRE

Consolidated Balance Sheet as at 31 March 2012

	Notes	<u>2012</u>		<u>2011</u>	
		£	£	£	£
Fixed Assets					
Tangible Assets	10		7,155,368		7,202,000
Current Assets					
Stock		21,611		19,368	
Debtors	12	88,134		99,571	
Cash at Bank and in Hand		<u>538,428</u>		<u>1,043,498</u>	
		648,173		1,162,437	
Creditors amounts falling due within one year	13	<u>(223,978)</u>		<u>(553,768)</u>	
Net Current Assets			<u>424,195</u>		<u>608,669</u>
Total assets less current liabilities			7,579,563		7,810,669
Creditors amounts falling due after more than one year	14		<u>(1,468,473)</u>		<u>(1,557,368)</u>
Net Assets	15		<u>6,111,090</u>		<u>6,253,301</u>
Unrestricted Funds			6,070,801		6,241,528
Restricted Funds			40,289		11,773
Total Funds	16		<u>6,111,090</u>		<u>6,253,301</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


 J Sharpley Acting Chairman
 Company No 03598733

18/9/12

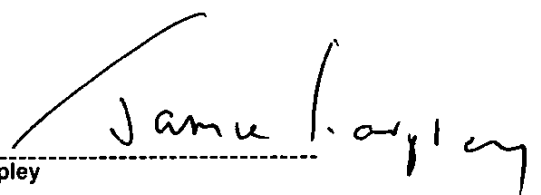
WOKING MUSEUM AND ARTS & CRAFTS CENTRE

Balance Sheet as at 31 March 2012

	Notes	2012	2011
		£	£
Fixed Assets			
Tangible Assets	10	7,155,368	7,202,000
Investments	11	1	1
Current Assets			
Stock		6,608	6,608
Debtors	12	256,447	229,905
Cash at Bank and in Hand		409,861	934,024
		<u>672,916</u>	<u>1,170,537</u>
Creditors amounts falling due within one year	13	<u>(216,913)</u>	<u>(542,319)</u>
Net Current Assets		<u>456,003</u>	<u>628,218</u>
Total assets less current liabilities		7,611,372	7,830,219
Creditors amounts falling due after more than one year	14	(1,468,473)	(1,557,368)
Net Assets		<u>6,142,899</u>	<u>6,272,851</u>
Unrestricted Funds		6,102,610	6,261,078
Restricted Funds		40,289	11,773
Total Funds	16	<u>6,142,899</u>	<u>6,272,851</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


 J. Sharpley

18/9/12

Company No 03598733

WOKING MUSEUM AND ARTS & CRAFTS CENTRE

Notes to the Financial Statements

For the Year Ended 31 March 2012

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 2012 (Continued)

2 Voluntary income	<u>Unrestricted</u>	<u>Restricted</u>	2012 Total £	2011 Total £
	£	£		
Other donations	<u>53,758</u>	<u>-</u>	<u>53,758</u>	<u>12,521</u>

3 Activities for generating funds	<u>Unrestricted</u>	<u>Restricted</u>	2012 Total £	2011 Total £
	£	£		
Fundraising and Sponsorship	132,927	-	132,927	55,198
Sundry Sales / Rental Income and Other Income	2,020	-	2,020	603
Friends	6,440	-	6,440	7,514
	<u>141,387</u>	<u>-</u>	<u>141,387</u>	<u>63,315</u>

4 Trading Income

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

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

	2012 £	2011 £
Turnover	110,771	104,344
Cost of sales	<u>(42,936)</u>	<u>(33,905)</u>
Gross profit	67,835	70,439
Investment income	-	1,354
Administration expenses	(80,094)	(70,076)
Governance	-	(1,800)
Loss for the year	<u>(12,259)</u>	<u>(83)</u>

5 Incoming Resources from charitable activities

	<u>Unrestricted</u>	<u>Restricted</u>	2012 Total £	2011 Total £
	£	£		
Service Income	360,000	-	360,000	376,194
Admission and Event Income	8,553	-	8,553	10,407
Restricted Fund Activity	-	55,731	55,731	111,044
	<u>368,553</u>	<u>55,731</u>	<u>424,284</u>	<u>497,645</u>

WOKING MUSEUM AND ARTS & CRAFTS CENTRE
Notes to the Financial Statements
For the Year Ended 31 March 2012 (Continued)

6 Total Resources Expended

	Direct Staff and Associated Costs	Other Direct Costs	Support Costs	Total 2012	Total 2011
	£	£	£	£	£
Costs of generating funds					
Fundraising	39,618	8,800	1,139	49,557	77,176
Visitor services (shop, events, hires, café)	94,578	20,065	8,387	123,030	103,981
	<u>134,196</u>	<u>28,865</u>	<u>9,526</u>	<u>172,587</u>	<u>181,157</u>
Charitable expenditure					
Running the Lightbox (including Marketing and Building)	180,081	165,869	66,887	412,837	340,260
Exhibition and events	101,832	62,445	10,896	175,173	119,852
Education	30,435	1,903	150	32,488	20,649
Project Activity - all restricted	13,311	12,225	627	26,163	151,428
	<u>325,659</u>	<u>242,442</u>	<u>78,560</u>	<u>646,661</u>	<u>632,189</u>
Governance costs	18,274	37,999	2,216	58,489	37,419
	<u>478,129</u>	<u>309,306</u>	<u>90,302</u>	<u>877,737</u>	<u>850,765</u>

	Total 2012	Total 2011
	£	£
Support costs comprise		
Books and publications	260	609
Subscriptions	1,818	2,000
Bank charges	1,928	1,404
Printing	28,814	25,419
Postage and stationery	8,209	12,942
Depreciation	10,757	10,364
Telephone	1,851	1,974
Marketing and PR	17,460	18,074
Website	1,066	3,241
Photography	1,545	2,804
Meeting expenses	2,098	2,120
Legal Costs	1,058	1,787
IT Costs	13,438	11,926
	<u>90,302</u>	<u>94,664</u>

WOKING MUSEUM AND ARTS & CRAFTS CENTRE
Notes to the Financial Statements
For the Year Ended 31 March 2012 (Continued)

7 Net Incoming resources for the Year

	<u>2012</u> <u>£</u>	<u>2011</u> <u>£</u>
This is stated after charging		
Depreciation of tangible fixed assets	86,248	74,178
Auditors' remuneration	10,186	11,357
Auditors' other services	<u>19,122</u>	<u>2,281</u>

8 Staff costs and numbers and trustees' remuneration

	<u>2012</u> <u>£</u>	<u>2011</u> <u>£</u>
Staff costs were as follows		
Salaries and wages	371,955	370,110
Social security costs	<u>28,424</u>	<u>29,897</u>
	<u>400,379</u>	<u>400,007</u>

No employee received emoluments of more than £60,000

During the year, trustees were reimbursed £147 (2011 - £42) 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>2012</u> <u>No</u>	<u>2011</u> <u>No</u>
Chief Executive	1	1
Fundraising	1	1
Education	2	2
Collection	1	1
Administration and support	2	3
Marketing	2	1
Exhibitions	2	2
Visitor Services	4	4
Maintenance	2	2
	<u>17</u>	<u>17</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 2012
(Continued)

10 Tangible Fixed Assets
Group and Company

	Computer Equipment £	New Building £	Total £
Cost			
At 1 April 2011	64,532	7,393,992	7,458,524
Additions	2,359	37,257	39,616
At 31 March 2012	<u>66,891</u>	<u>7,431,249</u>	<u>7,498,140</u>
Depreciation			
At 1 April 2011	37,833	218,691	256,524
Charge for year	10,757	75,491	86,248
At 31 March 2012	<u>48,590</u>	<u>294,182</u>	<u>342,772</u>
Net Book Value			
As at 31 March 2012	<u>18,301</u>	<u>7,137,067</u>	<u>7,155,368</u>
As at 31 March 2011	<u>26,699</u>	<u>7,175,301</u>	<u>7,202,000</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

	<u>2012</u>	<u>2011</u>	<u>2012</u>	<u>2011</u>
	£	£	£	£
Trade debtors	22,488	49,127	18,524	32,389
VAT	-	3,739	-	10,666
Amount due by subsidiary undertaking	-	-	172,690	136,168
Other debtors and prepayments	<u>65,646</u>	<u>46,705</u>	<u>65,233</u>	<u>50,682</u>
	<u>88,134</u>	<u>99,571</u>	<u>256,447</u>	<u>229,905</u>

13 Creditors amounts falling due within one year

	<u>2012</u>	<u>2011</u>	<u>2012</u>	<u>2011</u>
	£	£	£	£
Trade creditors	61,714	199,807	59,089	196,839
Taxation and social security	102,389	40,000	100,586	40,000
Other creditors and accruals	<u>59,875</u>	<u>313,961</u>	<u>57,238</u>	<u>305,480</u>
	<u>223,978</u>	<u>553,768</u>	<u>216,913</u>	<u>542,319</u>

WOKING MUSEUM AND ARTS & CRAFTS CENTRE
Notes to the Financial Statements
For the Year Ended 31 March 2012 (Continued)

14 Creditors amounts falling due after more than one year

	Group		Company	
	<u>2012</u>	<u>2011</u>	<u>2012</u>	<u>2011</u>
	£	£	£	£
Loan - Woking Borough Council	1,300,000	1,300,000	1,300,000	1,300,000
Deferred VAT liability	168,473	257,368	168,473	257,368
	<u>1,468,473</u>	<u>1,557,368</u>	<u>1,468,473</u>	<u>1,557,368</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	-	7,155,368	7,155,368	-	7,155,368
Net current assets	383,906	-	383,906	40,289	424,195
Creditors due after more than one year	(1,468,473)	-	(1,468,473)	-	(1,468,473)
	<u>(1,084,567)</u>	<u>7,155,368</u>	<u>6,070,801</u>	<u>40,289</u>	<u>6,111,090</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 2012 (Continued)

16 Movements in Funds Group	At 1 April 2011 £	Incoming Resources £	Outgoing Resources £	Transfers £	At 31 March 2012 £
Restricted Funds					
Wates - Young Curators	776	-	434	-	342
Wates - Family Learning	10,997	-	10,204	-	793
HLF - Ways of Seeing	-	1,310	1,310	-	-
ACE - Regeneration Project	-	10,720	9,969	(751)	-
Opening Minds	-	1,875	355	(1,151)	369
ACE - Permeate	-	28,251	-	-	28,251
Arts & Crafts for Wellbeing	-	2,975	117	-	2,858
Centrepiece	-	3,100	656	-	2,444
Landscapes of the Mind	-	7,500	2,268	-	5,232
Paul Hamlyn - Our Museum	-	-	850	850	-
	<u>11,773</u>	<u>55,731</u>	<u>26,163</u>	<u>(1,052)</u>	<u>40,289</u>
General funds	<u>6,241,528</u>	<u>679,795</u>	<u>851,574</u>	<u>1,052</u>	<u>6,070,801</u>
Total unrestricted funds	<u>6,241,528</u>	<u>679,795</u>	<u>851,574</u>	<u>1,052</u>	<u>6,070,801</u>
Total Funds	<u>6,253,301</u>	<u>735,526</u>	<u>877,737</u>	<u>-</u>	<u>6,111,090</u>
Charity	At 1 April 2011 £	Incoming Resources £	Outgoing Resources £	Transfers £	At 31 March 2012 £
Restricted Funds					
Wates - Young Curators	776	-	434	-	342
Wates - Family Learning	10,997	-	10,204	-	793
HLF - Ways of Seeing	-	1,310	1,310	-	-
ACE - Regeneration Project	-	10,720	9,969	(751)	-
Opening Minds	-	1,875	355	(1,151)	369
ACE - Permeate	-	28,251	-	-	28,251
Arts & Crafts for Wellbeing	-	2,975	117	-	2,858
Centrepiece	-	3,100	656	-	2,444
Landscapes of the Mind	-	7,500	2,268	-	5,232
Paul Hamlyn - Our Museum	-	-	850	850	-
	<u>11,773</u>	<u>55,731</u>	<u>26,163</u>	<u>(1,052)</u>	<u>40,289</u>
General funds	<u>6,261,078</u>	<u>569,024</u>	<u>728,544</u>	<u>1,052</u>	<u>6,102,610</u>
Total unrestricted funds	<u>6,261,078</u>	<u>569,024</u>	<u>728,544</u>	<u>1,052</u>	<u>6,102,610</u>
Total Funds	<u>6,272,851</u>	<u>624,755</u>	<u>754,707</u>	<u>-</u>	<u>6,142,899</u>

17 Contingent Liability

The total deferred VAT liability in the accounts of £268,473 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.