

The Roald Dahl Museum and Story Centre
(A company limited by guarantee and not having a share capital)

Report and financial statements for the year ended 31 March 2014

Charity number: 1085853

Company number: 4178505

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The Roald Dahl Museum and Story Centre

Contents	Page
Report of the directors (incorporating the Trustees' report)	3 - 11
Independent auditor's report	12 - 13
Consolidated statement of financial activities	14
Charity's statement of financial activities	15
Consolidated and charity's balance sheet	16
Notes to the financial statements	17 - 25

Report of the Directors (incorporating the Trustees' report) for the year ended 31 March 2014

1. Reference and administrative details

Registered details

Registered address: 81-83 High Street, Great Missenden, Buckinghamshire, HP16 0AL

Registered charity number: 1085853 Registered company number: 4178505

Directors and trustees

The directors of the charitable company ("the charity") are its trustees for the purpose of charity law and throughout this report are collectively referred to as the trustees. As set out in the articles of association the chair of the trustees is appointed by the trustees. One third of the trustees must retire at each AGM, those longest in office retiring first.

The trustees serving during the year were as follows:

Jane Cook

Amanda Conquy (Chair)

Sue Higginson (Vice chair) Retired and reappointed 15 October 2013

Roger Hills Retired 9 July 2013

Julia Holberry

Luke Kelly

Elaine McQuade Retired and reappointed 15 October 2013

Paul Mitchell

Anthony Salem

On 1 July 2014 Amanda Conquy retired as Chair and Paul Mitchell was appointed to the position of Acting Chair.

During 2013 to 2014 the trustees' sub-committees served (trustees in bold):

Buildings: Roger Hills (until 9 July 2013), Sue Higginson, Tony Salem and Claire Field

Collections and exhibitions: Julia Holberry, Paul Mitchell, Luke Kelly, Rachel White and Claire Field

Education: Julia Holberry, Elaine McQuade, Jane Cook, Isy Mead and Claire Field

Environmental: Amanda Conquy, Paul Mitchell and Claire Field

Finance: Roger Hills (until 9 July 2013), Tony Salem, Amanda Conquy, Claire Field and Miranda Sharpington

Fraud and anti-risk: All trustees and all staff

Governance: Amanda Conquy, Paul Mitchell and Claire Field

Health and safety: Amanda Conquy, Julia Holberry and Claire Field

Marketing and fundraising: Amanda Conquy, Judy Niner (director of The Roald Dahl Centre (Trading) Ltd), Sue Higginson, Elaine McQuade, Claire Field and Isabelle Reynolds

Personnel: Amanda Conquy, Sue Higginson and Claire Field

Strategy: All trustees and all staff

Visitor services: Judy Niner (director of The Roald Dahl Centre (Trading) Ltd), Elaine McQuade, Tony Salem, Ben Jones and Claire Field

The Roald Dahl Museum and Story Centre

Report of the Directors (incorporating the Trustees' report) for the year ended 31 March 2014

During the year the Trustees sub-committees were reorganised as follows:

1. Compliance

Areas of responsibility	Trustees	Staff members
Fraud and risk Governance Health and Safety Human Resources	<ul style="list-style-type: none">• Amanda Conquy• Sue Higginson• Paul Mitchell	<ul style="list-style-type: none">• Museum Director

2. Core activity

Areas of responsibility	Trustees	Staff members
Education Outreach Collections Displays Exhibitions	<ul style="list-style-type: none">• Jane Cook• Luke Kelly• Sue Higginson• Julia Holberry• Elaine McQuade• Paul Mitchell	<ul style="list-style-type: none">• Collections Manager and Archivist• Education Manager• Museum Director

3. Finance and Income generation

Areas of responsibility	Trustees	Staff members
Events Finance Fundraising PR and Marketing Retail	<ul style="list-style-type: none">• Amanda Conquy• Luke Kelly• Judy Niner (director of The Roald Dahl Centre (Trading) Ltd)• Elaine McQuade• Michael Neil (director of The Roald Dahl Centre (Trading) Ltd)• Tony Salem	<ul style="list-style-type: none">• Finance Manager• Museum Director• PR and Marketing Co-ordinator• Visitor Services Manager

4. Operations

Areas of responsibility	Trustees	Staff members
Building/facilities Environment Visitor services	<ul style="list-style-type: none">• Sue Higginson• Julia Holberry• Tony Salem	<ul style="list-style-type: none">• Museum Director• Office and Facilities Manager• Visitor Services Manager

The Roald Dahl Museum and Story Centre

Report of the Directors (incorporating the Trustees' report) for the year ended 31 March 2014

Patrons: Quentin Blake, Geraldine James, Sue McGregor and Geoffrey Palmer

President: Felicity Dahl

Vice President: Ophelia Dahl

Company secretary: Eunice Wennberg

Management team

Museum Director	Claire Field, then from October 13 Claire Field as Operational Director and Amelia Foster as Strategic Director.
Collections Manager and Archivist	Rachel White
Education Manager	Isy Mead
Finance Manager	Miranda Sharpington
Visitor Services Manager	Ben Jones
PR and Marketing Co-ordinator	Isabelle Reynolds
Office and Facilities Manager	Tricia Croot

Auditor: Chantrey Vellacott DFK LLP, Russell Square House, 10-12 Russell Square, London, WC1B 5LF

Bankers: Lloyds Bank, 27-31 White Hart Street, High Wycombe, Buckinghamshire, HP11 2HL

2. Structure, governance and management

Constitution

The Roald Dahl Museum and Story Centre is a company limited by guarantee and not having a share capital: company number 4178505. It is also a registered charity governed by its memorandum and articles of association: charity number 1085853. The charity has a trading company, The Roald Dahl Centre (Trading) Ltd, to deal with the non-primary purpose trading activities. It is a wholly owned subsidiary and the attached financial statements consolidate the results of the subsidiary.

Organisational structure

During 2013 to 2014 there were four formal trustee meetings. These are the main way in which the trustees direct and oversee the work of the charity. The meetings are always held on the same day as meetings of The Roald Dahl Centre (Trading) Ltd to ensure a holistic approach to monitoring the charity's work. The day-to-day running of the Museum is managed by the Museum Director and the staff. They also formulate strategy and policy documents which are approved by the trustees.

Appointment and training of trustees

During the year the board has continued to assess the skills needed at board level.

If any vacancies arise on the board, or there is a perceived need to add to the skills base of the board, then an exercise is undertaken to identify the key strengths required in a new trustee. New trustees are then appointed according to the identified selection criteria.

One third of trustees (those who are longest serving) retire at each AGM, but may be re-elected.

Report of the Directors (incorporating the Trustees' report) for the year ended 31 March 2014

Related parties

The charity has taken advantage of the exemption in FRS8 from disclosing transactions with its subsidiary as consolidated financial statements are prepared.

In the current year the charity received a donation of £231,941 (2013: £90,386) from The Roald Dahl Charitable Trust of which Amanda Conquy was company secretary.

The charity leased offices to Dahl and Dahl Limited of which Amanda Conquy was a director. Rent (at a market rate) of £29,852 was receivable in the year (2013: £29,772) and £8,956 (2013: £Nil) was outstanding at the end of the year. During the year, the charity used computers which were on loan from Dahl and Dahl Limited and which originally cost £2,482 in 2011. During the year Dahl and Dahl Limited made a donation of £20,000 for transcribing Roald Dahl's letters and the Museum paid £12,848 towards the costs of a new website shared with Roald Dahl's Marvellous Children's Charity and Dahl and Dahl Limited.

Sue Higginson is company secretary and her partner is a director of The Plant Specialist Ltd which maintains the planting within the Museum and cost £1,200 in the year (2013: £1,152).

With regard to The Roald Dahl Centre (Trading) Limited, Dahl and Dahl Ltd of which Amanda Conquy was a director, made purchases of £385 (2013: £61) in the shop, after a trade discount of 30%. In 2013 the company made a contribution of £2,849 to Dahl and Dahl Ltd towards the cost of external advice concerning ecommerce.

Risk management

The trustees have taken care to address the main financial, operational and health and safety risks facing the charity. The risks facing the charity are regular items on the agenda at trustees' meetings. We continue to review our risk register and risk assessments in order to manage these risks and have added new assessments as necessary. Where changes to procedure could be made to mitigate risks, these have been implemented.

3. Objectives and activities

Objects of the charity

The objects of the charity are to further the education of the public in the art of literature and creativity by the provision and maintenance of a museum and literature centre based on the works of Roald Dahl. To achieve this, the charity has powers that include the following:

- Organise, preserve and provide suitable accommodation for the literary archives of Roald Dahl and related items;
- Employ a writer and/or illustrator in residence and/or artist in residence;
- Promote or undertake study or research and disseminate the results of such research;
- Provide education, training, advice and support.

Our vision: To be an inspirational Museum that encourages children and adults to unlock their imaginations, engage with reading and have a go at creative writing.

Our mission: To inspire in everyone a love of stories and creativity, particularly creative writing, using the Roald Dahl Archive, his stories and life.

Report of the Directors (incorporating the Trustees' report) for the year ended 31 March 2014

Our organisational values:

- We are an inspirational, developing, can-do organisation
- We are a hands-on interactive Museum that works to engage visitors of all ages and backgrounds and are truly family friendly
- We challenge and exceed visitors' expectations
- We are a unique place that houses and cares for Roald Dahl's archive.

The key objectives set out in the Forward Plan (2013/14 update) are:

- A. Increase the appeal and freshness of the Museum through planned and appropriate development work.
- B. Consolidate and maintain the excellent reputation of the Museum.
- C. Establish an appropriate fundraising strategy for the Museum.
- D. Develop the outreach and education programme.
- E. Generate and investigate new opportunities to increase revenue from non-visitors.

We have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning our future activities.

4. Achievement and performance

a. Development of the Museum venue

In the year ended 31 March 2014 we welcomed 66,931 visitors (2013: 68,054). During the year we were judged to have achieved the Visitor Assured Quality Attraction Status awarded by Visit England for the sixth year running.

We have continued to develop the Museum in order to enhance the visitor experience, constantly responding to visitor feedback and working to our strategic plan.

Developments have included:

- Refurbishing our main visitor toilets.
- Installing WiFi across the Museum.
- Achieving the Louder than Words charter mark which will improve access to the Museum for those with hearing difficulties.
- Launching a new pan-Dahl organisation website and a new e-commerce function supported by a fulfilment house.
- Fully redecorating the Café.
- Hosting a very well-attended and received launch party for the fiftieth anniversary of *Charlie and the Chocolate Factory*.
- Being awarded full Museum Accreditation from Arts Council England again.
- Collaborating with the National Media Museum and Seven Stories on an exhibition.
- Delivering storytelling and 'hut talk' (about Roald Dahl's writing routine) training to Front of House staff.
- Taking part in the Arts Council funded Audience Connect project with Chiltern Open Air Museum and Amersham Museum which looked at our audience and how best to market to them.

Positive feedback is running at around 99%. Feedback, both positive and very occasionally negative, is taken very seriously and visitor suggestions are implemented where possible and practical.

Report of the Directors (incorporating the Trustees' report) for the year ended 31 March 2014

b. Learning / education work

During 2013 to 2014, the main achievements in this area have been as follows:

Schools and education visits

For the year ended 31 March 2014 we welcomed 11,454 school visitors to the Museum.

Our in-school education sessions and storytelling in schools have increased in popularity. We have recruited a Roald Dahl teacher in Cambridgeshire to deliver Museum branded in-school sessions. It is hoped that we will eventually have at least one teacher per region and that this will generate income for the Museum.

Workshops and events

We continue to offer visitors a varied programme of in-house and freelancer-led workshops to enhance their visit and encourage them to engage in creative activities. During 2013 to 2014 these encompassed everything from author and storyteller visits to edible pillow making. We have also set up 'Chiddlers' Hour', a weekly session for the under fives and their carers and 'Volunteens' a youth panel for teenagers to get involved in the running of the Museum.

Residency

In 2013 to 2014 we hosted a Writer-in-Residence, Josh Lacey and a Poet-in-Residence, Paul Lyalls in targeted schools. Both projects were very successful and have been fully evaluated. The Poet project led to longer-term collaborations between school and poet, utilising Pupil Premium money.

External events

We participated in many external arts events and festivals, including the Wychwood Music Festival, Aylesbury Roald Dahl Festival, Lollibop and Cambridge WordFest. We also delivered storytelling at a range of events including at Whipsnade Zoo, Luton Hoo and Heathrow Airport.

Roald Dahl Day (15 September 2013)

The eighth annual Roald Dahl Day saw us hosting over 800 visitors with a theme of Mischief and Mayhem. As well as running activities at the Museum we hosted many community groups at Gipsy House, Roald Dahl's home.

c. Fundraising

We received a donation of £231,941 from The Roald Dahl Charitable Trust ("RDCT"), charity number: 1119330. This donation enables us to deliver our charitable aims, through the core work of the Museum as well as through funding our projects. The RDCT funding enables us to inspire our visitors to read for pleasure and develop their creative writing skills, thereby contributing to the cultural and educational health of our society, as well as helping us to reach out to non-Museum visitors, whether they are in hospitals, prisons or are simply those who might not consider visiting a museum.

5. Financial review

The number of general visitors to the Museum decreased by 2% this year but this was due to the year not having a full Easter school holiday and Easter weekend. This would have reduced admission income but the ticket price increase of September 2012 took effect for a full year so admission income was 1% higher than the previous year. Demand from schools for visits to the Museum remained high and school visitors increased to 11,454 (2013: 10,556). This together with an increase in the fee in the

Report of the Directors (incorporating the Trustees' report) for the year ended 31 March 2014

previous year meant that school visit income (included within admissions income) increased to £47,215 (2013: £41,143). Storytelling at outside events continued to be popular and income (included within education income) increased to £21,010 (2013: £11,895). Also included within educational income, in-school sessions income rose from £2,934 in 2012-13 to £11,404 in 2013-14. Total voluntary income amounted to £255,855 compared to £97,490 in 2013 but the previous year's figure was reduced as an expected donation of £126,281 was received after the year end.

Total costs have increased to £1,019,588 (2013: £888,458). Shop costs have risen due to increased internet trading and pressure on margins. As a result of a VAT tribunal, the Museum was able to reclaim some of the VAT incurred on the Solo Gallery redevelopment. Restating the value of the gallery meant that the fixed asset reserve was reduced by £33,666 which is included in costs. Costs also included approximately £31,000 spent on refurbishing the toilets and updating the air conditioning.

A consolidated surplus of £48,611 (2013: £32,195) was added to the general fund. Total income of £941,469 (2013: £718,052) was received and total expenditure amounted to £1,019,588 (2013: £888,458).

The charity's wholly owned subsidiary, The Roald Dahl Centre (Trading) Ltd, operates a shop within the Museum and a website to sell Roald Dahl related goods on-line. It also provides a café which is managed by a catering contractor. The shop increased overall sales by 11% from the previous year while gross profit margins fell from 57% to 53%. This included internet sales which amounted to £69,383 (2013: £45,106). The subsidiary's taxable profits are gifted to the charity and £30,882 (2013: £45,514) was donated this year. The profits generated help the charity meet its objectives.

Reserves policy

Reserves are required to fund the operations of the Museum in the event of a temporary but significant drop in income, whether due to variations in donor funding or a damaging event. The trustees believe that the level of reserves should at least cover the equivalent of six months of operating costs. For the coming year, operating costs are budgeted to be £798,000 so a reserve of approximately £399,000 is required. The balance of the general fund at the end of the year amounts to approximately £476,000. However, the Museum will require further funds for developing new gallery space and reviewing and reorganising the staff structure. It is therefore intended to keep the reserves temporarily at a higher level for this purpose.

Principal funding sources

Below is a breakdown of income by revenue stream.

Revenue stream	% of total income	
	2014	2013
Admissions, workshops and educational income	37%	45%
Shop	30%	35%
Donations and grants	27%	14%
Investment income	5%	6%
Sundry income	1%	0%

Report of the Directors (incorporating the Trustees' report) for the year ended 31 March 2014

In 2013 a donation of £126,281 from The Roald Dahl Charitable Trust was not received until after the year end and this has resulted in the change in performance as shown in the above table.

The total group funds at the end of the financial year were £4.64 million of which £476,339 represented the general fund available to the group. These figures include the results of the trading subsidiary (The Roald Dahl Centre (Trading) Ltd) which is responsible for the shop and the café.

Investment powers

The trustees have the power to make any investment they see fit, but only after obtaining advice from a financial expert and having regard to the suitability of investments and the need for diversification.

Going concern

The charity's forecasts show that it is well able to meet its financial obligations. Included in the forecast for the coming year is voluntary income of £309,910 which has already been received. The charity holds reserves in excess of six month's budgeted operating costs, in the form of available cash funds, in order to mitigate the effects of any potential damaging event or significant drop in income. The trustees have reasonable expectations that the charity will continue to operate for the foreseeable future and have therefore adopted the going concern basis of accounting.

6. Plans for future periods

The priorities for the period 2015/6 are set out in 3 above. For the financial year ending 31 March 2015, we will be focussing in particular on the following objectives:

- **Increase the appeal and freshness of the Museum through planned and appropriate development work.** We will fully review the use of space around the Museum with a view to developing new gallery space.
- **Consolidate and maintain the excellent reputation of the Museum.** We will continue to work to achieve our various benchmarks and work with The Roald Dahl Literary Estate to deliver their vision for the Roald Dahl brand. We will review and reorganise the staff structure to enable the Museum to grow in scope.
- **Develop the education programme** We will begin to establish our network of Roald Dahl teachers to enable us to deliver Museum learning across the country.

7. Statement of directors' responsibilities

The directors (who are also trustees of The Roald Dahl Museum and Story Centre for the purposes of charity law) are responsible for preparing the Report of the Directors and the financial statements in accordance with applicable law and regulations.

Company and charity law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accounted Practice (United Kingdom Accounting Standards and applicable law). Under company law the directors must not approve the financial statements unless they give a true and fair view of the state of affairs of the charity and group and the incoming resources and application of resources, including the income and expenditure of the charity and group for that period.

Report of the Directors (incorporating the Trustees' report) for the year ended 31 March 2014

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

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

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

In so far as the directors are aware:

- there is no relevant audit information of which the charity's auditor is unaware; and
- the directors 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.

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

8. Auditor

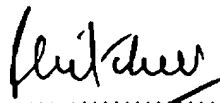
A resolution for the reappointment of Chantrey Vellacott DFK LLP as auditor of the charity will be proposed at the forthcoming Annual General Meeting.

9. Small company provisions

This report has been prepared in accordance with the special provisions for small companies under Part 15 of the Companies Act 2006.

On behalf of the trustees

Paul Mitchell



Date 21 OCTOBER 2014

Independent Auditor's Report to the Members of The Roald Dahl Museum and Story Centre

We have audited the financial statements of The Roald Dahl Museum and Story Centre for the year ended 31 March 2014 which comprise the Consolidated Statement of Financial Activities, the charity Statement of Financial Activities, the Consolidated and charity Balance Sheets and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

This report is made solely to the charity'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 charity'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 charity and the charity's members as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of trustees and auditor

As explained more fully in the Directors' Responsibilities Statement set out on pages 10 to 11, the trustees (who are also the directors of the charity for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

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

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the group's and charity's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the trustees; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the Report of the Directors (incorporating the Trustees' Report) to identify material inconsistencies with the audited financial statements. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the group's and charity's affairs as at 31 March 2014 and of their incoming resources and application of resources, including their income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Opinion on other matter prescribed by the Companies Act 2006

In our opinion the information given in the Report of the Directors (incorporating the Trustees' Report) for the financial year for which the financial statements are prepared is consistent with the financial statements.

Independent Auditor's Report to the Members of The Roald Dahl Museum and Story Centre

Matters on which we are required to report by exception

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

- the parent charity 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 charity 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; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemption in preparing the Report of the Directors (incorporating the Trustees' Report).

Chantrey Vellacott DFK LLP

Philip Clark FCA DChA (Senior Statutory Auditor)
for and on behalf of CHANTREY VELLACOTT DFK LLP
Chartered Accountants and Statutory Auditor
London

Date: *24 October* 2014

Consolidated statement of financial activities (incorporating an income and expenditure account) for the year ended 31 March 2014

	Note	General fund £	Designated funds £	Restricted funds £	Endowment fund £	Total funds 2014 £	Total funds 2013 £
Incoming resources	3						
Incoming resources from generated funds							
Voluntary income		232,005	-	23,850	-	255,855	97,490
Activities for generating funds		280,447	-	-	-	280,447	252,477
Investment income		46,419	92	-	-	46,511	44,171
Incoming resources from charitable activities		349,617	9,039	-	-	358,656	323,914
Total incoming resources		908,488	9,131	23,850	-	941,469	718,052
Resources expended	4						
Costs of generating funds							
Fundraising trading: cost of goods sold and other costs		232,847	384	-	-	233,231	190,679
Investment management costs		14,714	-	-	-	14,714	12,927
Charitable activities		511,789	224,890	21,310	-	757,989	665,680
Governance costs		13,654	-	-	-	13,654	19,172
Total resources expended		773,004	225,274	21,310	-	1,019,588	888,458
Net (outgoing)/incoming resources before transfers		135,484	(216,143)	2,540	-	(78,119)	(170,406)
Transfers							
Gross transfers between funds	7	(86,873)	92,559	(5,686)	-	-	-
Net movement in funds being net income/(expenditure) in the year		48,611	(123,584)	(3,146)	-	(78,119)	(170,406)
Reconciliation of funds							
Total funds brought forward		427,728	3,274,751	18,361	1,000,000	4,720,840	4,891,246
Total funds carried forward		476,339	3,151,167	15,215	1,000,000	4,642,721	4,720,840

All gains and losses are included above, therefore a statement of total recognised gains and losses has not been presented.

All incoming resources and resources expended derive from continuing activities of the group.

The notes on pages 17 to 25 form part of these financial statements.

Charity's statement of financial activities (incorporating an income and expenditure account) for the year ended 31 March 2014

	General fund £	Designated funds £	Restricted funds £	Endowment fund £	Total funds 2014 £	Total funds 2013 £
Incoming resources						
Incoming resources from generated funds						
Voluntary income	232,005	-	23,850	-	255,855	97,490
Donation from trading subsidiary	30,882	-	-	-	30,882	45,514
Activities for generating funds	563	-	-	-	563	1,216
Investment income	46,726	92	-	-	46,818	44,484
Incoming resources from charitable activities	349,617	9,039	-	-	358,656	323,914
Total incoming resources	659,793	9,131	23,850	-	692,774	512,618
Resources expended						
Costs of generating funds						
Investment management costs	14,714	-	-	-	14,714	12,927
Charitable activities	501,960	224,890	21,310	-	748,160	656,139
Governance costs	9,737	-	-	-	9,737	13,222
Total resources expended	526,411	224,890	21,310	-	772,611	682,288
Net incoming/ (outgoing) resources before transfers	133,382	(215,759)	2,540	-	(79,837)	(169,670)
Transfers						
Gross transfers between funds	(85,598)	91,284	(5,686)	-	-	-
Net movement in funds being net income/(expenditure) in the year	47,784	(124,475)	(3,146)	-	(79,837)	(169,670)
Reconciliation of funds						
Total funds brought forward	424,847	3,274,367	18,361	1,000,000	4,717,575	4,887,245
Total funds carried forward	472,631	3,149,892	15,215	1,000,000	4,637,738	4,717,575

All gains and losses are included above, therefore a statement of total recognised gains and losses has not been presented.

All incoming resources and resources expended derive from continuing activities of the charity.

The notes on pages 17 to 25 form part of these financial statements

Consolidated and charity's balance sheet as at 31 March 2014

	Note	2014 £	Group 2013 £	2014 £	Charity 2013 £
Fixed assets					
Tangible assets	8	3,695,526	3,847,585	3,694,251	3,847,201
Inalienable heritage asset – archive	9	300,000	300,000	300,000	300,000
Investment in subsidiary	13	-	-	100	100
Total fixed assets		3,995,526	4,147,585	3,994,351	4,147,301
Current assets					
Stock		72,857	44,804	-	-
Debtors	10	113,999	98,527	251,354	195,746
Cash at bank and in hand		553,230	532,766	467,577	459,144
Total current assets		740,086	676,097	718,931	654,890
Creditors: amounts falling due within one year	11	(92,891)	(102,842)	(75,544)	(84,616)
Net current assets		647,195	573,255	643,387	570,274
Total assets less current liabilities		4,642,721	4,720,840	4,637,738	4,717,575
The funds of the group and charity:					
Restricted endowment fund		1,000,000	1,000,000	1,000,000	1,000,000
Restricted income funds		15,215	18,361	15,215	18,361
Unrestricted income funds					
Designated funds					
Fixed asset reserve		2,995,526	3,147,585	2,994,251	3,147,201
Residency fund		7,443	-	7,443	-
Gallery fund		52,258	42,166	52,258	42,166
Major repairs fund		95,940	85,000	95,940	85,000
General fund		476,339	427,728	472,631	424,847
Total group and charity funds	12/16	4,642,721	4,720,840	4,637,738	4,717,575

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

Approved by the trustees and authorised for issue on ~~21 OCTOBER 2014~~ and signed on their behalf by:



Paul Mitchell

Company Registration Number: 4178505

The notes on pages 17 to 25 form part of these financial statements.

Notes to the financial statements For the year ended 31 March 2014

1. Accounting policies

Basis of accounting

The financial statements have been prepared under the historical cost convention and in accordance with the Statement of Recommended Practice, *Accounting and Reporting by Charities* (SORP 2005), issued in March 2005, applicable accounting standards and the Companies Act 2006.

Basis of consolidation

The consolidated financial statements comprise those of the charity and its wholly-owned subsidiary undertaking, The Roald Dahl Centre (Trading) Limited. The results of the subsidiary are consolidated on a line-by-line basis.

Incoming resources

Donations

Income from donations is included in incoming resources when it is receivable, except as follows:

When donors specify that donations given to the charity must be used in future accounting periods, the income is deferred until those periods.

When donors impose conditions which have to be fulfilled before the charity becomes entitled to use such income, the income is deferred and not included in incoming resources until the pre-conditions for use have been met.

When donors specify that donations are for particular restricted purposes, which do not amount to pre-conditions regarding entitlement, this income is included in incoming resources of restricted funds when receivable.

Funds received for the purchase of fixed assets are accounted for as restricted income. The treatment of the assets provided depends upon the restriction imposed by the grant and as the fixed assets' acquisition discharges the restriction, then the assets will be held in the designated tangible asset reserve. A corresponding transfer of the associated restricted income will be made to the unrestricted fund in the year of purchase.

Grants

Grant income is not recognised in the Statement of Financial Activities until the conditions for its receipt have been met and there is reasonable assurance that the grant will be received.

Investment income

Investment income is included when receivable by the charity.

Admissions, courses and events

Income is deferred when admission or event fees are received in advance of the date or event to which they relate and are included in creditors.

Resources expended

Resources expended are included in the Statement of Financial Activities on an accruals basis.

Expenditure which is directly attributable to specific activities is included in the appropriate cost categories. Where expenditure is attributable to more than one activity it is apportioned across cost categories on a basis consistent with the use of resources.

Costs of generating funds comprise fundraising expenditure and, in the consolidated financial statements, the expenditure incurred by The Roald Dahl Centre (Trading) Limited.

Charitable activities expenditure includes services identifiable as wholly or mainly in the support of the charity's objectives and are the costs of operating the museum, providing educational services and maintaining the archive.

Governance costs are those costs relating to compliance with constitutional and statutory requirements.

Notes to the financial statements For the year ended 31 March 2014

1. Accounting policies (continued)

Tangible fixed assets

Tangible fixed assets costing £150 or more are capitalised at cost and depreciated on a straight-line basis over their estimated useful lives as follows:

Freehold buildings	1%
Galleries	5-20%
Software, furniture, fixtures and equipment	20-33%
Shop and café fittings	10%

Tangible fixed assets are not depreciated until they are brought into use.

Heritage asset- inalienable

The heritage asset represents the archive relating to Roald Dahl. The permanent collections contain manuscripts, photographs, letters and mementoes from his eventful life together with over 200 objects from his writing hut, and a collection of films, documentaries and books relating to his life and work. The permanent collections are included in the balance sheet at market valuation at the date of acquisition. The Trustees believe that the costs to continually update the market value of the heritage asset would be onerous compared with the additional benefits derived by the Museum and the users of the accounts. The latest estimated value is reported in Note 9.

The transient collections include duplicate and facsimile items held for educational and research purposes as well as a small archive about the Museum itself. These items are not recognised in the balance sheet as cost information is not available. The Trustees believe the benefits of obtaining valuations for these items would not justify the cost as these items are estimated to be of little monetary value.

The asset is deemed to have an indefinitely useful life and therefore depreciation is deemed to be immaterial. Expenditure which is required to preserve or prevent further deterioration of individual items within the archive is recognised in the Statement of Financial Activities when it is incurred. The Museum's management policy in respect of its heritage asset is summarised in Note 9.

Stock

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

Fund accounting

Funds held by the charity are either:

- *Unrestricted general funds* – these are funds which can be used in accordance with the charitable objects at the discretion of the trustees.
- *Designated funds* – these are funds set aside by the trustees out of unrestricted general funds for specific future purposes or projects and for fixed assets which cannot be disposed of.
- *Restricted income funds* – these are funds that can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.
- *Restricted endowment fund* – these funds represent the permanent endowment of the archive and land donated to the charity and cannot be disposed of.

Pension contributions

The company makes employer's contributions to defined contribution pension schemes, the assets of which are held separately from those of the charity, and are recognised in the Statement of Financial Activities as they become payable.

Cash flow statement

The charitable company and group have taken advantage of the exemptions available and not produced a cash flow statement on the grounds of their size.

Notes to the financial statements For the year ended 31 March 2014

2. Legal status of the charity

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding-up is limited to £1. The number of members (who are also the Trustees) at 31 March 2014 is 8 (2013: 9).

3. Analysis of incoming resources

	2014 £	2013 £
Voluntary income		
Donations	252,911	92,504
Grants	2,944	4,986
	<u>255,855</u>	<u>97,490</u>
 Activities for generating funds		
Shop income	279,884	251,261
Sundry trading income	563	1,216
	<u>280,447</u>	<u>252,477</u>
 Investment income		
Rental income	41,707	40,542
Interest receivable	4,804	3,629
	<u>46,511</u>	<u>44,171</u>
 Incoming resources from charitable activities		
Museum admissions	291,436	288,459
Education – courses and events	53,283	31,939
Sundry income	13,937	3,516
	<u>358,656</u>	<u>323,914</u>

4. Analysis of resources expended

	2014 £	2013 £
Fundraising trading		
Shop costs	223,697	185,897
Café premises costs	9,534	4,782
	<u>233,231</u>	<u>190,679</u>
 Investment costs		
Rental costs (including support costs of £12,508, 2013: £10,349)	14,714	12,927
	<u>14,714</u>	<u>12,927</u>

Notes to the financial statements For the year ended 31 March 2014

4.	Analysis of resources expended (continued)	2014	2013
		£	£
	Charitable activities		
	Museum (including support costs of £34,933, 2013: £28,906)	621,770	552,135
	Education	116,021	91,597
	Archive	20,198	21,800
	Capital project costs	-	148
		<u>757,989</u>	<u>665,680</u>
	Governance		
	Trustees' expenses	1,142	645
	Legal & professional fees	925	6,625
	Auditor's remuneration:		
	External audit	9,787	9,842
	Other services	1,800	2,060
		<u>13,654</u>	<u>19,172</u>

5.	Analysis of support costs	Rental	Museum	Total	Basis of allocation
		£	£	£	
	Premises costs	12,508	34,933	47,441	Floor area

6.	Staff costs and trustees' remuneration	2014	2013
		£	£
	Wages and salaries	359,584	323,090
	Employer's national insurance	24,789	23,251
	Pension contributions	14,975	14,653
		<u>399,348</u>	<u>360,994</u>

The trustees were not paid any remuneration (2013: none). Out of pocket trustee meeting expenses of £302 (2013: £356) were reimbursed to three of the trustees during the year.

The average number of full-time equivalent employees (including part-time staff) is analysed as follows:

	2014	2013
	Number	Number
Activities generating funds -shop	2	2
Charitable activities	13	12
	<u>15</u>	<u>14</u>

There were no employees whose emoluments amounted to more than £60,000.

7. Transfer between funds

The transfer to funds represents the trustees' decision to set aside the charity's fixed assets in a designated fund to reflect the unavailability of these funds for general purposes, to provide funds for major repairs and gallery improvements and to fund the residency.

Notes to the financial statements
For the year ended 31 March 2014

8. Tangible fixed assets
Group

	Freehold interest in land & buildings £	Galleries £	Software, furniture, fixtures, equipment £	Shop & cafe fittings £	Total £
Cost					
At beginning of year	3,457,511	1,020,980	162,452	87,742	4,728,685
Additions	-	-	36,559	-	36,559
Disposals	-	-	(8,815)	-	(8,815)
Adjustment re prior year	-	(44,225)	-	-	(44,225)
At end of year	<u>3,457,511</u>	<u>976,755</u>	<u>190,196</u>	<u>87,742</u>	<u>4,712,204</u>
Depreciation					
At beginning of year	215,964	463,871	140,226	61,039	881,100
Provided in year	27,575	106,236	12,343	8,775	154,929
Disposals	-	-	(8,792)	-	(8,792)
Adjustment re prior year	-	(10,559)	-	-	(10,559)
At end of year	<u>243,539</u>	<u>559,548</u>	<u>143,777</u>	<u>69,814</u>	<u>1,016,678</u>
Net book value					
At 31 March 2014	<u>3,213,972</u>	<u>417,207</u>	<u>46,419</u>	<u>17,928</u>	<u>3,695,526</u>
At 31 March 2013	<u>3,241,547</u>	<u>557,109</u>	<u>22,226</u>	<u>26,703</u>	<u>3,847,585</u>

Charity

	Freehold interest in land & buildings £	Galleries £	Software, furniture, fixtures, equipment £	Shop & cafe fittings £	Total £
Cost					
At beginning of year	3,457,511	1,020,980	153,200	87,742	4,719,433
Additions	-	-	35,284	-	35,284
Disposals	-	-	(8,815)	-	(8,815)
Adjustment re prior year	-	(44,225)	-	-	(44,225)
At end of year	<u>3,457,511</u>	<u>976,755</u>	<u>179,669</u>	<u>87,742</u>	<u>4,701,677</u>
Depreciation					
At beginning of year	215,964	463,871	131,358	61,039	872,232
Provided in year	27,575	106,236	11,959	8,775	154,545
Disposals	-	-	(8,792)	-	(8,792)
Adjustment re prior year	-	(10,559)	-	-	(10,559)
At end of year	<u>243,539</u>	<u>559,548</u>	<u>134,525</u>	<u>69,814</u>	<u>1,007,426</u>
Net book value					
At 31 March 2014	<u>3,213,972</u>	<u>417,207</u>	<u>45,144</u>	<u>17,928</u>	<u>3,694,251</u>
At 31 March 2013	<u>3,241,547</u>	<u>557,109</u>	<u>21,842</u>	<u>26,703</u>	<u>3,847,201</u>

The adjustment re a prior year relates to VAT on the refurbishment of the Solo gallery which was treated as irrecoverable and included in the cost of the asset. As a result of a VAT Tribunal, some of this VAT has been recovered and the cost of the asset and its depreciation adjusted accordingly.

Notes to the financial statements For the year ended 31 March 2014

9. Inalienable heritage asset

Valuation	£
At beginning of year	300,000
Additions	-
Disposals	-
At end of year	<u>300,000</u>

The heritage asset represents the permanent part of the Roald Dahl archive. The archive was capitalised at market value at the date of acquisition. An external valuation of the permanent collections part of the archive was carried out by Sothebys & Co as at 1 March 2012 and its market value was deemed to be £2,060,000.

Subject to the approval of the Trustees, the charity may dispose of items from the transient collection but only for sound curatorial reasons. On disposal, priority is given to keeping it in the public domain.

The archive is accessible to the majority of users through education work and displays in the galleries. Researchers have access by appointment to items held in storage subject to the access and privacy policy of the Museum. The archive is maintained in appropriate conditions, under BS5454, with controlled temperature and relative humidity in a secure environment.

The Museum occasionally makes available on loan items from the collections to other museums and also accepts items on loan, subject to the Museum's loans policy.

10. Debtors

	Group		Charity	
	2014	2013	2014	2013
	£	£	£	£
Trade debtors	957	4,059	-	-
Other debtors	32,935	31,588	32,935	31,588
Amounts due from subsidiary	-	-	140,417	103,589
Prepayments and accrued income	80,107	62,880	78,002	60,569
	<u>113,999</u>	<u>98,527</u>	<u>251,354</u>	<u>195,746</u>

Amounts due from subsidiary include an unsecured loan of £80,000, on which interest is payable at 0.5% above the Bank of England base rate. Prepayments and accrued income for both the charity and the group include £21,233 (2013: £44,569) which is a guaranteed donation from F Dahl, a former trustee, and which was paid September 2014.

11. Creditors: amounts falling due within one year

	Group		Charity	
	2014	2013	2014	2013
	£	£	£	£
Trade creditors	27,013	28,981	15,420	17,237
Taxation and social security	-	6,625	-	6,625
Accruals and deferred income	65,878	67,236	60,124	60,754
	<u>92,891</u>	<u>102,842</u>	<u>75,544</u>	<u>84,616</u>

Notes to the financial statements For the year ended 31 March 2014

12. Analysis of net assets between funds

	Restricted funds £	Unrestricted funds £	Total funds £
Fixed assets - tangible	700,000	2,995,526	3,695,526
- heritage asset	300,000	-	300,000
Net current assets	15,215	631,980	647,195
	<u>1,015,215</u>	<u>3,627,506</u>	<u>4,642,721</u>

13. Investment in subsidiary

The charity has a wholly owned subsidiary company, The Roald Dahl Centre (Trading) Limited, registered in England. The subsidiary is used for non-primary purpose trading activities. Its activities for the year ended 31 March 2014 have been consolidated on a line-by-line basis. Its turnover for the year was £280,055 (2013: £251,720) and, after gift aid, its retained profit was £1,718 (2013: loss of £736). The net assets at 31 March 2014 are £5,083 (2013: £3,365).

14. Pension contributions

The charity is a member of the Flexible Retirement Plan administered by The Pensions Trust, a not-for-profit organisation. This is a defined contributions scheme available to all permanent employees. If employees have their own personal defined contribution pension schemes the charity contributes to these instead. The assets of the schemes are held separately from those of the charity in independently administered funds. Contributions to the schemes are charged to the Statement of Financial Activities as they become payable and amounted to £14,975 (2013: £14,653). Employer contributions of £17,687 (2013: £13,295) were paid during the year. There were outstanding employer contributions at the year end of £1,072 (2013: £3,784).

15. Related party transactions

The charity has taken advantage of the exemption in FRS8 from disclosing transactions with its subsidiary as consolidated financial statements are prepared.

In the current year the charity received a donation of £231,941 (2013: £90,386) from The Roald Dahl Charitable Trust of which Amanda Conquy was company secretary.

The charity leased offices to Dahl and Dahl Limited of which Amanda Conquy was a director. Rent (at a market rate) of £29,852 was receivable in the year (2013: £29,772) and £8,956 (2013: £Nil) was outstanding at the end of the year. During the year, the charity used computers which were on loan from Dahl and Dahl Limited and which originally cost £2,482 in 2011. During the year Dahl and Dahl Limited made a donation of £20,000 for transcribing Roald Dahl's letters and the Museum paid £12,848 towards the costs of a new website shared with Roald Dahl's Marvellous Children's Charity and Dahl and Dahl Limited.

Sue Higginson is company secretary and her partner is a director of The Plant Specialist Ltd which maintains the planting within the Museum and cost £1,200 in the year (2013: £1,152).

With regard to The Roald Dahl Centre (Trading) Limited, Dahl and Dahl Ltd of which Amanda Conquy was a director, made purchases of £385 (2013: £61) in the shop, after a trade discount of 30%. In 2013 the company made a contribution of £2,849 to Dahl and Dahl Ltd towards the cost of external advice concerning ecommerce.

Notes to the financial statements For the year ended 31 March 2014

16. Analysis of charitable funds

	At 31 March 2013 £	Incoming resources £	Expenditure £	Transfers £	At 31 March 2014 £
Restricted funds					
The Roald Dahl Charitable Trust	13,023	-	(7,023)	(6,000)	-
The Hospital Visits Fund	172	156	(195)	-	133
Travel bursary for schools	180	750	(680)	-	250
New Opportunity grant	-	2,130	(2,130)	-	-
Transcription project	-	20,000	(8,000)	-	12,000
Remote access project	-	814	(1,128)	314	-
Louder than Words project	4,986	-	(2,154)	-	2,832
	<u>18,361</u>	<u>23,850</u>	<u>(21,310)</u>	<u>(5,686)</u>	<u>15,215</u>
Endowment fund	1,000,000	-	-	-	1,000,000
Unrestricted funds					
General fund	427,728	908,488	(773,004)	(86,873)	476,339
Designated funds					
Fixed asset reserve	3,147,585	-	(188,618)	36,559	2,995,526
Residency fund	-	1,269	(5,826)	12,000	7,443
Major repairs fund	85,000	7,770	(30,830)	34,000	95,940
Gallery fund	42,166	92	-	10,000	52,258
	<u>4,720,840</u>	<u>941,469</u>	<u>(1,019,588)</u>	<u>-</u>	<u>4,642,721</u>

Restricted funds

The Roald Dahl Charitable Trust

The donation is for funding of the annual residency programme. Part of the funds was designated and this has been transferred to a separate fund.

The Hospital Visits Fund

The donations are used for funding the cost of storytelling and craft activities in the children's wards of hospitals.

Travel bursary for schools

A regular donation subsidises the cost of transport for a school class to visit the museum on the basis of one school per term, providing the school meets certain criteria. This is to give schools from disadvantaged areas the opportunity to access the museum.

New Opportunity Grant

Funding was received from The Shaw Trust to support the employment of an unemployed disabled person for six months.

Transcription project

A donation was received from Dahl and Dahl Ltd for the commissioning of research and transcription of the letters of Roald Dahl.

Remote access project

This is a Sustainable Routes grant for equipment to enable computer remote access so employees are able to work from home and reduce their CO2 emissions.

Louder than Words project

This is funding from the Buckinghamshire, Oxfordshire and Berkshire Development Service Micro Consultancy Programme towards gaining the Louder than Words Charter Mark from Action on Hearing Loss.

Notes to the financial statements For the year ended 31 March 2014

16. Analysis of charitable funds (continued)

Endowment fund

This fund represents the permanent endowment of the archive (£300,000) and the land (£700,000) donated to the charity. This cannot be disposed of, apart from the transient collection held within the archive.

Designated funds

Fixed asset reserve

The charity has established a reserve to reflect the investment in the Museum's fixed assets. The expenditure for the year represents the depreciation of these assets and any loss on disposal and the transfer represents the funds set aside from the General Fund and the Gallery Fund to cover the costs of fixed asset additions.

Residency fund

Funds are put aside to support the annual residency programme

Major repairs fund

Income from the general fund has been set aside to cover the cost of any significant repairs to the Museum's fixed assets that may arise in the future.

Gallery fund

These are funds set aside for the purpose of maintaining the quality of the exhibits and the galleries.

17. Taxation

The Roald Dahl Museum and Story Centre is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.