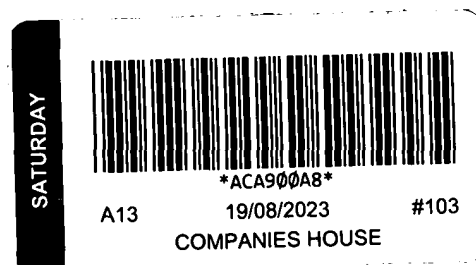


Registered number: 1948578  
Charity number: 292758

**EUREKA! THE NATIONAL CHILDREN'S MUSEUM**  
(A company limited by guarantee)

**TRUSTEES' REPORT AND FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED 31 DECEMBER 2022**



**EUREKA! THE NATIONAL CHILDREN'S MUSEUM**  
**(A company limited by guarantee)**

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**EUREKA! THE NATIONAL CHILDREN'S MUSEUM**  
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**REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS  
FOR THE YEAR ENDED 31 DECEMBER 2022**

<b>Trustees</b>	Mr A J Aubrey Mrs J T Craven (resigned 17 March 2023) Ms F J Hesselden Mrs A M Hope Mrs L A Stradeski Dr E A Wood (resigned 20 September 2022) Ms J Rice-Bowen Mrs S J Higginson (appointed 4 March 2022) Mrs K E L Ward (appointed 4 March 2022) Mr J T Sutcliffe (appointed 4 March 2022) Mr J H Kelly (appointed 4 March 2022) Mrs F M Best (appointed 4 March 2022) Mr S K A Aziz (appointed 4 March 2022) Mrs S Sharif (appointed 4 March 2022)
<b>Company registered number</b>	1948578
<b>Charity registered number</b>	292758
<b>Registered office</b>	Discovery Road Halifax West Yorkshire HX1 2NE
<b>Company secretary</b>	Miss T J Corbridge
<b>Chief executive officer</b>	Mrs L A Stradeski
<b>Independent auditor</b>	Armstrong Watson Audit Limited Chartered Accountants and Statutory Auditors Third Floor 10 South Parade Leeds West Yorkshire LS1 5QS
<b>Bankers</b>	Barclays Bank PLC 10 Market Street Bradford West Yorkshire BD1 1EG
<b>Solicitors</b>	Wrigleys LLP 19 Cookridge Street Leeds West Yorkshire LS2 3AG

**EUREKA! THE NATIONAL CHILDREN'S MUSEUM**  
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**CHAIRMAN'S STATEMENT  
FOR THE YEAR ENDED 31 DECEMBER 2022**

The chair presents their statement for the year.

2022 was a landmark year for Eureka! as we celebrated 30 years since the opening in Halifax of the UK's only Children's Museum. In addition, we launched the new Eureka! Science + Discovery Centre in Wirral, Merseyside.

Both of these are extraordinary achievements in their own right, but when one considers the external environment in which we have been operating over the last few years it is a truly remarkable feat. Despite Brexit; Covid 19; war in Europe; financial instability in the UK and the cost-of-living crisis the Eureka! team has delivered a major new capital project to great acclaim and within the agreed budget of £11.5M. Meanwhile, we continued to provide a high-quality experience to children and their families who we welcomed in greater numbers than projected to the much-loved Eureka! The National Children's Museum.

Eureka! The National Children's Museum remains as relevant and ground breaking as it was when HRH King Charles (then Prince of Wales) opened it in 1992. Our early visitors are now adults, returning with their own children to play together; learn with one another and make special memories. They may reminisce about our iconic Archimedes exhibit (who still takes a bath every half hour in the main foyer) but the museum is continually refreshed and made relevant. This year we opened Eco Street which updated our Garage exhibit in Living and Working together. A timely and relevant space where children can learn about up-to-date and sustainable forms of transport, as well as the engineering role plays in this and the eco-friendly things that we can do as individuals and communities to help the environment.

It is always our ambition to welcome more people to Eureka! and to ensure that our offer is accessible to the widest range of people. This year we were particularly mindful of the impact that the cost-of-living crisis might have on members of our community and to celebrate our 30th birthday we distributed 22,000 free tickets to local asylum seekers, foodbank users and other families in need so that they too could enjoy a day out at Eureka!

October 2022 saw the official launch of Eureka! Science + Discovery in Wirral, Merseyside. This brand-new STEAM focussed visitor attraction is the product of a complex multi-stakeholder project that has been eight years in the making and is a key anchor point in the regeneration plans for east Wirral, now also known as the Left Bank of the Mersey. The relationships that have underpinned this initiative between Eureka!, the Liverpool City Region Combined Authority, Wirral Council and Mersey Travel have been supportive, proactive and mission aligned. Into that mix we have added industry partners such as Orsted and most importantly local children and young people who were instrumental in a meaningful and embedded co-creation process. The result is a visitor attraction that is rooted locally and absolutely reflects the place where it is located but by dealing with universal themes it resonates with children and young people wherever they come from.

The main visitor attraction, Discovery Café and The Burrow (a play and discovery centre aimed at under 7s) are all now fully open but development to enhance the public realm around Eureka! Science + Discovery will continue into 2023 and beyond with funding from the Town Deal Board.

Our achievements in 2022 are a testament to the leadership provided by our Chief Executive, Leigh-Anne Stradeski and her dedicated team. The expertise, knowledge and commitment shown by the staff at Eureka! is always inspiring and is evident in every encounter our visitors have.

This year special thanks must go to the Senior Management Team, Leigh-Anne Stradeski, Tudor Gwynn, Liz Peniston, Michelle Emerson and Andy Forbes who have worked tirelessly to complete and launch Eureka! Science + Discovery while maintaining the high-quality offer at Eureka! The National Children's Museum. Their combination of ambition and careful stewardship has once again resulted in a strong financial performance and an increase in reserves of £4.2M

With the launch of Eureka! Science + Discovery we realised a long-held vision to open a second site and spread the geographical reach of Eureka! While there is significant work to do to establish this new attraction and ensure that it has the same impact as Eureka! The National Children's Museum has had in Halifax, it is only right and proper for the Board and Executive to look to the horizon again and articulate an updated vision for Eureka! Work on this began with a Board and Senior Leadership Team Away Day in December 2022 where we established a direction of travel for the next decade. This is now being refined into a strategy which will set out our ambitions to extend the reach of Eureka! and a road map towards our goals.

**EUREKA! THE NATIONAL CHILDREN'S MUSEUM**  
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**CHAIRMAN'S STATEMENT (CONTINUED)**  
**FOR THE YEAR ENDED 31 DECEMBER 2022**

Since the beginning of 2020 we have faced a series of unprecedented challenges to which we have had to react and respond with alacrity in order to ensure that Eureka! not only survives but thrives. As we develop our new strategy, we will return to the longstanding issue of our site in Halifax and its future development.

We understand that the Halifax Station Gateway scheme is no longer going ahead and that Calderdale Council's plans to take over elements of our site have been abandoned. We have spent several years locked in this process, unable to develop our own plans (including an outdoor playscape that was scheduled for completion in 2021) and we are increasingly concerned about the long-term viability of our site. In 2023 it is a priority for us to update our property strategy for Eureka! The National Children's Museum and work with the freeholder (Calderdale Council) to ensure that our capital infrastructure supports and does not hinder our obligation to deliver public benefit.

Seven new trustees were elected to the Board in 2022 and have become increasingly involved in the work of the committees. This has enabled long standing trustees to retire in line with advice on good governance from the Charity Commission. We thank Professor Elizabeth Wood for her service as well as Jin-Theng Craven who was a loyal trustee on the Board for seventeen years. Our Interim Chair, Alison Hope, stood down from this role in June 2022 whilst retaining her role as trustee and Chair of our Finance & General Purposes Committee. I would like to thank Alison for stepping up to that role during a challenging time and her ongoing commitment to Eureka!

In 2023 we will establish two Advisory Groups, chaired by trustees. One in Halifax and the other in Wirral to ensure that we are connecting with our local communities and listening to the voices of the people we serve. In conclusion, 2022 was a year to remember. It was a year in which dreams became reality and ambitions were achieved. As Chair, it is a privilege and a joy to stand alongside the staff, trustees, stakeholders and funders who work together to make Eureka! such a special organisation and my heartfelt thanks go to everyone who is involved.

I reserve my final thanks for the children and young people who come to visit Eureka! to discover, learn and play. You are our inspiration and the reason why we are here.



Jane Rice-Bowen  
Chair of Trustees

**EUREKA! THE NATIONAL CHILDREN'S MUSEUM**  
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**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 DECEMBER 2022**

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The trustees present their report for the year and financial statements for the year ended 31 December 2022.

**STRUCTURE, GOVERNANCE AND MANAGEMENT**

**GOVERNING DOCUMENT:**

Eureka! The National Children's Museum is a company limited by guarantee governed by its Memorandum and Articles of Association dated 18 December 1985. It is registered as a charity with the Charity Commission.

**APPOINTMENT OF TRUSTEES**

Trustees are appointed by the members at the Annual General Meeting of the charity, after nomination by one member, as required by the charity's Articles of Association. The Board has power, at any time, to appoint any person to be a member of the Board to fill a casual vacancy or as an addition to the existing members of the Board. Trustees are required to retire by rotation on an annual basis.

**TRUSTEES INDUCTION AND TRAINING**

Upon appointment Eureka! trustees are given an induction pack which consists of the charity's Memorandum and Articles of Association, the business plan, the latest statutory accounts, and other relevant strategic and operational documents. Through a meeting with the Chief Executive and other senior staff, trustees are briefed on their responsibilities and obligations as trustees, provided with appropriate Charity Commission documents and referred to the website for further information. Relevant information and training opportunities are routinely circulated and trustees are encouraged to ensure their knowledge is kept up to date. Key alterations to charitable law or requirements are addressed at trustee meetings.

**ORGANISATION**

The Board of Trustees administers the charity. The Board meets quarterly and subcommittees covering finance, human resources and health and safety meet regularly. A Chief Executive is appointed by the trustees to provide strategic leadership and manage the charity's day-to-day operations.

**RELATED PARTIES**

The charity has a subsidiary, 1855 Station Building Limited, which lets property in the 1855 Station Building at Eureka! The National Children's Museum in Halifax, and operates the cafes, shops and car parks across both Eureka! attractions in Halifax and Wirral.

**OBJECTIVES AND ACTIVITIES**

The charity's objects are to promote, maintain and advance public education by the promotion, establishment and maintenance of a museum, or museums, for children. It operates children's museums providing interactive educational exhibits and programmed workshops designed to increase child awareness, curiosity, understanding and enjoyment of the world in which we live.

The Trustees confirm that they have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives and in planning future activities.

**EUREKA! THE NATIONAL CHILDREN'S MUSEUM**  
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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 DECEMBER 2022**

**STRATEGIC REPORT**

**ACHIEVEMENTS, PERFORMANCE AND FUTURE PLANS**

**Strategic Priorities**

Each year, the strategic framework for Eureka! is reviewed, strategic priorities are agreed and corporate objectives are set. 2022 was the first full and uninterrupted year of operations following the pandemic so the emphasis for Eureka! The National Children's Museum in Halifax was on returning to a model of delivery that would ensure an excellent visitor experience and sustainable financial results with a reduced complement of staff. The other significant focus for 2022 was on the completion and launch of Eureka! Science + Discovery in Wirral, Merseyside. A summary of priorities and key outcomes follows.

**Experience Excellence**

- The pre-visit experience was streamlined through the introduction of a new customer service staff structure and an enhanced online booking system
- The programme of improvements which was paused during COVID19 was resumed resulting in a schedule of enhancements to galleries, facilities and public spaces
- The garage in Living & Working Together was replaced by Eco Street, completed in December 2022 for a cost of £318k.
- Creativity Space was refreshed and a new programme of activities implemented for the Under 5s
- A strategy for future development of the Spark Gallery was agreed and concept planning progressed.

**Financial Sustainability**

- Visitor numbers of 271,366 were achieved across the year, 16,596 more than budget.
  - 21 % of overall visitors were from the top 20% of IMD areas.
  - As part of a 30th anniversary campaign, more than 22,000 free tickets were distributed to families who would not otherwise have been able to visit Eureka!, e.g., asylum seekers, food bank users etc. The remaining 8,000 tickets allocated will be shared across attractions and be distributed by the end of the summer holidays in 2023.
- An overall pre-audit surplus to the end of December of £503,912 was generated, £343,693 more than budget
- £14,704 in revenue funding was secured whilst the development focus for 2022 remained on fulfilling the grant funding requirements for Eureka! Science + Discovery
- £377,697 was generated in Gift Aid income, £5,174 more than budget.
- Media reach grew exponentially due to promotion around the launch of Eureka! Science + Discovery

**Organisational Growth**

- Eureka! Science + Discovery was opened to the public on limited hours in November 2022 as part of a phased opening with the Under 7s exhibition area and café following on in 2023.
- Improvements to the public realm and arrival experience will be undertaken as part of the Birkenhead Town Deal funding stream within the next two years
- For Eureka! in Halifax, priorities have been agreed for the galleries that will be retained and refreshed and those where concepts for major re-development are required
- The indefinite delay by CMBC of the Halifax Station Gateway Scheme requires the board to reassess the development plans for the site in 2023.
- The transformation of the way the sites are connected in terms of IT and telephony is complete as is the migration to Microsoft 365, which supports the other security improvements made.
- The board and senior leadership team held a Strategy Day at the end of 2022 to begin the process of planning for the longer-term growth and development of Eureka! Further sessions are planned for 2023.

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 DECEMBER 2022**

**Dedicated and Empowered People**

- A phased recruitment plan for Eureka! Science + Discovery was developed and implemented with the first appointment being the Operations Director in April 2022.
- A plan for communication and training to support the transition to a two-site operation was developed and implemented in the run-up to the launch of Eureka! Science + Discovery
- An HR Strategy document with prioritised plan for next 3 years was developed and execution begun
- A very successful Emerging Leaders training programme consisting of three modules was initiated for middle managers across the organisation in November 2022 and completed in March 2023.
- A new Chair of the Eureka! board was appointed at the Annual General Meeting in June 2022 and a review of the structure of board meetings and remit of the various subcommittees is under way.

**FINANCIAL REVIEW**

**SUMMARY**

2022 saw both our first full year of post-covid trading at Eureka! The National Children's Museum (ECM) in Halifax and the opening our new attraction, Eureka! Science + Discovery (ESD), on the Wirral on 11th November.

ECM welcomed 271,366 visitors across the year, an increase of 82% on the previous year while ESD saw 6,584 visitors in the brief period of opening before the year end.

Overall incoming resources for the year were £7,852,854 a decrease from £8,804,515 in 2021. This fall is primarily as a result of grant receipts associated with the new attraction tailing off as the project was completed.

The net movement in funds for the year fell to a surplus of £4,177,251 in 2022, from a surplus of £6,274,369 in 2021. Within this restricted funds grew by £3,598,825 while unrestricted funds rose by £578,427.

As a result, the charity has transferred £375,000 (2021: £931,417) from general unrestricted funds to designated funds while retaining free reserves of £990,908.

**INCOME AND EXPENDITURE**

Income for the year was £7,852,854 (2021: £8,804,515) including unrestricted income of £2,018,594 from charitable activities, £1,272,728 from trading activities and £408,288 from gifts and donations. Restricted income of £4,021,327 was received from grants and donations, primarily relating to ESD, and any funds remaining at the year-end will be spent in future years.

Trading activities, after intercompany recharges, generated a surplus of £291,109 and the trading subsidiary will, therefore, make a payment under gift aid to the charity in 2023. The charity received a further £276,303 by way of rental and management charges from the trading subsidiary (2021: £224,186).

Charitable expenditure rose to £3,162,211 (2021: £2,164,979) following the return to full year opening at ECM and the opening of ESD.

**FUTURE PLANS**

The opening of Eureka! Science + Discovery at the end of 2022 represented the delivery of a major element of strategic growth for Eureka! Following on from this milestone, there are three major areas of focus for the next few years. These are:

- Establishing Eureka! Science + Discovery as a successful and sustainable visitor attraction in the Northwest
- Revisiting the requirements for exhibition and facilities enhancements and resolving the broader site issues at Eureka! in Halifax
- Developing a longer term vision and planning for future growth and development to fulfil our charitable remit



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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 DECEMBER 2022**

**Establishing Eureka! Science + Discovery as a successful and sustainable visitor attraction in the Northwest**

It was a major achievement to launch Eureka! Science + Discovery at Seacombe Terminal in Wirral late in 2022. We had secured the majority of funding required for this £11.5M capital project prior to the global COVID19 crisis, but the pandemic threw up a number of challenges as we moved through the detailed design and fabrication stages. Nonetheless, we successfully circumnavigated labour shortages, cost increases and lockdowns to open within six months of our original plan and on budget. This required a phased approach and it was into 2023 before we were able to launch our Under 7s exhibition and get our café fully operational. There is also a final phase of development for the outdoor space/public realm, which is currently under development, funded by the DHLUC Town Deal funding stream, and this will be delivered in May 2025.

We are very grateful to the funders who enabled us to create this outstanding new science and discovery centre and we are now focussed on ensuring its success and sustainability as we extend our reach and make the Eureka! experience accessible to many more children across the north of England. Our focus is on building up our audience of public visitors and school groups with an emphasis on STEAM subjects. This approach will support both the growth strategy and skills development agenda of Liverpool City Region Combined Authority and the regeneration of east Wirral as part of a significant long-term transformation.

We are very close to having a full staff complement and are working closely with surrounding communities and developing broader partnerships as we continue to familiarise ourselves with the context of the area and get to know our audience. We anticipate it will take 18 months to two years to reach our business plan targets and achieve the impact and outcomes we are aiming for. The continued support of the regional and local councils, businesses, educational establishments and voluntary sector organisations has been outstanding and we are delighted to be part of such a thriving and forward-thinking community.

**Revisiting the requirements for site, exhibition and facilities enhancements and resolving the broader site issues at Eureka! in Halifax that arise out of our leasehold agreement**

We began the process of review and reinvestment in our exhibitions and facilities early in 2022 and were delighted to open Eco Street which replaced the Garage in Living and Working Together after pausing its development during the pandemic. A strategy for short-term replacement and refurbishment is now in place and the digital art exhibition space is next in line for redevelopment with concept options under review. A longer-term exhibition development plan will be undertaken to align with the broader strategic vision and the overarching plans for site development.

This has been affected by the outcome of a WYCA review of capital investment in local authority projects within the region, following which Calderdale Council has indefinitely deferred the plans for the Halifax Station Gateway scheme. Eureka! has been working collaboratively with Calderdale Council on this scheme for the past several years. This was intended to largely re-invent the train station and the surrounding public realm and car park areas comprising the Eureka! leasehold property, and our plans for our outdoor space, entrance and welcome areas were all aligned with these plans. In addition, the future use of and responsibility for maintaining the heritage assets on our site was being negotiated as part of the scheme. Eureka! has had responsibility for these assets since taking on the leasehold in 1985 and the board of trustees is committed to transferring this responsibility back to the Council, the freehold owners of the site.

This has been an onerous burden for a small charity and it does not facilitate the fulfilment of our charitable remit or represent good use of charitable funds. We are hopeful to have this resolved within the next two years and are undertaking planning on the basis that this will be achieved as outlined below.

**Developing a longer term vision and planning for future growth and development to fulfil our charitable remit**

The board of trustees of Eureka! have long held the ambition to extend our reach to a greater number of children through the opening of a second visitor attraction. This ambition was fulfilled in 2022, our 30th year of operations, with the opening of Eureka! Science + Discovery in Wirral. The location of this new centre in an area of significant deprivation is a great achievement and supports the charity's aim to reach out to disadvantaged

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 DECEMBER 2022**

children and families.

As noted above, the focus for the short-term will be to ensure that Eureka! Science + Discovery becomes established as an integral part of the visitor economy, meeting targets and outputs and achieving success and sustainability.

Concurrent with this process and the further development of the Halifax site and facilities, the Board and senior leadership of Eureka! will turn their attention to developing a longer-term vision which will include a plan for growth and development over the next 10 years. An initial Strategy Day was held at the end of 2022 which helped to define the factors that contribute to the continued success and relevance of Eureka!

The board agreed that the proposition which defines Eureka! and makes it stand out from the crowd is based on its unique expertise and application of play as a tool for learning across a whole host of disciplines and skillsets amongst children from birth to 14 and their families. In 2023, the board will consider a range of options that build on this approach to support its growth and development and the fulfilment of its charitable remit going forward. This will be considered in the context of a commitment to environmental sustainability and cost sensitivity.

#### **PRINCIPAL RISKS AND UNCERTAINTIES**

Eureka! adopts the principles of risk management in order to protect the health, safety and welfare of its employees and its visitors, to protect its property, assets and other resources and to maintain its reputation and good standing.

The Board of Trustees reviews the major risks to which the charity is exposed on an annual basis, particularly those related to operations and finance. The trustees have given consideration to the appropriate policies, procedures and systems to mitigate the charity's exposure to the major risks and a risk register exists, which is regularly reviewed.

The key risks identified within the register are: the rising cost of living and operating costs and potential impact on visitor numbers, the health and safety of visitors and staff, budgetary control and financial reporting and compliance with legislation and regulations.

#### **INVESTMENT POWERS**

Eureka! is a public benefit entity. The Memorandum and Articles of Association of the charity permit the trustees to invest the monies of the charity not immediately required for its purposes in or upon such investments, securities or property as may be thought fit.

#### **RESERVES AND RESERVES POLICY**

Eureka! The National Children's Museum recognises free reserves as that part of the Charity's unrestricted funds that are freely available to spend on any of the Charity's purposes.

It is the view of the trustees, taking into account organisational risks, that a target for free reserves of approximately £1,000,000 is ideal. This figure represents approximately three months of core operating costs across both sites and would allow the attractions to review its activities in the event of a significant reduction in trading revenues.

Furthermore, within nearly two years of uninterrupted post pandemic trading, the reserves policy was reviewed and the trustees agreed to reallocate the Strategic Future fund to free reserves.

The development, refurbishment and maintenance of the museum's main building, galleries, grounds and heritage assets require significant funding. Unrestricted funds in excess of the required free reserves will be designated for these purposes each year.

At the end of 2022 Eureka! had free reserves of £990,906 (2021: £655,657) as defined by the Charity Commission. The Trustees will continue to review various options, including the disposal of certain capital assets, and establishment of an endowment fund, in order to further secure the charity's future. Additional

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 DECEMBER 2022**

trading opportunities are also being explored which would facilitate a transfer of any net surplus generated into reserves. Eureka! operates as a going concern.

**DISCLOSURE OF INFORMATION TO AUDITORS**


In so far as each of the trustees is aware:

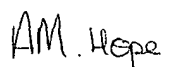
- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

**AUDITORS**

The auditors, Armstrong Watson Audit Limited have indicated their willingness to continue in office. The designated Trustees will propose a motion appointing the auditors at a meeting of the Trustees.

Approved by order of the members of the board of Trustees on 14 July 2023 and signed on their behalf by:

  
**Ms J Rice-Bowen**  
Chair of Trustees

  
**Mrs A M Hope**  
Trustee

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**STATEMENT OF TRUSTEES' RESPONSIBILITIES**  
**FOR THE YEAR ENDED 31 DECEMBER 2022**

The Trustees (who are also the directors of the Company for the purposes of company law) are responsible for preparing the Trustees' report including the Strategic report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year. Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Group and the Charitable Company and of their incoming resources and application of resources, including their income and expenditure of the charitable group, 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 of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) 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 Group will continue in business.

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

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable group's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

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**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF EUREKA! THE NATIONAL CHILDREN'S MUSEUM**

**Opinion**

We have audited the financial statements of Eureka! The National Children's Museum (the 'parent charitable company') and its subsidiaries (together the 'group') for the year ended 31 December 2022 which comprise the Consolidated statement of financial activities, the Consolidated balance sheet, the Company balance sheet, the Consolidated statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the Group's and of the parent charitable company's affairs as at 31 December 2022 and of the Group's incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

**Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

**Conclusions relating to going concern**

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

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

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

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**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF EUREKA! THE NATIONAL CHILDREN'S MUSEUM (CONTINUED)**

**Other information**

The Trustees are responsible for the other information. The other information comprises the information included in the Annual report, other than the financial statements and our Auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

**Opinion on other matters prescribed by the Companies Act 2006**

In our opinion, based on the work undertaken in the course of the audit:

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

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

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

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

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

**EUREKA! THE NATIONAL CHILDREN'S MUSEUM**  
(A company limited by guarantee)

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF EUREKA! THE NATIONAL CHILDREN'S MUSEUM (CONTINUED)**

**Responsibilities of trustees**

As explained more fully in the Trustees' responsibilities statement on page 10, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

**Auditor's responsibilities for the audit of the financial statements**

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

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

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the Group and parent charitable company through discussions with trustees, directors and other management and review of appropriate industry knowledge;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management; and
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non compliance throughout the audit.

We assessed the susceptibility of the Group and the parent charitable company financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non compliance with laws and regulations.

**EUREKA! THE NATIONAL CHILDREN'S MUSEUM**

**(A company limited by guarantee)**

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF EUREKA! THE NATIONAL CHILDREN'S MUSEUM (CONTINUED)**

**Auditor's responsibilities for the audit of the financial statements (continued)**

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures as a risk assessment tool to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- Assessed whether judgements and assumptions made in determining the accounting estimates set out in Note 2.18 were indicative of potential bias.

In response to the risk of irregularities and non compliance with laws and regulations, we designed procedures which included, but were not limited to:

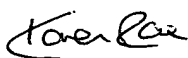
- agreeing financial statement disclosures to underlying supporting documentation; and
- enquiring of management as to actual and potential litigation and claims.

Due to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, as with any audit, there remained a higher risk of non detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing fraud or non compliance with laws and regulations and cannot be expected to detect all fraud and non compliance with laws and regulations.

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

**Use of our report**

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



**Karen Rae (Senior statutory auditor)**

for and on behalf of

**Armstrong Watson Audit Limited**

Chartered Accountants and Statutory Auditors

Leeds

Date: 18 August 2023



**EUREKA! THE NATIONAL CHILDREN'S MUSEUM**  
(A company limited by guarantee)

**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND  
EXPENDITURE ACCOUNT)  
FOR THE YEAR ENDED 31 DECEMBER 2022**

	Note	Restricted funds 2022 £	Unrestricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
<b>Income from:</b>					
Donations and legacies	3	4,021,326	408,288	4,429,614	6,518,885
Charitable activities	4	-	2,018,594	2,018,594	1,236,344
Income from other trading activities:					
Commerical trading activities		-	1,272,728	1,272,728	715,488
Investments	5	-	26,633	26,633	4,207
Other income	6	-	105,285	105,285	329,591
<b>Total income</b>		<b>4,021,326</b>	<b>3,831,528</b>	<b>7,852,854</b>	<b>8,804,515</b>
<b>Expenditure on:</b>					
Commercial trading activities		-	705,316	705,316	400,329
Charitable activities	8	422,501	2,739,710	3,162,211	2,164,979
<b>Total expenditure</b>		<b>422,501</b>	<b>3,445,026</b>	<b>3,867,527</b>	<b>2,565,308</b>
<b>Net income before taxation</b>		<b>3,598,825</b>	<b>386,502</b>	<b>3,985,327</b>	<b>6,239,207</b>
Taxation - Museum & Gallery Exhibitions Tax relief		-	191,924	191,924	35,162
<b>Net movement in funds</b>		<b>3,598,825</b>	<b>578,426</b>	<b>4,177,251</b>	<b>6,274,369</b>
<b>Reconciliation of funds:</b>					
Total funds brought forward		9,359,471	4,005,377	13,364,848	7,090,479
Net movement in funds		3,598,825	578,426	4,177,251	6,274,369
<b>Total funds carried forward</b>		<b>12,958,296</b>	<b>4,583,803</b>	<b>17,542,099</b>	<b>13,364,848</b>

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

The notes on pages 19 to 43 form part of these financial statements.

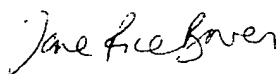
**EUREKA! THE NATIONAL CHILDREN'S MUSEUM**  
**(A company limited by guarantee)**  
**REGISTERED NUMBER: 1948578**

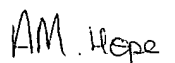
**CONSOLIDATED BALANCE SHEET**  
**AS AT 31 DECEMBER 2022**

	Note	2022 £	2021 £
<b>Fixed assets</b>			
Tangible assets	12	14,360,276	9,580,509
		<u>14,360,276</u>	<u>9,580,509</u>
<b>Current assets</b>			
Stocks	14	36,853	36,725
Debtors	15	684,609	1,884,110
Cash at bank and in hand	23	3,333,005	3,047,679
		<u>4,054,467</u>	<u>4,968,514</u>
Creditors: amounts falling due within one year	16	(872,644)	(1,184,175)
<b>Net current assets</b>		<u>3,181,823</u>	<u>3,784,339</u>
<b>Total assets less current liabilities</b>		<u>17,542,099</u>	<u>13,364,848</u>
<b>Total net assets</b>		<u>17,542,099</u>	<u>13,364,848</u>
<b>Charity funds</b>			
Restricted funds	19	12,958,296	9,359,471
Unrestricted funds	19	4,583,803	4,005,377
<b>Total funds</b>		<u>17,542,099</u>	<u>13,364,848</u>

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements were approved and authorised for issue by the Trustees on  
14 July 2023 and signed on their behalf by:

  
**Ms J Rice-Bowen**  
Trustee

  
**Mrs A M Hope**  
Trustee

The notes on pages 19 to 43 form part of these financial statements.

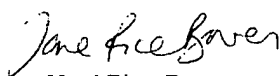
**EUREKA! THE NATIONAL CHILDREN'S MUSEUM**  
**(A company limited by guarantee)**  
**REGISTERED NUMBER: 1948578**

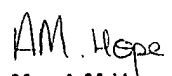
**COMPANY BALANCE SHEET**  
**AS AT 31 DECEMBER 2022**

	Note	2022 £	2021 £
<b>Fixed assets</b>			
Tangible assets	12	14,360,276	9,580,509
Investments	13	2	2
		<u>14,360,278</u>	<u>9,580,511</u>
<b>Current assets</b>			
Debtors	15	705,040	2,305,642
Cash at bank and in hand		2,989,605	2,586,530
		<u>3,694,645</u>	<u>4,892,172</u>
Creditors: amounts falling due within one year	16	(786,261)	(1,132,779)
<b>Net current assets</b>		<u>2,908,384</u>	<u>3,759,393</u>
<b>Total assets less current liabilities</b>		<u>17,268,662</u>	<u>13,339,904</u>
<b>Total net assets</b>		<u>17,268,662</u>	<u>13,339,904</u>
<b>Charity funds</b>			
Restricted funds	19	12,958,295	9,359,471
Unrestricted funds	19	4,310,367	3,980,433
<b>Total funds</b>		<u>17,268,662</u>	<u>13,339,904</u>

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements were approved and authorised for issue by the Trustees on  
14 July 2023 and signed on their behalf by:

  
**Ms J Rice-Bowen**  
Trustee

  
**Mrs A M Hope**  
Trustee

The notes on pages 19 to 43 form part of these financial statements.

**EUREKA! THE NATIONAL CHILDREN'S MUSEUM**  
(A company limited by guarantee)

**CONSOLIDATED STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED 31 DECEMBER 2022**

	<b>2022</b> <b>£</b>	<b>2021</b> <b>£</b>
<b>Cash flows from operating activities</b>		
Net cash provided in operating activities (note 22)	<b>5,428,983</b>	<b>6,194,602</b>
<b>Cash flows from investing activities</b>		
Dividends, interests and rents from investments	<b>26,633</b>	<b>4,207</b>
Purchase of tangible fixed assets	<b>(5,170,290)</b>	<b>(4,386,611)</b>
<b>Net cash used in investing activities</b>	<b>(5,143,657)</b>	<b>(4,382,404)</b>
<b>Change in cash and cash equivalents in the year</b>	<b>285,326</b>	<b>1,812,198</b>
Cash and cash equivalents at the beginning of the year	<b>3,047,679</b>	<b>1,235,481</b>
<b>Cash and cash equivalents at the end of the year (note 23)</b>	<b>3,333,005</b>	<b>3,047,679</b>
The notes on pages 19 to 43 form part of these financial statements		

**EUREKA! THE NATIONAL CHILDREN'S MUSEUM**  
**(A company limited by guarantee)**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2022**

**1. General information**

Eureka! The National Children's Museum is a charitable company limited by guarantee and registered in England and Wales. The registered address is Eureka! The National Children's Museum, Discovery Road, Halifax, West Yorkshire, HX1 2NE.

The functioning and presentational currency is Sterling (£).

**2. Accounting policies**

**2.1 Basis of preparation of financial statements**

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Eureka! The National Children's Museum meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

The Consolidated statement of financial activities (SOFA) and Consolidated balance sheet consolidate the financial statements of the Company and its subsidiary undertaking. The results of the subsidiary are consolidated on a line by line basis.

The Company has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own Statement of financial activities in these financial statements.

No separate SOFA has been presented for the company alone as permitted by section 408 of the Companies Act 2006.

The functional and presentational currency of the charitable company is sterling (£).

**2.2 Company status**

The company is a company limited by guarantee. The members of the company are the Trustees named on page 1. In the event of the company being wound up, the liability in respect of the guarantee is limited to £1 per member of the company. The trustees are directors for the purposes of the Companies Act 2006. At 31 December 2022 there were thirteen members (2021: seven members).

**EUREKA! THE NATIONAL CHILDREN'S MUSEUM**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2022**

**2. Accounting policies (continued)**

**2.3 Going concern**

The Trustees have considered the on-going situation with regard to COVID-19 as part of their going concern assessment. The view of the Trustees is that, while they acknowledge the significant disruption that the pandemic brought and the ongoing uncertainty as to any impact over the coming months, the Trustees feel that the charity is well placed to negotiate the conditions currently facing the UK economy.

The principal financial risk facing the charity is its ability to generate sufficient income from visitor numbers and external funding to cover expenditure incurred in fulfilling the objectives of the charity. The Trustees have reviewed the cash position of the charity and cash forecasts at the date of signing the accounts and are satisfied that the charity will be able to meet all the financial commitments for the foreseeable future and for a period of at least 12 months from the date of signing.

In reaching their conclusion, the Trustees have considered cash flows covering a period of 12 months from the date of sign off, and the availability of funding both externally and internally. They have also considered future strategic and operational objectives for the ensuing 12 months and have considered and applied sensitivity analysis on the forecasts as appropriate.

As a consequence, the Trustees believe that the charity is well placed to manage its financial risks successfully despite the current uncertain economic outlook. After making enquiries, the Trustees have a reasonable expectation that the charity has adequate reserves to continue in operational existence for the foreseeable future. Accordingly, the Trustees continue to adopt the going concern basis in preparing the accounts.

**2.4 Income**

All income is recognised once the Company has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Where the donated good is a fixed asset it is measured at fair value, unless it is impractical to measure this reliably, in which case the cost of the item to the donor should be used. The gain is recognised as income from donations and a corresponding amount is included in the appropriate fixed asset category and depreciated over the useful economic life in accordance with the academy trust's accounting policies.

Donated services or facilities are recognised when the company has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use of the company of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), general volunteer time is not recognised in the accounts.

Grants are included when the charity is legally entitled to the income and the amount can be quantified with reasonable accuracy.

The job retention scheme income amounts are recognised when there is reasonable assurance that the entity will comply with the conditions attaching to the grant and the grant will be received.

Other income is recognised in the period in which it is receivable and to the extent the goods have been provided or on completion of the service.

**EUREKA! THE NATIONAL CHILDREN'S MUSEUM**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2022**

**2. Accounting policies (continued)**

**2.5 Charitable expenditure**

Direct charitable expenditure includes all expenditure directly related to the objects of the charity and comprises the following:

**Establishment costs**

Establishment costs include all the costs relating to the maintenance and running of the museum building.

**Exhibitions and service delivery**

Exhibitions and service delivery include all costs related to the maintenance of the museum exhibits and the delivery of the product to the public.

**Other expenditure**

Other expenditure is analysed under the following two sub-headings:

**Publicity costs**

Publicity costs represent expenditure in relation to staff members who are directly engaged in fund raising, and the related costs of the fund raising department.

**Governance costs**

Governance costs are those incurred in connection with the administration of the company and compliance with constitutional and statutory requirements.

**Allocation of costs**

The charity's operating costs includes staff costs, depreciation and other related costs. Such costs are allocated between other charitable expenditure, fund-raising and publicity and management and administration. Staff costs are allocated according to the costs of staff working directly in the relevant departments and property costs are allocated according to the space used by each department. Where costs are not directly attributable to any department, they have been apportioned according to the total of all other costs relating to each department.

Support costs are those costs incurred directly in support of expenditure on the objects of the company and include project management carried out at Headquarters.

Costs of generating funds are costs incurred in attracting voluntary income, and those incurred in trading activities that raise funds.

Charitable activities and Governance costs are costs incurred on the company's educational operations, including support costs and costs relating to the governance of the company apportioned to charitable activities.

Expenditure on raising funds includes all expenditure incurred by the Group to raise funds for its charitable purposes and includes costs of all fundraising activities events and non-charitable trading.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Group's objectives, as well as any associated support costs.

# **EUREKA! THE NATIONAL CHILDREN'S MUSEUM**

**(A company limited by guarantee)**

## **NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2022**

### **2. Accounting policies (continued)**

#### **2.6 Basis of consolidation**

The financial statements consolidate the accounts of Eureka! The National Children's Museum and its subsidiary undertaking, 1855 Station Building Limited.

The company has taken advantage of the exemption contained within section 408 of the Companies Act 2006 not to present its Statement of Financial Activities, including income and expenditure accounts.

The net income and expenditure account for the year dealt with in the accounts of the company was £3,964,821 (2021 - £6,136,999).

#### **2.7 Tangible fixed assets and depreciation**

A review for impairment of a fixed asset is carried out if events or changes in circumstances indicate that the carrying value of any fixed asset may not be recoverable. Shortfalls between the carrying value of fixed assets and their recoverable amounts are recognised as impairments. Impairment losses are recognised in the Statement of financial activities.

Assets in the course of construction are included at costs incurred to date. Depreciation on these assets is not charged until they are brought into use.

At each reporting date the Company assesses whether there is any indication of impairment. If such indication exists, the recoverable amount of the asset is determined to be the higher of its fair value less costs to sell and its value in use. An impairment loss is recognised where the carrying amount exceeds the recoverable amount.

Tangible fixed assets are carried at cost, net of depreciation and any provision for impairment. There is no depreciation charged on other fixed assets which are assets under construction. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Long-term leasehold property and car park development	- 2% straight line
Motor vehicles	- 25% straight line
Fixtures and fittings	- 25% straight line
Exhibition equipment	- 10% straight line

The assets' residual values, useful lives and depreciation methods are reviewed, and adjusted prospectively if appropriate, or if there is an indication of a significant change since the last reporting date.

#### **2.8 Investments**

Fixed asset investments are a form of financial instrument and are initially recognised at their transaction cost and subsequently measured at fair value at the Balance sheet date, unless the fair value cannot be measured reliably in which case it is measured at cost less impairment. Investment gains and losses, whether realised or unrealised, are combined and presented as 'Gains/(Losses) on investments' in the Consolidated statement of financial activities.

Subsidiary undertakings

Investments in subsidiaries are valued at cost less provision for impairment.



**EUREKA! THE NATIONAL CHILDREN'S MUSEUM**  
**(A company limited by guarantee)**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2022**

**2. Accounting policies (continued)**

**2.9 Interest receivable**

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the company; this is normally upon notification of the interest paid or payable by the Bank.

**2.10 Stocks and work in progress**

Stocks and work in progress are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks. Cost includes all direct costs and an appropriate proportion of fixed and variable overheads.

**2.11 Debtors**

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

**2.12 Cash at bank and in hand and cash equivalents**

Cash at bank and in hand includes cash and instant access bank accounts. The cash equivalents includes short-term highly liquid investments with a short maturity of three months or less.

**2.13 Liabilities and provisions**

Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Liabilities are recognised at the amount that the company anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide. Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised within interest payable and similar charges.

**2.14 Financial instruments**

The Group only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

**2.15 Taxation**

The company is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the company is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

**2.16 Pensions**

The company operates a defined contribution pension scheme and the pension charge represents the amounts payable by the company to the fund in respect of the year.

**EUREKA! THE NATIONAL CHILDREN'S MUSEUM**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2022**

**2. Accounting policies (continued)**

**2.17 Fund accounting**

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Group and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Group for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

**2.18 Judgement in applying accounting policies and key sources of estimation uncertainty**

The preparation of these financial statements require management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets and liabilities, income and expenses.

Judgement and estimates are continually evaluated and are based on historical experiences and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

The Group and the company makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results.

**Critical accounting estimates and assumptions:**

**Useful economic lives of tangible assets**

The annual depreciation charge for tangible assets is sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are re-assessed annually. They are amended when necessary to reflect current estimates, based on technological advancement, future investments, economic utilisation and the physical condition of the assets. See note 12 for the carrying amount of the property, plant and equipment and note 2.7 for the useful economic lives for each class of assets.

**Bad debt provision**

The Group and the charitable company makes an estimate of the recoverable value of trade and other debtors. When assessing impairment of trade and other debtors, management considers factors including the current credit rating of the debtor, the ageing profile of debtors and historical experience. See note 15 for the net carrying amount of the debtors and associated impairment provision.

**EUREKA! THE NATIONAL CHILDREN'S MUSEUM**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2022**

**3. Income from donations and legacies**

	<b>Restricted funds 2022 £</b>	<b>Unrestricted funds 2022 £</b>	<b>Total funds 2022 £</b>
Donations	4,021,326	408,288	4,429,614

	<i>Restricted funds 2021 £</i>	<i>Unrestricted funds 2021 £</i>	<i>Total funds 2021 £</i>
Donations	5,438,784	1,080,101	6,518,885

	<b>2022 £</b>	<b>2021 £</b>
<b>Unrestricted</b>		
Gift aid	393,584	234,396
Cultural Recovery Fund	-	783,300
Calderdale MBC	6,000	58,661
Spark Fund - Spooner Trust	1,000	2,000
Spark Fund - Others	593	1,579
Spark Fund - David Celino Memorial Fund	7,111	-
Other	-	165
	<b>408,288</b>	<b>1,080,101</b>

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	2022 £	2021 £
<b>Restricted</b>		
Inspiring Science Fund	-	2,063,545
Strategic Investment Fund	3,842,076	2,795,010
Headley Trust	-	25,000
ASDC	-	1,500
Wirral BC	-	53,729
Medicash	5,000	-
Town Deal	74,250	-
The Johnson Foundation	100,000	200,000
The Garfield Weston Foundation	-	300,000
	<u>4,021,326</u>	<u>5,438,784</u>

**4. Income from charitable activities**

	Unrestricted funds 2022 £	Total funds 2022 £
Total income from operation of museum	<u>2,018,594</u>	<u>2,018,594</u>

	Unrestricted funds 2021 £	Total funds 2021 £
Total income from operation of museum	<u>1,236,344</u>	<u>1,236,344</u>

**5. Investment income**

	Unrestricted funds 2022 £	Total funds 2022 £
Bank deposit interest receivable	<u>26,633</u>	<u>26,633</u>

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**5. Investment income (continued)**

	<i>Unrestricted funds 2021 £</i>	<i>Total funds 2021 £</i>
Bank deposit interest receivable	4,207	4,207

**6. Other income**

	<i>Unrestricted funds 2022 £</i>	<i>Total funds 2022 £</i>
Other incoming resources	105,285	105,285

	<i>Unrestricted funds 2021 £</i>	<i>Total funds 2021 £</i>
Job retention scheme income	279,591	279,591
Other incoming resources	50,000	50,000
	<u>329,591</u>	<u>329,591</u>

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**7. Trading Activities**

	Unrestricted funds	Restricted funds	Total funds	Total funds
	2022	2022	2022	2021
	£	£	£	£
<b>Charity Trading Income</b>				
Turnover	<u>1,272,728</u>	-	<u>1,272,728</u>	<u>715,488</u>
<b>Charity Other Operating Income</b>				
Job retention scheme income	-	-	-	<u>46,396</u>
<b>Fundraising trading expenses</b>				
Cost of sales	352,497	-	352,497	179,983
Administrative expenses	403,217	-	403,217	297,639
Wages and salaries	213,002	-	213,002	139,573
Employers NI	9,572	-	9,572	5,658
Pension costs	3,331	-	3,331	1,664
	<u>981,619</u>	<u>-</u>	<u>981,619</u>	<u>624,517</u>
Net income from trading activities before taxation	<u>291,109</u>	<u>-</u>	<u>291,109</u>	<u>137,369</u>

Turnover of £1,272,728 (2021: £715,488) has been recognised in the consolidated statement of financial activities in relation to the trading subsidiary.

In addition, inter-company recharges of £276,303 (2021: £224,185) have been eliminated on consolidation.

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**8. Analysis of expenditure by expenditure type**

	<b>Staff Costs 2022 £</b>	<b>Depreciation 2022 £</b>	<b>Other Costs 2022 £</b>	<b>Total 2022 £</b>	<b>Total 2021 £</b>
Costs Incurred by Trading Subsidiaries	<u>225,905</u>	<u>-</u>	<u>479,411</u>	<u>705,316</u>	<u>400,329</u>
Establishment	350,480	181,661	956,056	1,488,197	993,018
Exhibition	882,551	208,861	209,158	1,300,570	955,995
Publicity	204,752	-	140,154	344,906	182,595
<b>Charitable Activities</b>	<u>1,437,783</u>	<u>390,522</u>	<u>1,305,368</u>	<u>3,133,673</u>	<u>2,131,608</u>
<b>Expenditure on governance</b>	<u>-</u>	<u>-</u>	<u>28,538</u>	<u>28,538</u>	<u>33,371</u>
	<u>1,663,688</u>	<u>390,522</u>	<u>1,813,317</u>	<u>3,867,527</u>	<u>2,565,308</u>
Total 2021	<u>1,166,298</u>	<u>427,072</u>	<u>971,938</u>	<u>2,565,308</u>	

**9. Support costs**

	<b>2022 £</b>	<b>2021 £</b>
<b>Governance</b>		
Auditor's remuneration	16,445	19,435
Legal and professional	12,093	13,936
	<u>28,538</u>	<u>33,371</u>

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**10. Net Income/(Expenditure)**

This is stated after charging:

	2022 £	2021 £
Fees payable to the auditor for the audit of the Company's annual accounts	16,445	15,185
Fees payable to the auditor in respect of fees in relation to:		
Corporation tax	4,250	4,250
Depreciation of tangible assets owned by the group	390,522	427,072

**11. Staff costs**

	Group 2022 £	Group 2021 £	Company 2022 £	Company 2021 £
Wages and salaries	1,493,083	1,050,170	1,280,081	910,597
Social security costs	113,573	72,077	104,001	66,419
Contribution to defined contribution pension schemes	57,032	44,051	53,701	42,387
	<u>1,663,688</u>	<u>1,166,298</u>	<u>1,437,783</u>	<u>1,019,403</u>

The average number of persons employed by the Group and Company during the year was as follows:

	Group 2022 No.	Group 2021 No.	Company 2022 No.	Company 2021 No.
Museum	78	56	78	56
Cafe	22	15	-	-
	<u>100</u>	<u>71</u>	<u>78</u>	<u>56</u>

The average headcount expressed as a full time equivalent was 57 in the current and 46 in the previous year.



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**11. Staff costs (continued)**

Ms L-A Stradeski, a Trustee, received remuneration of £115,474 in the year (2021: £91,794) in her capacity as Chief Executive. Pension contributions of 10% of salary were paid (2021: 10%). None of the other Trustees received remuneration during the year.

Two other employees received remuneration amounting to more than £60,000 in the current accounting year. These 2 employees received remuneration between £60,000 and £70,000 and they both receive pension contributions of 5% of salary.

Costs incurred in relation to key management personnel were £124,714 in total (2021: £97,369) and this was in relation to one person in the current and previous year.

The charity purchased insurance £1,094 (2021: £538) to protect against loss arising from neglect or default of its trustees and officers. No expenses (2021: £Nil) were reimbursed to any trustees.

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**12. Tangible fixed assets**

**Group**

	Long-term leasehold property £	Motor vehicles £	Fixtures and fittings £	Exhibition equipment £	Assets under course of construction £	Total £
<b>Cost or valuation</b>						
At 1 January 2022	7,884,775	1,667	796,601	3,819,588	5,478,449	17,981,080
Additions	1,959,850	-	398,308	2,812,132	-	5,170,290
Disposals	-	(1,667)	(156,763)	(49,132)	-	(207,562)
Transfers between classes	3,552,993	-	38,763	1,886,693	(5,478,449)	-
At 31 December 2022	13,397,618	-	1,076,909	8,469,281	-	22,943,808
<b>Depreciation</b>						
At 1 January 2022	4,115,113	1,667	737,667	3,546,124	-	8,400,571
Charge for the year	157,176	-	24,486	208,861	-	390,523
On disposals	-	(1,667)	(156,763)	(49,132)	-	(207,562)
At 31 December 2022	4,272,289	-	605,390	3,705,853	-	8,583,532
<b>Net book value</b>						
At 31 December 2022	9,125,329	-	471,519	4,763,428	-	14,360,276
At 31 December 2021	3,769,662	-	58,934	273,464	5,478,449	9,580,509

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**12. Tangible fixed assets (continued)**

**Group (continued)**

**Company**

	Long-term leasehold property £	Motor vehicles £	Fixtures and fittings £	Exhibition equipment £	Assets under the course of construction £	Total £
<b>Cost or valuation</b>						
At 1 January 2022	7,884,775	1,667	765,986	3,819,588	5,478,449	17,950,465
Additions	1,959,850	-	398,308	2,812,132	-	5,170,290
Disposals	-	(1,667)	(157,294)	(49,132)	-	(208,093)
Transfers between classes	3,552,993	-	38,763	1,886,693	(5,478,449)	-
At 31 December 2022	13,397,618	-	1,045,763	8,469,281	-	22,912,662
<b>Depreciation</b>						
At 1 January 2022	4,115,113	1,667	707,052	3,546,124	-	8,369,956
Charge for the year	157,176	-	24,486	208,861	-	390,523
On disposals	-	(1,667)	(157,294)	(49,132)	-	(208,093)
At 31 December 2022	4,272,289	-	574,244	3,705,853	-	8,552,386

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**12. Tangible fixed assets (continued)**  
Company (continued)

	Long-term leasehold property £	Motor vehicles £	Fixtures and fittings £	Exhibition equipment £	Assets under the course of construction £	Total £
<b>Net book value</b>						
At 31 December 2022	9,125,329	-	471,519	4,763,428	-	14,360,276
At 31 December 2021	3,769,662	-	58,934	273,464	5,478,449	9,580,509

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**13. Fixed asset investments**

<b>Company</b>	<b>Investments in subsidiary companies £</b>
<b>Cost or valuation</b>	
At 1 January 2022	2
At 31 December 2022	2
<b>Net book value</b>	
At 31 December 2022	2
At 31 December 2021	2

**14. Stocks**

	<b>Group 2022 £</b>	<b>Group 2021 £</b>
Shop goods for resale	33,200	31,002
Catering goods for resale	3,653	5,723
	<b>36,853</b>	<b>36,725</b>

**15. Debtors**

	<b>Group 2022 £</b>	<b>Group 2021 £</b>	<b>Company 2022 £</b>	<b>Company 2021 £</b>
<b>Due within one year</b>				
Trade debtors	28,638	1,630,466	23,014	1,621,005
Other debtors	-	145,220	34,849	578,263
Prepayments and accrued income	655,971	108,424	647,177	106,374
	<b>684,609</b>	<b>1,884,110</b>	<b>705,040</b>	<b>2,305,642</b>

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**16. Creditors: Amounts falling due within one year**

	<b>Group 2022 £</b>	<b>Group 2021 £</b>	<b>Company 2022 £</b>	<b>Company 2021 £</b>
Trade creditors	326,747	932,266	289,621	918,938
Other taxation and social security	31,287	33,476	13,974	24,089
Other creditors	11,192	9,270	11,192	9,270
Accruals and deferred income	503,418	209,163	471,474	180,482
	<b>872,644</b>	<b>1,184,175</b>	<b>786,261</b>	<b>1,132,779</b>

**17. Deferred income**

	<b>Group 2022 £</b>	<b>Group 2021 £</b>	<b>Company 2022 £</b>	<b>Company 2021 £</b>
<b>Deferred income</b>				
Deferred income at 1 January 2022	50,860	27,692	37,324	12,994
Resources deferred during the year	54,932	50,860	45,667	37,324
Amounts released from previous periods	(50,860)	(27,692)	(37,324)	(12,994)
<b>Deferred income at 31 December 2022</b>	<b>54,932</b>	<b>50,860</b>	<b>45,667</b>	<b>37,324</b>

This balance is included within accruals and deferred income within creditors due within one year.

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**18. Financial instruments**

	<b>Group 2022 £</b>	<b>Group 2021 £</b>	<b>Company 2022 £</b>	<b>Company 2021 £</b>
<b>Financial assets</b>				
Financial assets measured at fair value through income and expenditure	<b>3,361,642</b>	<b>4,823,367</b>	<b>2,989,605</b>	<b>-</b>
	<b>Group 2022 £</b>	<b>Group 2021 £</b>	<b>Company 2022 £</b>	<b>Company 2021 £</b>
<b>Financial liabilities</b>				
Financial liabilities measured at amortised cost	<b>710,376</b>	<b>1,065,382</b>	<b>-</b>	<b>-</b>

Financial assets measured at fair value through income and expenditure comprises trade debtors, other debtors and cash in hand.

Financial liabilities measured at amortised cost comprises trade creditors, taxation and social security, accruals.

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**NOTES TO THE FINANCIAL STATEMENTS  
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**19. Statement of funds**

**Statement of funds - current year**

	Balance at 1 January 2022 £	Income £	Expenditure £	Taxation £	Transfers in/out £	Balance at 31 December 2022 £
<b>Unrestricted funds</b>						
<b>Designated funds</b>						
Spark Fund	17,962	8,704	-	-	-	26,666
Fixed asset fund	1,879,258	-	(116,343)	-	300,034	2,062,949
Maintenance & development fund	1,052,500	-	(24,184)	-	474,966	1,503,282
Strategic futures fund	400,000	-	-	-	(400,000)	-
	<u>3,349,720</u>	<u>8,704</u>	<u>(140,527)</u>	<u>-</u>	<u>375,000</u>	<u>3,592,897</u>
<b>General funds</b>						
General Funds - all funds	655,657	3,822,824	(3,304,499)	191,924	(375,000)	990,906
<b>Total Unrestricted funds</b>	<u>4,005,377</u>	<u>3,831,528</u>	<u>(3,445,026)</u>	<u>191,924</u>	<u>-</u>	<u>4,583,803</u>
<b>Restricted funds</b>						
All About Me	423,264	-	(196,638)	-	-	226,626
1855 Station Building Project	1,982,528	-	(70,763)	-	-	1,911,765
Gift in kind for exhibitions	3,500	-	(500)	-	-	3,000
Other restricted funds	81,962	-	(7,778)	-	-	74,184
Eureka! Science & Discovery Centre	6,868,217	3,947,076	(87,326)	-	-	10,727,967
Town Deal	-	74,250	(59,496)	-	-	14,754
	<u>9,359,471</u>	<u>4,021,326</u>	<u>(422,501)</u>	<u>-</u>	<u>-</u>	<u>12,958,296</u>
<b>Total of funds</b>	<u>13,364,848</u>	<u>7,852,854</u>	<u>(3,867,527)</u>	<u>191,924</u>	<u>-</u>	<u>17,542,099</u>



**NOTES TO THE FINANCIAL STATEMENTS  
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**19. Statement of funds (continued)**

The fixed asset fund has been set up to assist in identifying those funds that are not free funds and it represents the net book value of tangible fixed assets funded from unrestricted funds, with the exception of fixed assets held in subsidiary companies.

The maintenance & development fund has been designated by the trustees for refurbishment and repairs to the museum assets.

The strategic future funds has been designated by the trustees to ensure that in the unlikely event that the organisation decided to cease trading an orderly winding down of operations could be facilitated.

The Eureka! Mersey restricted funds balance represents grants and donations received for the purpose of developing Eureka! Science + Discovery at Seacombe.

The balances on the All About Me, 1855 Station Building Project, Yorkshire Forward and gifts in kind for exhibition funds are represented by the purchase of tangible fixed assets, less associated depreciation charges,

**Statement of funds - prior year**

	Balance at 1 January 2021 £	Income £	Expenditure £	Taxation £	Transfers in/out £	Balance at 31 December 2021 £
<b>Unrestricted funds</b>						
<b>Designated funds</b>						
Spark Fund	14,383	3,579	-	-	-	17,962
Fixed asset fund	2,032,151	-	(152,893)	-	-	1,879,258
Maintenance & development fund	150,000	-	(28,917)	-	931,417	1,052,500
Strategic funds	400,000	-	-	-	-	400,000
	<u>2,596,534</u>	<u>3,579</u>	<u>(181,810)</u>	<u>-</u>	<u>931,417</u>	<u>3,349,720</u>
<b>General funds</b>						
General Funds	297,675	3,362,152	(2,107,915)	35,162	(931,417)	655,657
<b>Total Unrestricted funds</b>	<u>2,894,209</u>	<u>3,365,731</u>	<u>(2,289,725)</u>	<u>35,162</u>	<u>-</u>	<u>4,005,377</u>

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**19. Statement of funds (continued)**

<b>Restricted funds - prior year</b>						
All About Me	619,903	-	(196,639)	-	-	423,264
1855 Station Building Project	2,053,291	-	(70,763)	-	-	1,982,528
Gift in kind for exhibitions	4,000	-	(500)	-	-	3,500
Other restricted funds	56,865	26,500	(1,404)	-	-	81,961
Eureka! Mersey	1,462,211	5,412,284	(6,277)	-	-	6,868,218
	<u>4,196,270</u>	<u>5,438,784</u>	<u>(275,583)</u>	<u>-</u>	<u>-</u>	<u>9,359,471</u>
<b>Total of funds</b>	<u>7,090,479</u>	<u>8,804,515</u>	<u>(2,565,308)</u>	<u>35,162</u>	<u>-</u>	<u>13,364,848</u>

**20. Summary of funds**

**Summary of funds - current year**

	Balance at 1 January 2022 £	Income £	Expenditure £	Taxation £	Transfers in/out £	Balance at 31 December 2022 £
Designated funds	3,349,720	8,704	(140,527)	-	375,000	3,592,897
General funds	655,657	3,822,824	(3,304,499)	191,924	(375,000)	990,906
Restricted funds	9,359,471	4,021,326	(422,501)	-	-	12,958,296
	<u>13,364,848</u>	<u>7,852,854</u>	<u>(3,867,527)</u>	<u>191,924</u>	<u>-</u>	<u>17,542,099</u>

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**20. Summary of funds (continued)**

**Summary of funds - prior year**

	Balance at 1 January 2021 £	Income £	Expenditure £	Taxation £	Transfers in/out £	Balance at 31 December 2021 £
Designated funds	2,596,534	3,579	(181,810)	-	931,417	3,349,720
General funds	297,675	3,362,152	(2,107,915)	35,162	(931,417)	655,657
Restricted funds	4,196,270	5,438,784	(275,583)	-	-	9,359,471
	<u>7,090,479</u>	<u>8,804,515</u>	<u>(2,565,308)</u>	<u>35,162</u>	<u>-</u>	<u>13,364,848</u>

**21. Analysis of net assets between funds**

**Analysis of net assets between funds - current year**

	Restricted funds 2022 £	Unrestricted funds 2022 £	Total funds 2022 £
Tangible fixed assets	12,333,391	2,026,885	14,360,276
Current assets	894,878	3,159,589	4,054,467
Creditors due within one year	(269,973)	(602,671)	(872,644)
<b>Total</b>	<u>12,958,296</u>	<u>4,583,803</u>	<u>17,542,099</u>

**Analysis of net assets between funds - prior year**

	Restricted funds 2021 £	Unrestricted funds 2021 £	Total funds 2021 £
Tangible fixed assets	7,701,260	1,879,249	9,580,509
Current assets	2,373,495	2,595,019	4,968,514
Creditors due within one year	(715,284)	(468,891)	(1,184,175)
<b>Total</b>	<u>9,359,471</u>	<u>4,005,377</u>	<u>13,364,848</u>

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**22. Reconciliation of net movement in funds to net cash flow from operating activities**

	<b>Group 2022 £</b>	<b>Group 2021 £</b>
Net income for the year (as per Statement of Financial Activities)	<b>4,177,251</b>	<b>6,274,369</b>
<b>Adjustments for:</b>		
Depreciation charges	<b>390,523</b>	<b>427,072</b>
Dividends, interests and rents from investments	<b>(26,633)</b>	<b>(4,207)</b>
(Increase)/decrease in stocks	<b>(128)</b>	<b>(12,587)</b>
(Increase)/decrease in debtors	<b>1,199,502</b>	<b>(1,419,036)</b>
Increase/(decrease) in creditors	<b>(311,532)</b>	<b>928,991</b>
<b>Net cash provided by operating activities</b>	<b>5,428,983</b>	<b>6,194,602</b>

**23. Analysis of cash and cash equivalents**

	<b>Group 2022 £</b>	<b>Group 2021 £</b>
Cash in hand	<b>2,089,643</b>	<b>2,291,430</b>
Notice deposits (less than 3 months)	<b>1,243,362</b>	<b>756,249</b>
<b>Total cash and cash equivalents</b>	<b>3,333,005</b>	<b>3,047,679</b>

**24. Analysis of changes in net debt**

	<b>At 1 January 2022 £</b>	<b>Cash flows £</b>	<b>At 31 December 2022 £</b>
Cash and cash equivalents	<b>3,047,679</b>	<b>285,326</b>	<b>3,333,005</b>
	<b>3,047,679</b>	<b>285,326</b>	<b>3,333,005</b>

**25. Pension commitments**

The group make contributions to the personal pension plans of various employees. These schemes are of the defined contribution type. The total pension cost for the group during the year was £57,032 (2021: £44,051). At the year end, outstanding contributions to the plans amounted to £11,192 (2021: £8,523).

**EUREKA! THE NATIONAL CHILDREN'S MUSEUM**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2022**

**26. Operating lease commitments**

At 31 December 2022 the Group and the Company had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	Group 2022 £	Group 2021 £	Company 2022 £	Company 2021 £
Not later than 1 year	5,641	4,835	5,641	4,835
Later than 1 year and not later than 5 years	4,762	3,525	4,762	3,525
	<u>10,403</u>	<u>8,360</u>	<u>10,403</u>	<u>8,360</u>

The group via its subsidiary company, 1855 Station Building Limited is also a lessor and had the following lease payments under non-cancellable operating leases as follows:

At 31 December 2022, the company was due £Nil (2021: £7,917) and £Nil (2021: £7,917) of these balances are due within one year.

**27. Related party transactions**

Eureka! The National Children's Museum has one subsidiary, 1855 Station Building Limited. The trading results of this subsidiary are summarised in note 28 to the accounts. At 31 December 2022, Eureka! The National Children's Museum was owed £34,849 by 1855 Station Building Limited (2021: £433,043). Eureka! The National Children's Museum has made management re-charges of £276,303 (2021: £224,186) to 1855 Station Building Limited.

**28. Principal subsidiaries**

The following was a subsidiary undertaking of the Company:

Name	Company number	Holding	Included in consolidation
1855 Station Building Limited	03613193	100%	Yes

The financial results of the subsidiary for the year were:

Name	Income £	Expenditure £	Profit/(Loss) / Surplus/ (Deficit) for the year £	Net assets /(liabilities) £
1855 Station Building Limited	1,272,728	981,619	291,109	273,440