

A photograph of a man in a flat cap and glasses operating a vintage tram. The tram is dark blue with gold and red accents. A sign above the tram reads "HAMMERSMITH". The tram's number "159" is prominently displayed in large, gold, 3D-style letters with red and white outlines. The man is holding a control lever and a hand crank. The background shows the interior of a museum with other tram parts and lights.

*The Tramway
Museum
Society*

*Annual Report
and Accounts*

2020



Front Cover / Inside Front / Back Cover

Photo credit - Guzelian Press Agency



The Tramway Museum Society

The Board of Management are pleased to present the Annual report and Accounts of the Society for the year ended 31st March 2020

Statement of Values and Purpose

The following represent the values and challenges which are the criteria by which we will measure the success of our work.

Keeping history alive

The Tramway Museum Society safeguards unique, comprehensive, historical and intellectual collections, presented as a resource through which the public and our Members can actively participate in a critical aspect of our social, technical and cultural history.

Giving education and entertainment to others

The Tramway Museum Society provides an integrated, inclusive and accessible experience for all visitors in which education and entertainment are indivisible.

Adopting a pioneering approach

The Tramway Museum Society is driven by a continuing pioneering spirit, creating a living, working museum which maintains and enhances our position as an international centre of excellence and as a leader and influencer throughout the museums and heritage world.

Ensuring the financial stability of the organisation

The Tramway Museum Society utilises business techniques and best practice to endeavour to establish continuity of income and ensure the sustainability of a museum and collection of outstanding quality and international reputation. The society operates within a 'not for profit' business structure and all surpluses are utilised for the ongoing development of the organisation.

Gaining our own satisfaction from achievements and relationships

The Tramway Museum Society brings together a wide range of committed volunteers and employees to use their comprehensive range of skills and knowledge in the furtherance of the Museum and Society's objectives. It is intended at all times that this will be in a spirit of mutual respect, friendship and enjoyment.



Blackpool 40 in village

Chairman's Review

Cause Statement

To be an immersive and captivating experience that unites the past, present and future through tramway heritage. Trams move people.

2020

While this is a report of the Museum's progress from April 2019 until March 2020, our subsequent activities in 2020 have naturally been greatly affected by the Covid-19 pandemic. These activities will be the subject of next year's report, but in brief the Museum had to close completely on 20th March after a very short period of operation. With a full suite of Covid-19 precautions put in place it was possible to reopen to the public on 11th July, after a trial opening of the woodland areas on 25th May.

It was initially hoped that the Pandemic would dissipate over time and that we would be able to hold both our EGM and AGM as normal face to face events. This has not been possible and after several months delay meetings have been scheduled on a Webinar basis.

Fundraising

A lot of development work throughout the year was crowned with success in securing match funding from Arts Council England National Lottery Project Grants towards the restoration of the 19th Century Bradford cabmen's shelter. £10,000 had already been secured from The Pilgrim Trust, and £20,000 from The Association of Industrial Archaeology, but we needed a further £50,000 before we could start the project.



Cabmen's Shelter

With finance in place, early in 2020 Nottingham-based V21 Artspace created a virtual tour of the shelter in its pre-restoration state. This can be viewed at <https://v21artspace.com/19th-century-cabmens-shelter>. Other partners in the project include Sheffield University, Bradford Libraries and Bradford Antiquarian Society.

After the close of the 2019 season we started a "Sponsor a Sleeper" campaign to help fund track renewal on the Bandstand curves. Thanks to all those who supported the scheme, which raised over £10,000 including Gift Aid. A list of sponsors who chose to have their names published have appeared in the TMS Journal.



Marketing

Our marketing activities have continued to focus on the family market, while also including enthusiast and specialist publications and websites.

Participation in 'The 21st Century Visitor Attraction' programme (workshops run by Morris-Hargreaves-Mcintyre) was followed by the Marketing Manager and the Fundraising and Development Officer producing a new Audience Development Plan, this was submitted as part of the Accreditation Return earlier this year. Careful analysis of our target audiences for visitors and potential visitors resulted in our amending our feedback forms to give a better insight into visitor motivation. Visitor research and focus groups held have also contributed to this.

Advertising included local press and lifestyle magazines, group travel magazines, local radio and Smooth FM (National radio), on the rear and sides of buses running in surrounding towns and cities, and on the back of Derbyshire County Council Car Park tickets in Matlock.



We used digital advertising for events via online forums and search engine optimization and pay-per-click via Reach plc, the largest commercial national and regional news publisher in the UK.

Press releases (which often also resulted in free coverage online) gave us exposure in a

range of press and magazines in the Derbyshire, Nottinghamshire, and Sheffield regions, as well as specialist publications such as Heritage Railway, Sheffield-based My Kind of Town, Days Out in the Derwent Valley, and Old Bike Mart. Philatelic magazines helped to fuel interest in the "Mobile Post Box – Mail by Tram" exhibition, while Flight Journal featured our Holroyd Smith exhibition.

Our relationship with an established press agency saw one of its high-quality photographs of the Museum being published in the Daily Telegraph on 23rd September 2019.

Promotions through various publications and local and national schemes helped to increase visitor numbers. We continued to work with local accommodation providers to offer their guests special discounts via vouchers, which we could then track in terms of ticket types and income.

Our social media Facebook and Twitter sites continue to gain followers. By February 2020 we had Facebook total page likes of 18,078 and 7,195 Twitter followers, while the increase in website users is reflected in the following figures:

Period	Users	New Users
1/4/2018 - 31/3/2019	199,840	196,353
1/4/2019 - 31/3/2020	223,191	218,795

Events

Our portfolio of Special Events generated 36% of the annual admissions revenue, a tribute to the success of the joint volunteer and staff team which organised them. The profitability of all our Events is carefully scrutinised, and the unsuccessful ones are replaced with new ideas.

In contrast with 2018 when the Museum had to close on Easter Monday because of snow, the weather at Easter 2019 was excellent and the visitor numbers were the best this century, being

only slightly lower than those in Easter 1978, the only year we have ever received more than 200,000 total visitors.

The 60th Anniversary of the arrival of the Tramway Museum Society at what was then a partly disused quarry high up in the Derbyshire hills was celebrated in considerable style by the Crich 60 event, which took over a weekend in September.



The period-themed events are especially important as they enable the Museum to demonstrate historically appropriate vehicles in the collection alongside other road vehicles of the period. They are much enjoyed (and supported) by visitors and members, who are often suitably attired. Evening operations during our "Starlights" event again demonstrated the splendour of trams at night amongst a backdrop of floodlit buildings and ghostly images in the woods.





Photo credit - Guzelian Press Agency

The Horse Tram days were well supported, our 16-seat Sheffield tram running to capacity on nearly every journey, using all the horsepower available.

Retail and Catering

While 2019 was relatively uneventful, with the team running the usual outlets of Rita's Tea Room, the Red Lion pub and the Poulson Room, catering for our visitors in the time honoured manner, this was not to last for 2020. With hindsight it may be regarded as the lull before the storm. Apart from the health consequences, the effects of the coronavirus situation have perhaps been most acutely felt in the hospitality sector, so it is appropriate to give some focus to the changes which have been necessary in order to keep our visitors safe in our own operation.

The Retail and Catering Department traded for about a week into the new season before

the Museum had to close due to the Covid-19 pandemic. The developing situation had been carefully monitored and food stocks kept fairly low, which fortunately meant that there was only a little waste resulting from the four months of closure.

The team are now adapting very well to the new working conditions, with fewer staff in all parts of the Department. Covid-19 risk assessments have been prepared for all areas and are available for staff to access at all times.

It has been necessary to adapt catering procedures in Rita's Tea Rooms and the Major's Bar to offer a takeaway service only.

The new takeaway menu in Rita's Tearooms has been very popular, and has included a new range of fast food items and milkshakes. Out sales from the Major's Bar have also been very successful.

Customers have been accepting of all the necessary changes and we are pleased to say that sales in both the Forge Gift Shop and Barnett's Sweetshop have been very good since we reopened.

An Educational Charity

An early indication of the significance of the work of the TMS was its recognition as an Educational Charity, a recognition which brings with it a continuing responsibility to ensure that its activities contribute to a process of lifelong learning. Visits by School parties are the more formal manifestation of this process, and are one of the more obvious activities of the Learning Department, while other visitors, of all ages, have a more subtle educational experience.

Schools

During the 2019 season there were 82 school visits, participating in 78 facilitated sessions. 14 students joined us for work experience and we continue to welcome students with additional support needs on regular work placements.

Family Learning

Family activities continued to be successful, with more than 11,000 children and adults participating throughout the school holidays.

During Discovery Week 'Gizmo' provided science activities, and Albert Vick entertained visitors with stories of his life as a horse tram driver. This year (helped by children and parents) Chaz from Wayside Willow, constructed a bee to join the bat and tulip on the outdoor play area, while Sophie Snell weaved her magical stories, the local badger group talked about the badgers around Crich, and the Learning Team helped families make journey sticks, bunting and leaf crowns, and create clay creatures.

Exploring the Historic Landscape of Crich Tramway Village

This Heritage Lottery-funded project continued to progress throughout the year, with new fingerposts, a bird-hide and more sculptures. The interactive "Headgear" was installed at Wakebridge, and has proved to be very popular with our visitors.



Partnerships

The Museum continues to work with the Derwent Valley Mills World Heritage Site to link Learning Programmes across all the sites in the valley and buffer zone and inform the Heritage Site management plan.

Community Involvement

The Museum again produced a well dressing for Crich village as part of its well dressing trail. The theme for 2019 was stories and legends, so we chose the Three Billy Goats Gruff.

Crich Infant School used the Woodland Walk every week during term time for its Forest School sessions.

The Learning Department was also involved with family activities through “Fitness Fortnight”, and continued to host yoga sessions in the Learning Centre.

Our curatorial work

Accreditation

While our routine work such as accessioning donations and scanning the existing photographic collection continued as usual during the year, a major part of our curatorial efforts in 2019 was associated with the requirements of Arts Council England for the renewal of our accreditation as a museum. The successful renewal of this accreditation recognises the standing of the National Tramway Museum in the museum world. The recognition of our three collections (the historic tramcars, the tramway archives and the street furniture which does so much to enhance the ambience of the Museum) as being of national importance is a very favourable factor in our discussions with grant-awarding bodies.

The standing of the Museum was also reflected in our Curator, Laura Waters, being accepted from a field of 44 applicants for a 14-month secondment with the Science Museum Group commencing in November 2019.

Great Exhibition Hall

In contrast to the work behind the scenes for accreditation, the monthly operation of the large-scale tramcar models in the Great Exhibition Hall was very much front-of-house and continued to prove popular with visitors. Many of the models were built by Birmingham tramway modeller Robert Whetstone and represent narrow-gauge trams from the West Midlands not represented in the full-size collection.

March saw the launch of the new displays on the far wall of the exhibition hall, “The Creative Genius of Michael Holroyd Smith”. Since he was the engineer of the pioneer electric tramway at Blackpool, Holroyd Smith can be regarded as having played a vital part in the very existence of the National Tramway Museum, but he was also active in the early development of motor cars and aircraft. Interactive displays and many historic items from the Museum archives give visitors an insight into his fascinating life.

Assembly Rooms

The exhibition area in the Assembly Rooms hosted a temporary photographic display on behalf of Derby Quad between March and June. This was followed by our own exhibition “The Mobile Postbox – Mail by Tram”, which was developed from research done, much in the Crich archives, by Canon Peter Barham.



The Heritage Workshop

The skills and knowledge contributed by volunteers to the team continue to provide vital input, complementing the work of the employed Museum technicians. However it should be borne in mind that some of the Workshop team members, both employed and volunteer, are reaching an age where succession planning is becoming increasingly important, especially in view of the specialised skills necessary to care for our large fleet of traditional tramcars.

Funding by the tramcar restoration sponsors has made it possible to employ two additional Workshop technicians. Brian Bates joined the team last year as a coach builder technician. An accomplished craftsman, Brian has been working hard on the current projects, producing work to an extremely high standard. More recently we have been joined by Andy Parry, a mechanical technician previously employed by Rolls-Royce. Andy is a very versatile and enthusiastic member of the team, and is making a substantial contribution to Workshop activity. Mike Smith continues to work with us part-time as an electrical technician – his many years of corporate memory, skills and knowledge are invaluable to us.



Photo credit - Guzelian Press Agency

Rolling Stock - Restoration

LCC I

The restoration of LCC I (Bluebird) has been characterised during the period under review by the reassembly and fitting out of the body. As an engineering project this restoration has brought its own challenges resulting from the tram being an experimental car, built as a one-off by the London County Council Tramways in its own workshops and subject to a number of design changes during construction.

Work on the body has been a painstaking job, requiring the multitude of original components salvaged during the dismantling process to be cleaned, assessed and overhauled, then in many cases sent away for the chrome plating which was in vogue when the tram was put into traffic in 1932.

The need to find and work with specialist suppliers to manufacture replacement items (especially replacements for original fittings removed when the tram was in service in London, or subsequently in Leeds) has become an increasingly time-consuming part of the restoration project. With the passing years it is becoming ever harder to find the necessary expertise: consequently those people still able to offer this expertise are extremely busy, and their skills do not come cheaply.

For example, a specialist company had to recreate the correct pattern of moquette for the lower saloon, using old, badly-worn samples to create a proof sample prior to production. The finished material has been despatched to a contractor near Nottingham who has started the complex job of reupholstering all the seats.

Another task was replacing the complex drop window mechanisms and frames which had been removed in Leeds. Happily one of our



Photo credit - M C Crabtree

Members, Greg Marsden, was able to take on the manufacture of these items with fellow-members of the Grimsby & Cleethorpes Model Engineer Club. They made a superb job of the task, and I would like to place on record our thanks to Greg and his fellow model engineers.

Reinstatement of the ingenious mechanisms of the air-operated platform doors and folding steps has been an ongoing challenge made the more difficult by the fact that no drawings or clear photographs of this area exist. Nevertheless the challenge has been met in-house. Considerable time has been spent making mock-ups of the step mechanism and how this is linked with the door operating mechanism, but this work has progressed to the stage of the step mechanism currently being manufactured in-house.

The Society is most appreciative of the ongoing technical and financial support for this project from the LCC Tramways Trust.

Newcastle 102

The other major restoration project in the workshop has seen the Brill bogies of Newcastle 102 receive a thorough extensive overhaul, including extensive repairs to the motors, wheels and axles.

102 was withdrawn from traffic some years ago because one of the two motorised axles had fractured. Ultrasonic testing of the other motorised axle revealed that it had developed a fracture in a similar position to the axle that had failed, so both axles have been replaced.

In contrast, the two unmotorised axles tested satisfactorily and have been retained. They are thought to be original equipment as a gear keyway can be seen on the axle indicating that these axles were probably carrying motors before the tram was re-equipped with only two motors in 1923 (rather than the previous four

motors – one driving each axle). All eight wheels of the tram have received new tyres as part of the restoration.

Non-destructive testing of the bogie frames revealed signs of fractures in the hornways and primary suspension pockets, but these have been repaired by a specialist casting recovery contractor, and the reassembly of the bogies is nearing completion. Body repairs and repainting is at an advanced stage, while the air brake pipework has been replaced by the same team of volunteers that carried out the corresponding work on LCC 1.

The Society is most appreciative of the ongoing technical and financial support for this project from the Tramcar Sponsorship Organisation.

Rolling Stock – Maintenance

London Transport 1622

The challenges (and unexpected costs) of operating heritage vehicles came to the fore during what was expected to be a relatively-routine overhaul of London 1622. The mechanical overhaul of the bogies did prove to be reasonably straightforward, but inspection of the motors showed that they needed unexpected and extensive repairs, including making good a cracked armature shaft.



Photo credit - Peter Whiteley

The bogies have been reassembled and placed back under the car, while work on the body has included a full repaint in what is believed to be a more correct livery, with the addition of appropriate signwritten adverts.

Klv 058 and Ruston diesel GMJ

The Klv maintenance vehicle and the Ruston diesel loco GMJ have both been performing reliably, and both proved useful during the winter relaying between Bandstand and Cliffside. It is now a safety requirement that work on the overhead line be undertaken with the power isolated, so GMJ has a regular role in this context paired with the tower wagon.

Rolling Stock – Loans

Blackpool & Fleetwood (Box) 40 was welcomed back to the Museum on 6 September 2019, following a period on loan at Blackpool and a short visit to Beamish Museum.,

Halle 902 continues to be stored at Rigby Road depot in Blackpool.

Workshop Equipment

A thorough investigation of various options to provide safe, certifiable equipment for working at height (especially for painting tramcars) led to the purchase of a new Snorkel scissor lift. In conjunction with this equipment, uncertifiable sections of the suspended wooden flooring and the pit boards have been replaced with bespoke units that are fully load tested.

The new lift has proved very useful for many other tasks apart from painting, such as installing the windows in LCC 1, and avoids the need to use steps and ladders as previously.

Work with other organisations

A continuing dialogue with the engineering staff of the Manx Electric Railway has included a considerable exchange of information regarding the heavy overhaul of the Brill 27-C bogies in use on the MER and the contemporary Brill 27-G2 bogies under our own Newcastle 102.

Dorlec Ltd undertakes much of the overhaul work on the Museum's tramcar motors, wheelsets and compressors. Our close working relationship with Dorlec has enabled us to assist Dorlec with advice and guidance in connection with similar work Dorlec undertakes for other heritage tramcar operators and restorers, to the mutual benefit of both organisations.

Facilities

2019 was another exceptionally busy year for the Facilities Department, maintaining and improving the Museum infrastructure.

A great deal of the Department's work occurs out of the public gaze, but is crucial to the continued smooth operation of the Museum. For example, a major achievement over 2019 was the completion of the project to upgrade the DC electricity supply to our tramway overhead wiring. The new switchgear at Wakebridge and Town End substations was in use through the 2019 season, alongside the standby static converter which can maintain a supply to the tramway if there is a disruption of the incoming

The Tramcar Sponsorship Organisation

During the year the major TSO project was the restoration of Newcastle 102. In the course of this it was found that the bogies needed additional work, resulting in a budget overrun around £20,000, and taking the total TSO financial support for the project past £151,000. We intend to have a display in the Crich workshop along with an explanation of where money comes from for tramcar restoration.

TSO trustees have continued to meet regularly with the TMS Sponsor Liaison Officer (Tramcars) to monitor progress on 102 and discuss future restorations.

Plans are well advanced for the next restoration project, which will be Blackpool 298. A contract for the work has been agreed, and the offsite fabrication of a new subframe will commence during 2020. The tram itself is expected to arrive in the Crich workshop during 2020.

TSO trustees also keep in contact with members of the Scottish Tramway & Transport Society who wish to be involved with the future restoration of Glasgow Coronation tramcar 1282.

Sadly we lost two TSO trustees during the year, Andy Steel and Richard Clarke. Both made valuable contributions to the TSO which were greatly appreciated.

TMS members are reminded that one of the ways to see different trams operating at Crich is to support the TSO financially, either with regular payments or a one-off sum. The TSO is run by its members, who meet twice a year at Crich to discuss potential projects and give guidance to their elected Trustees. The Secretary is Frank Bagshaw and the Chairman/Treasurer is Brent Higham. Colin Heaton was elected as a trustee in October 2019.

Brent Higham

11kV supply from the mains. The two substation panels have now been interlinked, making it easier for us to make changes to the supply, or diagnose any problems which may arise.

A more obvious feature of the first couple of months of the 2019 season was finalising the major track renewal project at Glory Mine carried out over the winter. The revised track layout naturally had implications for the geometry of the overhead wires: unlike most original tramway systems we operate a broad range of tramcar designs, developed over more than half a century and using four different methods of current collection. Hence the overhead wiring has to be a compromise to allow all these vehicles to run smoothly, with each individual tram having to be taken through the new layout at Glory Mine very cautiously and adjustments made where necessary.



The focus for winter 2019-20 was the renewal of the double track section from Bandstand to the Blue Staff Post. A mixture of paid staff, volunteer and contractor input took the project to a successful completion in good time for reopening in March.

The major permanent way projects of the past few years have completed remedial work which had fallen due along the ballasted section of the main line, giving us robust and low maintenance

infrastructure for running passenger services for the immediate future.

Other work included the refurbishment of railings, benches and other items of street furniture. This seems to be a never-ending task, but it is one which makes a big difference to the appearance of our heritage street scene.

Much less obvious is the large amount of work which has taken place to review and update our management procedures and documentation. This work is designed to ensure the way we do things is in line with current industry best practice, a hot topic in the heritage rail sector at present. The competency management of personnel who carry out safety critical work on the tramway infrastructure has resulted in various new systems and training packages being constructed to ensure that we continue to provide a working environment and tramway that is safe for both our personnel and the visiting public to enjoy.

As always, thanks go out to all the people who have made these successes possible, and we will always welcome more volunteers who can assist our efforts.

Health and Safety

The Annual Report of the Health and Safety Committee records the incidents and other safety-related matters that occurred during the year. The implications of all these matters are considered by the Committee at its regular meetings and appropriate recommendations made.

The official RAIB reports of railway accidents are monitored regularly. Naturally there are often lessons to be learned from incidents on tramways and heritage railways, but there are also occasions when mishaps on the main line highlight the importance of safe procedures relevant to the operation of our line. In particular

the 15 recommendations contained in the report of the fatal tramcar derailment at Sandilands in Croydon have been studied carefully.

Health and Safety is a major emphasis of the pre-season briefings for tram crews, and the circulation of a safety digest highlighting relevant incidents has been introduced as a way of learning from mistakes. Safety provision away from the tramway has included the regular annual inspection of both indoor and outdoor play areas by RoSPA.

By their presence on a number of UK light rail industry bodies, members of the Committee represent the interests of heritage tramways generally, an important role as the requirements for the operation of modern light rail systems become more detailed and onerous. The Committee also keeps abreast of changes in

legislation and the many other health and safety requirements with which the Museum has to comply.

Training of staff and volunteers in health and safety subjects continued during the year.

First Aid

First Aid Administrator Ann Allred looks after the needs of our 11 voluntary first aiders, all of whom hold First Aid at Work certificates, which need to be renewed every three years. Additionally we have two defibrillators on site, one of which also extends the availability of equipment to our neighbours in the village of Crich.

London County Council Tramways Trust

Continuing satisfactory co-operation between the LCCTT and the Museum on current and future projects has included the formal process for managing the major restoration of LCC 1 (Bluebird). In particular the Trust appreciates the efforts made by Museum personnel to identify sources of parts and services required to bring this important tramcar back to its original magnificent appearance, and to design and construct components needed to replace those removed during the tramcar's time in service.

The work on E1 car 1622 is greatly welcomed by the Trust, especially the enhancement to its appearance achieved by the set of period advertisements applied to the car body. The Trust has been complimented on the overall condition of the tram, which had received only minor attention to the bodywork since entering service at the Museum in 1997.

The Trust has continued to carry out research jointly with Museum personnel into the history of London horse trams, work that will help considerably towards the project to reconstruct a North Metropolitan double-deck two-horse tram. The Museum and the Trust have agreed in principle that the costs of this project will be borne by the Trust, and discussions on details of the documentation required were taken forward during the year.

More information about the Trust and progress with work on London tramcars it supports can be followed on Facebook at www.facebook.com/LCCTT.

Ian Ross

The Society and our people

The rolling programme of Safeguarding Awareness Raising sessions continued through the year, and further Customer Service training days were another valuable part of our training provision.

Tramcars and the demonstration tramway

21 trams in the collection (originating from fourteen different tramways) operated for visitors, carrying 209,242 passengers, a 1.3% increase on 2018. The highest mileages were recorded by Blackpool 40 and Leeds 399, followed by Blackpool 236, our open "Boat". Running on no fewer than 167 days, our access tram Berlin 223 006-4 made a very important contribution to visitors' enjoyment of the Museum, with the number of users of its access lift showing a 4.7% increase to 423 operations.



The Museum always has a shortage of tram crews for this vital part of our work, particularly on weekdays and at Special Events. 125 people crewed trams during 2019, nine fewer than in 2018. The volunteers involved averaged 18 days crewing, with eight doing more than 50 days each, and one no fewer than 95. However, using

more diverse ways to advertise for volunteers is slowly starting to bring results.

Membership and Volunteering

At the end of the year under consideration the Society had 1774 members in all categories. Senior Members were the most numerous (865), followed by Ordinary Members (412) and Family Adult members (341).

All our current volunteers and members are recorded on the Society database. Administered by Doug Kightley and Ian Rigg, this facility is updated continuously and has proved particularly useful for keeping members informed and processing the gift aid claims which augment our membership funds very significantly (please send all enquiries to membership@tramway.co.uk).

Improving communication

All members and volunteers for whom we hold an email address, and who wish to, receive copies of "Contact", the regular update of news about happenings at the Museum. A reorganisation of the TMS Journal has seen Board Member David Webb appointed as Editor, with its distribution continuing to be handled by a very capable team organised by Keith Chadbourne.

Alan Barber has been responsible for creating the Site Diary, while Doug Kightley has created a new Traffic Roster and a group of volunteers is exploring the possibility of creating a Membership and Volunteering Website.

People

During the year we said goodbye to a number of good friends, among them former TMS Honorary Secretary Richard Clarke, technical guru Andy Steel, and Bob Hall, who even before he became the first paid employee of the Society had done much to help set up the Museum we enjoy today.

Appointments

At the AGM of the TMS on 20 July 2019, David Frodsham, David Webb and Lynda Wright were elected to the Board. Ian Ross stood down as a Board member and Vice Chair; Roger Michael being elected as Vice Chair at the board meeting of 31st August 2019.

Roger Culverhouse succeeded James Blythe as President.

A number of further appointments and retirements took place during 2019; we thank all involved for their efforts for the Society.



Sale of Field Cottage

Having been identified as needing extensive renovation and to a large extent surplus to requirements following the opening of Sam Harrison House, Field Cottage was sold by auction for £280,000 on 21st June. The proceeds must be used to develop charitable land and buildings and the intention is that this will form a contribution towards our hospitality development.

I would like to thank the team of staff and volunteers who have helped with the production of this Review.

Karen Rigg



THE TRAMWAY MUSEUM SOCIETY TREASURER'S REPORT

Comparison of results - Unrestricted funds only

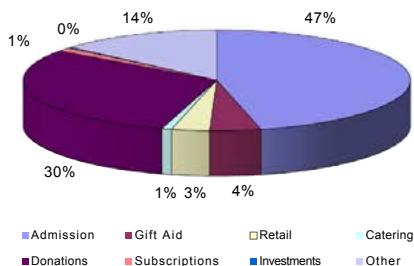
	Year Ended 31-Mar-20 £'000	Year Ended 31-Mar-19 £'000	Year Ended 31-Mar-18 £'000	Year Ended 31-Mar-17 £'000	Year Ended 31-Mar-16 £'000	Year Ended 31-Mar-15 £'000	Year Ended 31-Mar-14 £'000	Year Ended 31-Mar-13 £'000
Incoming Resources								
<i>Operation of museum</i>								
- Admissions (inc Gift Aid)	1155	1089	1,129	986	994	869	830	840
- Retail contribution	72	63	57	50	70	57	52	53
- Catering contribution	19	15	0	(31)	9	(11)	10	19
	<u>1,246</u>	<u>1,167</u>	<u>1,186</u>	<u>1,005</u>	<u>1,073</u>	<u>915</u>	<u>892</u>	<u>912</u>
<i>Donations & legacies</i>	<u>692</u>	<u>44</u>	<u>133</u>	<u>533</u>	<u>192</u>	<u>245</u>	<u>308</u>	<u>111</u>
<i>Other income</i>	<u>345</u>	<u>69</u>	<u>69</u>	<u>61</u>	<u>71</u>	<u>78</u>	<u>79</u>	<u>70</u>
Total Incoming Resources	<u>2,283</u>	<u>1,280</u>	<u>1,388</u>	<u>1,599</u>	<u>1,336</u>	<u>1,238</u>	<u>1,279</u>	<u>1,093</u>
Resources Expended								
<i>Cost of generating funds</i>	(44)	(73)	(40)	(40)	(36)	(37)	(33)	(61)
<i>Admission & Visitor Costs</i>	(703)	(771)	(660)	(612)	(613)	(566)	(528)	(584)
<i>Collections, management & research</i>	(66)	(104)	(99)	(136)	(87)	(157)	(115)	(48)
<i>Museum costs</i>	(775)	(609)	(571)	(591)	(588)	(658)	(574)	(481)
Total Resources Expended	<u>(1,588)</u>	<u>(1,557)</u>	<u>(1,370)</u>	<u>(1,379)</u>	<u>(1,324)</u>	<u>(1,418)</u>	<u>(1,250)</u>	<u>(1,174)</u>
Net Incoming Resources	<u>695</u>	<u>(277)</u>	<u>18</u>	<u>220</u>	<u>12</u>	<u>(180)</u>	<u>29</u>	<u>(81)</u>
Net Incoming Resources	695	(277)	18	220	12	(180)	29	(81)
Less:								
Donations & Legacies	(692)	(44)	(133)	(533)	(192)	(245)	(308)	(111)
Investment Income	(7)	(6)	(5)	(7)	(6)	(6)	(7)	(10)
Net Operating Result (Red Line)	<u>(4)</u>	<u>(327)</u>	<u>(120)</u>	<u>(320)</u>	<u>(186)</u>	<u>(431)</u>	<u>(286)</u>	<u>(202)</u>
Less:								
Depreciation	191	225	201	184	237	204	181	163
Net Cash Generated (Green Line)	<u>187</u>	<u>(102)</u>	<u>81</u>	<u>(136)</u>	<u>51</u>	<u>(227)</u>	<u>(105)</u>	<u>(39)</u>

The unrestricted figures above show the income generated from admissions, secondary spend, donations and other income available for the day to day operation of the Museum. The principal source of income is admissions, which is a factor of visitor numbers and the entrance price. The costs of operating and maintaining the Museum have stabilised.

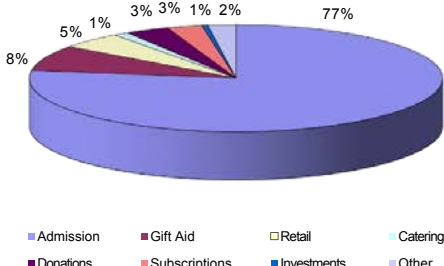
THE TRAMWAY MUSEUM SOCIETY TREASURER'S REPORT

Unrestricted funds only

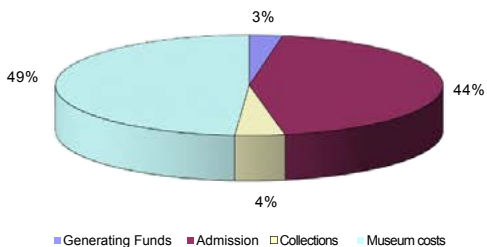
Sources of Income 2019/20



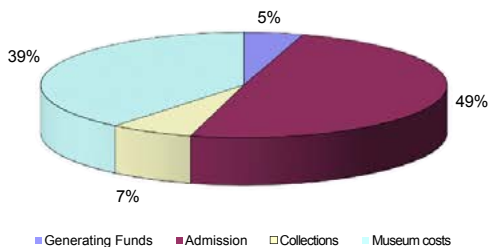
Sources Of Income 2018/19



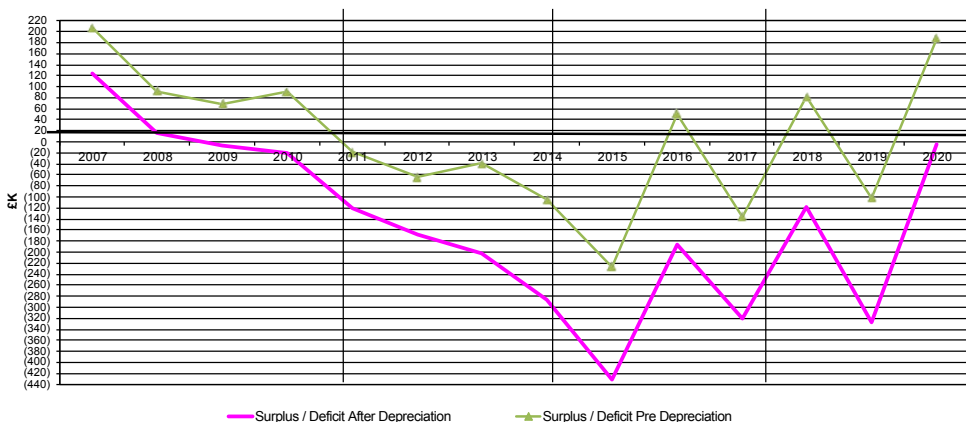
Expenditure 2019/20



Expenditure 2018/19



Annual Operating Surplus / Deficit (Excluding Legacies and Interest)



REFERENCE AND ADMINISTRATIVE DETAILS OF THE SOCIETY, ITS SENIOR OFFICERS, BOARD MEMBERS AND ADVISERS

Patron	HRH The Duke of Gloucester, KG, GCVO		
President	JA Blythe (resigned 21 July 2019) RH Culverhouse (appointed 21 July 2019)		
Vice-Presidents	GB Claydon, CB, LLB, M Inst. TA, CMILT DJH Senior, OBE, MA MC Crabtree C Heaton		
The Board of Management	KR Rigg, ACIB, Chairman I Ross, BSc, C Eng, FIET, FI Mech E, Vice Chairman (retired 21 July 2019) DP Webb (appointed 21 July 2019 and Vice Chairman 7 March 2020) MV Ballinger, FCA DA Frodsham WJ Lane R Michael (deceased 2 February 2020) AM Pendleton AJ Willis GCG Wilton (resigned 8 January 2020) LM Wright, RN, OHNC MC Wright, BSc, C Eng, MI Chem E, CMILT		
Company registered number	744229		
Charity registered number	313615		
Museum premises and registered office	Crich Matlock Derbyshire DE4 5DP		
Arts Council England Registered Museum no.	508		
Hon. Secretary	AM Pendleton		
Hon. Treasurer	MV Ballinger, FCA		
Auditors	Bates Weston Audit Ltd Statutory Auditors Chartered Accountants The Mills Canal Street Derby DE1 2RJ	Bankers	Barclays Bank PLC Alfreton Derbyshire

BOARD MEMBERS' REPORT

For the year ended 31 March 2020

The Members of the Board of Management present their report and financial statements of the Society for the year ended 31 March 2020 and confirm the latter comply with the requirements of the Companies Act 2006 and the Charities SORP.

Reference and administrative information

The Society, which is registered as a charity, owns and maintains the Crich Tramway Village, home of the National Tramway Museum at Crich, Derbyshire, which is devoted to tramways and allied interests. It is not liable to corporation tax or income tax.

The Members of the Board of Management (who act as directors under Company law and trustees under Charity law) are set out on page 19.

At the Annual General Meeting on 21 July 2019 Messrs D Frodsham, D P Webb and Mrs L M Wright were appointed to the Board of Management and Mr R H Culverhouse assumed office as President.

Structure, governance and management

Governing document

The Society is governed by the Memorandum and Articles of Association, as last amended by Special Resolution of the Society on 30 July 2016. The Society is a company limited by guarantee and does not have any share capital.

Recruitment and training of Board Members

Only voting members of the Society may stand for appointment to the Board of Management. Any two voting members may propose another voting member. The individual must be 18 or over and any such proposal must be in writing and be received by the Secretary no later than 70 days prior to the Annual General Meeting. If the number of candidates is fewer than or equal to the number of relevant posts available, all such candidates are deemed automatically elected. In the event of there being more candidates than posts available, a vote is held with each member having the right to vote entitled to cast his or her vote in favour of as many candidates as there are vacant posts. Casual vacancies may be filled by the Board but the individual appointed must retire and seek election at the next annual general meeting.

Following election, newly-elected Board members receive an induction by the Honorary Secretary and another member of the Board. The induction includes a detailed introduction and explanation of Board proceedings and content. Key areas are explained in detail, such as Finance, Personnel, Collection, Operations and Health & Safety.

Organisational structure

Ultimate responsibility for all decisions made by the Society rests with the Board of Management. These decisions are made on the recommendations of individual Society officers, in particular the General Manager, or the relevant standing committees which are currently Collections Management, Development, Health & Safety, Membership and Tramcar Conservation. All such officers, and committees, are accountable to the Board of Management and report on a regular basis.

A subsidiary company, Tramway Museum Services (R&C) Limited, traded throughout the year from premises under licence from the Society. The directors of the subsidiary are members of the Board of Management. The subsidiary is wholly owned by the Society and hence the subsidiary's Board is directly accountable to the Board of Management of the Society.

Arrangements for setting pay and remuneration of key management personnel

BOARD MEMBERS' REPORT

For the year ended 31 March 2020

A Board sub-committee chaired by the General Manager sets the pay and remuneration of key management personnel via an annual review in consultation with the recognised Trade Union.

Principal Risks and Uncertainties

The Board of Management has identified the following four key areas of Business Risk;

- Personnel - including Board Members, employees and volunteers,
- Financial - including Visitor numbers, misappropriation and reserve policy,
- Operational - including the Tramcar fleet, accidents and regulation,
- Infrastructure - including buildings and visitor facilities, the tramway and the site.

Systems have been put in place to oversee all of these areas and these are reviewed on a regular basis. Full details are available in the "Business Risk Register" freely available to all members on request and held in electronic form on the Society's server accessible to all system users.

Transformation: Making a Resilient and Sustainable Tramway Museum

As part of this HLF funded 2-year project, the governance structure is being reviewed in consultation with the Board, staff, management and members. A report recommending 14 changes or areas to be considered has been produced and these are being developed and explored by the Board of Management, with any changes to be adopted presented to the membership at an EGM on 26 September 2020. New draft Articles reflecting current charity legislation have been prepared for consideration by members of the EGM.

Objectives and activities

Objectives

The principal objectives of the Society are:

- To maintain for the benefit of the nation an operating tramway museum.
- To promote the permanent preservation of tramway vehicles and equipment, and items of general transport interest (either historic, scientific or educational) and to work as necessary with other institutions, societies and bodies, having similar aims, in any part of the world.
- To promote and further the study of and research into tramways and other forms of transport.

The objectives of the Society are interpreted through the Mission Statement which, as noted last year, are still under review as part of the Society's strategy development and against which steady progress has been made. Key objectives for the coming year include the continuing improvement to facilities at Crich, the recruitment, training and retention of more volunteers, obtaining grant funding and increasing customer numbers.

The objectives of the Society have been reviewed as part of the HLF funded Transformation project.

Strategies

The Society receives no core funding and must therefore operate within its earned income, subscriptions, donations and grants. The Board has sought to continue to maximise earned income, take advantage of fiscal benefits and control costs. To contribute to the Society's sustainability the Board of Management also continues to seek donations and grants for its development.

As part of Transformation, the Board worked with an external consultant who looked at the strategy of the Society and developed a new 5 year business plan, with a new 10 year forward plan to take us to 2025 and beyond to 2030, being developed.

BOARD MEMBERS' REPORT

For the year ended 31 March 2020

Principal activities

The main activities undertaken by the Society in achieving its objectives include the operation of the Museum, education, tramcar restoration and a tramway archive and research library.

In accordance with the established accounting policies set out on pages 36 to 39 the financial results do not take account of the significant voluntary input at all levels of operation of the Museum. Whilst a financial evaluation of this input is difficult, it is estimated that the amount of voluntary input is equivalent to approximately 33 full time equivalent members of staff.

Public Benefit

When planning activities for the year the Board of Management has considered the Charity Commission general guidance on public benefit. In particular it has considered how the planned activities will contribute towards the aims and activities they have set.

As explained in the Objectives and activities section, the Society exists to preserve items of national heritage for the nation and promote these items.

During the financial year, paying visitor numbers were 87,498 (2019: 85,486) with an additional 57,269 (2019: 57,072) of free admissions. The Society offers reduced admission price for senior citizens and children as well as a family ticket to make the collection accessible to as many people as possible. Wheelchairs are freely available for less able visitors and a smoothway around the Museum is available to enhance accessibility for wheelchair and pushchair users.

The preservation and demonstration of tramway vehicles are central to the Society's objectives and restoration work continued on several historic tramcars during the year.

The Society is custodian of archives relating to tramways and other forms of transport, of national and international importance, which is made freely available to members of the public wishing to carry out research.

The Society has full time education staff who work closely with schools to support teachers in their delivery of several areas of the national curriculum by way of facilitating school visits and offering themed workshops.

Further information about how the Society delivers public benefit in meeting its charitable objectives is provided throughout this report.

Achievement and performance

The closed season 2019/20 saw successful completion of an ambitious project to relay both tracks between the start of the reserved track at Victoria Park and the start of the single line at Cliffside. The tracks there had been in place since the 1970's and were very worn. New rail from stock has been laid on new wooden sleepers and the whole section re-ballasted. It will now be good for another 30 years or more, with only minor fettling required from time to time.

The major restoration of LCC1 continues, funded by the London County Council Tramways Trust. The bulk of the electrical wiring for the lighting, traction, and auxiliary circuits is complete, and most internal details such as handrails, lights etc. are in place. The windows have been refitted. The seat frames have been cleaned by a specialist process and are painted ready to be put back in. Externally, our skilled painting technicians have brought "Bluebird" back to life, with the car now resplendent in its original livery.

In parallel with LCC1, work has proceeded on the restoration of Newcastle 102, funded by the Tramcar Sponsorship Organisation. The Bodywork has been repaired as required and the car repainted inside and out. All

BOARD MEMBERS' REPORT

For the year ended 31 March 2020

electrical cabling has been renewed, and the air pipework replaced. The controllers have been fully overhauled and re-installed. The motors have been overhauled and the wheelsets fitted with new tyres and axles. The re-assembly of the trucks is in progress.

The Barnsley and District bus 5 was officially handed over to the society at the Crich 60 event in September.

Funding was received from Arts Council England to partly fund the restoration of the cabman's shelter at Wakebridge.

Financial review

Principal sources of funding

The main source of income continues to be the paying customers of the Museum. Total customer income combining admissions, retail and catering takings was £1,789,000 (2019: £1,675,000).

In the financial year paying customers were 87,498, up 2,012 on the previous year. On a calendar basis, the Museum received 90,107 paying customers compared to 85,100 in 2018. Unrestricted donations and membership subscriptions provided a further £995,000 towards the Society's general funds. After costs of generating funds of £575,000 and charity governance costs of £12,000, the net unrestricted incoming resources available for charitable activities was £2,197,000. Of this amount £737,000 was used for Museum operation including admission expenses, workshop and other tramway costs, exhibitions, education and the costs of staging the numerous special events throughout the year. A further £678,000 was spent on the Museum site itself including infrastructure costs, publicity and promotion, and Society membership expenses. £88,000 was used to fund collection and curatorial activities.

Following the requirements of Financial Reporting Standard 102 (FRS 102) Retirement Benefits, the Society's share of the deficit on the defined benefit staff pension scheme operated by Derbyshire County Council has decreased by £121,000 to £188,000.

Restricted income from donating bodies totalled £319,000 in the year. Restricted expenditure in the year of £454,000 included tramcar restoration £305,000, site costs £43,000 and exhibitions £80,000.

The Museum continues to operate successfully its admission scheme incorporating 12-month season tickets. This has allowed the Museum to reclaim £97,000 of Gift Aid in the year (2019 : £100,000).

The membership of the Society at 31 March 2020 was 1,977, including senior, non-voting members and family members; this reflects an increase of 55 during the year.

A fund-raising officer, initially funded by the HLF Transformation project, is now part of the permanent staff. This officer will lead on grant applications as well as monitoring and reporting on existing grants, while exploring business sponsorship opportunities.

Reserves policies

At 31 March 2020 the level of free reserves after the pension deficit was £1,622,000 including the designated fund. The Business Interruption Contingency Fund created to meet potential costs arising due to a significant downturn in customer numbers has been maintained at £545,000, and the Replacement Cafe fund has been set up with the proceeds of the sale of field Cottage at £274,638. Remaining free reserves after these designated funds were £802,000.

The level of free reserves should cover four months revenue expenditure. Taking account of the need to fund the Museum over the winter months and given the significant impact that an unforeseen event could have upon the future of the Museum, these free reserves are sufficient at present to provide this cover.

BOARD MEMBERS' REPORT

For the year ended 31 March 2020

Plans for the future

Shortly before the end of the year, the Covid 19 pandemic caused the country to go into lockdown, resulting in the Museum being forced to close completely on 24 March 2020 and it remained closed until a partial reopening from 11 July 2020. The loss of revenue over this three and a half month period had a huge impact on the finances of the Society and raised concerns over future viability. However, the Society was able to take advantage of the government's furlough scheme to partly fund staff costs and was also successful in receiving a £250,000 grant from the National Lottery Heritage Fund, £25,000 from the local council and £50,000 from its own appeal. The Trustees are very grateful for the support given by these bodies, the society members and general public. The Society also had a Business Interruption Fund of £545,000 to draw on. Tight controls have been put in place re expenditure for the remainder of the year with no major projects planned for the foreseeable future. The combination of all the above, means that, although reserves will decline during current year, the future viability of the Society is now secure.

Strategy development is ongoing, a working group continues to develop it in order to ensure that it is comprehensive and meets the requirements of the Museum.

The Society will continue to seek to attract customers to the Museum whilst continuing to safeguard its core, and other collections.

Board Members' responsibilities

The Board of Management is responsible for preparing the Report of the Board of Management and the financial statements in accordance with applicable law and regulations.

Company law requires the Board of Management to prepare financial statements for each financial year. Under that law the Board of Management has 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 affairs of the Society and its subsidiary company (the Group) and of the income and expenditure of the Group for that period. In preparing those financial statements, the Board of Management is required to:

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

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

In so far as the Board of Management is, individually, aware:

- there is no relevant audit information of which the Society's auditor is unaware; and
- the Board of Management has taken all steps that it ought to have taken to make itself aware of any relevant audit information and to establish that the auditor is aware of that information.

The Board of Management is responsible for the maintenance and integrity of the corporate and financial information included on the Society's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

BOARD MEMBERS' REPORT

For the year ended 31 March 2020

Freehold land and buildings

The freehold land and buildings are carried in the Balance Sheet at cost and exclude the value of substantial amounts of unpaid labour, part volunteer, part Government Employment Support Schemes, not funded by the Society. The reinstatement value for insurance purposes of the buildings is about £6,000,000 in excess of the book value. Due to the historical nature of some of the buildings, and the specialised nature of the Museum complex and its unusual location, the Board does not feel able to place a market value on the property.

Auditor

Bates Weston Audit Limited have expressed their willingness to continue in office and a resolution to reappoint them will be proposed at the annual general meeting.

This report, incorporating the Group strategic report, was approved by the Board Members, in their capacity as company directors, on 20 August 2020 and signed on their behalf by:

KR Rigg
Chairman

MV Ballinger
Treasurer

INDEPENDENT AUDITORS' REPORT

To the members of The Tramway Museum Society

Opinion

We have audited the financial statements of The Tramway Museum Society (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2020 which comprise the Consolidated statement of financial activities, the Consolidated balance sheet, the Charity balance sheet, the Consolidated statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the Group's and of the parent charitable company's affairs as at 31 March 2020 and of the Group's incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the Trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the Group's or the parent charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

INDEPENDENT AUDITORS' REPORT

To the members of The Tramway Museum Society

Other information

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

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

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

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

INDEPENDENT AUDITORS' REPORT

To the members of The Tramway Museum Society

Responsibilities of trustees

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

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

Auditors' responsibilities for the audit of the financial statements

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

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

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an 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.



Wayne Thomas ACA (Senior Statutory Auditor)

for and on behalf of
Bates Weston Audit Ltd
 Statutory Auditors
 Chartered Accountants
 The Mills
 Canal Street
 Derby
 DE1 2RJ

25 August 2020

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT

For the year ended 31 March 2020

	Unrestricted funds 2020	Restricted funds - Revenue 2020	Restricted funds - Capital 2020	Total funds 2020	<i>Total funds 2019</i>	
Note	£	£	£	£	£	
Income from:						
Donations and legacies	3	1,018,723	226,491	10,097	1,255,311	463,757
Charitable activities	4	1,161,108	31,682	41,370	1,234,160	1,260,126
Other trading activities	6	596,451	-	-	596,451	579,327
Investments		7,476	1,518	-	8,994	7,186
Total income		2,783,758	259,691	51,467	3,094,916	2,310,396
Expenditure on:						
Raising funds		576,994	-	-	576,994	574,574
Charitable activities	8	1,512,219	314,561	139,346	1,966,126	1,715,069
Total expenditure		2,089,213	314,561	139,346	2,543,120	2,289,643
Net income/(expenditure)		694,545	(54,870)	(87,879)	551,796	20,753
Transfers between funds	19	-	(65,000)	65,000	-	-
Net movement in funds before other recognised gains/(losses)		694,545	(119,870)	(22,879)	551,796	20,753
Other recognised gains/(losses):						
Actuarial gains/(losses) on defined benefit pension schemes	26	125,000	-	-	125,000	(64,000)
Net movement in funds		819,545	(119,870)	(22,879)	676,796	(43,247)

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT

For the year ended 31 March 2020

	Unrestricted funds 2020	Restricted funds 2020	Restricted funds - class ii 2020	Total funds 2020	<i>Total funds 2019</i>
Note	£	£	£	£	£
Reconciliation of funds:					
Total funds brought forward as previously stated	2,319,293	1,045,540	2,192,771	5,557,604	<i>5,600,851</i>
Total funds brought forward as restated	2,319,293	1,045,540	2,192,771	5,557,604	<i>5,600,851</i>
Net movement in funds	819,545	(119,870)	(22,879)	676,796	<i>(43,247)</i>
Total funds carried forward	<u>3,138,838</u>	<u>925,670</u>	<u>2,169,892</u>	<u>6,234,400</u>	<i><u>5,557,604</u></i>

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

The notes on pages 36 to 61 form part of these financial statements.

CONSOLIDATED BALANCE SHEET

As at 31 March 2020

	Note	2020 £	2019 £
Fixed assets			
Tangible assets	13	3,686,428	3,699,086
		<u>3,686,428</u>	<u>3,699,086</u>
Current assets			
Stocks	15	93,999	105,660
Debtors	16	749,830	454,222
Cash at bank and in hand		2,143,830	1,847,369
		<u>2,987,659</u>	<u>2,407,251</u>
Creditors: amounts falling due within one year	17	(251,687)	(239,733)
Net current assets		<u>2,735,972</u>	<u>2,167,518</u>
Total assets less current liabilities		<u>6,422,400</u>	<u>5,866,604</u>
Net assets excluding pension liability		<u>6,422,400</u>	<u>5,866,604</u>
Defined benefit pension scheme liability	26	(188,000)	(309,000)
Total net assets		<u><u>6,234,400</u></u>	<u><u>5,557,604</u></u>

CONSOLIDATED BALANCE SHEET

As at 31 March 2020

	Note	2020 £	2019 £
Charity funds			
Restricted funds:			
Restricted funds - Revenue	19	925,670	1,045,540
Restricted funds - Capital	19	2,169,892	2,192,771
Total restricted funds	19	3,095,562	3,238,311
Unrestricted funds	19	3,138,838	2,319,293
Total funds		6,234,400	5,557,604

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

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

KR Rigg

M V Ballinger

Date: 20 August 2020

The notes on pages 36 to 61 form part of these financial statements.

CHARITY BALANCE SHEET

As at 31 March 2020

	Note	2020 £	2019 £
Fixed assets			
Tangible assets	13	3,686,428	3,699,086
Investments	14	2	2
		<hr/>	<hr/>
		3,686,430	3,699,088
Current assets			
Stocks	15	56,665	67,225
Debtors	16	1,686,765	1,107,468
Cash at bank and in hand		1,114,458	1,110,682
		<hr/>	<hr/>
		2,857,888	2,285,375
Creditors: amounts falling due within one year	17	(238,058)	(218,755)
		<hr/>	<hr/>
Net current assets		2,619,830	2,066,620
Total assets less current liabilities		<hr/> 6,306,260	<hr/> 5,765,708
Net assets excluding pension liability		<hr/> 6,306,260	<hr/> 5,765,708
Defined benefit pension scheme liability	26	(188,000)	(309,000)
		<hr/>	<hr/>
Total net assets		<hr/> 6,118,260	<hr/> 5,456,708

CHARITY BALANCE SHEET

As at 31 March 2020

	Note	2020 £	2019 £
Charity funds			
Restricted funds:			
Restricted funds - Revenue	19	925,670	1,045,540
Restricted funds - Capital	19	2,169,892	2,192,771
Total restricted funds	19	3,095,562	3,238,311
Unrestricted funds			
Unrestricted funds excluding pension liability	19	3,210,698	2,527,397
Pension reserve	19	(188,000)	(309,000)
Total unrestricted funds	19	3,022,698	2,218,397
Total funds		6,118,260	5,456,708

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

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

KR Rigg

MV Ballinger

Date: 20 August 2020

The notes on pages 36 to 61 form part of these financial statements.

CONSOLIDATED CASH FLOW STATEMENT

For the year ended 31 March 2020

	2020	2019
	£	£
Cash flows from operating activities		
Net cash used in operating activities	613,927	48,904
	<hr/>	<hr/>
Cash flows from investing activities		
Purchase of tangible fixed assets	(317,466)	(341,499)
	<hr/>	<hr/>
Net cash used in investing activities	(317,466)	(341,499)
	<hr/>	<hr/>
Change in cash and cash equivalents in the year	296,461	(292,595)
Cash and cash equivalents at the beginning of the year	1,847,369	2,139,964
	<hr/>	<hr/>
Cash and cash equivalents at the end of the year	2,143,830	1,847,369
	<hr/> <hr/>	<hr/> <hr/>

The notes on pages 36 to 61 form part of these financial statements

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 March 2020

1. General information

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

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

The Society is able to continue to cater for significant visitor levels and to support the exhibits only as a result of the activities disclosed in the accounts, combined with a major and unrecorded input of voluntary labour from its members.

The financial statements have been prepared on a going concern basis as the Board Members believe that no material uncertainties exist. The Board Members 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.

2. Accounting policies

2.1 Income

All income is recognised once the Society has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably, that being when the charity has been notified of the amounts and the settlement date in writing.

Donations and grants are credited to the Statement of Financial Activities (SOFA) as they become due.

Annual subscriptions are apportioned to calendar years and include the income tax reclaimable in respect of those under gift aid. Subscriptions for life membership are credited in full in the years of receipt. Although this is not in accordance with the recommendations of the SORP, the number of life members is small and the Board of Management considers any amortisation of the life membership income would not be material to the figures.

Turnover comprises revenue recognised by the charity in respect of goods and services supplied during the year, exclusive of Value Added Tax.

Turnover from shop, food and drink sales is recognised at the date of supply.

Several independent organisations exist for the purpose of generating resources to be used on behalf of the Society. The activities of these organisations are recorded in these accounts only to the extent of cash received from them by the Society.

No amount is included in the financial statements for volunteer time in line with the SORP (FRS 102). Further detail is given in the Board Members' Report.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 March 2020

2. Accounting policies (continued)

2.2 Expenditure

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required and the amount of the obligation can be measured reliably.

Expenditure is classified under the principal categories of charitable and other expenditure rather than the type of expense, in order to provide more useful information to users of the financial statements.

Expenditure includes any VAT which cannot be fully recovered and is included within the costs of activities.

Charitable expenditure and the costs of the generating funds comprise direct expenditure including direct staff costs attributable to the activity. Where costs cannot be directly attributed, including administration or support costs, they have been allocated to activities on a basis consistent with the use of the resource.

Support costs are those that assist the work of the Society but do not directly represent charitable activities and include office costs, governance costs, administrative payroll costs. They are incurred directly in support of expenditure on the objects of the Society. Where support costs cannot be directly attributed to particular headings they have been allocated to cost of raising funds and expenditure on charitable activities on a basis consistent with use of the resources.

The Museum uses many of its key exhibits as operating assets. Because the historic value of the tramcars is the prime justification for the Museum's existence, the workshop expenditure on them is at a much higher level than would be needed if purely commercial considerations applied.

All workshop costs are charged to tramway operation, except for those identified as tramcar restoration. The treatment of tramcar restoration is described in accounting policy 2.5..

2.3 Basis of consolidation

The financial statements consolidate the accounts of The Tramway Museum Society and its subsidiary undertaking.

The Society has taken advantage of the exemption contained within section 408 of the Companies Act 2006 not to present its own Income and expenditure account.

2.4 Tangible fixed assets and depreciation

The value of fixed assets represents cash paid by the Society, and does not take into account donations in kind, or members' voluntary labour.

The Society's collection of tramcars and archive material has not been capitalised on the balance sheet as it is considered to be inalienable. The cost of obtaining a valuation of the collection, the reliability of which would be questionable, is out of proportion to the likely benefit provided to a user of the accounts. From November 2011 significant purchases for the tramcar collection and archives are capitalised at cost.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 March 2020

2. Accounting policies (continued)

2.4 Tangible fixed assets and depreciation (continued)

Tangible fixed assets are carried at cost, net of depreciation and any provision for impairment.

Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Land	- Nil
Assets in course of construction	- Nil
Buildings	- 2% or 10%
Woodland Walk and Sculpture Trail	- 10%
Permanent exhibition	- 10%
Permanent way and overhead	- 10%
Plant and equipment, including temporary buildings dependent on the anticipated life of the asset	- 10%, 20% or 33.3%
IT equipment	- 33.3%
Motor vehicles	- 25%

2.5 Heritage assets

The Society maintains 75 tramcars and associated artefacts in support of its objective to protect these historic vehicles for the benefit of future generations. Members of the Board of Management consider that owing to the unique nature of the collection and the absence of an open market for these items, conventional valuation approaches lack sufficient reliability and costs of any valuations obtained would be excessive compared with the additional benefits derived by the Society and users of the accounts. As a result, no value has been reported for these assets in the Society's Balance Sheet.

Expenditure on major restoration

The costs of associated major repairs of tramcars is reported in the SOFA in the year they are incurred. Tramcar restoration is defined as work done on a major element of each tramcar (body, electrical, mechanical) to make it operable, or, if body only, exhibitable, for ten years. The cost of remedying defects coming to light within two years of the tramcar leaving the workshop is also charged to tramcar restoration. Although of a capital nature, the cost of tramcar restoration is written off each year to the SOFA.

2.6 Operating leases

Rentals under operating leases are charged to the Statement of Financial Activities on a straight line basis over the lease term.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 March 2020

2. Accounting policies (continued)

2.7 Stocks

Stocks represent goods for resale and rail for future use and are valued at the lower of cost and net realisable value, after making due allowances for obsolete and slow moving items. Cost is based on the latest purchase invoice value.

Rail stock is to be used on future projects and repair work.

2.8 Taxation

The Society 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.

2.9 Pensions

The charity operates a defined benefits pension scheme and the pension charge is based on a full actuarial valuation dated 31 March 2020.

The group also operates a defined contribution pension scheme. Contributions payable to the company's pension scheme are charged to profit or loss in the period to which they relate.

2.10 Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the members of the Board of Management.

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

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

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

Investment income, gains and losses are allocated to the appropriate fund.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 March 2020

3. Income from donations and legacies

	Unrestricted funds 2020 £	Restricted funds - Revenue 2020 £	Restricted funds - Capital 2020 £	Total funds 2020 £	Total funds 2019 £
Donations and legacies	691,948	226,491	10,097	928,536	406,702
Members' subscriptions	27,472	-	-	27,472	34,828
Sundry receipts	24,665	-	-	24,665	22,227
Property sale proceeds	274,638	-	-	274,638	-
	<u>1,018,723</u>	<u>226,491</u>	<u>10,097</u>	<u>1,255,311</u>	<u>463,757</u>
<i>Total 2019</i>	<u><u>101,393</u></u>	<u><u>362,364</u></u>	<u><u>-</u></u>	<u><u>463,757</u></u>	

4. Income from charitable activities

	Unrestricted funds 2020 £	Restricted funds 2020 £	Total funds 2020 £	Total funds 2019 £
Admission	1,155,191	-	1,155,191	1,089,364
Education	5,294	-	5,294	3,749
Grants	-	73,052	73,052	164,600
Library income	623	-	623	2,413
	<u>1,161,108</u>	<u>73,052</u>	<u>1,234,160</u>	<u>1,260,126</u>
<i>Total 2019</i>	<u><u>1,095,526</u></u>	<u><u>164,600</u></u>	<u><u>1,260,126</u></u>	

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 March 2020

5. Analysis of grants received

	2020 £	2019 £
Grants received during the period comprised:		
Arts Council	25,000	-
Heritage Lottery Fund	40,602	47,600
AIM Biffa	7,450	69,000
Museum Development East Midlands	-	1,500
Artists in Museums	-	1,500
HB Allen Charitable Trust	-	45,000
	<u>73,052</u>	<u>164,600</u>

6. Income from other trading activities

Income from non charitable trading activities

	Unrestricted funds 2020 £	Total funds 2020 £	Total funds 2019 £
Retail	238,240	238,240	237,722
Catering	358,211	358,211	341,605
	<u>596,451</u>	<u>596,451</u>	<u>579,327</u>
<i>Total 2019</i>	<u>579,327</u>	<u>579,327</u>	

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 March 2020

7. Expenditure on raising funds

	2020 £	2019 £
Retail costs	166,110	176,211
Catering costs	338,828	328,504
Fund raising costs	31,367	19,088
Administration	40,689	50,771
	<u>576,994</u>	<u>574,574</u>

8. Analysis of expenditure on charitable activities

Summary by fund type

	Unrestricted funds 2020 £	Restricted funds 2020 £	Total funds 2020 £	Total funds 2019 £
Admission and customer costs	739,593	80,397	819,990	832,185
Collections and research	88,597	327,012	415,609	210,997
Museum costs	684,029	46,498	730,527	671,887
	<u>1,512,219</u>	<u>453,907</u>	<u>1,966,126</u>	<u>1,715,069</u>
<i>Total 2019</i>	<u>1,484,664</u>	<u>230,405</u>	<u>1,715,069</u>	

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 March 2020

8. Analysis of expenditure on charitable activities (continued)

Summary by expenditure type

	Staff costs 2020 £	Depreciation 2020 £	Other costs 2020 £	Total funds 2020 £	Total funds 2019 £
Admission and customer costs	282,482	209,458	328,050	819,990	832,185
Collections and research	100,653	28,325	286,631	415,609	210,997
Museum costs	149,126	76,288	505,113	730,527	671,887
	<u>532,261</u>	<u>314,071</u>	<u>1,119,794</u>	<u>1,966,126</u>	<u>1,715,069</u>
<i>Total 2019</i>	<u>472,949</u>	<u>328,169</u>	<u>913,951</u>	<u>1,715,069</u>	

9. Analysis of expenditure by activities

	Activities undertaken directly 2020 £	Support costs 2020 £	Total funds 2020 £	Total funds 2019 £
Admission and customer costs	779,803	40,187	819,990	832,185
Collections and research	393,131	22,478	415,609	210,997
Museum costs	617,066	113,461	730,527	671,887
	<u>1,790,000</u>	<u>176,126</u>	<u>1,966,126</u>	<u>1,715,069</u>
<i>Total 2019</i>	<u>1,532,167</u>	<u>182,902</u>	<u>1,715,069</u>	

10. Auditors remuneration

The auditors' remuneration amounts to an auditor fee of £5,000 (2019 - £5,000), and accountancy and taxation work of £2,700 (2019 - £2,500).

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 March 2020

11. Staff costs

	Group 2020	<i>Group 2019</i>	Charity 2020	<i>Charity 2019</i>
	£	£	£	£
Wages and salaries	797,281	740,833	797,281	740,833
Social security costs	60,241	56,441	60,241	56,441
Contribution to defined contribution pension schemes	37,911	30,011	37,911	30,011
	895,433	827,285	895,433	827,285

The average number of persons employed by the Charity during the year was as follows:

	Group 2020	<i>Group 2019</i>	Charity 2020	<i>Charity 2019</i>
	No.	No.	No.	No.
Finance and administration	4	4	4	4
Sales outlets	21	25	-	-
Others	29	17	29	17
	54	46	33	21

No employee received remuneration amounting to more than £60,000 in either year.

The total remuneration received by key management personnel is £55,911 (2019: £49,362). The Society considers its key management personnel comprise those who are making day-to-day delegated executive decisions.

12. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits (2019 - £NIL).

During the year ended 31 March 2020, expenses totalling £557 were reimbursed or paid directly to 2 Trustees (2019 - £249 to 5 Trustees).

In addition Members of the Board of Management have personally incurred expenses which they have not reclaimed from the Museum.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 March 2020

13. Tangible fixed assets

Group and Charity

Included in cost of land and buildings is freehold land of £64,897 (2019: £64,897) which is not depreciated.

For insurance purposes, tramcars are assessed at sums determined by the Board. Tramcars awaiting restoration are insured at a nominal £1,000 each plus inflation and other tramcars at higher figures based on the amounts spent on restoration, these figures being adjusted for inflation from time to time.

	Freehold property £	Permanent exhibition £	Permanent way & overhead £	Plant and machinery £	Computer equipment £	Total £
Cost or valuation						
At 1 April 2019	4,499,393	1,409,034	869,129	743,404	163,143	7,684,103
Additions	21,215	73,678	197,042	13,366	12,165	317,466
At 31 March 2020	<u>4,520,608</u>	<u>1,482,712</u>	<u>1,066,171</u>	<u>756,770</u>	<u>175,308</u>	<u>8,001,569</u>
Depreciation						
At 1 April 2019	1,514,139	1,065,439	635,131	622,172	148,136	3,985,017
Charge for the year	92,127	146,761	54,161	22,365	14,710	330,124
At 31 March 2020	<u>1,606,266</u>	<u>1,212,200</u>	<u>689,292</u>	<u>644,537</u>	<u>162,846</u>	<u>4,315,141</u>
Net book value						
At 31 March 2020	<u>2,914,342</u>	<u>270,512</u>	<u>376,879</u>	<u>112,233</u>	<u>12,462</u>	<u>3,686,428</u>
At 31 March 2019	<u>2,985,254</u>	<u>343,595</u>	<u>233,998</u>	<u>121,232</u>	<u>15,007</u>	<u>3,699,086</u>

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 March 2020

13. Tangible fixed assets (continued)

Group and Charity (continued)

Heritage assets not recognised in the balance sheet

The Society maintains 75 tramcars and associated artefacts which were acquired over a period of time. Other tramway-related artefacts are also held by the Society. Restoration work is carried out in order to bring the tramcars into a display condition and once they have reached this condition they are maintained in a state of good repair.

Acquisition, disposal, prevention and management

The acquisition, disposal, preservation and management of the Society's collection are governed in accordance with the Museum's Acquisition, Disposal and Conservation policies. Collection records are maintained in accordance with the Museum standards laid out in the Museum Documentation Association's "SPECTRUM" guidelines. Access to the Society's collections is available during advertised Museum opening times and by pre-arranged appointment. The Society's policies and procedures were overseen and approved by the Museums, Libraries and Archives Council accreditation scheme. The Society has achieved full Accredited status.

14. Fixed asset investments

	Investments in subsidiary companies £
Charity	
Cost or valuation	
At 1 April 2019	2
	<hr/>
At 31 March 2020	2
	<hr/> <hr/>
Net book value	
At 31 March 2020	2
	<hr/>
<i>At 31 March 2019</i>	<i>2</i>
	<hr/> <hr/>

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 March 2020

14. Fixed asset investments (continued)

Principal subsidiaries

The following was a subsidiary undertaking of the Charity and included in the consolidation:

Name	Company number	Registered office or principal place of business	Class of shares	Holding
Tramway Museum Services (R&C) Limited	06058747	Crich Tramway Village, Crich, Matlock, Derbyshire, DE4 5DP	Ordinary	100%

The financial results of the subsidiary for the year were:

Name	Income £	Expenditure £	Profit/(Loss) / Surplus/ (Deficit) for the year £	Net assets £
Tramway Museum Services (R&C) Limited	596,451	(480,311)	116,140	2

15. Stocks

	Group 2020 £	Group 2019 £	Charity 2020 £	Charity 2019 £
Goods for resale	37,334	38,435	-	-
Permanent way	56,665	67,225	56,665	67,225
	93,999	105,660	56,665	67,225

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 March 2020

16. Debtors

	Group 2020	<i>Group 2019</i>	Charity 2020	<i>Charity 2019</i>
	£	£	£	£
Due within one year				
Amounts owed by group undertakings	-	-	936,974	653,248
Other debtors	716,670	371,049	716,631	371,047
Prepayments and accrued income	5,456	52,041	5,456	52,041
Tax recoverable	27,704	31,132	27,704	31,132
	<u>749,830</u>	<u>454,222</u>	<u>1,686,765</u>	<u>1,107,468</u>

17. Creditors: Amounts falling due within one year

	Group 2020	<i>Group 2019</i>	Charity 2020	<i>Charity 2019</i>
	£	£	£	£
Trade creditors	176,926	137,571	164,298	116,593
Accruals and deferred income	74,761	102,162	73,760	102,162
	<u>251,687</u>	<u>239,733</u>	<u>238,058</u>	<u>218,755</u>

	Group 2020	<i>Group 2019</i>	Charity 2020	<i>Charity 2019</i>
	£	£	£	£
Deferred income brought forward	48,172	48,165	48,172	48,165
Resources deferred during the year	10,623	25,523	10,623	25,523
Amounts released from previous periods	(25,523)	(25,516)	(25,523)	(25,516)
	<u>33,272</u>	<u>48,172</u>	<u>33,272</u>	<u>48,172</u>

18. Prior year adjustments

The Society and its subsidiary previously recognised gift aid payments in their respective income statements in the year that the profits arose. The Society has changed its accounting policy as a result of The Financial Reporting Council clarifying the accounting treatment for such payments in its triennial review of FRS 102. Therefore the prior year comparative figures have been restated to reflect this change.

There is a prior year adjustment of £78,673 reflecting the change in accounting for the gift aid payment for the year ended 31 March 2018. This decreases the opening retained earnings of the Charity for the year ended 31 March 2019 by this amount. The consolidated results are not impacted by this change in accounting policy.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 March 2020

19. Statement of funds

Statement of funds - current year

	Balance at 1 April 2019 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 March 2020 £
Unrestricted funds						
Designated funds						
Business Interruption Contingency Fund	545,000	-	-	-	-	545,000
New Cafe Fund	-	-	-	274,638	-	274,638
	545,000	-	-	274,638	-	819,638
General funds						
General Funds - all funds	2,083,293	2,783,758	(2,085,213)	(274,638)	-	2,507,200
Pension reserve	(309,000)	-	(4,000)	-	125,000	(188,000)
	1,774,293	2,783,758	(2,089,213)	(274,638)	125,000	2,319,200
Total Unrestricted funds	2,319,293	2,783,758	(2,089,213)	-	125,000	3,138,838
Restricted funds - Revenue						
Cabmen's Shelter	-	25,000	-	-	-	25,000
Jubilee Fund	13,213	-	(13,213)	-	-	-
Track Fund	11,948	-	-	-	-	11,948
Subscriber Plus Fund (vii)	18,887	5,193	(2,138)	-	-	21,942
Disabled Access	17,249	-	(1,650)	-	-	15,599
Audience Development	7,000	-	(1,400)	-	-	5,600
Edinburgh 35	20,546	-	-	-	-	20,546
Blackpool 236	7,065	-	-	-	-	7,065

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 March 2020

19. Statement of funds (continued)

Statement of funds - current year (continued)

	Balance at 1 April 2019 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 March 2020 £
Manchester replica (ix)	212,836	400	-	-	-	213,236
Sheffield Trams (x)	348,026	600	-	-	-	348,626
P.C.C. fund (xi)	19,211	-	-	-	-	19,211
Car no: 5 appeal	71,434	170	(195)	(65,000)	-	6,409
Heavy Restoration (xiv)	100,000	200	(72,808)	-	-	27,392
Depots/Exhibition (xviii)	186,500	9,894	(1,500)	-	-	194,894
Tramcar restoration - LCC 1 (xii)	-	63,622	(63,622)	-	-	-
Newcastle 102	-	145,080	(153,080)	-	-	(8,000)
Other restricted funds under £5k	11,625	9,532	(4,955)	-	-	16,202
	1,045,540	259,691	(314,561)	(65,000)	-	925,670
Restricted funds - Capital						
Barnsley Bus No. 5	-	-	(6,500)	65,000	-	58,500
Clay Cross Extension (i)	32,743	-	(1,004)	-	-	31,739
Workshop Extension (ii)	198,825	-	(5,898)	-	-	192,927
Library Extension (iii)	718,359	-	(20,952)	-	-	697,407
Stone Workshop (iv)	807,734	-	(19,140)	-	-	788,594
Exhibition Hall (v)	63,257	-	(63,257)	-	-	-
Depot Improvements (xvii)	189,734	-	(3,952)	-	-	185,782
Victoria Park (vi)	77,179	-	(1,837)	-	-	75,342

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 March 2020

19. Statement of funds (continued)

Statement of funds - current year (continued)

	Balance at 1 April 2019 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 March 2020 £
Woodland Walk/ Wakebridge	42,840	33,920	(8,152)	-	-	68,608
Holroyd Smith Exhibition	62,100	7,450	(7,645)	-	-	61,905
Bandstand Trackwork	-	10,097	(1,009)	-	-	9,088
	<u>2,192,771</u>	<u>51,467</u>	<u>(139,346)</u>	<u>65,000</u>	<u>-</u>	<u>2,169,892</u>
Total Restricted funds	<u>3,238,311</u>	<u>311,158</u>	<u>(453,907)</u>	<u>-</u>	<u>-</u>	<u>3,095,562</u>
Total of funds	<u><u>5,557,604</u></u>	<u><u>3,094,916</u></u>	<u><u>(2,543,120)</u></u>	<u><u>-</u></u>	<u><u>125,000</u></u>	<u><u>6,234,400</u></u>

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 March 2020

19. Statement of funds (continued)

Statement of funds - prior year

	<i>As restated Balance at 1 April 2018</i>	<i>Income</i>	<i>Expenditure</i>	<i>Transfers in/out</i>	<i>Balance at 31 March 2019</i>
	£	£	£	£	£
Unrestricted funds					
Designated funds					
Business Interruption Contingency Fund	545,000	-	-	-	545,000
General funds					
General Funds - all funds	2,360,226	1,782,305	(2,059,238)	-	2,083,293
Pension reserve	(245,000)	-	-	(64,000)	(309,000)
	<u>2,115,226</u>	<u>1,782,305</u>	<u>(2,059,238)</u>	<u>(64,000)</u>	<u>1,774,293</u>
Total Unrestricted funds	<u>2,660,226</u>	<u>1,782,305</u>	<u>(2,059,238)</u>	<u>(64,000)</u>	<u>2,319,293</u>
Restricted funds - Revenue					
Education	3,453	-	-	(3,453)	-
Jubilee Fund	13,363	-	(150)	-	13,213
Track Fund	11,948	-	-	-	11,948
Subscriber Plus Fund (vii)	38,346	5,487	(24,946)	-	18,887
Disabled Access	17,249	-	-	-	17,249
Grant Matching Fund	1,200	-	-	-	1,200
Tramcar Restoration - MET 331	2,425	-	-	-	2,425
Audience Development	7,000	-	-	-	7,000
Heavy restoration (xiv)	-	100,000	-	-	100,000
Car No: 5 Appeal	18,488	52,946	-	-	71,434
Edinburgh 35	20,546	-	-	-	20,546
Depots/Exhibition (xviii)	-	186,500	-	-	186,500
Blackpool 236	7,065	-	-	-	7,065
Manchester Replica (ix)	212,436	400	-	-	212,836
Sheffield Trams (x)	347,426	600	-	-	348,026
Newcastle 102	-	6,929	(6,929)	-	-
P.C.C fund (xi)	18,572	639	-	-	19,211

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 March 2020

19. Statement of funds (continued)

Statement of funds - prior year (continued)

	<i>As restated Balance at 1 April 2018</i>	<i>Income</i>	<i>Expenditure</i>	<i>Transfers in/out</i>	<i>Balance at 31 March 2019</i>
	£	£	£	£	£
Tramcar restoration - LCC 1 (xii)	-	52,150	(52,150)	-	-
Artists in Museums (xv)	990	1,500	(5,474)	3,389	405
HLF Transition (xvi)	16,031	-	(16,031)	-	-
Other restricted funds under £5k	9,222	4,340	(6,031)	64	7,595
	<u>745,760</u>	<u>411,491</u>	<u>(111,711)</u>	<u>-</u>	<u>1,045,540</u>
Restricted funds - Capital					
Clay Cross Extension (i)	33,747	-	(1,004)	-	32,743
Workshop Extension (ii)	204,723	-	(5,898)	-	198,825
Library Extension (iii)	739,311	-	(20,952)	-	718,359
Stone Workshop (iv)	826,874	-	(19,140)	-	807,734
Exhibition Hall (v)	117,508	-	(54,251)	-	63,257
Depot Improvements (xvii)	193,686	-	(3,952)	-	189,734
Victoria Park (vi)	79,016	-	(1,837)	-	77,179
Woodland Walk / Wakebridge	-	47,600	(4,760)	-	42,840
Holroyd Smith Exhibition	-	69,000	(6,900)	-	62,100
	<u>2,194,865</u>	<u>116,600</u>	<u>(118,694)</u>	<u>-</u>	<u>2,192,771</u>
Total Restricted funds	<u>2,940,625</u>	<u>528,091</u>	<u>(230,405)</u>	<u>-</u>	<u>3,238,311</u>
Total of funds	<u><u>5,600,851</u></u>	<u><u>2,310,396</u></u>	<u><u>(2,289,643)</u></u>	<u><u>(64,000)</u></u>	<u><u>5,557,604</u></u>

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 March 2020

19. Statement of funds (continued)

Each restricted fund has sufficient resources to enable the fund to be applied in accordance with the restrictions imposed.

A summary of the nature and purpose of each of the more significant funds is set out below.

Restricted Funds

- (i) Grant received from the Heritage Lottery Fund for the extension of the existing store at Clay Cross.
- (ii) Grants received from the Heritage Lottery Fund and Museums, Libraries and Archives Council (MLA) for the construction of an extension to the tramcar workshop facility, incorporating a new public viewing gallery and exhibition.
- (iii) Grants received from the Heritage Lottery Fund and MLA for the extension of the library.
- (iv) Grants received from the Heritage Lottery Fund for the restoration of the Stone Workshop.
- (v) Grants received from the Derbyshire Economic Partnership and the Wolfson Foundation in relation to refurbishment of the Great Exhibition Hall.
- (vi) The development of the Victoria Park area funded by individual donations and a transfer from the Subscriber Plus Fund.
- (vii) Donations received from members towards a variety of small revenue tramway related projects.
- (viii) Grants received from Renaissance East Midlands to provide an Audio Trail for young people.
- (ix) Legacy received towards the re-creation of a Manchester bogie car.
- (x) Legacy received towards the restoration of Sheffield tramcars in the collection.
- (xi) Donation received for the restoration and conservation of PCC cars.
- (xii) Donations received for the restoration and conservation of LCC 1.
- (xiv) Legacy received for restoration or heavy repairs of electric tramcars.
- (xv) Grant received from Museum Development East Midlands for progressing First World War legacy sculpture project.
- (xvi) Grant received from the Heritage Lottery Fund to make a resilient and sustainable museum via a governance and strategy review.
- (xvii) Donations received for contribution to the Depot Refurbishment Scheme.
- (xviii) Legacy received for extensions and improvements to tramcar accommodation and exhibitions.

Designated Funds

- (xiii) Fund designated to meet potential costs arising due to a downturn in visitor numbers.

Transfers

The transfer reflects the capitalisation of the Barnsley No 5 Bus.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 March 2020

20. Summary of funds

Summary of funds - current year

	Balance at 1 April 2019 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 March 2020 £
Designated funds	545,000	-	-	274,638	-	819,638
General funds	1,774,293	2,783,758	(2,089,213)	(274,638)	125,000	2,319,200
Restricted funds	1,045,540	259,691	(314,561)	(65,000)	-	925,670
Restricted funds - Class II	2,192,771	51,467	(139,346)	65,000	-	2,169,892
	<u>5,557,604</u>	<u>3,094,916</u>	<u>(2,543,120)</u>	<u>-</u>	<u>125,000</u>	<u>6,234,400</u>

Summary of funds - prior year

	<i>As restated</i> Balance at 1 April 2018 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2019 £
Designated funds	545,000	-	-	-	545,000
General funds	2,115,226	1,782,305	(2,059,238)	(64,000)	1,774,293
Restricted funds	745,760	411,491	(111,711)	-	1,045,540
Restricted funds - Class II	2,194,865	116,600	(118,694)	-	2,192,771
	<u>5,600,851</u>	<u>2,310,396</u>	<u>(2,289,643)</u>	<u>(64,000)</u>	<u>5,557,604</u>

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 March 2020

21. Analysis of net assets between funds

Analysis of net assets between funds - current period

	Unrestricted funds 2020 £	Restricted funds - Revenue 2020 £	Restricted funds - Capital 2020 £	Total funds 2020 £
Tangible fixed assets	1,516,536	-	2,169,892	3,686,428
Current assets	2,061,989	925,670	-	2,987,659
Creditors due within one year	(251,687)	-	-	(251,687)
Provisions for liabilities and charges	(188,000)	-	-	(188,000)
Total	3,138,838	925,670	2,169,892	6,234,400

Analysis of net assets between funds - prior period

	<i>Unrestricted funds 2019 £</i>	<i>Restricted funds - Revenue 2019 £</i>	<i>Restricted funds - Capital 2019 £</i>	<i>Total funds 2019 £</i>
Tangible fixed assets	1,506,315	-	2,192,771	3,699,086
Current assets	1,361,711	1,045,540	-	2,407,251
Creditors due within one year	(239,733)	-	-	(239,733)
Provisions for liabilities and charges	(309,000)	-	-	(309,000)
Total	2,319,293	1,045,540	2,192,771	5,557,604

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 March 2020

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

	Group 2020 £	Group 2019 £
Net income for the period (as per Statement of Financial Activities)	551,796	20,753
Adjustments for:		
Depreciation charges	330,124	343,691
Decrease in stocks	11,661	16,062
Increase in debtors	(295,608)	(228,852)
Increase/(decrease) in creditors	11,954	(102,750)
Defined benefit pension movement	4,000	-
Net cash provided by operating activities	613,927	48,904

23. Analysis of cash and cash equivalents

	Group 2020 £	Group 2019 £
Cash in hand	2,143,830	1,847,369
Total cash and cash equivalents	2,143,830	1,847,369

24. Analysis of changes in net debt

	At 1 April 2019 £	Cash flows £	At 31 March 2020 £
Cash at bank and in hand	1,847,369	296,461	2,143,830
	1,847,369	296,461	2,143,830

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 March 2020

25. Contingent liabilities

There is a contingent liability in respect of the rights of sponsors in the event of the disposal of certain tramcars.

Grants amounting to approximately £3,000,000 (2019: £3,000,000) received by the Society may be required to be repaid if the grantors' conditions are not complied with.

26. Pension commitments

The Society participates in the Derbyshire County Council Pension Scheme, a multi-employer defined benefit final salary scheme. The scheme is administered for the benefit of Local Authority employees and other bodies and is managed in accordance with the Local Government Pension Scheme Regulations 1997 (as amended).

Contributions to the scheme are determined with advice of independent qualified actuaries on the basis of triennial valuations using the projected unit method.

The employer's contribution rate was 8.8% of pensionable pay with an employee's contribution rate of 5.9% or 6.5% of pensionable pay.

Principal actuarial assumptions at the Balance sheet date (expressed as weighted averages):

	At 31 March 2020	<i>At 31 March 2019</i>
	%	%
Discount rate	2.6	2.40
Future salary increases	2.6	3.00
Future pension increases	1.9	2.50

	At 31 March 2020	<i>At 31 March 2019</i>
	Years	Years
Mortality rates (in years)		
- for a male aged 65 now	21.6	21.9
- at 65 for a male aged 45 now	22.6	23.9
- for a female aged 65 now	23.7	24.4
- at 65 for a female aged 45 now	25.1	26.5

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 March 2020

26. Pension commitments (continued)

Sensitivity analysis

	At 31 March 2020 £	At 31 March 2019 £
Discount rate -0.1%	23,000	31,000

The assets in the scheme and the expected rates of return were:

	At 31 March 2020 £	At 31 March 2019 £
Equities	616,000	699,000
Corporate bonds	257,000	229,000
Property	92,000	88,000
Cash and other liquid assets	62,000	76,000
Total fair value of assets	1,027,000	1,092,000

The actual return on scheme assets was a fall of £89,000 (2019 - £47,000 increase).

The amounts recognised in the Consolidated statement of financial activities are as follows:

	2020 £	2019 £
Current service cost	(24,000)	(20,000)
Interest income	26,000	27,000
Interest cost	(34,000)	(34,000)
Total amount recognised in the Consolidated statement of financial activities	(32,000)	(27,000)

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 March 2020

26. Pension commitments (continued)

Movements in the present value of the defined benefit obligation were as follows:

	2020 £	2019 £
Opening defined benefit obligation	1,401,000	1,264,000
Interest cost	34,000	34,000
Contributions by scheme participants	3,000	3,000
Actuarial (gains)/losses	(214,000)	111,000
Benefits paid	(33,000)	(31,000)
Current service cost	24,000	20,000
Closing defined benefit obligation	1,215,000	1,401,000

Movements in the fair value of the scheme assets were as follows:

	2020 £	2019 £
Opening fair value of scheme assets	1,092,000	1,019,000
Expected return on assets	26,000	27,000
Actuarial (losses)/gains	(89,000)	47,000
Contributions by employer	28,000	27,000
Contributions by scheme participants	3,000	3,000
Benefits paid	(33,000)	(31,000)
Closing fair value of scheme assets	1,027,000	1,092,000

The group expects to contribute £16,000 to its defined benefit pension scheme in 2020.

27. Share Capital

The Society is a charitable company limited by guarantee and has no share capital. Each member undertakes to contribute a maximum of £1 to the assets of the Society, in the event of a winding up.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 March 2020

28. Related party transactions

I Ross is on the board of trustees of London County Council Tramways Trust. During the year ended 31 March 2020 the Society received grants of £63,622 (2019: £56,638) from the Trust for the restoration of London tramcars.

M C Wright is on the board of trustees of the Tramcar Sponsorship Organisation. During the year ended 31 March 2020 the Society received a grant of £153,084 (2019: £Nil) from the organisation for the restoration of Newcastle 102.

29. Controlling party

The Society has no single controlling party.

CENTRAL STANDING COMMITTEES

Collections Management: K.R. RIGG (Chairman): P.ABELL (Secretary)
 Development: M.C. WRIGHT (Chairman): VACANT (Secretary)
 Health and Safety: K.R. RIGG (Chairman): P.ABELL (Secretary)
 Membership: L.M. WRIGHT (Chairman): I. RIGG (Secretary)
 Tramcar Conservation: A. PENDLETON (Chairman): D.J. REDMOND (Secretary)

EXECUTIVE OFFICERS

Accessibility Officer: N. LOMAX
 Admissions Supervisor: J.L. SMITH
 Amenities Officer: G.P. LOMAS
 Architectural Adviser: VACANT
 Catering and Retail Manager: A.M. ISAACS
 Asst Catering and Retail Manager: A. HARPHAM
 Catering and Retail Supervisor: S.G. STRANGE
 Chairman: K.R. RIGG
 Chaplain Administrator: R.H. CULVERHOUSE
 Conductor/Guard Assessor: A.E. BARBER
 Curator, Collections and Library: L. WATERS
 Curatorial Assistant: H. BALE
 Driving Assessor: M.D. GURR
 Editor (Contact): M.S. GALER
 Editor (Journal): D. WEBB
 Electrical Engineer (Traction Power Supplies): N.D. WHITE
 Engineering Manager: N.D. WHITE
 Events Co-ordinator: C. COLEGRAVE-BELL
 Facilities Manager: J.E. BRETT
 Financial Controller: A.P.WATKINS
 Fire Advisor: VACANT
 First Aid Administrator: A. ALDRED
 Fund Administrator (Jubilee): D.J. REDMOND
 Fund Raising & Development Officer: L.E. BIRD
 General Manager: M.S. GALER
 Guide Co-ordinator: A.E. BARBER
 Health and Safety Adviser: VACANT
 Insurance Officer: A.P.WATKINS
 Information Technology: A.P.WATKINS

Journal Distribution Officer: K.M. CHADBOURNE
 Learning and Participation Manager: J.S. BARRATT
 Librarian: R. MORRIS
 Marketing and Business Development Executive: A. BLAIR
 Asst Mechanical Engineers: A. BAILEY; C.F. BEEKEN
 Membership Secretary: D. KIGHTLEY
 Asst Membership Secretary: VACANT
 Minutes Secretary: D. HANGER
 Office Manager: A.P.WATKINS
 Operations Assistant (Tramcar Cleaning): P.W. WHITELEY
 Overhead Line Consultant: J.D. MARKHAM
 Permanent Way Consultant: D. KELLY
 Purchase Ledger Clerk: L.M. CASHMAN
 Records Officer (Workshop): R.A. SYKES
 Registrar of Risk Assessments: R.A. SYKES
 Rolling Stock Engineer: P.D. BIRD
 Asst Sales Officer: V. SPOWART
 Secretary: A. PENDLETON
 Traffic Registrar (Tram Crew): N.M. LOMAX
 Training Administrator (Traffic): A.K. THORPE
 Tram Crew Manager: R. PENNYFATHER
 Tramway Operations Manager (Acting): J.A. BLYTHE
 Tramway Services Manager: J.A. BLYTHE
 Tramway Training Manager: H. SMITH
 Treasurer: M.V. BALLINGER
 Uniforms Officer: T. ROBERTS
 Vice-Chairman: D. WEBB
 Workshop Co-ordinator: D.J. HEELEY
 Young Members' Group Co-ordinator: C. SHARP

AREA ORGANISERS

Australia: C.S. TOOKE, 158 Lorne Street, Fawkner, Victoria 3060, Australia.
 East Midlands: Mrs R.E.J. PENNYFATHER, c/o The Museum office.
 Fylde & North Lancashire: D.W. WILSON, 9 Starfield Close, Lytham St. Annes, Lancashire, FY8 4QA.
 London: R.J. HOWES, 28 Houghton Avenue, Richmond, TW10 7TS.
 Merseyside: K.J. CARMICHAEL, 87 Woodsorrel Road, Liverpool, L15 6UD.
 North Manchester & South Lancashire: J. SAUNDERS, 78 Tyldesley Road, Atherton, Greater Manchester, M46 9DG.
 North East: S. EDWARDS, 21 North Side, Stamfordham, Northumberland, NE18 0LA.
 Overseas: R. STONE, 30 Independent Hill, Alfreton, Derbyshire, DE55 7DG.
 Overseas (Benelux Countries): W. BEUKENKAMP, Van Kinsbergenplein 47, 2014 DB Haarlem, The Netherlands.
 Scotland: A.J. HARPER, 63 Pennelton Place, Bo'ness, West Lothian, EH51 0PD.
 I.A. SOUTER, 9 Westerton Drive, Bridge of Allan, Stirling, FK9 4AX.
 South East Coast: VACANT
 South Manchester & North Cheshire: D.W. McEWEN, 28 Dean Lane, Hazel Grove, Stockport, SK7 6DJ.
 South West: S. CROSHAW, 7 Channel View Crescent, Portishead, Bristol, B20 6LY.
 South Yorkshire: VACANT
 Thames Valley: D.J. REDMOND, 3 Larkwood Close, Tilehurst, Reading, Berkshire, RG31 6NP.
 Wales: D. HAWKINS, Y Garth, Nantmel, Llandrindod, LD1 6EH.
 West Midlands: S. WALDRON, 6 Jill Avenue, Birmingham, B43 6DH.
 West Yorkshire: VACANT



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