

**EAST ANGLIAN RAILWAY MUSEUM**  
**Registered Charity No. 1001579**



**ABRIDGED REPORTS AND FINANCIAL STATEMENTS FOR THE  
YEAR ENDED 30TH SEPTEMBER 2019**



Diesel Railbus 79963 15th August 2020

**ANNUAL GENERAL MEETING**  
**Saturday 9th January 2021 at 10.30**

**Via ZOOM ONLINE CONFERENCING**

## It's Annual General Meeting Time in January

This is your invitation to the Annual General Meetings of East Anglian Railway Museum (Registered Charity No.1001579) and East Anglian Railway Museum (Trading) Ltd for the year ending 30th September 2019.

Due to Covid restrictions, the meeting will be held as a Zoom meeting, to which you are invited to attend by notifying the Zoom Controller at AGMZoom@earm.co.uk, but there is a limit to participants and 100 will be accepted, so early application is advised.

Full copies of the accounts and Trustees Annual Report may be downloaded and printed from the Members' Section of the Museum website. (<http://members.earm.co.uk>)

Following the meeting the Museum will be open for viewing under socially distanced conditions. Platform 2 Catering will be open with limited accommodation (according to conditions) and for takeaways. The Trustees & Directors apologise for this limited attendance and participation which we know you will understand has been forced upon us.

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### East Anglian Railway Museum (Trading) Limited Form of Proxy

If you are a shareholder, you have the right to attend, speak and vote at the Annual General Meeting and the Extraordinary General meeting. If you are unable, or do not wish to attend, you may appoint the Chairman of the Meeting to vote for you by completing the form and returning it to the Company Secretary at least two days prior to the meeting.

You may, if you wish, appoint someone other than the Chairman of the Meeting as your proxy, in which case you should delete 'Chairman' below and insert the name of your nominee.

I / We.....of (Address) .....

Hereby appoint: The Chairman of the Meeting / my/ our nominee (enter name below)

.....  
as my/our proxy to vote on my/our behalf at the Annual General Meeting of the Company on 9th January 2021, or at any adjournment thereof.

Signed.....Dated.....

## East Anglian Railway Museum Registered Charity No. 1001579

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## East Anglian Railway Museum (Trading) Ltd

Notice is hereby given that the Annual General Meeting of the East Anglian Railway Museum group of companies for the financial year ending 30th September 2019 will take place by Zoom Conferencing at 1030hrs on Saturday 9th January 2021 under the conditions stated above.

By Order of the Board & Directors M C Stanbury, Secretary

### Agenda for the Main Meeting

1. Election of a Chairman for the Meeting
2. Apologies for Absence
3. Address by Museum Chairman Peter Martin.
4. Reading of address by Honorary President Sir Bob Russell
5. To approve and adopt the Trading Company's accounts together with the reports respectively of the Directors and Financial Inspectors for the year ending 30th September 2019.
6. To approve and adopt the Trading Company's accounts together with the reports respectively of the Directors and Financial Inspectors for the year ending 30th September 2019.
7. To appoint Community 360 as the Company's Financial Inspectors.
8. To elect Peter Martin and Peter Robinson as a Directors of the Company. Proposed by Mike Stanbury and seconded by Mark Cornell.
9. To transact any other business which may properly be dealt with at an Annual General Meeting of the Trading Company.
10. To adopt the Museum's Accounts together with the reports respectively of the Trustees and Financial Inspectors for the year ending 30th September 2019.
11. To appoint Community 360 as Financial Inspectors to the Museum.
12. Election of Trustees retiring by rotation. The Trustees retiring by rotation are Mike Stanbury and Peter Martin, who offer themselves for re-election
13. To elect the Officers of the Museum namely the Membership Secretary, the Magazine Editor, and three members of the Members Council. The members in post are respectively Darren Johnson, David Reeve, Brendan Sothcott, Allan Robinson and Nick Proud. All are willing to stand, no other nominations have been received. David Reeve is happy to continue as Magazine Editor, and Phil Ainsley as

Newsletter Editor. No other nominations have been received.

14. To transact any other business which may properly be dealt with at an Annual General Meeting.
15. Future Plans – an outline by the Trustees and a general discussion.
16. Closing Address by the Chairman.

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## **Trustees Annual Report for the year 2018-2019**

**This is an abridged version.**

**The full Report is on the Members' Section of the web-site.**

### **Review of Activities and Achievements**

The financial year saw the Museum consolidate its activities after an eventful prior year, and it resulted in an excellent year for events bringing in a small but welcome improved attendance of 2% over the previous year. With an active Marketing and Events Team, several new attractions were introduced including a visiting Great Western Railway locomotive, this proving attractive to Railex participants in particular and if possible will be repeated in the future.

In the meantime, it was realised that due to inordinate delays by the Planning authorities, and continuous rainy weather prohibiting any groundworks, no progress could be made on the plans for the proposed new workshops and restoration shed alterations. In any event, re-appraisal showed serious flaws in the original concept for the scheme from the demographic and financial aspects, and the planning consent floundered in September 2019.

New thoughts were being considered, particularly in view of the temporary planning permission for the BDJ Walsh Railway Heritage Centre expiring in 2021, and the necessity for a new display area within any new building to be erected. In the light of advice from the Planning Authority, the Trustees decided to employ a Planning Consultant to assist in any future planning applications, and work is currently under way to make progress in this respect. In the meantime, part of the original scheme was carried out to advantage with the construction of the 'Set-Down' area, where many of the piles of concrete sleepers and other large objects have now been stored, thus releasing more recreational space.

Restoration work and other projects have continued, notably with the completion of rebuild of the diesel engine of Toby the Tram Engine, and the Diesel Railbus becoming mobile, with the question of the seating being addressed. Maintenance and rebuilding of our various locos has continued, and in general it is a tribute to our engineering staff that we have had three working steam engines available for use throughout the year, and another in the throes of a major rebuild.

Work has continued on construction of the new miniature railway, with a great input from Teams Wednesday and Thursday. In general from the operational point of view, the Museum has been well served by its volunteers, but our permanent paid staff must not be forgotten and without their assistance and loyalty we would find it hard to continue. Amongst the paid staff is our Curator Adam Culling, who has put in great work to update the Museums Accession Register by the introduction of the 'Past Perfect' computer programme, and it is pleasing to report that having submitted an application for re-accreditation in 2016, Arts Council England granted us full re-Accreditation, to be next reviewed in 2023. We have been pleased to welcome volunteer assistance for the collection from Colchester Arts Council in particular, and in view of our paid work in maintaining the Archive of the National Railway Heritage Awards Trust, that organisation made a grant of £2,500 to the Museum for the employment of a student to archive the NRHA collection.

To fulfil our educational objectives, several school visits have been made, and visits by parties of members from other organisations, with several outreach talks being held, apart from the general education of the public during our various operating and non-operating days when volunteers converse with the public to explain the historic role of railways within the social fabric of society.

### **Review of Financial Position**

The Museum combined with its Trading subsidiary enjoyed healthy revenues of £350,000, which is slightly down on last year. Our greatest revenue earners continue to be Thomas events producing contribution of £115,000, including 54 going on another adventure to Utrecht masquerading as Thomas with four Museum members to crew the engine. The Winter 19 Beer Festival was considerably warmer than the previous year and this, along with the Summer Beer Festival produced a fine contribution. Facilities hire continues to do well, generating £32,000 for the Museum and we are looking to increase this revenue stream.

Our biggest outlay is for our 9 employees who have all served the Museum very well at a cost of £110,000 to keep the Museum open all year round, and looking presentable for visitors. They were assisted by the Marketing Manager who helped with the publicity and producing several good revenue earning events.

There are various projects on the go and completed. The North Signal Box had some major surgery costing £6,700. At the start of the year the set aside area in the corner of the yard was completed requiring another £4,500. The Miniature Railway has made major progress with a further £10,000 being invested, the results are out there for all to see. And also, well underway, is the Running Shed with £32,000 invested during the year to 30th September 2019.

What we have achieved thanks to all you volunteers is absolutely tremendous, and we Trustees are greatly assisted by the excellent team of Heads of Departments. In short, our financial position is healthy and long may it continue.

## Membership and Museum Visitor Attendance

One of the problems shared by the Museum and other similar organisations is that of getting new members, particularly from the younger age groups, and whilst we have young men and women joining the engineering teams, few if any are interested in the administrative aspects of Museum work, giving a cause for concern over succession.

We have had many mature members join us, particularly after having taken part in a 'Railex' day, and others have joined the Teams Wednesday and Thursday not only giving us the use of their skills, but enjoying the social aspects of their volunteer work. Visitor attendance during the year in question has been good, with an improvement on the previous year due mainly to a preponderance not only of good weather, but also attractive events. Days out with Thomas have been a major source of income for the Museum, as have the Beer Festivals run in conjunction with CAMRA.

## Long Term Proposals

The Trustees have a serious task on hand to firm up the proposals for the new building and improvements to the existing Restoration Shed, decisions which must be taken to cope with the situation of location of the Heritage Centre exhibits when the temporary planning permission expires in 2021. Additionally there is the erection and use of the proposed Running Shed, and together with the additional task of re-erection of the Chelmsford Water Tower there is the question of urgent repairs and renovation needed to the main station building. With a diminishing work force, new blood is needed on the Board of Trustees and the recent benefits of a professional curator have demonstrated the need for additional staff on the curatorial team. Some of these requirements may be met from grant aid, but others from revenue income for which effort is required to ensure the running of successful money earning events.

## Extract of Trading Company Accounts

A copy of the full accounts is on the Members' Section of the Web site.

<http://members.earm.co.uk>

## EAST ANGLIAN RAILWAY MUSEUM (TRADING) LIMITED

### DETAILED INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 30 SEPTEMBER 2019

	2019 £	2018 £
<b>Turnover</b>	195,762	189,784
<b>Cost of sales</b>		
Opening stock	10,112	-
Purchases	31,000	33,511
Direct costs	58,715	45,861
	<u>99,827</u>	<u>79,372</u>
Closing stock	(14,083)	(10,112)
	<u>85,744</u>	<u>69,260</u>
<b>Gross profit</b>	<u>110,018</u>	<u>120,524</u>
<b>Overheads</b>		
Administration expenses	156,899	146,270
<b>Operating profit/ loss</b>	<u>(46,881)</u>	<u>(25,746)</u>
Interest received	1,911	1,611
<b>Profit/(loss) on ordinary activities</b>	<u>(44,970)</u>	<u>(24,135)</u>

# EAST ANGLIAN RAILWAY MUSEUM (TRADING) LIMITED

## INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 30 SEPTEMBER 2019

	Note	2019 £	2018 £
Turnover		195,762	189,784
Cost of sales		85,744	69,260
<b>Gross profit</b>		<b>110,018</b>	<b>120,524</b>
Administrative expenses		156,899	146,270
<b>Operating profit/(loss)</b>	<b>2</b>	<b>(46,881)</b>	<b>(25,746)</b>
Interest received		1,911	1,611
<b>Profit/(loss) on ordinary activities</b>		<b>(44,970)</b>	<b>(24,135)</b>
Tax on profit/(loss) on ordinary activities		-	-
<b>Profit for the financial year</b>		<b>(44,970)</b>	<b>(24,135)</b>

# EAST ANGLIAN RAILWAY MUSEUM (TRADING) LIMITED

## NOTES TO THE DETAILED INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 30 SEPTEMBER 2019

	2019 £	2018 £
<b>Administrative expenses</b>		
<b>Establishment expenses</b>		
Rent, rates and water	15,984	4,629
Light and heat	17,378	20,340
Repairs and maintenance	52,241	63,459
	<u>85,603</u>	<u>88,428</u>
<b>General expenses</b>		
Advertising	250	-
Travel and subsistence	2,004	274
Telephone	3,189	958
Hire of equipment	1,984	3,658
Printing, stationery and postage	4,459	5,332
Sundry expenses	517	1,664
Legal and professional fees	13	8,144
Accountancy fees	2,020	4,765
Licensing & registration fees	90	558
Training Costs	832	2,435
Bad Debt Write Off	14,235	(9,301)
Depreciation	38,822	36,267
Previous Year Adjustment	2,720	2,205
	<u>71,135</u>	<u>56,959</u>
<b>Financial costs</b>		
Bank charges	161	883
	<u>161</u>	<u>883</u>
	<b>156,899</b>	<b>146,270</b>



# **EAST ANGLIAN RAILWAY MUSEUM**

## **STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 30 SEPTEMBER 2019**

	Notes	Unrestricted 2019 £	Restricted 2019 £	Designated 2019 £	Total 2019 £	Total 2018 £
<b>Incoming resources</b>						
Incoming resources from generating funds:						
Voluntary income	3	16,174	1,622	-	17,796	32,692
Income for generating funds	4	13,449	-	-	13,449	25,850
Investment income	5	8	-	-	8	14
Incoming resources from Charitable activities	6	322,930	3,000	-	325,930	314,933
<b>Total incoming resources</b>		<b>352,561</b>	<b>4,622</b>	<b>-</b>	<b>357,183</b>	<b>373,489</b>
<b>Resources expended</b>						
Costs of generating funds	7	57,584	-	-	57,584	12,511
Charitable activities	8	351,380	3,000	-	354,380	330,076
<b>Total resources expended</b>		<b>408,964</b>	<b>3,000</b>	<b>-</b>	<b>411,964</b>	<b>342,587</b>
<b>Net incoming resources before transfers</b>		<b>(56,403)</b>	<b>1,622</b>	<b>-</b>	<b>(54,781)</b>	<b>30,902</b>
<b>Net movement in funds for the year</b>		<b>(56,403)</b>	<b>1,622</b>	<b>-</b>	<b>(54,781)</b>	<b>30,902</b>
<b>Balances brought forward at 1 October 2018</b>		<b>806,416</b>	<b>178,731</b>	<b>535,567</b>	<b>1,520,964</b>	<b>1,490,062</b>
<b>Balances carried forward at 30 September 2019</b>		<b>750,013</b>	<b>180,353</b>	<b>535,567</b>	<b>1,466,183</b>	<b>1,520,964</b>

### **Continuing operations**

All incoming resources and resources expended derive from continuing activities

# **EAST ANGLIAN RAILWAY MUSEUM**

## **BALANCE SHEET AS AT 30 SEPTEMBER 2019**

	Notes	2019 £	2018 £
<b>Fixed assets</b>			
Tangible asset	11	334,283	343,357
Inalienable and historic assets	12	53,752	53,752
Investments	13	890,306	890,306
		<b>1,278,341</b>	<b>1,287,415</b>
<b>Current assets</b>			
Debtors	14	78,122	56,162
Cash at bank and in hand		68,823	127,119
		<b>146,945</b>	<b>183,281</b>
<b>Creditors: amounts falling due within one year</b>	15	<b>59,103</b>	<b>49,732</b>
<b>Net current assets</b>		<b>87,842</b>	<b>133,549</b>
<b>Total assets less current liabilities</b>		<b>1,366,183</b>	<b>1,420,964</b>
<b>Debtors: amounts falling due after more than one year</b>		<b>100,000</b>	<b>100,000</b>
<b>Net assets</b>		<b>1,466,183</b>	<b>1,520,964</b>
<b>Funds</b>	16		
Unrestricted reserves		251,120	307,523
Restricted reserves		180,353	178,731
Prior Revenue reserve		535,567	535,567
Property Revaluation reserve		331,434	331,434
Goodwill reserve		167,709	167,709
		<b>1,466,183</b>	<b>1,520,964</b>

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 SEPTEMBER 2019**

**8. Charitable activities**

	Unrestricted £	Restricted £	2019 £	2018 £
Museum admissions	351,381	3,000	354,381	330,077
	<b>351,381</b>	<b>3,000</b>	<b>354,381</b>	<b>330,077</b>

Charitable activity expenditure can be further analysed as follows:

	Unrestricted £	Restricted £	2019 £	2018 £
Cost of goods or services as a Charitable activity	165,089	-	165,089	166,736
Wages and national insurance	107,935	3,000	110,935	105,060
Magazine publishing	957	-	957	-
Publicity	35,374	-	35,374	26,350
Travelling	1,381	-	1,381	798
IT and internet charges	327	-	327	306
Bank charges	707	-	707	1,937
Sundry expenses	7,435	-	7,435	3,409
Professional fees	1,469	-	1,469	5,082
Insurance	10,946	-	10,946	6,232
Bad Debts	5,154	-	5,154	-
Depreciation	14,607	-	14,607	14,167
	<b>351,381</b>	<b>3,000</b>	<b>354,381</b>	<b>330,077</b>

**9. Governance costs**

	Unrestricted £	Restricted £	2019 £	2018 £
Accountancy fees	-	-	-	-
	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>