

COMPANY REGISTRATION NUMBER 01279396
CHARITY REGISTRATION NUMBER 272381

CHILTERN OPEN AIR MUSEUM LIMITED
CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED
31 MARCH 2017

CHILTERN OPEN AIR MUSEUM LIMITED

**REPORT AND CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2017**

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The following pages do not form part of the statutory Financial Statements:-

Charitable Company only information

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CHILTERN OPEN AIR MUSEUM LIMITED

PATRONS, MEMBERS, STAFF AND ADVISERS (continued)

CHILTERN OPEN AIR MUSEUM LIMITED PATRONS, MEMBERS, STAFF AND ADVISERS

President

The Rt. Hon. The Lord Carrington K.G., G.C.M.G., C.H., M.C., P.C

Patrons

Lionel Anthony Esq.

The Rt. Hon. Cheryl Gillan MP

Countess Howe

Sir John Johnson

Eric Knowles Esq.

Sir William McAlpine

Viscount Norwich

Lady Wilson

Board of Management Members

Miss V K S Clark (Chairman)

Mrs S Fitzpatrick (Treasurer)

Dr K Baggaley

Mrs G Cassidy

Mr A Marsh

Mrs A Martin (co-opted)

Mrs J Mulholland

Ms M O'Rourke (co-opted)

Mrs P Phillips

Mr C Claxton Stevens

Museum Director

Mr S Hatfield (joined as interim Director September 2017)

Ms S Shave (left July 2017)

Executive Team

The trustees consider the senior management team to comprise: the Trustees and the Director

The staff team (permanent staff both full and part-time) comprises:

Buildings Mr J Hyde-Trutch

Farm and Site Mr C Rowland (left August 2017)

Mr A Bowler (joined August 2017)

Visitor Services Ms S Jenkins

Ms Y Cooper (left December 2016)

Mr G Hunt (left September 2017)

Ms C Melia (joined January 2017)

Education Mrs C Silmon

Mr A Matthews

Ms S Adderley (joined January 2017)

Ms N Blay (joined April 2017)

Mrs S Wright (left August 2016)

Marketing Mrs H Light

Administration Ms K Paley

CHILTERN OPEN AIR MUSEUM LIMITED**PATRONS, MEMBERS, STAFF AND ADVISERS (continued)**

Finance	Ms A Howe (left November 2017)
Fundraising	
ACE funded	Mr R Berman (left May 2017)
HLF Trainees	Mr S Rowland-Simms (left June 2017)
	Ms L Rule (left August 2017)
	Mr J Hayes (joined July 2017)
	Ms J Eyre (joined July 2017)

Seasonal Catering and Shop Managers: Mrs T Howard, Mrs A Stroud

Registered Office and Principal Address

Newland Park
Gorelands Lane
Chalfont St Giles
Buckinghamshire
HP8 4AB

Bankers

Barclays Bank plc
CAF Bank
COIF Charity Fund

Auditors

Cansdales
Chartered Accountants, Statutory Auditors & Business Advisers
Bourbon Court
Nightingales Corner
Little Chalfont, Bucks, HP7 9QS

CHILTERN OPEN AIR MUSEUM LIMITED

CHAIRMAN'S STATEMENT FOR THE YEAR ENDED 31 MARCH 2017

Overview

The purpose of this report is to provide a summary of the Museum's activities and achievements of the year. It was the Museum's 40th year of existence and from reading early meeting reports and commentary it is clear that not everyone expected the Museum to survive, let alone thrive. These accounts are testament to the endurance and tenacity of all associated with the Museum and I am delighted and privileged to be part of that story.

I am pleased to report that it is a message of a positive financial result for the Museum, which is a result of everyone's continued hard work and commitment towards the efforts of the Museum to be operationally sustainable. Some very remunerative filming contracts have made that positive figure exceptional and can only be regarded as serendipitous.

Finance

Unrestricted income this year was 23% higher than last year, with visitor numbers totalling nearly 50,000, an increase of 10% on last year. Restricted income was lower because of exceptional legacy monies received in 2015/16.

The contribution of the Enterprises arm of the Museum, through the Shop, Snack Barn and Tea Room, continues to support general funds and thanks must be given to all who work and volunteer in the 3 outlets on the Museum site. This year Enterprises has donated £27,571 to the Museum (£25,226 in 2015/6).

A point to note is that Easter did not fall within the financial period recorded.

Personnel

With the departure of Yolanda Cooper to pursue her acting career, Caroline Melia was recruited to concentrate on Events and Weddings, bringing with her a background in Films and Events. In the Education department, Adrian continued to develop the outdoor learning offering during the year and Sarah Wright left us to work in a School and she was replaced by Sarah Adderley (an erstwhile workshop leader), assisted latterly by Nicole Blay. The Board has recognised that with burgeoning income streams and numbers of children on site each day, the Learning Team needs to be correctly structured.

Katharine as the Director's PA has mostly concentrated on the annual pass scheme and the proposed adoption of Vennersys system for Front of House, which was implemented in March 2017.

The Tea Room team (now in 2 locations at weekends and in the holidays) led by Tanya Howard, ably assisted by Hayley, have successfully established a team of casual workers through the season who have delighted the public and achieved a level 5 rating from the Environmental Health Officer.

Buildings/ Site

Led by John Hyde Trutch, the buildings volunteers spent the summer tiling the wall around Haddenham and the autumn rescuing a Nissen hut. Late winter saw the builders undertaking repairs on Thame

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CHAIRMAN'S STATEMENT FOR THE YEAR ENDED 31 MARCH 2017

Vicarage Room (which turned out to be much more extensive than anticipated) and also replacing a window in Skippings Barn.

Work on rethatching of Leagrave was completed in the year and repairs to the thatched ridge of Arborfield were also completed in the winter months by the master thatchers.

Thanks to the Friends of the Museum and the receipt of a legacy, Jenners Pavilion was repainted this year by outside contractors.

The Farm team led by Conway Rowland continue to implement the Farm Plan and therefore spent the autumn/ winter hedgelaying, coppicing in the meadow, hurdle making, as well as installing and replacing some gates and posts. The most significant and timesaving improvement was the installation of mains electric fencing around half the site, which has made animal husbandry easier on a daily basis.

The large farm artefact team have moved onto painting the restored South East Midlands Box waggon; the trusser was not quite ready for Harvest weekend.

HLF funding of site and buildings trainees continued throughout the year with no change in personnel: Sam (buildings) and Lyndsey (Farm and Site). Sam thrived whilst being in charge early in 2017 and Lyndsey enjoyed the animal husbandry and development of farm interpretation with volunteers.

The year-round care of the Museum gardens continues under the critical and discerning eye of many visiting gardeners and credit must be given to the devoted volunteers who work so hard. The allotment has been further developed during this year and has garnered more public visitor and admiring comments than ever before, particularly when the Giant Museum grown pumpkin was shown off at Harvest and Halloween.

Visitor Services

The 2016 season was full of successful and engaging re-enactment groups at weekends who delighted the public and raised the attendance figures. August Bank Holiday Monday was sadly another wash out! Halloween visitors in 2016 continued to beat previous years with mostly pre – booked tickets sold, thus securing the income in advance of the night.

The Annual Pass scheme has settled down with only the direct debit renewal to be properly embedded, as this will secure faster and more efficient renewals for future years.

Filming

It was an outstanding year at the museum for filming, in comparison to last year, and whilst the filming of an episode of Grantchester in December 2016 may have taken over the farmyard for a month and ousted the cows to a winter home in the arable field, this generated in the order of 10% of the museum's annual income.

Weddings are now providing a very useful income stream and this aspect is being developed with bookings into 2018.

Education

The figures speak for themselves (gross income up 10%) and this department continues to be another financial success story, led by Cathy Silmon. The excellent reputation of the Museum and high standard

CHILTERN OPEN AIR MUSEUM LIMITED

CHAIRMAN'S STATEMENT FOR THE YEAR ENDED 31 MARCH 2017

of delivery of a unique educational experience (particularly the Mesolithic and Iron Age workshops), which exactly complement these compulsory topics within the National Curriculum, have resulted in attracting school bookings from an ever-widening catchment area. Cathy continues to strive to develop other learning strands, to ensure that the Museum is not solely reliant on pre-history. She has been developing literacy workshops and has other innovative plans for future expansion. Her team of workshop leaders and volunteer supporters continue to develop themselves and support her wholeheartedly.

Small grants have been received to assist with developing new workshops and to support Schools who cannot afford a coach to the Museum.

The Museum's reputation for Terrific Tuesdays in the School holidays continues to grow and again the increase in visitor numbers (with good weather) reflect a successful and varied programme.

Fundraising

Richard Berman (supported by ACE- Flourish) has continued to develop strands of corporate funding for the Museum, has developed a legacy giving programme and supported the Museum Director through the 40th year with the Anniversary Appeal. Richard left the Museum in May 2017.

Marketing

The Tesco voucher scheme has been continued through the year, albeit with restrictions on Bank Holiday Mondays and Terrific Tuesdays.

Helen Light continues to implement innovative ideas and ways of attracting different audiences, by keeping the website refreshed and presenting the Museum in a different way.

Visitor numbers are up year on year and we attribute this to the marketing strategy of using both targeted social media, combined with providing museum news and well written content to local newspapers without a heavy cost burden of advertising.

Chairman's summary

The Board continues to meet 7/8 times a year, as does the Finance sub-committee and the Advisory council attends the museum 2 or 3 times each year. The senior Museum staff meet regularly to review progress on business development and strategic issues and make proposals to the Board of trustees.

Despite 2 years of financial surplus, there is no room for complacency, as we are all well aware that the weather plays an important role in the visitor numbers during the School holidays. In contrast the benefit of school bookings and other pre- booked groups is that they come irrespective of the weather. We need to continue to strive to attract new audiences and returning visitors, to show them where we have made changes and improvements.

Last year I wrote that Comer Homes were also offering (as part of their public benefit S 106) to transfer the freehold of the Museum site for £1 and lease us a large part of Grays field. Some amendments to the Museum boundary would also take place. At the time of writing the negotiations have still not been concluded and no legal documents have been signed.

CHILTERN OPEN AIR MUSEUM LIMITED**CHAIRMAN'S STATEMENT
FOR THE YEAR ENDED 31 MARCH 2017**

The Board of trustees has expanded by 2 to total 10, (maximum is 15). An external consultant has reviewed and commented on the current company Memorandum and Articles and there is more work to do in this area in the next 12 months.

On behalf of the Board of trustees, may I express our sincere thanks to all the staff, education interpreters, volunteers and all other 'ambassadors' of the Museum who contribute so much on a daily basis, both seen and unseen, in terms of your support. It is invaluable. Lastly, our thanks must go to the Friends of the Museum who raise significant sums of money every year for the museum, which are listed in the accounts.

It goes without saying that the 2017/8 year has been very different as the Museum has said goodbye to 2 very long-standing members of staff, Sue Shave, Museum Director, after 13 years and Conway Rowland, Site and Farm Manager after 15 years. Whilst these are both huge losses to the Museum, we wish them well in their respective career paths and look at this as an opportunity for the Museum to possibly move and develop in different ways in the next few years. I am pleased to report that we are in safe hands, having welcomed this summer both Sam Hatfield as Director and Alaric Bowler as Site and Farm Manager, who both have the wellbeing of the Museum, its staff and volunteers as their *raison d'être*.

Miss V K S Clark
Chairman

21st December 2017

CHILTERN OPEN AIR MUSEUM LIMITED

REPORT OF THE BOARD OF MANAGEMENT FOR THE YEAR ENDED 31 MARCH 2017

The Trustees present their report and the audited financial statements of the charity for the year ended 31st March 2017. The trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" (FRS 102) in preparing the annual report and financial statements of the charity.

Board of Management

The members of the Board of Management, who served during the year ended 31 March 2017 and to date, were:

Miss V K S Clark (Company secretary and Chairman)
 Mrs S Fitzpatrick (Treasurer)
 Dr K Baggaley
 Mrs G Cassidy (resigned December 2017)
 C Claxton Stevens
 Mr A Marsh
 Mrs A Martin (co-opted January 2017)
 Mrs J Mulholland
 Ms M O'Rourke (co-opted January 2017)
 Mrs P Phillips

In accordance with the Articles of Association, Dr Keith Baggaley, Mrs Gillian Cassidy, and Mrs J Mulholland having attained the age of 75, retire at the AGM and Dr Baggaley and Mrs Mulholland offer themselves for re-election under Article 40A of the Articles of Association. Mr Claxton Stevens and Mr A Marsh retire by rotation at the AGM. Being eligible, they can offer themselves for re-election. In accordance with the Articles of Association, Mrs A Martin and Ms M O'Rourke were appointed during the year and offers themselves for election by the members of the Association.

Company Status

Chiltern Open Air Museum Limited is a company limited by guarantee, No. 01279396, and a registered charity, No. 272381. It is governed by its Memorandum and Articles of Association.

Objects of the Charitable Company

The Chiltern Open Air Museum's vision, mission and strategic objectives reflect the full significance of the museum and its collections, which are rooted in its Chiltern identity. The museum grew out of pressure in the 1970s within the Chiltern Society to ensure that the culture, traditions and heritage of the Chilterns might be preserved. Over forty years on, the museum has accumulated a wide range of material – buildings and artefacts - which hold stories, which attest to the national and international significance of the Chilterns both historically and today.

The objects of the charitable company, which were put in place when the company was established in 1976, are to stimulate public interest in and to promote and encourage the preservation of buildings of architectural or historical interest and in furtherance of this to:

1. establish a Museum within the Chiltern Hills for the restoration in that Museum of historic buildings from the Chiltern Hills;
2. provide facilities within the Museum whereby parts of demolished buildings can be stored and displayed;

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REPORT OF THE BOARD OF MANAGEMENT FOR THE YEAR ENDED 31 MARCH 2017

3. bring to the Museum buildings threatened by demolition or disintegration from other parts of England;
4. carry out research into the best means of preserving and restoring historic buildings;
5. co-operate with others in carrying out the above objectives.

The Museum's mission statement was set more recently and is:

To tell the story of the unique heritage of the Chilterns through buildings, landscapes and culture for the enjoyment, inspiration and learning of present and future communities;

And the Museum operates with the following values:

Learning, Preservation and Inspiration.

To deliver these objectives, mission and values, the Chiltern Open Air Museum employed 14 staff during the year (10 full time equivalents) in support of the charitable mission to operate an open air museum and tell the story of the heritage of the Chilterns. Staff worked across a wide range of activities including visitor services, interpretation, curating the collections, the schools service, adult education and special events.

Public benefit

The trustees have paid due regard to the Charity Commission's guidance on public benefit, and our charitable objects and aims in deciding what activities the Museum should undertake. In line with Charity Commission's guidance, the Chairman's Statement outlines details of visitor numbers, publicity and general access to the collection of 33 vernacular historic buildings which have been saved for the public and future generations. In addition the Chairman's Statement also outlines the wide ranging and inclusive educational activities carried out by the Museum and through our volunteer schemes. A number of volunteers work with us on various government initiatives regarding access to employment or returning to work. The Trustees of the Museum have given careful consideration to the accessibility of the Museum, to serve all members of the community including those on low incomes or for whom access to our site may be problematic. The museum seeks funding on a regular basis to subsidise admission fees for groups who would otherwise find it difficult to visit. Our free Pre Season days in March 2016 and April 2017 were well supported. The Museum accepts Tesco's Days Out vouchers for admission on most days of the season and 2 for 1 admission offers are available through other channels.

Constitution and Governance

The voluntary Board of Management manages the activities of the charitable company. Its members (who are directors for the purposes of company law and trustees for the purposes of charity law) receive no remuneration. They must be members of the charitable company and can be appointed by the Board until the next Annual General Meeting when they are eligible for election. At every Annual General Meeting one third of the members of the Board of Management retire by rotation and are eligible for re-election. The number of members of the Board shall not be less than five nor more than fifteen. The Board of Management normally meets bi-monthly to consider all aspects of the management of the charitable company. A finance sub-committee has been established in the year, which comprises the Chairman, Treasurer, a Trustee, the Director of the Museum and the Finance Officer. The finance sub-committee usually meets monthly, or as required (although with staff changes these meetings have not always been possible). The committee reports back to the Board of Trustees and its minutes are circulated to all trustees.

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REPORT OF THE BOARD OF MANAGEMENT (continued) FOR THE YEAR ENDED 31 MARCH 2017

Two new trustees joined during the year.

All new/prospective trustees are interviewed by the Chairman and references are taken up before election. Current trustees vote to appoint a new trustee.

There is an induction programme for new Trustees/Directors. Companies House and the Charity Commission provide useful documents on the responsibilities of a Company Director and/or Trustee and these are provided to all new trustees. They meet with the Chairman and Museum Director for an introduction to the company and a site visit, observe a Board meeting prior to appointment, receive a copy of the accounts and recent Board papers. If existing trustees require additional training, a programme is developed to meet their specific needs.

The board have an annual away day to consider the role of the board, undertake a skills audit and consider succession planning for the future, usually facilitated by a consultant when funding is available.

The Museum Director controls the day to day operations of the Museum with a staff roll as at 31st March 2017 of 7 full-timers and 6 part-timers as well as 200 active volunteers. There were also 2 HLF funded trainees and 1 Arts Council funded full-time position. Planning and organisation of the Museum operations is discussed with the staff at regular meetings held at least monthly throughout the year, which are usually attended by a board member. The Museum management strategy group meets on a fortnightly basis to discuss the development of income streams. Staff are encouraged to undergo training either by attending courses being run at the Museum or delivered externally for the purposes of Continued Professional Development (CPD).

All volunteers operate under the direction of the Museum, usually working for a member of staff. All new volunteers receive induction training following an initial interview. There is also an ongoing training programme for all volunteers, delivered by the Museum staff, as well as by volunteer external consultants.

Friends of the Chiltern Open Air Museum

The Friends of the Chiltern Open Air Museum is a separate charity that supports the Museum by fundraising and in other ways. The museum remains very grateful to the Friends of the Chiltern Open Air Museum for their unstinting efforts to support and promote the museum.

Financial Review of the Year

A detailed review of the Museum activities has been given in the Chairman's Statement on pages 3 to 6.

During the year our total consolidated unrestricted income amounted to £686,040 (2016: £558,661) and our unrestricted expenditure was £557,450 (2016: £581,637), giving an unrestricted surplus of £128,590 (2016: £18,678 deficit) after transfers, and a surplus of £160,368 after transfers and other recognised gains (2016: £10,087).

Total restricted income was £144,702 (2016: £320,259) and restricted revenue expenditure was £204,174 (2016: £140,351), giving a deficit of £59,472 after transfers (2016: £175,610). This left a balance of restricted funds at the end of the year, remaining to be spent on specific projects of £247,718 (2016: £307,190).

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REPORT OF THE BOARD OF MANAGEMENT (continued) FOR THE YEAR ENDED 31 MARCH 2017

Income from Donations and Legacies (including income tax recovered) amounted in total to £169,626 (2016: £349,513) of which £144,702 (2016: £320,259) were for restricted funds. Income from Charitable activities amounted to £447,254 (2016: £386,392) also includes income tax recovered on giftaid donations.

Income from other trading activities includes income from the Enterprises trading part of the group amounting to £143,292 (2016: £126,072), with costs of £115,721 (2016: £100,845), before contributing through donations to the charitable company's unrestricted funds of £27,571 (2016: £25,226). Income from site access and events staged by third parties at the Museum amounted to £68,889 (2016: £14,977).

Expenditure has been allocated against the Museum's main activity of preserving and interpreting the buildings and site of £578,969 against a figure of £553,873 in 2016.

The above figures can be found on the Statement of Financial Activities on page 16 and the related notes on pages 21 to 39.

Plans for Future Periods

The Chairman's report on pages 3 to 6 and the Reserves statement on page 11 include details of plans for the charity in future periods.

Risk Management

The Board is aware of its responsibilities in this arena. With the assistance of the Museum Director, the paid staff and professional advisers, the Board continues to monitor the major risks to which the Museum is, or may be, exposed. Any current matters are brought to the notice of the Board of Management at their bi-monthly meetings, unless it is deemed of such importance that all trustees should be alerted by electronic means in a more timely manner. The Museum Director with the trustees has constructed a Risk Matrix for the Museum's operations.

In order to adequately identify and manage the full range of risks, the Museum has separately defined operational and external risk:

Operational risk is defined as risk arising within the organisation from:

- People – risks arising from an inappropriate level of staff/volunteers inadequately skilled, trained or managed;
- Process – risk caused by inadequate or failed internal processes;
- Systems – risks of inadequately designed or maintained systems;
- Assets – risks of damage, misappropriation or theft of the Museum's tangible and intangible assets.

External risk is defined as the risk arising out with the Museum in three main areas:

- Business – competitor activity, supplier unreliability;
- Political – risks caused by political unrest or uncertainty; extremists, and non-compliance with/changes to current regulation;
- Environment – risks arising due to demographic, cultural or environmental change.

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REPORT OF THE BOARD OF MANAGEMENT (continued) FOR THE YEAR ENDED 31 MARCH 2017

Risks also include the potential or actual impact on the Museum's reputation arising from its activities or conduct of staff and volunteers.

Risk management is achieved through monitoring the company's exposure in all these areas using a diverse range of qualitative and quantitative techniques. These are reported to the Board as detailed above to allow the Trustees and Management team to take any action required in a timely manner.

The top risks facing the organisation remain the same as in 2015/16 and the risk management strategies pertaining to them have been extracted from the Risk Matrix and are detailed in the table below:

COAM Nature of Risk	Category	COAM Risk Management Strategy
Poor weather affecting events and holiday visiting - loss of income	External	Budgeting takes account of peaks and troughs in income generation due to weather changes
Landlord building programme adjacent to museum disrupts visitor experience	External	Maintain good relationship with landlord and good communication channels
Fundraising targets not achieved	Operational - Financial	Consider new fundraising strategy and appoint full time experienced fundraiser to deliver realistic targets
Inadequate technological expertise within the staff team and heavy reliance on one staff member to lead this area	Operational - Technological	Seek local IT company/expertise that is cost effective to provide required support

Reserves

The charitable company and group's total funds increased by £100,896 overall during the past year. The general funds of the group increased by £131,944 from £56,898 to £188,842, excluding the revaluation reserve and designated funds. The revaluation reserve increased by £31,778 in the year and designated funds decreased by £3,354. The unrestricted funds of the group are represented by £1,319,070 of tangible fixed assets, leaving a balance of £757,700 in the group's net current assets. Restricted funds decreased by £59,472. The Board will continue to follow a practice that all major new projects must be pre-financed by grants, awards and/or specific donations. The charitable company seeks to achieve a level of free reserves which would cover all liabilities, including the potential cost of winding up the company if such circumstances were applicable.

The trustees believe that an adequate level of free reserves is between £40,000 and £60,000. The unrestricted general reserves of the company not invested in fixed assets as at 31 March 2017 were £96,711. The trustees continue to work with the staff and funding bodies to build free reserves by improving the profitability of the site with resilient and profitable income streams.

Plans for the use of designated funds are largely governed by the plans for the site, in particular the possible need to purchase the freehold of the land depending on current negotiations with Comer Homes. Other factors such as the volume of work and limitations imposed by the resources available at the time will influence any schedule of expenditure being incurred on particular projects. Restricted Funds are employed on specific projects. For example, the legacy received in November 2015 has been

CHILTERN OPEN AIR MUSEUM LIMITED

REPORT OF THE BOARD OF MANAGEMENT (continued) FOR THE YEAR ENDED 31 MARCH 2017

used in compliance with the wishes of the donor for the repair of various buildings in 2016/17. Surpluses on this fund have been carried forward and will continue to be used for repairs: planned works for 2017/18 include the replacement of the doors for Caversham Toilets, and repairs to the Vicarage Room. There is also HLF funding for the erection and interpretation of a WWI Nissen Hut

Investment strategy

It is the policy of the trustees to use any surplus funds for the advancement of the charity's objectives. Our investment strategy is very conservative and surplus monies are placed in easily accessible high interest deposit accounts with COIF and CAF. No stock exchange investments are maintained. The Board review the Museum's investment policy on a periodic basis.

Statement of responsibilities of the Board of Management

The members of the Board of Management are directors for the purposes of company law and trustees for the purposes of charity law. They are responsible for preparing the Board of Management's Report and the consolidated financial statements in accordance with applicable law and regulations.

The Board of Management's members have no financial interest in the charitable company.

Company law requires the Board of Management to prepare financial statements for each financial year. Under that law the Board of Management have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the Board of Management 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 charitable company at the end of the year and of the incoming resources and application of resources, including the income and expenditure, for that period. In preparing those financial statements, the Board of Management is required to:

- select suitable accounting policies and then apply them on a consistent basis;
- observe the methods and principles in the charity SORP (2015 (FRS 102));
- make judgments and estimates that are prudent and reasonable;
- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Board of Management is responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. The Board of Management is also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Board of Management are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware; and

CHILTERN OPEN AIR MUSEUM LIMITED**REPORT OF THE BOARD OF MANAGEMENT (continued)
FOR THE YEAR ENDED 31 MARCH 2017**

- the Board of Management have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

Auditors

A resolution to re-appoint Cansdales as auditors for the ensuing year will be proposed at the Annual General Meeting.

The Board of Management confirms that to the best of their knowledge and belief these financial statements comply with the requirements of the Statement of Recommended Practice "Financial Reporting Standard", issued July 2014.

Registered Office:

Newland Park, Gorelands Lane
Chalfont St Giles
Buckinghamshire
HP8 4AB

BY ORDER OF THE BOARD:

V K S Clark
Chairman

21st December 2017

CHILTERN OPEN AIR MUSEUM LIMITED

INDEPENDENT AUDITORS' REPORT FOR THE YEAR ENDED 31 MARCH 2017

We have audited the financial statements of Chiltern Open Air Museum Limited for the year ended 31 March 2017 which comprise the Group Statement of Financial Activities, incorporating an Income and Expenditure Account, the Group and the Charitable Company Balance Sheets, a Group Consolidated Cashflow and the related notes numbered 1 to 25. 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) including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

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 auditors' 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.

RESPECTIVE RESPONSIBILITIES OF TRUSTEES AND AUDITORS

As explained more fully in the Statement of Responsibilities of the Board of Management, 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.

We have been appointed auditors under the Companies Act 2006 and report in accordance with that Act. 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 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 the charitable company'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 Trustees to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

CHILTERN OPEN AIR MUSEUM LIMITED**INDEPENDENT AUDITORS' REPORT (Continued)
FOR THE YEAR ENDED 31 MARCH 2017****OPINION ON FINANCIAL STATEMENTS**

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the charitable company's affairs as at 31 March 2017, and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- 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 Chairman's Statement and the Report of the Board of Management for the financial year for which the financial statements are prepared is consistent with the financial statements.

MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION

Except for the non-disclosure regarding key management remuneration (see note 9), 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 group or 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 group or 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; 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 Board of Management.

21st December 2017

James Foskett
Senior Statutory Auditor
For and on behalf of CANSDALES
Chartered Accountants & Statutory Auditors
Bourbon Court
Nightingales Corner
Little Chalfont
Bucks HP7 9QS

CHILTERN OPEN AIR MUSEUM LIMITED

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (including an Income and Expenditure Account)
FOR THE YEAR ENDED 31 MARCH 2017

	Note	Unrestricted funds £	Restricted funds £	2017 Total £	Unrestricted funds £	Restricted funds £	2016 Total £
Income from:							
Donations and legacies	2	24,924	144,702	169,626	29,254	320,259	349,513
Charitable activities	3	447,254	-	447,254	386,392	-	386,392
Other trading activities	4	212,181	-	212,181	141,049	-	141,049
Investments	5	1,681	-	1,681	1,966	-	1,966
Total income and endowments		686,040	144,702	830,742	558,661	320,259	878,920
Expenditure on:							
Raising funds	6	115,721	-	115,721	100,845	-	100,845
Charitable activities	6,7	441,729	204,174	645,903	480,792	140,351	621,143
Other		-	-	-	-	-	-
Total expenditure		557,450	204,174	761,624	581,637	140,351	721,988
Net gains / (losses) on investments		-	-	-	-	-	-
Net income / (expenditure)		128,590	(59,472)	69,118	(22,976)	179,908	156,932
Transfers between funds		-	-	-	4,298	(4,298)	-
Other recognised gains / (losses):							
Gains / (losses) on revaluation of fixed assets	11	31,778	-	31,778	27,905	-	27,905
Other gains / (losses)	12	-	-	-	860	-	860

CHILTERN OPEN AIR MUSEUM LIMITED

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (including an Income and Expenditure Account)
FOR THE YEAR ENDED 31 MARCH 2017

Net movement in funds	18,19	160,368	(59,472)	100,896	10,087	175,610	185,697
Reconciliation of funds:							
Total funds brought forward	18,19	1,668,684	307,190	1,975,874	1,658,597	131,580	1,790,177
Total funds carried forward	18,19	1,829,052	247,718	2,076,770	1,668,684	307,190	1,975,874

All income and expenditure derive from continuing activities.

All gains and losses recognised in the year are included above.

The notes on pages 21 to 39 form part of these financial statements.

CHILTERN OPEN AIR MUSEUM LIMITED

CONSOLIDATED AND COMPANY BALANCE SHEET
AS AT 31 MARCH 2017

		GROUP		CHARITABLE COMPANY	
	Note	2017 £	2016 £	2017 £	2016 £
Fixed assets					
Tangible assets	10	343,935	328,925	343,935	328,925
Heritage assets	11	970,790	918,705	970,790	918,705
Biological assets	12	4,345	3,860	4,345	3,860
Investments	13	-	-	2	2
		<hr/>	<hr/>	<hr/>	<hr/>
		1,319,070	1,251,490	1,319,072	1,251,492
Current assets					
Stocks	14	9,409	9,582	-	-
Debtors	15	72,979	32,123	88,384	40,905
Cash at bank and in hand		742,571	751,056	687,060	711,271
		<hr/>	<hr/>	<hr/>	<hr/>
		824,959	792,761	775,444	752,176
Creditors: amounts falling due within one year	16	(67,259)	(68,377)	(40,889)	(50,938)
Net current assets / (liabilities)		<hr/>	<hr/>	<hr/>	<hr/>
		757,700	724,384	734,555	701,238
Total assets less current liabilities		<hr/>	<hr/>	<hr/>	<hr/>
		2,076,770	1,975,874	2,053,627	1,952,730
Creditors: amounts falling due after more than one year		-	-	-	-
Provisions for liabilities		-	-	-	-
		<hr/>	<hr/>	<hr/>	<hr/>

CHILTERN OPEN AIR MUSEUM LIMITED

CONSOLIDATED AND COMPANY BALANCE SHEET
AS AT 31 MARCH 2017

Net assets / (liabilities) excluding pension liability		<u>2,076,770</u>	<u>1,975,874</u>	<u>2,053,627</u>	<u>1,952,730</u>
Defined benefit pension liability					
Net assets / (liabilities)		<u>2,076,770</u>	<u>1,975,874</u>	<u>2,053,627</u>	<u>1,952,730</u>
Charity Funds					
Restricted funds	19	247,718	307,190	247,718	307,190
Designated funds	18	413,271	416,625	413,271	416,625
Unrestricted funds	18	188,842	56,898	165,699	33,754
Revaluation reserve	18	1,226,939	1,195,161	1,226,939	1,195,161
Total charity funds / (deficit)	18,19	<u>2,076,770</u>	<u>1,975,874</u>	<u>2,053,627</u>	<u>1,952,730</u>

The consolidated financial statements were approved by the Board of Management on 21st December 2017 and are signed on its behalf by:

Mrs S Fitzpatrick, Trustee

Date:

The notes on pages 21 to 39 form part of these financial statements.

Company registration number: 01279396

CHILTERN OPEN AIR MUSEUM LIMITED

GROUP CONSOLIDATED STATEMENT OF CASHFLOW
FOR THE YEAR ENDED 31 MARCH 2017

	Note	2017 £	2016 £
		Total	Total
Operating Activities			
Net cash flow from operating activities	25	(5,991)	151,612
Cash flow from investing activities			
Payments to acquire tangible fixed assets		(5,675)	(9,658)
Receipts from sales of biological assets		1500	500
Interest received		1,681	1,966
Net cash flow from investing activities		(2,494)	(7,192)
Cashflow from Financing Activities			
Receipt of restricted legacy		-	130,000
Net cash flow from financing activities		-	130,000
Net increase / (decrease) in cash and cash equivalents		(8,485)	274,420
Cash and cash equivalents at 1 April 2015		751,056	476,636
Cash and cash equivalents at 31 March 2016		<u>742,571</u>	<u>751,056</u>
Cash and cash equivalents consists of:			
Cash at bank and in hand		<u>742,571</u>	<u>751,056</u>

The notes on pages 21 to 39 form part of these financial statements.

CHILTERN OPEN AIR MUSEUM LIMITED

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 MARCH 2017

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

a) General Information and basis of preparation

The Chiltern Open Air Museum is a charitable company in the United Kingdom. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity. The address of the registered office is given in the charity information on page 2 of these financial statements. The nature of the charity's operations and principal activities are to rescue historic buildings under threat in the Chilterns and re-erect them within a 45 acre traditional landscape with interpretation for visitors.

The charity constitutes a public benefit entity as defined by FRS 102. The consolidated financial statements have been prepared in accordance with 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) issued on 16 July 2014, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Practice as it applies from 1 January 2015. The financial statements are prepared in sterling which is the functional currency of the charity.

These consolidated financial statements include the results of the subsidiary company, Chiltern Open Air Museum Enterprises Limited. As permitted by section 408 of the Companies Act 2006 the Statement of Financial Activities of the charitable company alone is not presented as part of these consolidated financial statements. The result of the charitable company alone for the year was a surplus of £100,896 (2016: £185,696).

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

b) Funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of the general objectives of the charity 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 charity for particular purposes. The cost of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in note 19 to the financial statements.

The nature and purpose of each fund is explained further in the notes to the financial statements.

CHILTERN OPEN AIR MUSEUM LIMITED

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 MARCH 2017

c) Income and Expenditure

Income includes grants, donations, legacies, museum entrance fees, gift aid on donations, schools education, special events, gift aid from the trading subsidiary, and bank interest receivable, excluding value added tax. Donations, grants and other forms of voluntary income or benefit are recognised when the charity has entitlement to the income, when it is more likely than not to be received and the amount can be measured reliably. All other income is recognised on a receivables basis.

Expenditure is accounted for on an accruals basis, inclusive of VAT where this cannot be recovered. Certain expenditure is directly attributable to specific activities and has been allocated to those cost categories. Other expenditure is allocated between raising funds and charitable activities. Time spent managing Museum projects and raising costs for new projects is included as a cost relating to charitable activities. Certain other costs and some staff costs are attributable to more than one activity. In these cases the costs have been apportioned to the individual activities on the basis of the time spent by staff on matters relating to those activities.

Costs have been allocated on the basis of resources used. The charitable company is grateful for the input of all its volunteers who are involved in the general activities of the charitable company as well as assisting with the administration of Museum activities, and undertaking all the accounting and other administrative duties. No amount is included in the financial statements for volunteer time in line with the SORP (FRS 102). Costs have been allocated to the cost centres of raising funds, and charitable activities in accordance with the requirements of the Statement of Recommended Practice. Governance costs relating to the public accountability of the charitable company and its compliance with regulation and good practice are included in other costs. These costs include those relating to the statutory audit.

d) Fixed Assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses. Items costing less than £1,500 and gifts in kind of assets valued by the Board of Management at less than £1,500 are not capitalised. Gifts in kind of fixed assets are capitalised at their estimated market value, and depreciated in accordance with the policy for that particular class of asset.

Depreciation of fixed assets is provided at rates to write off the cost or revalued amount, less any estimated residual value, of each asset over its expected useful life, as follows:

Plant and equipment	20% per annum on a reducing balance
Administrative buildings	5% per annum on a reducing balance excluding amounts capitalised during the year
Catering equipment	25% per annum on a reducing balance

Heritage assets are not depreciated. Heritage assets and artefacts are included in the accounts at values, based on a valuation carried out by Richard S Amsden, who was a Fellow of the Institute of Civil Engineers. The valuation is based on estimates of original costs and has been amended to

CHILTERN OPEN AIR MUSEUM LIMITED

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 MARCH 2017

reflect an annual adjustment for inflation and the cost of any additions and improvements. The values are an approximation of the current costs of dismantling and erecting the exhibit buildings and artefacts onto the site assuming a proportion of volunteer labour is used. A register of all assets held by the charity is available and the assets themselves are accessible to the public with prior agreement. Heritage assets are to be held for the foreseeable future.

Assets in the course of construction are not depreciated or revalued.

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the Statement of Financial Activities.

e) Impairment of fixed assets

Financial assets, other than those held at fair value through profit and loss, are assessed for indicators of impairment at each reporting end date.

Financial assets are impaired where there is objective evidence that, as a result of one or more events that occurred after the initial recognition of the financial asset, the estimated future cash flows have been affected. The impairment loss is recognised in the Statement of Financial Activities. Minor maintenance works are not considered to impair the value of the asset.

f) Biological Assets

Biological assets (farm animals) are measured on initial recognition and at each balance sheet date at their market value, except in limited circumstances. This takes into account animal births and deaths in the year and is recognised as other gains/losses in the Statement of Financial Activities

g) Stock

Stock represents shop stocks at the lower of cost and net realisable value after making due allowances for obsolete and slow-moving stocks.

h) Debtors and creditors receivable / payable within one year

Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in expenditure.

i) Pensions

The charitable company offers a stakeholder pension scheme to all employees. To date no members of staff have joined the scheme. The charitable company does not offer contributions to the scheme.

The charitable company also operates a defined contribution pension scheme on behalf of its employees. The assets of the schemes are held separately from those of the Charity in independently administered funds. The annual contributions paid to both schemes are charged against income in the year to which they relate.

CHILTERN OPEN AIR MUSEUM LIMITED**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 MARCH 2017****j) Operating lease agreements**

Rentals applicable to operating leases where substantially all of the benefits and risks of ownership remain with the lessor are charged against income on a straight line basis over the period of the lease.

k) Tax status

The charity is an exempt charity within the meaning of schedule 3 of the Charities Act 2011 and is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes.

l) Going concern

The financial statements have been prepared on a going concern basis as the trustees believe that no material uncertainties exist. The trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from authorising these financial statements. The budgeted income and expenditure is sufficient with the level of reserves for the charity to be able to continue as a going concern.

CHILTERN OPEN AIR MUSEUM LIMITED

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 MARCH 2017

2. INCOME FROM DONATIONS AND LEGACIES

	Unrestricted Funds	Restricted Funds	Total 2017
	£	£	£
Friends of Chiltern Open Air Museum	14,500	11,910	26,410
Donations	5,348	26,346	31,694
Gift Aid Donations	3,501	-	3,501
Income Tax Recovered	875	-	875
Grants received	700	106,446	107,146
	24,924	144,702	169,626

	Unrestricted Funds	Restricted Funds	Total 2016
	£	£	£
Friends of Chiltern Open Air Museum	2,500	9,774	12,274
Donations	18,453	150,466	168,919
Gift Aid Donations	5,841	11,021	16,862
Income Tax Recovered	1,460	2,755	4,215
Grants received	1,000	146,243	147,243
	29,254	320,259	349,513

The donations shown as restricted funds above are for the purposes set out in note 19.

3. INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted Funds	Restricted Funds	Total 2017
	£	£	£
Museum entrance fees/Annual Pass	50,781	-	50,781
Gift aid donations	158,866	-	158,866
Income tax recovered on gift aid donations	39,717	-	39,717
Educational Service	197,848	-	197,848
Guide book and maps	42	-	42
	447,254	-	447,254

	Unrestricted Funds	Restricted Funds	Total 2016
	£	£	£
Museum entrance fees/Annual Pass	77,894	-	77,894
Gift aid donations	113,997	-	113,997
Income tax recovered on gift aid donations	28,500	-	28,500
Educational Service	165,824	-	165,824
Guide book and maps	177	-	177
	386,392	-	386,392

CHILTERN OPEN AIR MUSEUM LIMITED

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 MARCH 2017

4. INCOME FROM OTHER TRADING ACTIVITIES

	Unrestricted Funds	Restricted Funds	Total 2017
	£	£	£
Income of trading subsidiary	143,292	-	143,292
Site access and other income	68,889	-	68,889
	<u>212,181</u>	<u>-</u>	<u>212,181</u>

	Unrestricted Funds	Restricted Funds	Total 2016
	£	£	£
Income of trading subsidiary	126,072	-	126,072
Site access and other income	14,977	-	14,977
	<u>141,049</u>	<u>-</u>	<u>141,049</u>

5. INCOME FROM INVESTMENTS

	Unrestricted Funds	Restricted Funds	Total 2017
	£	£	£
Interest Receivable	1,681	-	1,681

	Unrestricted Funds	Restricted Funds	Total 2016
	£	£	£
Interest Receivable	1,966	-	1,966

CHILTERN OPEN AIR MUSEUM LIMITED

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 MARCH 2017

6. EXPENDITURE

	Staff Costs	Site and Exhibit Costs	Marketing	Other Costs	Total 2017
	£	£	£	£	£
Expenditure on Raising Funds:					
Costs of trading subsidiary	55,010	-	-	60,711	115,721
Expenditure on Charitable activities:					
Building preservation & interpretation	413,963	103,364	5,292	56,350	578,969
Educational service	41,512	270	189	5,030	47,001
Guidebooks and Maps	-	-	-	-	-
Publicity	-	-	19,933	-	19,933
	510,485	103,634	25,414	122,091	761,624
	Staff Costs	Site and Exhibit Costs	Marketing	Other Costs	Total 2016
	£	£	£	£	£
Expenditure on Raising Funds:					
Costs of trading subsidiary	45,407	-	-	55,438	100,845
Expenditure on Charitable activities:					
Building preservation & interpretation	304,866	82,547	1,092	165,368	553,873
Educational service	39,245	5,998	489	2,337	48,069
Guidebooks and Maps	-	1,111	-	-	1,111
Publicity	-	-	18,002	88	18,090
	389,518	89,656	19,583	223,231	721,988

In 2017 £557,450 (2016 £581,637) of the above costs were attributable to unrestricted funds and £204,174 (2016: £140,351) of the above costs were attributable to restricted funds

CHILTERN OPEN AIR MUSEUM LIMITED

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 MARCH 2017**7. OTHER EXPENDITURE**

Other costs comprise:

	2017	2016
	£	£
Cost of goods sold by subsidiary	56,628	46,867
Light and heat	11,158	10,391
Rent, rates and water	3,019	3,818
Waste disposal	5,538	2,874
Vehicle expenses	4,492	1,938
Insurance and security	18,571	17,478
Professional fees	8,242	6,780
Irrecoverable VAT	24,161	18,296
Telephones and radios	6,654	6,311
Office costs	15,862	11,372
Subscriptions	835	194
Asset Disposal	-	-
Depreciation	3,838	3,025
Movements in Impairments	(35,065)	65,966
Miscellaneous expenses	(1,842)	27,921
	<u>122,091</u>	<u>223,231</u>

Notes 10 and 11 show new impairments in the year, all of which relate to works required to Heritage Assets and historic Administrative Buildings. All works relating to Impairments for 2016 were completed in 2017.

8. NET MOVEMENT IN FUNDS

The excess of income over expenditure for the charitable company is stated after charging:

	2017	2016
	£	£
Depreciation	3,838	3,025
Auditors' remuneration	4,338	4,349
Other fees paid to the auditors	500	201
Trustees' expenses	<u>NIL</u>	<u>NIL</u>

9. STAFF REMUNERATION

	2017	2016
	£	£
Wages and salaries	472,269	352,690
Sub-contracted staff	13,303	15,632
Social Security costs	24,913	21,196
	<u>510,485</u>	<u>389,518</u>

CHILTERN OPEN AIR MUSEUM LIMITED

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 MARCH 2017

No employee including the Director was paid at a rate in excess of £60,000 per annum. The average monthly number of employees during the year was 11 and 9 full time equivalent (2016: 13 and 8). There were also 2 fulltime HLF funded trainees in 2017/16 (2 in 2015/16) and 1 fulltime ACE funded position in 2016/17(1 in 2015/16). There is a pool of around 20 casual staff on zero hours contracts who are not included in employee numbers. In the year ended 31 March 2017 expenses were reimbursed to 2 Trustees (2016: 2 Trustees) for costs incurred on behalf of the charity totalling £3,597 (2016: £705).

The key management personnel of the charitable company comprise the Board of Management and the Museum Director. The key management personnel of the trading subsidiary company comprise its Board of Management and the Museum Director. The Trustees do not consider it appropriate to disclose any individual's salary for the purposes of these accounts.

10. TANGIBLE FIXED ASSETS – GROUP AND CHARITABLE COMPANY

	Administrative Buildings & Museum Exhibits	Plant and Equipment	Total
COST or VALUATION	£	£	£
At 1 April 2016	391,351	49,224	440,575
Additions	-	4,590	4,590
At 31 March 2017	391,351	53,814	445,165
DEPRECIATION			
At 1 April 2016	44,010	42,720	86,730
Charge for the year	2,537	1,301	3,838
At 31 March 2017	46,547	44,021	90,568
IMPAIRMENT			
At 1 April 2016	24,920	-	24,920
Charge for the year	(14,258)	-	(14,258)
At 31 March 2017	10,662	-	10,662
NET BOOK VALUES			
At 31 March 2017	334,142	9,793	343,935
At 31 March 2016	322,421	6,504	328,925

All assets belong to the charitable company.

CHILTERN OPEN AIR MUSEUM LIMITED

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 MARCH 2017

Administrative buildings include the following:

	2017	2016
	£	£
Stores	143	150
Two General Purpose Huts	1,2900	1,358
Administrative Office Building (Astleham)	219,007	194,088
Mid-Site Toilets	44,378	46,714
Blythe Road Pavilion	13,743	13,743
Toilet facilities (Caversham & Haversham)	53,206	63,868
Dutch Barn	2,375	2,500
	<u>334,142</u>	<u>322,422</u>

Impairment losses for Caversham Toilets (£10,662) are included in the values above and reflect major repair work to be executed in the next 18 months.

The Astleham Manor Cottages and the Blythe Road Pavilion, which are both Museum exhibits, are also used as administrative buildings. The Astleham Manor Cottages serve as the charitable company's administrative centre and house the centralised security system. The Blythe Road Pavilion has been converted to serve as the Museum's main entrance facility and house the shop.

The Astleham Manor Cottages and the Blythe Road Pavilion were valued at 31 March 1999 by RTG Day, the charitable company's treasurer at that date. The valuation was based on the cost to the charitable company of dismantling, restoring and re-erecting the buildings, including the cost of materials and purchased services. The valuations do not include the value of volunteer labour used. This basis of valuation is consistent with the valuation of other previously capitalised administrative buildings.

The Board of Management reviewed the useful economic life and the expected residual value of the buildings included in fixed assets, some of which are exhibit buildings as well as being used for administrative purposes. The Board decided that the buildings which are also exhibits should not be depreciated as the policy of regular repair and maintenance means that any charge for depreciation on these buildings would not be material. They decided that other administrative buildings should be depreciated at a rate of 5% per annum on a reducing balance basis, commencing in the year following completion of building work.

CHILTERN OPEN AIR MUSEUM LIMITED

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 MARCH 2017

11. HERITAGE ASSETS – GROUP AND CHARITABLE COMPANY

	Heritage Buildings	Heritage Artefacts	Total
COST or VALUATION	£	£	£
At 1 April 2016	919,637	39,614	959,251
Additions	-	-	-
Revaluation	30,589	1,189	31,778
At 31 March 2017	950,226	40,803	991,029
DEPRECIATION			
At 1 April 2016	-	-	-
Charge for the year	-	-	-
At 31 March 2017	-	-	-
IMPAIRMENT			
At 1 April 2016	40,546	-	40,546
Charge/Reversal for the year	(20,307)	-	(20,307)
At 31 March 2017	20,239	-	20,239
NET BOOK VALUES			
At 31 March 2017	929,987	40,803	970,790
At 31 March 2016	879,091	39,614	918,705

The table on the next page gives an indication of the values of the exhibit buildings and artefacts, based on a valuation carried out by Richard S Amsden, who was a Fellow of the Institute of Civil Engineers. The valuation is based on estimates of original costs and has been amended to reflect an annual adjustment for inflation and the cost of any additions and improvements. The values are an approximation of the current costs of dismantling and erecting the exhibit buildings and artefacts onto the site assuming a proportion of volunteer labour is used.

CHILTERN OPEN AIR MUSEUM LIMITED

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 MARCH 2017

	2017	2016
	£	£
Amersham Prefab	7,375	7,160
Arborfield Barn	57,197	55,531
Boreham Wood	14,089	13,678
Buildings in Store	64,399	62,523
Didcot Cart Shed	45,083	43,770
Elliott's Furniture Factory	51,991	50,477
Garston Forge	8,659	8,407
Glory Mill Storage Building	24,591	23,874
Gorhambury Cartshed	10,689	10,378
Haddenham Cottage	158,835	154,500
Henley Garage	3,000	
Henton Chapel	11,564	(4,318)
Hill Farm Barn	88,064	85,499
Iron Age House	10,931	10,612
Jackson's Studio	22,328	21,677
Jenners Pavilion	5,318	5,163
Leagrave Cottages	93,577	65,851
Marsworth Buildings	33,087	32,123
Northolt Barn	73,691	71,545
Other Miscellaneous Buildings	2,881	5,847
Princes Risboro' Pig Sties	387	376
Rossway Granary	(263)	14,307
Shepherds Hut	1,288	1,251
Skippings Farm Barn	86,273	83,760
Thame Vicarage Room	16,923	17,401
Toll House	29,968	29,872
Well Head Gear	2,026	1,967
Wing Granary	6,036	5,860
 ARTEFACTS		
Henton	1,207	1,172
Rack Saw	390	379
Furniture and Artefacts in Toll House	4,686	4,549
Vicarage Room Artefacts	1,277	1,240
Prefab Artefacts	2,126	2,065
Leagrave Artefacts	6,662	6,468
The Chesham Collection	6,194	6,013
Other items	18,261	17,728
TOTAL	970,790	918,705

Impairment losses for Rossway Granary (£15,000), Gorhambury Cartshed (£300), Thame Vicarage Room (£1000), Toll House (£800) and the Apple Store (£3,139) are included in the values above and reflect major repair works to be executed in 2017/18.

CHILTERN OPEN AIR MUSEUM LIMITED

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 MARCH 2017

12. BIOLOGICAL ASSETS – GROUP AND CHARITABLE COMPANY

	Biological Assets	Total
COST or VALUATION	£	£
At 1 April 2016	4,360	4,360
Additions	1,085	1,085
Revaluation	400	400
Disposals	(1,500)	(1,500)
At 31 March 2017	4,345	4,345
DEPRECIATION		
At 1 April 2016	-	-
Charge for the year	-	-
At 31 March 2017	-	-
IMPAIRMENT		
At 1 April 2016	500	500
Charge for the year	(500)	(500)
At 31 March 2017	-	-
NET BOOK VALUES		
At 31 March 2017	4,345	4,345
At 31 March 2016	3,860	3,860

Additions/disposals/revaluations reflect changes in animal numbers due to births and deaths and changes in value to reflect current market values and this is shown as other expenditure on the Statement of Financial Activities.

13. FIXED ASSET INVESTMENTS

The investment represents the cost of a 100% holding in Chiltern Open Air Museum Enterprises Limited, an unlisted company which operates the catering and gift sales facilities at the Museum. The turnover of the company during the year ended 31 March 2017 was £143,292 (2016: £126,072), generating a profit of £27,571 (2016: £25,226) before gift aid donations to Chiltern Open Air Museum of £27,571 (2016: £25,226). The total capital and reserves of the subsidiary company at 31 March 2017 were £23,145 (2016: £23,145).

14. STOCKS

Stock represents shop stocks held in the subsidiary company. These are held at the lower of cost and net realisable value after making due allowances for obsolete and slow-moving stocks. Stock values were £9,409 in 2017 and £9,852 in 2016.

CHILTERN OPEN AIR MUSEUM LIMITED

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 MARCH 2017

15. DEBTORS

	Group 2017 £	Group 2016 £	Company 2017 £	Company 2016 £
Trade Debtors	5,528	3,023	0	240
Other taxes and social security	1,898	500	1,789	452
Amount due from group undertakings	-	-	21,042	11,613
Prepayments and other debtors	65,553	28,600	65,553	28,600
	<u>72,979</u>	<u>32,123</u>	<u>88,384</u>	<u>40,905</u>

16. CREDITORS: Amounts falling due within one year

	Group 2017 £	Group 2016 £	Company 2017 £	Company 2016 £
Trade creditors	21,764	25,943	17,332	21,381
Other creditors	4,638	2,010	-	-
Accruals and Deferred income	35,098	34,094	17,798	23,227
Other taxes and social security	5,759	6,330	5,759	6,330
	<u>67,259</u>	<u>68,377</u>	<u>40,889</u>	<u>50,938</u>

17. SHARE CAPITAL

The charitable company is a company limited by guarantee and therefore has no share capital. Each member's guarantee is limited to £1 whilst they are a member and for one year after ceasing to be a member. At 31 March 2017 there were 32 members (2016: 35).

CHILTERN OPEN AIR MUSEUM LIMITED

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 MARCH 2017

18. UNRESTRICTED FUNDS

	Balance at 1 April 2016 £	Income £	Outgoings £	Transfers £	Balance at 31 March 2017 £
Designated funds - company and group	416,625	200	(3,554)	-	413,271
Unrestricted general funds					
General fund - charitable company	33,755	542,548	(438,175)	27,571	165,699
Profit & loss account - subsidiary	23,143	143,292	(115,721)	(27,571)	23,143
	56,898	685,840	(553,895)	-	188,842
Revaluations reserve - Charitable Company	1,195,161	31,778	-	-	1,226,939
Total Unrestricted Funds	1,668,684	717,817	(557,449)	-	1,829,052

Designated Funds – Funds set aside by the Museum Board of Trustees for the security of the Museum including the possible need to purchase the freehold of the land depending on the outcome of the current negotiations with the landlord Comer Homes.

CHILTERN OPEN AIR MUSEUM LIMITED

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 MARCH 2017

19. RESTRICTED FUNDS

Company and group	Balance 1 April 2016	Income	Outgoings	Transfers	Balance 31 March 2017
	£	£	£	£	£
Arts Council of England Funds	24,274	53,510	(63,755)		14,029
Astleham Manor Garden	2,714	-	(674)	-	2,040
Buildings Maintenance Fund	130,000	10,333	(47,883)	-	92,450
Farm equipment	16,647	2,397	(1,545)	-	17,499
Glory Mill Roof	8,638	-	-	-	8,638
Heritage Lottery Funds	(2,909)	38,976	(40,087)	-	(4,020)
Kop Hill Climb Fund	-	8,953	(1,500)	-	7,453
Legrave Re-Thatching	24,180	3,282	(22,413)	-	5,049
Marwood Yard	12,138	-	-	-	12,138
Site Development Fund	-	7,700	(9,444)	1,744	-
Other Restricted Funds	91,508	19,551	(16,873)	(1,744)	92,442
	307,190	144,702	(204,174)	-	247,718

Arts Council of England Funds include funding for:

ACE Flourish – ACE funding for a Fundraising project over 2 years.

Astleham Manor Garden – Creation of an early 20th Century style garden around Astleham Manor Cottage.

Farm Equipment – Fund for vehicles and other equipment required by the farm.

Glory Mill Roof – Funds to support repairs to roof of Glory Mill

Heritage Lottery Funds include funding for:

Heritage Lottery Fund “Heritage Baton” – funding the training and development of interns to aid their future employability in the Heritage sector. This fund is in deficit reflecting the museum’s contribution to the project.

Kop Hill Climb Fund – fund for developing outdoor learning activities

Legrave Re-thatching – Fund to support rethatching of Legrave Cottages

Marwood Yard – Victorian light industrial yard project re-erecting dismantled industrial buildings and a wychert cottage from Haddenham in store at the Museum.

Site Development Fund – fund to improve fencing and gate

Other Restricted Funds include – various funds to improve the museum’s site, interpretation and education.

The table above shows the movements on major active funds.

CHILTERN OPEN AIR MUSEUM LIMITED

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 MARCH 2017

20. ANALYSIS OF NET ASSETS BETWEEN FUNDS

Group	Tangible Fixed Assets	Investments	Net Current Assets	Total
	£	£	£	£
Restricted Funds	-	-	247,718	247,718
Designated Funds	-	-	413,271	413,271
General Funds	92,131	-	96,711	188,842
Revaluation reserve	1,226,939	-	-	1,226,939
	<u>1,319,070</u>	<u>-</u>	<u>757,700</u>	<u>2,076,770</u>

Charitable Company	Tangible Fixed Assets	Investments	Net Current Assets	Total
	£	£	£	£
Restricted Funds	-	-	247,718	247,718
Designated Funds	-	-	413,271	413,271
General Funds	92,131	2	73,566	165,699
Revaluation reserve	1,226,939	-	-	1,226,939
	<u>1,319,070</u>	<u>2</u>	<u>734,555</u>	<u>2,053,627</u>

21. RELATED PARTIES

In the year ended 31 March 2017 Chiltern Open Air Museum Enterprises Limited, the trading subsidiary of the Charity, made Gift Aid donations of £27,571 (2016: £25,226). This amount has been eliminated in these financial statements on the basis they are a consolidation of the 2 entities.

In the year ended 31 March 2017 Chiltern Open Air Museum Enterprises Limited recharged expenses to the Charity totalling £56,736.

As at 31 March 2017, a net balance of £21,042 (2016: £11,613) was due from Chiltern Open Air Museum Enterprises Limited.

In the year ended 31 March 2017 4 Trustees (2016: 4 Trustees) made donations totalling £3,206 (2016: £4,005). £1,641 (2016: £2,275) of this was considered general unrestricted donations and the remaining £1,565 (2016: £1,730) were designated unrestricted donations.

CHILTERN OPEN AIR MUSEUM LIMITED

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 MARCH 2017**22. OPERATING LEASE COMMITMENTS**

At 31 March 2016 the charitable company had commitments under non-cancellable operating leases of:

	2017	2016
	£	£
Commitment on leases expiring within		
1 year	1,141	1,397
2-5 years	4,281	-
	<u>5,422</u>	<u>2,794</u>

The Trustees do not consider it necessary to show the value of the lease commitment for the site to the end of the lease for the site since the Landlord is committed to transferring the freehold of the site to the Charity as part of their Planning obligations for the redevelopment of Newland Park under Section 106 of the Town and Country Planning Act 1990. No rent is currently being paid under the lease in agreement with the landlord.

23. CAPITAL COMMITMENTS AND CONTINGENT LIABILITIES

There were no capital commitments or contingent liabilities at 31 March 2017 (2016: £Nil).

24. PENSIONS

The Charity offers a stakeholder pension scheme to all employees. To date no members of staff have joined the scheme.

The Charity also operates a defined contribution pension scheme on behalf of its employees. The assets of the scheme are held separately from those of the Charity. At 31 March 2017 there were no outstanding contributions (2016: £Nil).

CHILTERN OPEN AIR MUSEUM LIMITED

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 MARCH 2017

25. RECONCILIATION OF NET MOVEMENT IN FUNDS

	2017			2016		
	£	£	£	£	£	£
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
Net income / (expenditure) for year / period	160,368	(59,472)	100,896	10,087	175,610	185,697
Investment Income	(1,681)	-	(1,681)	(1,966)	-	(1,966)
Depreciation and impairment of tangible fixed assets	(31,227)	-	(31,227)	68,991	-	68,991
(Gains) / losses on investments	(32,178)	-	(32,178)	(27,905)	-	(27,905)
(Profit) / loss on disposal of tangible fixed assets	-	-	-	-	-	-
Receipt of legacy	-	-	-	-	(130,000)	(130,000)
(Increase) / decrease in stock	173	-	173	(2,916)	-	(2,916)
(Increase) / decrease in debtors	(40,856)	-	(40,856)	37,736	-	37,736
Increase / (decrease) in creditors	(1,118)	-	(1,118)	21,975	-	21,975
Net cash flow from operating activities	53,481	(59,472)	(5,991)	106,002	45,610	151,612

CHILTERN OPEN AIR MUSEUM LIMITED

STATEMENT OF FINANCIAL ACTIVITIES (Including an Income and Expenditure Account)
 CHARITABLE COMPANY ONLY
 FOR THE YEAR ENDED 31 MARCH 2017

	Unrestricted funds	Restricted funds	2017 Total	Unrestricted funds	Restricted funds	2016 Total
Income from:						
Donations and legacies	24,924	144,702	169,626	29,254	320,259	349,513
Charitable activities						
Public Admissions	249,364	-	249,364	220,391	-	220,391
Education Service	197,848	-	197,848	165,824	-	165,824
Guide Books & Maps	42	-	42	177	-	177
Other trading activities						
Site Access & Other Income	68,889	-	68,889	14,977	-	14,977
Investments						
Interest received	1,681	-	1,681	1,966	-	1,966
Gift Aid from Subsidiary	27,571	-	27,571	25,226	-	25,226
Total income and endowments	570,319	144,702	715,021	457,815	320,259	778,074
Expenditure on:						
Charitable activities						
Building preservation & interpretation	380,087	198,882	578,969	419,185	134,688	553,873
Educational service	47,001	-	47,001	46,287	1,782	48,069
Guide books and maps	-	-	-	-	1,111	1,111
Publicity	14,641	5,292	19,933	15,321	2,769	18,090
Total expenditure	441,729	204,174	645,903	480,793	140,350	621,143

CHILTERN OPEN AIR MUSEUM LIMITED

STATEMENT OF FINANCIAL ACTIVITIES (Including an Income and Expenditure Account)
 CHARITABLE COMPANY ONLY
 FOR THE YEAR ENDED 31 MARCH 2017

Net gains / (losses) on investments	-	-	-	-	-	-
Net income / (expenditure)	128,590	(59,472)	69,118	(22,978)	179,909	156,931
Transfers between funds	-	-	-	4,298	(4,298)	-
Other recognised gains / (losses):						
Gains / (losses) on revaluation of fixed assets	31,778	-	31,778	174,222	27,905	-
Other gains / (losses)	-	-	-	860	-	860
Net movement in funds	160,368	(59,472)	100,896	10,085	175,611	185,696
Reconciliation of funds:						
Total funds brought forward	1,645,540	307,190	1,952,730	1,635,454	131,580	1,767,034
Total funds carried forward	1,805,908	247,718	2,053,626	1,645,539	307,191	1,952,730

CHILTERN OPEN AIR MUSEUM LIMITED

EXPENDITURE – CHARITABLE COMPANY ONLY
FOR THE YEAR ENDED 31 MARCH 2016

	Staff Costs	Site and Exhibit Costs	Marketing	Other Costs	Total 2017
	£	£	£	£	£
Charitable activities:					
Building preservation & interpretation	413,963	103,364	5,292	56,350	578,969
Educational service	41,512	270	189	5,030	47,001
Guidebooks and Maps	-	-	-	-	-
Publicity	-	-	19,933	-	19,933
	455,475	103,634	25,414	61,380	645,903
	Staff Costs	Site and Exhibit Costs	Marketing	Other Costs	Total 2016
	£	£	£	£	£
Charitable activities:					
Building preservation & interpretation	304,866	82,547	1,092	165,368	553,873
Educational service	39,245	5,998	489	2,337	48,069
Guidebooks and Maps	-	1,111	-	-	1,111
Publicity	-	-	18,002	88	18,090
	344,111	89,656	19,583	167,793	621,143

With Other Costs comprising:

	2017	2016
	£	£
Light and heat	11,158	10,391
Rent, rates and water	3,019	3,818
Waste disposal	5,538	2,874
Vehicle expenses	4,492	1,938
Insurance and security	18,571	17,478
Professional fees	5,020	4,997
Irrecoverable VAT	24,161	18,296
Telephones and radios	6,654	6,311
Office costs	15,862	11,372
Subscriptions	835	194
Asset Disposal	-	-
Depreciation	3,838	3,025
Movements in Impairments	(35,065)	65,966
Miscellaneous expenses	(2,703)	21,133
	61,380	167,793