# COMPANY NUMBER 412205 CHARITY NUMBER 311309

# CAMBRIDGE AND COUNTY FOLK MUSEUM FINANCIAL STATEMENTS 31 MARCH 2009

COMPANIES HOUSE

# FINANCIAL STATEMENTS

# YEAR ENDED 31 MARCH 2009

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# TRUSTEES ANNUAL REPORT

#### YEAR ENDED 31 MARCH 2009

The trustees, who are also directors for the purposes of company law, have pleasure in presenting their report and the unaudited financial statements of the charity for the year ended 31 March 2009.

#### REFERENCE AND ADMINISTRATIVE DETAILS

Registered charity name

Cambridge and County Folk Museum

Charity registration number

311309

Company registration number

412205

Principal office

2/3 Castle Street Cambridge Cambridgeshire CB3 0AQ

#### THE TRUSTEES

The trustees who served the company during the period were as follows:

✓D White (Chair)

√ A Brigham (Vice-chair)

Cllr M Williamson (Treasurer)

L Brooklyn

√ L Taub

S Bayliss

✓ G Curtis

. P Filby

→ P Fry

- A Watson

Cllr S Norming

Secretary

L Brooklyn

### STRUCTURE, GOVERNANCE AND MANAGEMENT

Cambridge and County Folk Museum, 2/3 Castle Street, Cambridge, was originally administered by the Cambridge and County Folk Museum Association, a charitable trust, which was incorporated as a Company limited by guarantee in 1947 (Charity no. 311309). The Memorandum and Articles of Association were revised in 1992 and approved by the Charity Commission. The legal body responsible for the museum and its collections is now known as the Cambridge and County Folk Museum. It is a Company limited by Guarantee without share capital (Company no. 412205). In the event of an insolvent dissolution, the members will each contribute £1.

# OBJECTIVES AND ACTIVITIES FOR THE PUBLIC BENEFIT

The Cambridge & County Folk Museum aims to interpret the history and way of life of the people of Cambridge and Cambridgeshire through its collections and other resources for the education and delight of all.

# TRUSTEES ANNUAL REPORT

#### YEAR ENDED 31 MARCH 2009

The museum's strategic objectives are:

- To provide a professional museum, which maintains its collections according to Accreditation Standards, for future generations to enjoy.
- To promote the museum as the centre for collections and resources about the social history of Cambridge and Cambridgeshire.
- To provide an educational service for schools, life-long learners and other community groups.
- To provide a service, which is visitor orientated, accessible and available to all.
- To encourage visitors to participate as well as to observe through a variety of events and exhibitions.

#### ACHIEVEMENTS AND PERFORMANCE

The museum was successful in being awarded full Accreditation Status by the Museums Libraries and Archives Council, which is a nationally recognised standard for museums. The museum has also achieved all its objectives in 2008/2009 which were set in Forward Plan 2008-2011. Of particular note was the Reminiscence project Key Memories - Recollections of my first home, where new loans boxes were created along with training sessions for museum staff to undertake reminiscence work within care homes for the elderly. This has been extremely popular. Also school workshops on the Seaside and World War II Christmas were extremely popular and again we have seen an increase in the number of educational visits to the museum. The Heritage Lottery Funded project 'Our Collections for Our Community' has created much greater awareness of the museum within the local community, particularly with events such as Good Friday Skipping on Parker's Piece and the creation of a Craft Group who make period costumes for re-enactment sessions. During the year the Trustees of the Museum have undertaken a staff review to ensure that the museum has key professional staff which can meet demand. This has meant an increase in the number of hours for the Education Officer and the creation of a Visitor Services Officer, but also a reduction in Curatorial staff, whereby the Assistant Curator post was removed and replaced by a part-time Collections Officer. The museum now has a completely part-time staff equivalent to 2 full time posts.

#### FINANCIAL REVIEW

#### **Unrestricted Funds**

These represent the day-to-day income and running costs of the museum. The main sources of income are the revenue grant from Cambridge City Council and income from admissions. This year visitor numbers increased from 12,601 to 13,404 and this was reflected in an increase in income from admissions from £21,505 to £23,098 although shop income decreased from £11,489 to £8,725, possibly a reflection of the current difficult financial climate.

In common with many institutions of this type, fundraising plays a significant part in the Museum's activities, and the Trustees would like to thank the Friends of the Museum for their hard work in this area. Fundraising events generated £2,427 this year.

Overall expenditure on charitable activities reduced from £95,419 to £86,922 and this went a long way to achieving the overall financial result of a surplus of £12,516 before transfers compared with a deficit of £461 in 2007-2008. This is a pleasing result, and will help to strengthen the museum's reserves during what may be difficult times ahead.

#### Restricted funds

The Museum relies on a large number of grants for specific activities. Full details of these are given in note 17. Many of these grants have helped the Museum to extend its educational work and achieve its public benefit role.

# TRUSTEES ANNUAL REPORT

#### YEAR ENDED 31 MARCH 2009

#### Reserves policy

As a grant funded body, the Trustees aim to keep reserves at a prudent level to cover any period when grants may become unavailable or, for other reasons, income may drop. The total net current assets in the Unrestricted Funds amounts to £36,501, representing something over four months of annual expenditure, and this is regarded as a satisfactory level of reserves to cover unexpected eventualities.

#### PLANS FOR FUTURE PERIODS

The objectives for 09/10 have been reduced slightly due to the cost of the repainting of the new building which houses the offices, store and the education room. This work is due to be completed in 2010 alongside Cambridge City Council's repainting of the old timber-framed part of the museum. However, the museum's programme of events and exhibitions will continue and grant applications will continue to be made to various bodies in support of the museum's important work, even though the financial recession has made it ever more challenging. The Friends fundraising has continued to be ever important and it is anticipated that in 2009/10 new display cases will be purchased to replace those which are collapsing due to wear and tear.

# RECRUITMENT AND APPOINTMENT OF NEW TRUSTEES

As set out in the Articles of Association, the Chair, the Secretary, and the Treasurer of the trustees are elected into their position at the Annual General Meeting. The full council of management is made up of elected Friends of the Museum, 2 nominees of Cambridge City Council, 1 nominee of South Cambridgeshire District Council, 1 nominee from the Cambridgeshire County Council, and 1 nominee from the University of Cambridge. The board meets quarterly and there is an executive committee that meets bi-monthly to deal with day to day issues. A curator is appointed by the trustees to maintain the day to day operations.

## RESPONSIBILITIES OF THE TRUSTEES

The trustees are responsible for preparing the Trustees Annual Report and the financial statements in accordance with applicable law and regulations. Company law requires the trustees to prepare financial statements for each financial year. Under that law the trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). The financial statements are required by law to give a true and fair view of the state of affairs of the charity and of the surplus or deficit of the charity for that period.

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and which enable them to ensure that the financial statements comply with Companies Act 1985. The trustees are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

# TRUSTEES ANNUAL REPORT YEAR ENDED 31 MARCH 2009

# INDEPENDENT EXAMINER

A resolution to re-appoint Whiting & Partners as independent examiner for the ensuing year will be proposed at the Annual General Meeting.

Registered office: 2/3 Castle Street Cambridge Cambridgeshire CB3 0AQ

Signed by order of the trustees

David White Chairman

# INDEPENDENT EXAMINER'S REPORT TO THE MEMBERS OF CAMBRIDGE AND COUNTY FOLK MUSEUM

#### YEAR ENDED 31 MARCH 2009

#### Independent examiner's report to the trustees of Cambridge and County Folk Museum

I report on the accounts of the company for the year ended 31 March 2009, which are set out on pages 7 to 19.

#### Respective responsibilities of trustees and examiner

The trustees (who are also the directors of the company for the purposes of company law) are responsible for the preparation of the accounts. The trustees consider that an audit is not required for this year under section 43(2) of the Charities Act 1993 (the 1993 Act) and that an independent examination is needed.

Having satisfied myself that the charity is not subject to audit under company law and is eligible for independent examination, it is my responsibility to:

- examine the accounts under section 43 of the 1993 Act;
- to follow the procedures laid down in the general Directions given by the Charity Commission under section 43(7)(b) of the 1993 Act; and
- to state whether particular matters have come to my attention.

#### Basis of independent examiner's report

My examination was carried out in accordance with the general directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from you as trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit and consequently no opinion is given as to whether the accounts present a 'true and fair view' and the report is limited to those matters set out in the statement below.

# INDEPENDENT EXAMINER'S REPORT TO THE MEMBERS OF CAMBRIDGE AND COUNTY FOLK MUSEUM

#### YEAR ENDED 31 MARCH 2009

# Independent examiner's statement

In connection with my examination, no matter has come to my attention:

7 November 2009

- (1) which gives me reasonable cause to believe that in any material respect the requirements:
  - to keep accounting records in accordance with section 221 of the Companies Act 1985; and
  - to prepare accounts which accord with the accounting records, comply with the accounting requirements of section 226A of the Companies Act 1985 and with the methods and principles of the Statement of Recommended Practice: Accounting and Reporting by Charities

have not been met; or

(2) to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.

IGC Piper FCA

Independent Examiner

Whiting & Partners

Ely

Cambridgeshire

CB7 4HF

Date:

# Cambridge and County Folk Museum Statement of Financial Activities Year Ended 31 March 2009

notes INCOMING RESOURCES	
INCOMING RESOURCES	
Incoming resources from	
generated funds:	
Voluntary income <b>2</b> 4,299 - 4,299	6,028
Activities for generating funds 3 11,152 - 11,152	13,927
Investment income 4 726 - 726	1,102
Incoming resources from	
charitable activities <b>5</b> 86,702 37,192 123,894	120,998
TOTAL INCOMING RESOURCES 102,879 37,192 140,071	142,055
RESOURCES EXPENDED	
Costs of generating funds 6 3,091 - 3,091	4,102
Charitable activities <b>6</b> 86,922 36,559 123,481	146,914
Governance costs <b>6</b> 350 - 350	2,115
TOTAL RESOURCES EXPENDED         90,363         36,559         126,922	153,131
NET INCOMING RESOURCES BEFORE	
GAINS AND TRANSFERS 7 12,516 633 13,149	(11,076)
Gains on investments (92) - (92)	(28)
Transfers between funds (1,000) 1,000 -	-
Net movement in funds 11,424 1,633 13,057	(11,104)
Total funds brought forward 26,458 28,392 54,850	65,954
Total funds carried forward 37,882 30,025 67,907	54,850

# Cambridge and County Folk Museum Balance Sheet As at 31 March 2009

		200	)9	2008	
		£	£	£	£
	notes				
FIXED ASSETS					
Tangible assets	12		1,381		1,841
Investments	13		<u>.</u>		294
		_	1,381		2,135
CURRENT ASSETS					
Stocks		2,093		1,131	
Debtors	14	10,516		8,792	
Cash at bank		54,267		54,729	
		66,876		64,652	
CREDITORS: Amounts falling					
due within one year	15	(350)		(11,937)	
NET CURRENT ASSETS			66,526		52,715
TOTAL ASSETS LESS					
CURRENT LIABILITIES		=	67,907		54,850
FUNDS					
Unrestricted funds	16		37,882		26,458
Restricted funds	17		30,025		28,392
TOTAL FUNDS		=	67,907	-	54,850

For the year ended 31 March 2009, the company was entitled to exemption under section 249a(1) of the Companies Act 1985. No members have required the company to obtain an audit of its accounts for the year in question in accordance with section 249b(2). The directors acknowledge their responsibility for: (i) ensuring the company keeps accounting records which comply with section 221; and (ii) preparing accounts which give a true and fair view of the state of affairs of the company as at the end of its financial year, and of its profit and loss for the financial year in accordance with section 226, and which otherwise comply with the requirements of the Companies Act relating to accounts, so far as applicable to the company.

These financial statements were approved by the Board of Trustees on 1.0 200 and were signed on their behalf by:

Trustee

#### 1 Accounting Policies

The principal accounting policies are summarised below. The accounting policies have been applied consistently thoughout the current and previous year.

# (a) Basis of accounting

The financial statements have been prepared under the historical cost convention, as modified by the inclusion of fixed asset investments at market value, and in accordance with the Companies Act 1985 and the Statement of Recommeded Practice: Accounting and Reporting by Charities, issued in March 2005.

#### (b) Fund accounting

Unrestricted funds are available for use at the discretion of the trustees in furtherance of the general objectives of the charity.

Restricted funds are subjected to restrictions on their expenditure imposed by the donor.

#### (c) Incoming resources

All incoming resources are included in the statement of financial activities when the charity is entitled to the income and the amount can be quantified with reasonable accuracy. The following specific policies are applied to particular categories of income:

Voluntary income is received by way of donations and gifts and is included in full in the Statement of Financial Activities when receivable.

Donated services and facilities are included at the value to the charity where this can be quantified. The value of services provided by volunteers has not been included in these accounts.

Investment income is included when receivable.

Incoming resources from trading through the charity's museum shop are accounted for when earned.

Incoming resources from grants, where related to performance and specific deliverables are accounted for as the charity earns the right to consideration by its performance.

#### **Accounting Policies - continued**

## (d) Resources expended

Expenditure is recognised on an accrual basis as a liability is incurred. Expenditure includes any VAT which cannot be recovered, and is reported as part of the expenditure to which it relates:

Costs of generating funds comprise the costs associated with attracting voluntary income and costs of trading for fundraising purposes including the charity's museum shop.

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include the independent examination fees and costs linked to the operation of the charity's management committee.

#### (e) Fixed assets

Fixed assets (excluding investments) are stated at cost less accumulated depreciation. The costs of minor additions, i.e. those costing less than £1,000 are not capitalised. Depreciation is provided at rates calculated to write off the cost of each asset over its expected useful life.

Equipment is depreciated at a rate of 25% on a reducing balance basis.

Investments held as fixed assets are revalued at mid-market value at the balance sheet date and the gain or loss taken to the Statement of Financial Activities.

#### (f) Cash flow statement

The trustees have taken advantage of the exemption in Financial Reporting Standard No. 1 (revised) from including a cash flow statement in the financial statements on the ground that the company is small.

2	Voluntary Income				
		Unrestricted	Restricted	Total Funds	Total Funds
		Funds	Funds	200 <del>9</del>	2008
		£	£	£	£
	Gifts	4,299	-	4,299	6,028
		4,299		4,299	6,028
					,
3	Activities for generating funds				
		Unrestricted	Restricted	Total Funds	Total Funds
		Funds	Funds	2009	2008
		£	£	£	£
	Shop income	8,725	-	8,725	11,489
	Fundraising events	2,427	-	2,427	2,438
		11,152		11,152	13,927
4	Investment income				
		Unrestricted	Restricted	Total Funds	<b>Total Funds</b>
		Funds	Funds	2009	2008
		£	£	£	£
	Bank interest	726	-	726	1,102
		726	<del></del>	726	1,102

# 5 Incoming resources from charitable activities

	Unrestricted Funds £	Restricted Funds £	Total Funds 2009 £	Total Funds 2008 £
Grants	61,000	37,192	98,192	96,879
Subscriptions and fees	2,604	-	2,604	2,614
Admissions	23,098	-	23,098	21,505
	86,702	37,192	123,894	120,998

# 6 Total resources expended

	Costs of generating funds	Charitable Activities Folk Museum	Governance	Total 2009	Total 2008
	£	£	£	£	£
Purchases	3,091	-	-	3,091	4,102
Staff costs	-	67,484	-	67,484	57,658
Premises costs	-	30,547	-	30,547	31,648
Administration	•	24,990	350	25,340	59,109
Depreciation	-	460	-	460	614
	3,091	123,481	350	126,922	153,131

# 7 Net incoming resources for the year

	This is stated after charging:		
		2009	2008
	•	£	£
	Staff pension contributions	2,105	1,537
	Depreciation	460	614
8	Staff costs and numbers		
	Total staff costs were as follows:		
		2009	2008
		£	£
	Wages and salaries	62,281	53,558
	Social security costs	3,098	2,563
	Other pension costs	2,105	1,537
	·	67,484	57,658
	No employee received emoluments of more than £60,000.		
•	The average number of employees during the year, calculate full-time equivalents, was as follows:	ed on the basis of	
		2009	2008
		Number	Number
	Administrative and curatorial staff	2	2

#### 9 Pension Commitments

The charity operates a pension scheme providing benefits based on a final pensionable pay. The assets of the scheme are held separately from those of the charity, being invested in the Cambridgeshire County Council Pension Fund, which is governed by the Local Government Pension Scheme Regulations 1997. Contributions to the fund are charged to the income and expenditure account as to spread the cost of pensions over employees' working lives with the charity. The Cambridgeshire County Council Pension Fund is a multi-employer defined benefit scheme, and the charity's underlying share of total assets and liabilities in the fund is not separately determined. The overall position of the fund is assessed every three years by the Council's actuary using the Projected Unit Method and employers' contributions are reviewed in the light of this report. The last report was dated 31 March 2007 and the report concluded that it was necessary to increase employer's contributions from the average of 14.4% to 18.2% over a period of 3 years beginning in the financial period ending 31 March 2009. The market value of the fund at the valuation date was £1,385m, and there was an actuarial deficit of £219m, equivalent to a funding level of 86%. Actual payments to the fund, based on salary earnings in the financial year were calculated at 18.2% (2008: 14.4%) and 6% (2008: 6%) for employer's and employee's contributions respectively. The pension charge for the year in the income and expenditure account was £2,105 (2008: £1,537).

#### 10 Trustee Remuneration and Related Party Transactions

No members of the management committee received any remuneration or expenses during the current or previous year.

No trustee or other person related to the charity had any personal interest in any contract or transaction entered into by the charity during the current or previous year.

## 11 Taxation

As a charity, Cambridge and County Folk Museum is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or s256 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects. No tax charges have arisen in the charity.

12	Tangible Fixed Assets	•
		Equipment
	_	£
	Cost	
	1 Apr 2008	22,006
	additions	-
	disposals	-
	31 Mar 2009	22,006
	Depreciation	
	1 Apr 2008	20,165
	charge for the year	460
	disposals	-
	31 Mar 2009	20,625
	Net book value	
	31 Mar 2009	1,381
	31 Mar 2008	1,841
13	Investments	£
	Market value of listed investments	Ľ
	1 Apr 2008	205
	additions	295
	disposals	(200)
	gains/losses on revaluation	(203)
	Barrist 1033E3 OII LEVAIUALIOII	(92)
	31 Mar 2009	

14	Debtors		
		2009	2008
		£	£
	Other debtors	10,516	8,792
		10,516	8,792
15	Creditors: amounts falling due within one year		
	·	2009	2008
		£	£
	Other creditors and accruals	350	11,937
		350	11,937
	•		

#### 16 Movement in Unrestricted Funds

	Balance at 1 Apr 2008	Incoming resources	Outgoing resources	Transfers	Balance at 31 Mar 2009
	£	£	£	£	£
General Funds	23,458	102,879	(90,455)	2,000	37,882
Technology Fund	3,000	-	-	(3,000)	-
	26,458	102,879	(90,455)	(1,000)	37,882

The technology fund was a designated fund created by the trustees in 1998 to fund computerisation of the charity's administration. This work is now complete so the fund is being reabsorbed into general funds.

# 17 Movement in Restricted Funds

	Balance at	Incoming	Outgoing	Transfers	Balance at
	1 Apr 2008	resources	resources		31 Mar 2009
	£	£	£	£	£
Museum Redevelopment	10,855	-	(3,022)	-	7,833
New Project Funds	1,060	-	(1,060)	-	-
Heritage Lottery OCOC	15,661	20,000	(16,119 <b>)</b>	-	19,542
MLA Learning Links	610	667	(553 <b>)</b>	-	724
Small Projects Fund	206	100	(1,306)	1,000	-
Joint Museum Leaflet	•	2,000	(1,713 <b>)</b>	-	287
CMAP Rems Project	-	4,888	(4,888 <b>)</b>	-	-
MLA Extended Schools	-	1,690	(1,144 <b>)</b>	-	546
MLA Sporting Heroes	•	600	(454 <b>)</b>	-	146
Pilgrim Trust	-	5,000	(4,053 <b>)</b>	-	947
AIM Sustainability	-	2,247	(2,247)	-	•
	28,392	37,192	(36,559)	1,000	30,025

# 18 Analysis of Net Assets between funds

	Tangible Fixed Assets	Net current assets and liabilities	Total
	£	£	£
Unrestricted Funds	1,381	36,501	37,882
Museum Redevelopment	-	7,833	7,833
New Project Funds	_	-	-
Heritage Lottery OCOC	-	19,542	19,542
MLA Learning Links	-	724	724
Small Projects Fund	-	-	-
Joint Museum Leaflet	-	287	287
CMAP Rems Project	-	-	-
MLA Extended Schools	-	546	546
MLA Sporting Heroes	-	146	146
Pilgrim Trust	-	947	947
AIM Sustainability	-	-	-
		30,025	30,025
	1,381	66,526	67,907

#### Analysis of Net Assets between funds - continued

The Museum Redevelopment Fund covers expenditure incurred on the charity's share of the museum's recent redevelopment.

The City Council New Project Fund supported fortnightly pre-school musical activities throughout the

Community' (OCOC) project, which supported the post of Community Events & Exhibitions Officer as well as providing many community events and exhibitions

The MLA Learning Links project provided resources for educational sessions on the railways coming to Cambridge. Further Learning Links funding allowed the Education Officer to develop a school pack for reception age children based around the theme of Nursery Rhymes. The material was designed to be used with an interactive whiteboard and was linked to our collection through photographs of the

The County Council Small Projects Fund is for two new exhibition display cases. A transfer from general funds of £1,000 was made to make up the final deficit on this fund.

The Cambridge City Council Museum Joint Leaflet grant supported the production of 40,000 Cambridge Life leaflets to promote the Folk Museum, the Farmland Museum and the Museum of Technology to local City residents. The funding also assisted with the costs of distribution of the leaflets.

The CMAP Rems project was a partnership project which allowed the museum to develop new handling resources for reminiscence sessions. It provided training for museum staff and volunteers as well as helpers in care homes in how to use the museum's reminiscence loans boxes.

MLA Extended Schools Projects allowed the museum to develop two projects, which enabled students from Chesterton Community College take part in activities outside school hours. One project developed Cambridge Characters where students learnt how to undertake role-play. The other involved students creating a Ghost Tour evening event at the museum.

MLA Sporting Heroes project provided a storytelling event where visitors came to the museum with a copy of their favourite sporting hero.

The Pilgrim Trust provided a grant to employ a Documentation Assistant to load the museum's entire card catalogue onto the museum's computer collections database Catalist.

The AIM Sustainability Project grant has enabled the museum to provide a two year programme of training for trustees, staff, and volunteers to develop skills in managing and working in the museum.

# 19 Other financial commitments

The charity is committed to £5,343 (2008: £5,343), equivalent to three months rent, under its operating lease on the museum and office premises. The charity has no other significant financial commitments under operating leases.

Cambridge and County Folk Museum Management Information Year Ended 31 March 2009

The following page does not form part of the statutory financial statements which are the subject of the independent examiner's report on pages 5 and 6.

# Cambridge and County Folk Museum Detailed Statement of Financial Activities Year Ended 31 March 2009

INCOMING RESOURCES	Unrestricted Funds	Restricted Funds	Total Funds 2009	Total Funds 2008
Incoming resources from	£	£	£	£
generated funds:				
Voluntary income				
Gifts	4,299		4,299	6,028
Activities for generating funds	•			
Shop income	8,725	-	8,725	11,489
Fundraising events	2,427	-	2,427	2,438
Investment income				_
Bank interest	726	-	726	1,102
Incoming resources from				
charitable activities				
Grants	61,000	37,192	98,192	96,879
Subscriptions and fees	2,604	-	2,604	2,614
Admissions	23,098	•	23,098	21,505
TOTAL INCOMING RESOURCES	102,879	37,192	140,071	142,055
RESOURCES EXPENDED				
Costs of generating funds				
Shop purchases	3,091	-	3,091	4,102
Charitable activities	_,		2,122	
Wages and salaries	43,388	18,893	62,281	53,558
Employers NIC	2,045	1,053	3,098	2,563
Pension costs	2,105	· •	2,105	1,537
Rent	21,054	-	21,054	20,817
Light and heat	3,308	-	3,308	4,436
Repairs and maintenance	3,763	192	3,955	2,646
Insurance	2,230	-	2,230	3,749
Motor and travel costs	190	445	635	482
Legal and professional fees	1,468	2,403	3,871	1,584
Telephone	1,882	86	1,968	1,334
Office expenses	4,141	395	4,536	8,944
Advertising	1,443	1,713	3,156	4,290
Sundry expenses	(1,450)	7,357	5,907	6,490
Subscriptions	418	•	418	385
Redevelopment expenditure	-	4,022	4,022	33,262
Bank charges	477	-	477	223
Depreciation	460	-	460	614
Governance costs				
Accountancy fees	350	-	350	2,115
TOTAL RESOURCES EXPENDED	90,363	36,559	126,922	153,131
NET INCOMING RESOURCES	12,516	633	13,149	(11,076)