

## **Tate Members**

*(A company limited by guarantee)*

### **Council members' report and financial statements**

Year ended 31 March 2015

Charity registration number 313021

Company registration number 600340

## **Council members' report and financial statements**

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# Council report (including Strategic Report)

## Reference and administrative information

Charity name	Tate Members
Charity registration number	313021
Company registration number	600340
Registered address	Tate Millbank London SW1P 4RG

## Tate Members' Council

Jon Snow (Chair)  
Brian Chadwick \*  
Shami Chakrabarti (until 5 December 2014)  
Chris Chinaloy \*  
Hannah Collins  
Dominic Harris  
Suwin Lee (Treasurer) \*  
Rachel Lloyd  
Amanda Pinto  
Carol Propper (until 5 December 2014)  
Miranda Sawyer  
Neil Scott (Chair of Tate St Ives Committee)  
Simon Wilson  
Alan Yates (Chair of Tate Liverpool)

Monica Thomas (Secretary)

\* members of the Audit Committee

## Executive team

Robert Halkyard	Head of Membership & Supporter Engagement
Jess Gillham	Relationship Marketing Manager
Monica Thomas	Membership Manager
Abi Laughton	Marketing and Communications Manager, Tate Members
Elizabeth Cooper	Marketing Executive, Tate Members
Lucien Topp	Marketing Executive, Tate Members (until August 2014)
Sian Ballet	Marketing Executive, Tate Members (from January 2015)
Emma Barltrop	Membership Executive
Izzy Proby	Marketing Assistant (from September 2015)

## Auditors

Grant Thornton UK LLP  
Grant Thornton House  
Melton Street  
Euston Square  
London NW1 2EP

## Bankers

Coutts & Co  
St Martins Office  
440 Strand London WC2R 0QR

## Solicitors

Withers  
16 Old Bailey  
London EC4M 7EG

## **Aims and Objectives**

### **Purposes and Aims**

Tate Members' (originally Friends of the Tate Gallery) objects as set out in the company's memorandum of association are to encourage, foster, assist and promote in any manner whatsoever the fulfilment by the Tate Gallery Trustees of the charitable functions and charitable purposes entrusted to them.

Tate Members support Tate's key aim which is to benefit the public by increasing knowledge, understanding and enjoyment of British art from the sixteenth century to the present day and of international modern and contemporary art, film and video.

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 future activities. In particular, the Trustees considered how planned activities contribute to the overall aims and objectives of the charity.

### **The focus of our work**

The main objective for the year continued to be to increase the financial contribution to Tate. Tate Members fund the acquisition of works of art for the National Collection of British and International Art which Tate holds on behalf of the nation and which is on view free to increasingly diverse audiences. Secondly, Tate Members provide financial support for Tate's innovative exhibition and learning programmes, which promote increased understanding and enjoyment among the wider public.

The strategy focuses on building and widening the membership base, and increasing satisfaction, loyalty and a commitment to Tate among existing Members in order to maximise their individual financial contribution through membership fees, donations, secondary spend, referrals and recommending others to join in supporting Tate.

Key activities focus on recruiting new Members (in particular from among Tate visitors), retaining existing Members and improving the service delivered to existing and potential Members, while also nurturing the Members' involvement with art and their increased support for Tate through Gift Aid, additional donations, legacies and bequests.

The proposed works of art and projects are presented by Tate to the Council during the year for approval. The contributions are made to Tate once the works of art have been purchased or the projects completed.

### **How our activities deliver public benefit**

Our main activities and who we aim to help are described below. All our charitable activities focus on supporting Tate in promoting increased knowledge, understanding and enjoyment of British and International Modern Art, film and video, and are undertaken to further our charitable purposes for the public benefit.

### **Who benefited**

During 2014-15 those benefiting from Tate's services, which receive direct financial support from Tate Members, included the 7.9 million visitors to four Tate galleries in London, Liverpool and St Ives; also the 13.5 million unique visitors to the Tate website. Tate conducts outreach programmes, for local communities in Millbank, Southwark, Liverpool and St Ives. These include working with young people, lower income and immigrant families, families with pre-school children. Tate actively pursues diversity and promotes a multi-cultural perspective. Accessibility is an abiding principle.

In return for providing financial support, Members receive private benefits in the form of admission to exhibitions, private views, the use of Members Rooms and mailings about the programmes.

## Strategic Report

### Activities, achievements and performance

Key performance indicators used by the Council include membership numbers and retention. At the financial year end, the membership stood at 115,855 (2014: 104,054). Membership retention remained high at 86.9%.

Tate Members' financial support during the financial year 2014-15 helped Tate further its founding aim of increasing interest, involvement and understanding of art for the greater public benefit by supporting exhibitions and learning programmes at all four sites, as well as supporting the acquisition of more than 30 works of art.

Income raised by Tate Members was £10,795,134 (2014: £9,358,805). Of this, a contribution of £7,152,658 was made to Tate to support the works of art and projects listed below (2014 £8,376,049). The net result for the year was an increase in funds of £733,220 (2014 £1,573,734 decrease).

#### Works of art

Contributions during the year were made in respect of the following works of art:

Gillian Wearing *Self Portrait as My Brother Richard* Wearing 2003  
Gillian Wearing *Self Portrait as My Sister Jane* Wearing 2003  
John Riddy *Palermo (Giardini Inglese)* 2013  
John Riddy *Palermo (Carmine)* 2012  
John Riddy *Palermo (Piazza Marina)* 2012  
John Riddy *Palermo (Palazzo delle Poste)* 2012  
John Riddy *Palermo (Giovanni)* 2013  
John Riddy *Palermo (Caletta San Erasmo)* 2012  
Chila Kumari Burman *Triptych No Nukes* 1982  
Chila Kumari Burman *If There is No Struggle, There is No Progress – Uprisings* 1981  
Chila Kumari Burman *Cut – Foot – Pupil – Uprisings* 1981  
Chila Kumari Burman *Three Mug Shots in a Row* 1982  
Chila Kumari Burman *Red Riots on Indian Paper* 1981  
Chila Kumari Burman *Militant Women* 1982  
Dia al-Azzawi *Sabra and Shatila Massacre* 1982–3 (contribution)  
Gillian Carnegie *Untitled* 2008  
John Closterman *Portrait of a Lady* c.1700-2  
Thomas Joshua Cooper *A Premonitional Work, Bibemus Quarry, Aix-en-Provence* 1995  
Thomas Joshua Cooper *Ritual Object, Derbyshire* 1975  
Thomas Joshua Cooper *Ritual Guardians, California* 1980  
Thomas Joshua Cooper *A Premonitional Work, Blaneau Ffestiniog, Gwynedd, Wales* 1992  
Thomas Joshua Cooper *Ritual Hieroglyph, Horsley, Derbyshire, England* 1978  
Rose Finn-Kelcey *One for Sorrow, Two for Joy* 1976  
Rose Finn-Kelcey *The Magpie's Box* 1977  
Peter Fraser *Churchill, from Everyday Icons* 1985-6  
Peter Fraser *Pontypridd No.1, from The Valleys Project* 1985  
Peter Fraser *Mountain Ash, from The Valleys Project* 1985  
Anthea Hamilton *Wrestler Kimono* 2013  
Marlow Moss *White and Yellow* 1935  
Derek Jarman *A Blueprint for Bliss Notes for the Script, 1989; A Blueprint for Bliss film project, 1989*  
Rineke Dijkstra *The Krazyhouse (Megan, Simon, Nicky, Philip, Dee), 2009*

#### Tate projects

Contributions were made towards Tate projects, including care of works in the collection and support for the programme at all Tate galleries, contributions to the Library and Archive, replacing auditorium equipment and costs relating to acquiring works for the collection.

#### Tate Liverpool Members

Contributions in respect of the number of members relating to Tate Liverpool were allocated to the following Tate Liverpool activities:

Family Programme  
Adult Education and Participation  
Young Persons Education and Participation  
Research  
The exhibition programme: Transmitting Andy Warhol

## **Tate St Ives Members**

Contributions in respect of the number of members relating to Tate St Ives were allocated to the following Tate St Ives activities:

The exhibition Summer 2014  
The exhibition The Modern Lens: International Photography and the Tate Collection  
The Adult Learning programme  
The Childrens, Schools and Young Persons Programme  
Members' events

Factors impacting on the performance of the charity include Tate's exhibition programme, the number and type of visitors attracted to the Tate galleries, and external factors which impact visitor figures.

## **Financial review**

### **Reserves policy**

The Council's policy is to maintain the level of unrestricted general reserves at three months of operating costs so as to provide sufficient working capital. The Council has designated £678,599 (2014: £663,569) to approximate to the further costs expected to be incurred in servicing members until the end of their current subscription periods. Unrestricted general funds at 31 March 2015 were £3,448,277 (2014: £2,730,087). A level of £727,314 is required to comply with the current reserves policy. An additional sum of up to £10 million can be maintained as a contingency fund to deal with unexpected or urgent funding requests.

### **Going concern**

Based on a formal budget and forecasting process, tied to adherence to the reserves policy and control over donations, the Council is confident that Tate Members is a going concern and will continue to be so for the next twelve months.

### **Principal funding sources**

The main source of income for the charity is member subscriptions and related Gift Aid.

### **Investment policy**

Tate Members has a policy of holding all funds in cash on bank deposit.

## **Plans for future periods**

The key objective in coming years remains to maximise financial support for Tate while preserving the accessibility of and diversity amongst the membership, in keeping with Tate values. The strategy continues to be to maximise total membership, annual contribution per Member, length of membership and Member satisfaction. Issues such as diversity and sustainability are paramount to planning.

## Principal Risks and Uncertainties

The Council has responsibility for ensuring effective risk management processes are in place, the monitoring of which has been delegated to the Tate Members Audit Committee. The actual risk management processes are the responsibility of senior staff (who are Tate management) and are embedded in the management process. The Council places strong reliance on the risk analysis and control environment operated by Tate and the Tate Audit Committee.

Tate Members have prepared a risk register which details the major risks the organisation faces and identifies the controls in place to mitigate those risks. The register also covers compliance with statutory requirements and internal control procedures as well as investment risk. The risk register is kept under review on an ongoing basis by Tate's management and is formally reviewed on an annual basis by the Tate Members Audit Committee and Tate Members Council. The focus is on ensuring that risks are managed effectively by senior Tate staff. Tate Members' operations and risk management processes are also reviewed periodically by Tate's Internal Audit. However, it is recognised that a risk management system can only seek to manage, rather than eliminate, factors that impact on the ability to achieve business objectives, and can provide only reasonable assurance against material misstatement or loss.

The principal risks and uncertainties which could impact Tate Members' performance, and the associated mitigating activities, are summarised below.

**Area of principal risk/ uncertainty**

**Description and examples of mitigating activities**

**Economic climate**

Tate Members mitigates the risks associated with the external economic climate through a robust system of financial management and control, including;

- Decline in visitor numbers leading to fewer opportunities to recruit new members in gallery.
- Increase in members lapsing.

- Management of forecast in current financial year and budget planning for future years;
- Quarterly reforecasts include implementing Action Plans to address specific risks;
- Effective financial control;
- Holding a contingency against key operational risks and having a reserves policy.

**Recruitment of new members**

Membership is offered as a step in the booking process.

- Exhibitions are heavily pre-booked leading to fewer opportunities to recruit members in gallery.
- Ticket offers and promotional activity compromise ability to convert ticket buyers to membership.
- Pricing strategy compromises ability to convert ticket buyers to membership.

In addition, Membership recruitment strategy and results are monitored continuously to ensure sound decisions can be made on a timely basis to maximise membership. Actions include:

- Weekly review of membership sales figures.
- Management agreement and review of all promotional activity.
- Review of market position, competitor pricing, costs, ticket prices and value for money.

**Retention of members**

Membership retention strategy and results are continuously to ensure sound decisions can be made on a timely basis to maximise membership. Actions include:

- Varying retention rates in different segments of the membership base.
- Pressure on facilities due to high visitor numbers compromises quality of members' visiting experience.

- Monthly management review of retention figures and marketing plans.
- Targeting promotional activity around Tate Programme.
- Clear communication to manage expectations.

**Reliance on Tate - Reputation and Programme**

Tate Members continually reviews and develops its membership offer to ensure a strong performance outside of the exhibition programme.

- Decline in visitor numbers leading to decrease in members through failure to recruit and retain.



## **Structure, governance and management**

### **Governing document**

Tate Members is a charitable company limited by guarantee, incorporated on 12 March 1958 and registered as a charity on 22 April 1963. The company was established under a Memorandum of Association which established the objects and powers of the charitable company and is governed under its Articles of Association. In the event of the company being wound up members are required to contribute an amount not exceeding £1.

### **Recruitment and appointment of the Tate Members' Council**

Tate Members is governed by the Tate Members' Council, 10 to 15 individuals who are members of the charity and who constitute directors for the purposes of company law and trustees for the purposes of charity law. The role of the Council is non-executive and voluntary. Council approves the appointment by Tate of an executive team to manage the charity on a day to day basis.

Under the requirement of the Memorandum and Articles of Association, one third of the members of Council retire by rotation at each Annual General Meeting and are eligible for re-election. The aim is to achieve a balance of skills and experience on Council relevant to the objectives of the charity.

All members of Tate Members Council give their time voluntarily and received no benefits from the charity, apart from the private benefits that are accorded to all Members in acknowledgement of their support, including admission to exhibitions, Members Rooms and mailings about the charity.

Tate Members Council members follow Tate's procedures for ensuring that Trustees and other non-executive advisors fulfil their role according to high ethical standards and that actual or perceived conflicts of interest are properly managed.

Members of Tate Members Council need to be conscious of how their personal interests may interact with those of Tate as they carry out their roles, and take steps to declare and manage conflicts of interest when and if they arise. A Register of Interests is completed by members of the Tate Members Council retrospectively once a year in April. Council members are asked to record changes in their interests at the earliest opportunity. If unsure they are requested to seek advice, and to withdraw when there is a conflict. If necessary, Council members defer to the decision of Tate Members Council and, ultimately, the Tate Ethics Committee.

### **Induction and training of Council members**

New Council members are inducted and given training appropriate to their knowledge and ability.

### **Organisational structure**

The Tate Members' Council establishes a framework for the organisation, with the day to day operation and management delegated to staff. Staff members of Tate are responsible for ensuring that the charity delivers the services specified to Tate Members and that key performance indicators are met. These include membership numbers, retention, the percentage paying by Direct Debit/consenting to Gift Aid, the cost per Member and Member satisfaction. Council oversees policies, financial decisions (such as pricing policy) and approves how the contribution to Tate is allocated.

### **Related parties**

The organisation is strongly reliant on the Tate infrastructure and procedures, especially in relation to staff and risk management.

**Auditors**

Grant Thornton UK LLP, having expressed their willingness to continue in office, will be deemed reappointed for the next financial year in accordance with section 487(2) of the Companies Act 2006 unless the company receives notice under section 488(1) of the Companies Act 2006.

This report, including the Strategic Report, was approved by the Council and signed on 26 June 2015.

On behalf of the Council

**Jon Snow**

## **Statement of Council members' responsibilities for the preparation of financial statements**

The Council members (who are also directors of Tate Members for the purposes of company law) are responsible for preparing the Council report (including Strategic Report) and the financial statements in accordance with applicable law and regulations.

Company law requires the Council members to prepare financial statements for each financial year. Under that law the Council members 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 Council members 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 and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments 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 charitable company will continue in business.

The Council members are 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 company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Council members confirm that:

- so far as each Council member is aware, there is no relevant audit information of which the charitable company's auditor is unaware; and
- the Council members have taken all the steps that they ought to have taken as Council members in order to make themselves aware of any relevant audit information and to establish that the charitable company's auditor is aware of that information.

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

## **Independent auditor's report to the members of Tate Members**

We have audited the financial statements of Tate Members for the year ended 31 March 2015 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

### **Respective responsibilities of trustees and auditor**

As explained more fully in the Statement of Council Members' Responsibilities set out on page 9, the Council Members (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

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

### **Scope of the audit of the financial statements**

A description of the scope of an audit of financial statements is provided on the Financial Reporting Council's website at [www.frc.org.uk/auditscopeukprivate](http://www.frc.org.uk/auditscopeukprivate).

Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2015 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

### **Opinion on other matter prescribed by the Companies Act 2006**

In our opinion the information given in the Council Report (including Strategic Report) for the financial year for which the financial statements are prepared is consistent with the financial statements.

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

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

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

Carol Rudge  
Senior Statutory Auditor  
for and on behalf of Grant Thornton UK LLP  
Statutory Auditor, Chartered Accountants  
London

2015

## Statement of financial activities

(Incorporating an income and expenditure account)

(for the year ended 31 March 2015)

	Note	2015 £	2014 £
<b>Incoming resources</b>			
<i>Incoming resources from generated funds</i>			
Voluntary income	3	<b>10,778,025</b>	9,330,633
Investment income		<b>17,109</b>	28,172
<b>Total incoming resources</b>		<b>10,795,134</b>	9,358,805
<b>Resources expended</b>			
<i>Costs of generating funds</i>			
Costs of generating voluntary income	5	<b>(2,854,944)</b>	(2,514,597)
<i>Charitable activities</i>	7	<b>(7,152,658)</b>	(8,376,049)
<i>Governance costs</i>	8	<b>(54,312)</b>	(41,893)
<b>Total resources expended</b>		<b>(10,061,914)</b>	(10,932,539)
<b>Net movement in funds</b>		<b>733,220</b>	(1,573,734)
Unrestricted funds brought forward		<b>3,393,656</b>	4,967,390
<b>Unrestricted funds carried forward</b>	11	<b>4,126,876</b>	3,393,656

The company has no recognised gains or losses other than the retained funds for the year.

The results for the year were derived solely from continuing operations.

## Balance sheet

at 31 March 2015

	Note	2015 £	2014 £
<b>Current assets</b>			
Debtors	9	1,191,114	1,128,890
Cash at bank and in hand		3,821,963	3,649,912
		<u>5,013,077</u>	<u>4,778,802</u>
<b>Creditors:</b> amounts falling due within one year	10	(886,201)	(1,385,146)
<b>Net current assets</b>		<u>4,126,876</u>	<u>3,393,656</u>
<b>Unrestricted funds</b>			
Revenue designated	11	678,599	663,569
Unrestricted general	11	3,448,277	2,730,087
<b>Total funds</b>		<u>4,126,876</u>	<u>3,393,656</u>

These financial statements were approved by the Council and signed on its behalf on 26 June 2015 by:

**Jon Snow**

**Suwin Lee**

*Members of the Council*

Company registration number 600340

The notes on pages 14-17 form part of these accounts

## Cashflow Statement

for the year ended 31 March 2015

	Notes	2015 £	2014 £
<b>Net cash inflow/(outflow) from operating activities</b>	14(i)	<b>154,942</b>	(5,937,647)
<i>Returns on investments and servicing of finance</i>			
Interest received		<u>17,109</u>	<u>28,172</u>
<b>Net cash inflow from returns on investments and servicing of finance</b>		<b>17,109</b>	28,172
<b>Increase/(Decrease) in cash</b>	14(ii)	<b><u>172,051</u></b>	<b><u>(5,909,475)</u></b>

The notes on pages 14-17 form part of these accounts

## Notes

(forming part of the financial statements)

### 1 Liability of members

Tate Members is a company limited by guarantee, with no share capital. Each member of the company, of which there were 115,855 at 31 March 2015, is liable to contribute £1 in the event of the winding up of the company. Members of the Council constitute directors of the company for Companies Act purposes.

### 2 Accounting policies

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the company's financial statements.

#### *Basis of preparation*

The financial statements have been prepared on a going concern basis, also in accordance with SORP 2005, other applicable accounting standards and under the historical cost convention.

#### *Subscriptions and donations*

Subscriptions and donations are recognised as they are received.

Individual membership is eligible for Gift Aid, which is recognised on receipt.

#### *Reserves*

These resources arise from the accumulated surpluses and deficits in the operation for charitable purposes and are expendable at the discretion of the Council in furtherance of the charity. To ensure there are sufficient funds to cover the direct cost of servicing existing members, a sum is designated approximate to the time-apportioned element of members' subscriptions needed to provide members' services in the future.

#### *Cost of activities*

This expenditure represents the costs of fundraising and servicing the membership schemes.

#### *Charitable expenditure*

This expenditure represents contributions made to Tate for purchases of works of art and projects. The expenditure is recognised when Tate Members is committed to provide such funding.

#### *Governance costs*

This expenditure represents the cost of staff time spent on governance, as well as the audit fee.

### 3 Voluntary income

	2015 £	2014 £
Subscriptions	9,351,585	8,153,068
Gift Aid	1,238,381	1,063,082
Events	6,303	1,050
Advertising	72,388	92,789
Other donations	109,368	20,644
	<b>10,778,025</b>	<b>9,330,633</b>



## Notes (continued)

### 4 Auditors' remuneration

Auditors' remuneration for the year was £9,475 (2014: £9,230).

### 5 Costs of generating voluntary income

	2015	2014
	£	£
Member communications costs	1,008,048	952,566
Management charges	576,024	521,074
Event costs	32,527	31,215
Fulfilment and Members' Room charges	309,699	325,139
Support costs (see note 6)	303,501	265,576
Other costs	625,145	419,027
	<u>2,854,944</u>	<u>2,514,597</u>

Council members received £nil remuneration during the year (2014: nil). During the year 1 of the 15 Council members received expense reimbursements of £703 (2014: £1,303).

The company did not have any employees during the year. Included within other costs is £373,676 (2014: £230,942) paid to Tate in respect of Membership Office staff costs.

### 6 Support costs

	2015	2014
	£	£
Management costs	9,239	8,926
Support costs recharged by Tate	294,262	256,650
	<u>303,501</u>	<u>265,576</u>

Costs have been allocated between categories based on the staff time spent on each area.

### 7 Charitable expenditure

	2015	2014
	£	£
Contributions towards purchases of works of art by Tate	1,331,495	2,431,395
Other contributions:		
Tate London	5,360,354	5,472,305
Tate Liverpool	281,538	274,780
Tate St Ives	179,271	197,569
	<u>7,152,658</u>	<u>8,376,049</u>

There was a £152,719 of contribution accrual at 31 March 2015 (2014: £250,222).

## Notes (continued)

### 8 Governance Costs

	2015 £	2014 £
Staff time	32,694	28,517
Audit fee	9,475	7,475
Committee expenses	2,858	1,946
Professional Fees	9,285	3,955
	<u>54,312</u>	<u>41,893</u>

### 9 Debtors

	2015 £	2014 £
Trade debtors	44,586	5,288
Amounts owed by Tate and associated organisations	888,024	925,538
Other debtors	258,504	198,064
	<u>1,191,114</u>	<u>1,128,890</u>

### 10 Creditors: amounts falling due within one year

	2015 £	2014 £
Trade creditors	24,590	4,696
Taxation and social security	181,339	196,167
Amounts due to Tate and associated organisations	522,229	1,087,718
Other creditors	158,043	96,565
	<u>886,201</u>	<u>1,385,146</u>

### 11 Funds

	At 1 April 2014 £	Net movement in funds £	Net transfers £	At 31 March 2015 £
Revenue designated funds	663,569	15,030	-	678,599
General funds	2,730,087	718,190	-	3,448,277
	<u>3,393,656</u>	<u>733,220</u>	<u>-</u>	<u>4,126,876</u>

## Notes (continued)

### 12 Analysis of net assets between funds

	General fund £	Revenue designated fund £	2015 £	2014 £
Current assets	4,334,478	678,599	<b>5,013,077</b>	4,778,802
Current liabilities	(886,201)	-	<b>(886,201)</b>	(1,385,146)
	<u>3,448,277</u>	<u>678,599</u>	<u><b>4,126,876</b></u>	<u>3,393,656</u>

### 13 Related parties

During the year £1,276,658 (2014: £1,037,183) was paid to Tate to cover staff costs and use of facilities. This was in addition to the charitable contributions paid to Tate as set out in note 7.

### 14. Cash flow information

#### (i) Reconciliation of net movement in funds to net cash inflow/(outflow) from operating activities

	2015 £	2014 £
Net movement of funds	<b>733,220</b>	(1,573,734)
Investment income	<b>(17,109)</b>	(28,172)
Increase in debtors	<b>(62,224)</b>	(47,883)
Decrease in creditors	<b>(498,945)</b>	(4,287,858)
Net cash inflow from operating activities	<u><b>154,942</b></u>	<u>(5,937,647)</u>

#### (ii) Reconciliation of net cash flow to movement in net cash

	2015 £	2014 £
Increase/(Decrease) in cash in the year	<b>172,051</b>	(5,909,474)
Net funds at beginning of year	<b>3,649,912</b>	9,559,386
Net funds at end of year	<u><b>3,821,963</b></u>	<u>3,649,912</u>

#### (iii) Analysis of changes in net cash

	2014 £	Cash flow £	2015 £
Liquid Resources	3,649,912	169,919	<b>3,819,831</b>
Cash	-	2,132	<b>2,132</b>
	<u>3,649,912</u>	<u>172,051</u>	<u><b>3,821,963</b></u>

### 15 Contingencies and capital commitments

There were no contingencies or capital commitments at 31 March 2015 or 31 March 2014.

## Detailed statement of financial activities

for the year ended 31 March 2015

(not forming part of the financial statements)

	2015 £	2014 £
<b>Incoming resources</b>		
Subscriptions	<b>10,581,067</b>	9,210,693
Donations	<b>109,368</b>	20,644
Advertising	<b>72,388</b>	92,789
Members' Room	<b>8,899</b>	5,457
Events	<b>6,303</b>	1,050
Invested income	<b>17,109</b>	28,172
Total	<b>10,795,134</b>	9,358,805
<b>Resources expended</b>		
<i>Costs of generating voluntary income</i>		
Magazine and Guide	<b>(900,193)</b>	(900,562)
Other mailings, print and promotion	<b>(1,243,962)</b>	(1,008,666)
Salaries and fees	<b>(535,009)</b>	(476,044)
Administration costs	<b>(131,524)</b>	(69,380)
Members' Room costs	<b>(11,729)</b>	(28,730)
Events costs	<b>(32,527)</b>	(31,215)
<i>Total cost of generating voluntary income</i>	<b>(2,854,944)</b>	(2,514,597)
<i>Governance costs</i>	<b>(54,312)</b>	(41,893)
Total	<b>(2,909,256)</b>	(2,556,490)
<b>Net incoming resources</b>	<b>7,885,878</b>	6,802,315
Contributions to Tate		
Works of art	<b>(1,331,495)</b>	(2,431,395)
Other projects	<b>(5,821,163)</b>	(5,944,654)
<b>Net movement in funds for the year</b>	<b>733,220</b>	(1,573,734)

## Statement of funds

for the year ended 31 March 2015  
(not forming part of the financial statements)

	2015 £	2014 £
<b>Current assets</b>		
Debtors	1,191,114	1,128,890
Deposits and cash at bank and in hand	3,821,963	3,649,912
Total assets	<u>5,013,077</u>	<u>4,778,802</u>
Less:		
Creditors	(886,201)	(1,385,146)
<b>Total</b>	<u>4,126,876</u>	<u>3,393,656</u>