

The Brunel Museum

(a company limited by guarantee)

Annual report and financial statements

For the year ended 31 December 2019

Registered Company No. 02488877

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Reference and administrative information

For the year ended 31 December 2019

Trustees	K Adams P R Craddock T G Grimwade N A Mansell A McManus M P Nolan D B Skelley J M Stancliffe
Secretary	M P Nolan
Advisors	Ed Bazalgette Julia Elton
Charity registered number	1003287
Company Number	02488877
Accredited Museum	1961
Registered office	Brunel Engine House, Railway Avenue London SE16 4LF
Independent Examiner	Azets 2nd Floor, Regis House, 45 King William Street, London, EC4R 9AN
Chartered Accountants	Buzzacott LLP 130 Wood Street London
Bankers	Unity Trust Bank plc Nine Brindley Place 4 Oozells Square Birmingham B1 2HB HSBC Redriff Road London SE16 7LL

Chair's report

For the year ended 31 December 2019

I was delighted to be appointed to Chair the Board of Trustees in January 2020. The museum showcases the work of probably the world's most famous father and son engineering pioneers – as a Chartered engineer I am keen that the story of this legacy is shared far and wide to inspire a diverse range of people especially young people, females and those from BAME backgrounds in innovation, science, technology, engineering, art and maths (STEAM). The museum site enables the sharing of cultural and learning experiences and there is so much scope to enhance the visitor offer.

In 2019 the museum received around 25,000 visitors which was a reduction on previous years. There have been significant personnel changes during 2019 and into 2020 - the museum's long-serving Director, Robert Hulse, announced his retirement and Learning Manager Katie Edwards was appointed to the Director role for the Biggin Hill Memorial Museum. I would like to thank them for their contribution to museum and wish them the best for the future. We continue to be reliant upon our volunteer base, and I would like to thank them in particular for stepping up to cover staff absence during the final quarter of the year, and for supporting our interim COO, Stuart Barr, and Clara Pereira, our new Learning and Volunteer Manager. I would also like to thank our Patrons for their ongoing support and expertise.

In June 2019 £200,000 was awarded by the National Lottery Heritage Fund to progress the Brunel Museum Reinvented Project – due to be completed in 2023 the capital project will improve visitor facilities, and double the exhibition space. However, underlying the successes of trustees, staff and volunteers there is some concern about the financial buoyancy of the museum with the reduced 2019 visitor numbers and two substantial extraordinary cost pressures. The sudden arrival of the Covid-19 pandemic has had a further impact upon the museum's financial position. This is being mitigated with emergency grant support.

On the back of the identified risks, the following areas of activity were identified for priority in the first half of 2020 in mitigation:

- Staff and volunteer induction and training
- Trustee training away days
- Trustee recruitment
- Review of roles of Patrons and further recruitment to support fund-raising
- Completion of organisation's key Policy documents
- Improved Social Media and Communications

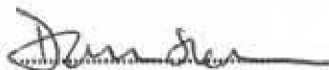
However, much of this work was overtaken by the emergency planning and management of the impact of the Covid19 pandemic.

We have successfully gained grant funding from English Heritage and the National Lottery Heritage Fund's Heritage Emergency Fund which has enabled the funding of the new Museum Director, the unfurloughing of the Learning and Volunteer Manager and the procurement and installation of risk mitigation features to enable the Museum to re-open to visitors from 10th August 2020. We have also received emergency funding from Historic England. Whilst there is much work to be done to ensure we have a stable and realistic business plan for the aftermath of Covid-19 there are no plans to close the museum and it remains a going concern. The Board and the Director are focussed on the immediate and long term reinstatement of visitor numbers, grant and sponsorship funding, and development of commercial opportunities. This is in addition to the already established objectives for 2019 – 24.

Chair's report

For the year ended 31 December 2019

I write this as Chair appointed in January 2020 taking over from Interim Chair Jane Stancliffe. Jane was Interim Chair between September and December 2019 take over from John Attree who resigned in August 2019 after many years as Chair. Jane oversaw one of the most difficult and unstable times in the Museum's recent history and she is to be thanked for providing strong leadership and a steadying hand. I would also like to thank John for his many years of service as a Trustee, Treasurer and latterly Chair.



Dana Skelley OBE

Chair

Date: 28/10/2020

Trustees' report

For the year ended 31 December 2019

The Board of Trustees hereby presents its annual report on the affairs of The Brunel Museum ('the Charity') together with the independently examined financial statements for the year ended 31 December 2019.

Structure, Governance and Management

Constitution

The Charity, registered number 1003287, is constituted as a company limited by guarantee, company number 2488877, and is governed by its Memorandum and Articles of Association. The guarantee of individual members is limited to £5.

Trustees

The trustees, who are also directors for the purposes of the Companies Act 2006, who served during the year were:

John Philip Attree	Chair to 28 August 2019 (resigned 10 August 2019)
Peronel Rosemary Craddock	(appointed 02 May 2019)
Emily Julie Naomi Gee	(resigned 03 February 2020)
Tiffany Gabrielle Grimwade	(appointed 01 July 2019)
Benjamin James Hobbs	Interim Chair from 03 September 2019 to 30 October 2019 (appointed Treasurer 02 May 2019, resigned 12 February 2020)
Nicholas Anthony Mansell	(appointed 02 May 2019)
Andrew James McManus	
Maureen Patricia Nolan	(appointed 05 February 2019)
Jane Mary Stancliffe	(Interim Chair 4 November 2019 to 16 January 2020)
John Peter Schofield	(resigned 31 May 2019)
Secretary	
Michael Gordon Ray	(resigned 05 February 2019)
Maureen Patricia Nolan	(appointed 05 February 2019)

No trustee had any contract or arrangement of a material nature with the Charity during the year under review.

The trustees are able to co-opt new trustees and they do this to ensure that there is a balance of skills on the Board. New trustees are provided with a set of relevant documents when they join (such as the governing documents, recent accounts, recent minutes and guidance from the Charities Commission about the role of a Trustee). The Secretary, Museum Director and the Accountant alert the trustees to any current developments as necessary at Board meetings.

Trustees' report (continued)

For the year ended 31 December 2019

Public Benefit

The trustees have had regard to the guidelines issued by the Charity Commission relating to public benefit and are satisfied that the charity confers a public benefit. The Brunel Museum exists to educate the public in the works of Marc Brunel, Isambard Kingdom Brunel and Henry Marc Brunel, particularly the construction of the Thames Tunnel, the SS Great Eastern, Hungerford Bridge and Tower Bridge, as well as to preserve and enhance the Engine House and Grand Entrance Hall for the public benefit. It further acts to provide a recreational facility for local residents and for the public at large in Rotherhithe.

Organisational Structure

The policies and activities of the Charity are established and controlled by the board of trustees. The board meets approximately monthly. The Museum Director has management responsibility on a day to day basis, and the Board has set limits to authorised expenditure without Board approval.

Staff and volunteer changes during 2019

- Resignation of the Learning Manager, Katie Edwards (August 2019).
- Retirement of the Director, Robert Hulse (notice given November 2019).
- Appointment of the Interim Chief Operating Officer, Stuart Barr (October 2019).
- Appointment of a new Learning and Volunteer Manager, Clara Pereira (November 2019).
- Appointment of Heritage Manager, Julian Ayres, NLHF funded post (December 2019).
- Initiated recruitment of new Museum Director, (December 2019).
- Resignation of Accountant, Michael Ray, (December 2019).
- Recruitment of 14 new volunteers, loss of 4 existing volunteers.

The Charity is an Accredited Museum and the London Transport Museum provides curatorial advice.

Risk Management

The Charity's operations are subject to various risks that are kept under review by the trustees. General risks include the physical security of the Engine House and the Collection as well as the safety of members, staff, volunteers and visitors. Necessary steps have been taken to mitigate these risks, such as relevant insurance and checks on volunteers.

During 2019 the following specific risks were identified:

- **Income and expenditure**
A downturn in visitor numbers/activities; increased expenditure and financial impact of the outgoing Director's Settlement Agreement and the need to hire an Interim COO. Unrestricted income compared to 2018 was 25% lower and total visitor numbers down c.35%. The mitigation plans, including the appointment of a new Museum Director were subsequently severely impacted by the Covid19 pandemic.
- **Absence of Hon Treasurer / Trustee**
This situation arose when the current Hon Treasurer, Benjamin Hobbs, had to take emergency leave due to ill health. He resigned as Hon Treasurer and the role was not filled until March 2020.

Trustees' report (continued)

For the year ended 31 December 2019

- *Skills Audit gaps to be addressed/recruitment of more trustees*
New Chair appointed January 2020 and new Treasurer appointed March 2020.
- Embedding new staff and improving financial and administrative systems
- *VAT registration*
The Board agreed this in April 2019 and registration is likely to be in place with effect from July 2020.

Objectives and Activities

This is London's story of an engineering family that changed the World. The Charity's objects are:

- (1) to preserve and encourage the preservation for the public benefit of the Engine House and the Grand Entrance Hall situated in Rotherhithe Street, Greater London and the precincts thereof by such means as may be necessary;
- (2) to educate the public in the appreciation of the engineering works of Marc and Isambard Brunel, particularly the construction of the Thames Tunnel, and to publish and catalogue, leaflet or other material in connection therewith; and
- (3) to provide a recreational facility for local residents and for the public at large at Rotherhithe and, subject thereto, to generally enhance the surrounding conservation area.

The Trustees have agreed a statement of purpose:

"To preserve and share widely the ground-breaking stories of the Thames Tunnel project and the outstanding achievements of the Brunel family and their relevance to our lives today. We inspire communities through exploration, learning and performance".

Brunel Museum's 6 Strategic Aims for 2019- 2024

2019 activities in support of the Strategic Aims

We will put place making at the heart of Brunel's London story

Enhancing the experience of all who visit the site through making improvements to our facilities, building connections and visibility in our neighbourhood.

- Submission to the National Lottery Heritage Fund (NLHF) last March, with ensuing result in June of an award - a First Round Pass of £1.6 m including a development grant of £200,000.
- Acquisition (£40,000) of a rare albumen print by Robert Howlett of 'Brunel Against the Launching Chains of SS Great Eastern, 1857', with grant aid (£35,000) from the National Heritage Memorial Fund, the Art Fund, Friends of National Libraries and the Arts Council/V&A Purchase Grant Fund. The print was awarded 'The Art Fund Work of Art of the Year 2019' in December 2019 in response to public votes online

We will interpret broadly the many stories of our buildings and our collection.

Improving the standard of curation conservation display and interpretation of our story and collections. Sharing the achievements of the Brunel engineering family in London and ensuring there is a relevant entry point for everyone.

- 2019 saw the digitisation of Thames Tunnel watercolour designs acquired in 2017 – these are now accessible via the Museum's website. This collection, and other works, continue to be stored at the London Metropolitan Archive pending completion of Phase II of the capital improvement project.

Trustees' report (continued)

For the year ended 31 December 2019

- Creation of five short Thames Tunnel Films (Chocolate Films) to celebrate and provide access to the Thames Tunnel watercolour designs. Funded partially by Trinity Buoy Wharf, and to be shown in the Museum with a mobile interactive interpretation unit, with funding from the British Tunnelling Society.
- Grant of £5,000 from the Textile Society to enable the repair and conservation of a commemorative silk kerchief which is part of the Thames Tunnel Collection.
- Training on collections labelling and marking was delivered by the London Metropolitan Archives, and all collections items are now labelled or marked to best practice standards. A training session on practical collections care for staff and volunteers by a member of Bletchley Park Trust's collections team took place in July, covering preventive conservation, environmental monitoring and pest monitoring, and the museum has put a conservation action plan in place.
- We celebrated Sir Marc Brunel's 250th birthday with talks at London Transport Museum (Acton Depot), a lecture at the Institute of Civil Engineers and a series of talks about local tunnels for the local history society. Talks by staff and volunteers also included a presentation to the Ickenham Model Railway Society.
- Events in the Tunnel Shaft attracted diverse audiences to the museum, and included theatre productions, concerts, dance performances, film screenings, and record launches.
- In November, we installed a son-e-lumière display in the Shaft, using lighting and sound effects to evoke the Thames and the tunnel fair.

We will bring more people to Brunel's story and legacy.

Focusing more on the contemporary relevance of the Brunel, widening the museum's audiences broadening the diversity of our volunteer programme and creating close links and partnerships with our community and London boroughs to increase our impact both locally and across Greater London.

- Grant of £2,500 from the North Southwark Environment Trust to fund summer holiday play schemes at the Museum. We ran craft sessions and play schemes over Easter and Summer half terms and holidays, with 28 children booked onto our 2019 summer playscheme.
- Special events brought more than 11,000 visitors to the museum, including a lively performance programme in the Grand Entrance Hall. The popular Midnight Apothecary included special events for Wassail, Valentines' Day, Halloween and a Bonfire Party, as well as our regular programme of cocktail evenings featuring history talks and tunnel tours.
- Heritage Boat Trips, Riverside Walking Tours and private groups continued to bring London, UK and international visitors to the museum, with 6,913 visitors.
- We took part in Open House London, the Thames Festival, and the Rotherhithe Illuminated Festival.
- We developed engagement via various social media channels, adding followers throughout the year:

Quarter	Facebook		Twitter		Instagram	
	Followers	New	Followers	New	Followers	New
2019-Q1	2,818	20	3,935	11	588	38
2019-Q2	2,839	21	3,987	52	626	38
2019-Q3	2,850	11	4,033	46	664	38
2019-Q4	2,857	7	4,089	56	702	38

Trustees' report (continued)

For the year ended 31 December 2019

We will help to inspire a new generation of engineers.

Programming that will bring underrepresented people to the field of engineering by working with young women and people of BAME heritage.

- We continued to offer our programme of formal learning sessions for schools and home educators in association with costumed interpreters Spectrum Drama and our volunteer guides, introducing students to the Brunels and their achievements, as well as supporting self-guided visits with tours and talks. Topics included history, engineering and gender stereotyping in engineering.
- We trialled new programme elements to inform the Activity Plan for our Brunel Museum reinvented project, including visits to schools from Brunel in Person, a new assembly programme based on the Robert Howlett photograph, and the negative impact of social media.
- With Construction Youth Trust we piloted other elements of our NLHF Activity Plan.
- International student groups visited from America, Canada, Germany and Hong Kong.

We will encourage growth and sustainability through commercial prowess.

Developing our broad network of friends and supporters while continuing to encourage visitors to receive entrance fees and gift shop expenditure.

- Anniversary celebrations for Marc Brunel's 250th birthday with talks at London Transport Museum (Acton Depot), a lecture at the Institution of Civil Engineers; a series of talks about local tunnels for the local history society.
- Trustees' Summer Stakeholder Party in July 2019 on the Museum piazza.
- Christmas drinks for supporters and patrons of the Museum.
- Partnership with Midnight Apothecary – public social and cultural events throughout the year utilising the museum site.
- Partnership with London Walks bringing visitors to the museum as part of Walking Tours

We will ensure effective governance and administration.

Governance improvements have been successfully taken forward including importantly the appointment of new trustees in early 2019 (increasing trustees from five to eight) with appointments specifically filling identified skills gaps. A further skills audit was drawn up in October 2019 to inform future appointments.

- An induction folder was created for new trustees; three year terms for trustees, with a maximum of three terms in total (nine years) were introduced; a Procurement Policy and a Recruitment Diversity Policy was agreed. Moving forward, Maureen Nolan and Peronel Craddock are currently listing the policies and procedures the organisation has and matching that against the policies and procedures other charities would normally have in place, with a view to filling in any gaps agreed by the Board.
- A facilitated Trustees' Away Day took place at the Royal Museums Greenwich at the beginning of the year, and another self facilitated Away Day in October (reports available on request). A training budget is available in the NLHF project budget to assist.
- The trustees decided to use Brunel Museum email addresses to present a more professional approach and establish a central filing system for key corporate records. As part of the move towards centralising all information electronically the entire organisation has successfully migrated to Office 365 Suite.
- EPOS system put in place.

Trustees' report (continued)

For the year ended 31 December 2019

Financial Review

The trustees regard the financial position and the level of activity of the charity at 31 December 2019 as of some concern. This is due to two extraordinary one off costs; the settlement payment for the outgoing Director and the employment of an Interim Chief Operating Officer.

Plans and mitigation were identified for 2020. However, the Covid 19 pandemic risk to staff, volunteers and visitors meant that the Museum had to be closed in March 2020. This has had a significant further impact on the Financial state of the museum and its reserves. Whilst the trustees have secured some Emergency Funding which has enabled the commencement of a new Museum Director, and the re-opening of the Museum to visitors on August 10th, the projected museum income is predicted to be considerably lower than in previous years. Initial activity levels following the reopening of the museum are encouraging and trustees are monitoring the financial position closely on an ongoing basis with particular attention to cost control.

Reserves Policy

Total reserves stand at £320,392, of which £221,995 are Restricted Funds designated by donors for specific purposes (see note 18 in these accounts) and £85,500 (see note 17) from the reserves that have been designated by the trustees. The remaining £12,897 are other Unrestricted Funds for general use and unforeseen contingencies.

Under our Reserves Policy, the trustees have decided to maintain the following:

- £33,500 as Continuation Fund, sufficient to cover staff costs for the minimum periods of contractual employment and the running costs of the museum for a period of 3 months, in the event that the income from admissions and shop sales are not able to cover these.
- £3,000 as a Fund maintained to ensure the trustees are able to secure the collection in the event of closure of the Museum.
- £49,000 as a fund held to contribute towards the NLHF project.

Of the Restricted funds, £164,073 is the value of the Brunel drawings and other artefacts, which are shown in the accounts within fixed assets.

Plans for Future Periods

Covid 19 has dramatically affected the way we roll out our future plans. Footfall will be rebuilt albeit impacted by social distancing requirements and we will explore new partnership opportunities for events and tours to increase income. We continue to apply for emergency and sustainability support funding from a range of organisations. Focus is also on the design and development of the capital project to enhance the visitor experience, although this too requires considerable sponsorship and funding.

Trustees' report (continued)

For the year ended 31 December 2019

Statement of Trustees' Responsibilities

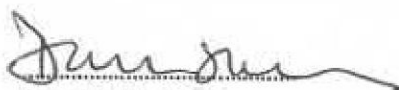
The charity trustees (who are also directors for the purposes of company law) are responsible for preparing a trustees' annual report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law and the law applicable to charities in England and Wales requires charity trustees to prepare financial statements for each financial year. Under that law, the trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law, the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources of the charitable company for that period. In preparing the financial statements the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to material departures disclosed and explained in the financial statements;
- prepare the accounts on the going concern basis unless it is inappropriate to assume that the charitable company will continue in business.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud or other irregularities. This report has been prepared in accordance with the Accounting and Reporting by Charities Statement of Recommended Practice, and in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small entities.

Signed on behalf of the trustees by:



Dana Skelley OBE

Chair

Date: 28/10/2020

Independent examiner's report

For the year ended 31 December 2019

Independent examiner's report to the trustees of The Brunel Museum

I report to the charity trustees on my examination of the accounts of the company for the year ended 31 December 2019 which are set out on pages 12 to 30.

Responsibilities and basis of report

As the charity trustees of the company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your company's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent examiner's statement

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1. accounting records were not kept in respect of the company as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities [applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)].

In connection with the examination I draw your attention to accounting policy 2.3 in the notes to these financial statements in terms of going concern and the impact of COVID-19.



John Howard FCA

Azets Audit Services
2nd Floor Regis House
45 King William Street
London
EC4R 9AN

Date: 30 October 2020

Statement of financial activities

For the year ended 31 December 2019

	Notes	Restricted funds 2019 £	Unrestricted funds 2019 £	Total 2019 £	Total 2018 £
Income from:					
Donations		-	5,177	5,177	9,827
Income from charitable activities	3	96,950	116,221	213,171	177,769
Income from other trading activities	5	-	15,979	15,979	14,961
Other income	6	-	3,864	3,864	279
Total		96,950	141,241	238,191	202,836
Expenditure on					
Raising funds	7	10,096	96,370	106,466	81,616
Charitable activities	8	65,871	75,963	141,834	91,793
Total		75,967	172,333	248,300	173,409
(Loss)/profit		20,983	(31,092)	(10,109)	29,427
Net movement in funds		20,983	(31,092)	(10,109)	29,427
Reconciliation of funds:	17 - 18				
Total funds brought forward		175,639	154,862	330,501	301,074
Transfers		25,373	(25,373)	-	-
Net movement		20,983	(31,092)	(10,109)	29,427
Total funds carried forward		221,995	98,397	320,392	330,501

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

All of the charity's activities derived from continuing operations during the above two financial periods.

The notes on pages 16 to 30 form part of these financial statements.

Balance sheet

As at 31 December 2019

	Notes	2019 £	2019 £	2018 £	2018 £
Fixed assets	13		177,982		173,687
Current assets					
Stock	14	8,592		8,308	
Debtors	15	12,401		9,228	
Cash at bank and in hand		150,163		149,153	
		<u>171,156</u>		<u>166,689</u>	
Creditors: amounts falling due within one year	16	(28,746)		(9,875)	
Net current assets			<u>142,410</u>		<u>156,814</u>
Net assets	19		<u>320,392</u>		<u>330,501</u>
Charity Funds					
Unrestricted funds	17		98,397		175,639
Restricted funds	18		<u>221,995</u>		<u>154,862</u>
Total funds			<u>320,392</u>		<u>330,501</u>

Balance sheet (continued)

As at 31 December 2019

The company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31 December 2019.

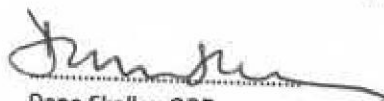
The members have not required the company to obtain an audit of its financial statements for the year ended 31 December 2019 in accordance with Section 476 of the Companies Act 2006.

The trustees acknowledge their responsibilities for

- a) ensuring the company keeps accounting records which comply with Section 386 and 387 of the Companies Act 2006 and;
- b) preparing financial statements which give a true and fair view of the state of affairs of the company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Section 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the company.

The financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small entities.

The financial statements were approved by the trustees and signed on their behalf by:



Dana Skelley OBE
Chair of the board of trustees

Date: 28/10/2020

The notes on pages 16 to 30 form part of these financial statements.

Notes to the financial statements

For the year ended 31 December 2019

1. General information

The Brunel Museum ("the charity") is a company limited by guarantee. It operates in accordance with the Memorandum and Articles of Association adopted on 4 March 2017. If the charity is wound up, the members have no liability to contribute to its assets and no personal responsibility for settling its debts and liabilities. Its registered office and principal place of business is Brunel Engine House, Railway Avenue, London, SE16 4LF. The charity registration number is 1003287 and the company number is 2488877. The charity is incorporated in England and Wales.

2. Principal accounting policies

2.1 Basis of preparation

These accounts have been prepared for the year ended 31 December 2019.

The accounts have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant accounting policies below or in the notes to these accounts.

The accounts have been prepared in accordance with "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the financial reporting standard applicable in the United Kingdom and Republic of Ireland (FRS 102) (Charities SORP (FRS 102)", 'The financial reporting standard applicable in the UK and Republic of Ireland ('FRS' 102)' and the Charities Act 2011.

The charity constitutes as public benefit entity as defined by FRS 102.

The accounts are presented in sterling and are rounded to the nearest pound.

2.2 Critical accounting estimates and areas of judgement

There are currently no significant judgements and estimates made by the trustees in the preparation of the accounts.

2.3 Assessment of going concern

The trustees have assessed whether the use of the going concern assumption is appropriate in preparing these accounts. The trustees have made this assessment in respect to a period of one year from the date of approval of these accounts.

The trustees of the charity have concluded that there are no material uncertainties related to events or conditions that may cast significant doubt on the ability of the charity to continue as a going concern. The trustees are of the opinion that the charity will have sufficient resources to meet its liabilities as they fall due.

However, the coronavirus pandemic is an inherent material uncertainty regarding the company's ability to continue as a going concern because it is not possible to predict the outcome of this unprecedented event. The trustees are implementing contingency plans to mitigate any negative effects and therefore do not believe that the effect of the coronavirus will be significant. The financial statements have therefore been prepared on the going concern basis.

Notes to the financial statements

For the year ended 31 December 2019

2. Accounting policies (continued)

2.4 Cash flow statement

The accounts do not include a cash flow statement because the charity, as a small reporting entity, is exempt from the requirement to produce such a statement under Accounting and Reporting by charities Statement of Recommended Practice (Charities SORP (FRS 102)).

2.5 Income recognition

All incoming resources are included in the Statement of Financial Activities when the charity is entitled to the income and the amount can be quantified with reasonable accuracy.

The following specific policies are applied to particular categories of income:

- Voluntary income including core grants, membership, donations and gifts is included in full in the Statement of Financial Activities when receivable.
- Activities for generating funds includes income received from sale of goods in the shop.
- Incoming resources from charitable activities includes income from performance fees and project grants. Grant income included in this category is recognised where there is entitlement, certainty of receipt and the amount can be measured with sufficient reliability. Grants, where entitlement is not conditional on the delivery of a specific performance by the charity, are recognised when the charity becomes unconditionally entitled to the grant.
- Income received from tours and admissions are recognised in full in the Statement of Financial Activities under Income received from Charitable activity.
- Investment income is included when receivable.

Grants received for specific purposes are treated as restricted funds. Income is deferred when performance fees or grants are received in advance of the performance or event to which they relate.

2.6 Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to make a payment to a third party, it is probable that a transfer of economic benefit will be required in settlement and the amount of the obligation can be measured reliably.

Expenditure is included in the accounts on an accruals basis and included attributable VAT which cannot be recovered.

Expenditure is allocated to the particular activity on a direct basis or by allocation based on the level of direct expenditure relating to that activity.

Expenditure comprises the following:

a. The costs of charitable activities comprise expenditure related to the charity's primary charitable purposes. Such costs include:

- Grants and donations
- Related administration costs

Notes to the financial statements

For the year ended 31 December 2019

2. Accounting policies (continued)

b. The cost of raising funds comprises expenditure related to the charity's expenses in relation to raising funds for the charity. Such costs include:

- Direct costs
- Related support costs

c. Support costs are the costs associated with the governance arrangements of the charity and the general running of the charity. Included within this category are costs associated with the strategic as opposed to day-to-day management of the charity's activities. Support costs are allocated on the basis of time spent of these activities.

2.7 Tangible fixed assets

The trustees have determined that the additional benefit to members and other users of these accounts of researching the historic cost or of obtaining values for items in the Collection at 1 January 2001 does not justify the costs of such an exercise. Accordingly items in the Collection are carried at nil cost unless they have been purchased by the charity since 1 January 2001.

Costs incurred in acquiring items for the collection are written off to the Statement of Financial Activities in the year of acquisition.

Other tangible assets are stated at cost. Depreciation is provided on tangible assets to write down their value over their estimated useful life. The following rates have been applied:

Collection	No depreciation
Fixtures and fittings	10% - 20% straight line
Office equipment	25% straight line
Brunel drawings	No depreciation

2.8 Stock

Stock is held at the lower of cost and net realisable value. Remaining stocks of the publication "The Brunel's Tunnel", sponsored by the Heritage Lottery Fund and a number of other organisations, are carried in the accounts without value.

2.9 Debtors

Debtors are recognised at their settlement amount, less any provisions for non-recoverability.

Prepayment are valued at the amount prepaid. They have been discounted to the present value of the future cash receipt where such discounting is material.

2.10 Cash at bank and in hand

Cash at bank and in hand represents such accounts and instruments that are available on demand or have a maturity of less than three months from the date of acquisitions.

Notes to the financial statements

For the year ended 31 December 2019

2. Accounting policies (continued)

2.11 Creditors and provisions

Creditors and provisions are recognised when there is an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Creditors and provisions are recognised at the amount the charity anticipates it will pay to settle the debt. They have been discounted to the present value of the future cash payment where such discounting is material.

2.12 Financial instruments

The charity only enters into basic financial instrument transactions that result in the recognition of financial assets and liabilities like trade and other debtors and creditors.

2.13 Pensions

Defined contribution pension plan

The company operates a defined contribution plan for its employees. A defined contribution plan is a pension plan under which the company pays fixed contributions into a separate entity. Once the contributions have been paid the company has no further payment obligations.

The contributions are recognised as an expense in the Statement of income and retained earnings when they fall due. Amounts not paid are shown in accruals as a liability in the Statement of financial position. The assets of the plan are held separately from the company in independently administered funds.

2.14 Taxation

The Brunel Museum is a registered charity and therefore is not liable to income tax or corporation tax on income derived from its charitable activities, as it falls within the various exemptions available to registered charities.

2.15 Fund accounting

Restricted funds – these are funds that can only be used for specific restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Designated funds – these are funds set aside by the trustees out of unrestricted general funds for specific future purposes or projects.

Unrestricted general funds – these are funds which can be used in accordance with the charitable objects at the discretion of the trustees.

Notes to the financial statements

For the year ended 31 December 2019

3. Income from charitable activities

	Restricted funds	Unrestricted funds	Total
	2019	2019	2019
	£	£	£
Admissions	-	25,064	25,064
Group visits	-	42,830	42,830
Other	-	48,327	48,327
Project income (note 4)	96,950		96,950
	<u>96,950</u>	<u>116,221</u>	<u>213,171</u>

Income from charitable activities (prior year)

	Restricted funds	Unrestricted funds	Total
	2018	2018	2018
	£	£	£
Admissions	-	22,175	22,175
Group visits	-	54,391	54,391
Other	-	86,280	86,280
Project income (note 4)	14,923	-	14,923
	<u>14,923</u>	<u>162,846</u>	<u>177,769</u>

4. Project income

	Restricted funds	Total
	2019	2019
	£	£
Playscheme grants	2,500	2,500
Education grants income	1,000	1,000
Conservation of acquisitions	7,450	7,450
Summer Party income	3,000	3,000
Chains Photo income	35,000	35,000
Museum Reinvented income	35,000	35,000
Film income	5,000	5,000
Cleaner Greener grant	-	-
Bonham's acquisitions income	-	-
Mobile film facility	8,000	8,000
	<u>96,950</u>	<u>96,950</u>

Notes to the financial statements

For the year ended 31 December 2019

Project income (prior year)

	Restricted funds 2018 £	Total 2018 £
Playscheme grants	2,500	2,500
Education grants income	1,000	1,000
Conservation of acquisitions	2,500	2,500
Cleaner Greener grant	4,850	4,850
Bonham's acquisitions income	4,073	4,073
	<u>14,923</u>	<u>14,923</u>

5. Income from Other trading activities

	Restricted funds 2019 £	Unrestricted funds 2019 £	Total 2019 £
Shop sales	-	15,375	15,375
Cafe	-	390	390
Rights	-	214	214
	<u>-</u>	<u>15,979</u>	<u>15,979</u>

Income from Other trading activities (prior year)

	Restricted funds 2018 £	Unrestricted funds 2018 £	Total 2018 £
Shop sales	-	13,173	13,173
Cafe	-	608	608
Rights	-	300	300
Event income	-	880	880
	<u>-</u>	<u>14,961</u>	<u>14,961</u>

6. Other income

	Restricted funds 2019 £	Unrestricted funds 2019 £	Total 2019 £
Interest receivable	-	342	342
Sundry income	-	3,522	3,522
	<u>-</u>	<u>3,864</u>	<u>3,864</u>

Notes to the financial statements

For the year ended 31 December 2019

Other income (prior year)

	Restricted funds	Unrestricted funds	Total
	2018	2018	2018
	£	£	£
Interest receivable	-	279	279
Sundry income	-	-	-
	<u>-</u>	<u>279</u>	<u>579</u>

7. Raising funds

	Restricted 2019	Unrestricted 2019	Total 2019
	£	£	£
Allocated support costs (note 9)	10,096	60,301	70,397
Shop purchases	-	9,847	9,847
Workshop & events costs	-	9,403	9,403
Tour costs	-	16,819	16,819
Total	<u>10,096</u>	<u>96,370</u>	<u>106,466</u>

Raising funds (prior year)

	Restricted 2018	Unrestricted 2018	Total 2018
	£	£	£
Allocated support costs (note 9)	-	57,420	57,420
Shop purchases	-	4,578	4,578
Workshop & events costs	-	2,101	2,101
Tour costs	-	17,517	17,517
Total	<u>-</u>	<u>81,616</u>	<u>81,616</u>

Notes to the financial statements

For the year ended 31 December 2019

3. Charitable activities

	Restricted funds	Unrestricted funds	Total funds
	2019 £	2019 £	2019 £
Project expenditure (note 10)	65,871	-	65,871
Support costs:			
Allocated support costs (note 9)	-	60,301	60,301
	<u>65,871</u>	<u>60,301</u>	<u>126,172</u>
Governance costs			
Accountancy costs	-	14,402	14,402
Independent examination costs	-	1,260	1,260
Total charitable activities	<u>65,871</u>	<u>75,963</u>	<u>141,835</u>

Charitable activities (prior year)

	Restricted funds	Unrestricted funds	Total funds
	2018 £	2018 £	2018 £
Project expenditure (note 10)	4,325	-	4,325
Support costs:			
Allocated support costs (note 9)	-	77,418	77,418
	<u>4,325</u>	<u>77,418</u>	<u>81,743</u>
Governance costs			
Accountancy costs	-	8,730	8,730
Independent examination costs	-	1,320	1,320
Total charitable activities	<u>4,325</u>	<u>87,468</u>	<u>91,793</u>

Notes to the financial statements

For the year ended 31 December 2019

9. Support costs

	Raising funds (note 7)	Charitable activities (note 8)	Total funds
	2019	2019	2019
	£	£	£
Staff costs (note 12)	41,435	41,435	82,870
Subcontractor cost	5,555	5,555	11,110
Consultancy	11,311	1,215	12,526
General office expenses	4,118	4,118	8,236
PR and marketing	621	621	1,242
Volunteering expenses	96	96	192
Insurance	1,660	1,660	3,320
Repair and maintenance	2,612	2,612	5,224
Printing and stationary	335	335	670
Subscriptions	70	70	140
Travel costs	81	81	162
Bank charges	118	118	236
Sundry expenses	623	623	1,246
Depreciation	1,762	1,762	3,524
	70,397	60,301	130,698

Support costs (prior year)

	Raising funds (note 7)	Charitable activities (note 8)	Total funds
	2018	2018	2018
	£	£	£
Staff costs (note 12)	47,556	47,556	95,112
Consultancy	2,191	22,189	24,380
General office expenses	4,366	4,366	8,732
PR and marketing	33	33	66
Volunteering expenses	20	19	39
Insurance	1,229	1,229	2,458
Repair and maintenance	1,159	1,159	2,318
Printing and stationary	24	24	48
Travel costs	29	29	58
Bank charges	150	150	300
Sundry expenses	26	26	52
Depreciation	636	636	1,272
	57,421	77,418	134,838

Notes to the financial statements

For the year ended 31 December 2019

10. Project expenditure

	Charitable activities (note 8)	Total	Total
	2019	2019	2018
	£	£	£
Playscheme costs	2,286	2,286	2,500
Environmental Improvements	440	440	684
Tree & garden expenditure	235	235	-
Brunel Drawings/Conservation	6,006	6,006	-
Summer Party	5,882	5,882	-
Chains Photo Purchase	40,000	40,000	-
Film costs	11,022	11,022	-
Cleaner Greener	-	-	249
Brunel Drawings/Conservation	-	-	892
	<u>65,871</u>	<u>65,871</u>	<u>4,325</u>

11. Trustees' remuneration

During the year ended 31 December 2019 expenses totalling £1,620 was repaid to three trustees (2018: £462 to one trustee). Expenses reimbursed related to marketing and postage expenses (2018: consultancy).

12. Staff costs

	2019	2018
	£	£
Wages and salaries	74,153	84,440
Social security costs	5,064	6,346
Other pension costs	3,653	4,325
	<u>82,870</u>	<u>95,111</u>

The average monthly number of employees during the year was 2 (2018: 2).

No employees received emoluments in excess of £60,000.

Notes to the financial statements

For the year ended 31 December 2019

13. Tangible fixed assets

	Collection	Fixture and fittings	Equipment	Museum staging & equipment	Total
Cost					
At 1 January 2019	171,711	20,635	3,984	9,586	205,916
Additions	-	-	7,820	-	7,820
At 31 December 2019	171,711	20,635	11,804	9,586	213,736
Depreciation					
At 1 January 2019	4,583	14,686	3,374	9,586	32,229
Charge for the year	-	595	2,930	-	3,525
At 31 December 2019	4,583	15,281	6,304	9,586	35,754
Net book value					
At 31 December 2019	167,128	5,354	5,500	-	177,982
At 31 December 2018	167,128	5,949	610	-	173,687

14. Stock

	2019 £	2018 £
Publications & goods for resale	8,592	8,308
	<u>8,592</u>	<u>8,308</u>

15. Debtors

	2019 £	2018 £
Trade debtors	11,500	-
Other debtors	901	9,228
	<u>12,401</u>	<u>9,228</u>

16. Creditors: amounts falling due within one year

	2019 £	2018 £
Trade creditors	17,189	2,828
Other social security taxes	904	1,965
Accruals	10,653	5,082
	<u>28,746</u>	<u>9,875</u>

Notes to the financial statements

For the year ended 31 December 2019

17. Unrestricted fund analysis

	As at 1 January 2019	Income	Expenditure	Transfers	As at 31 December 2019
Continuation fund	60,000	-	-	(26,500)	33,500
Partnership funding	-	-	-	49,000	49,000
Acquisition fund	20,000	-	-	(20,000)	-
Closure fund	-	-	-	3,000	3,000
Other unrestricted fund					
General fund	74,862	141,241	(172,334)	(30,873)	12,897
Total unrestricted	154,862	141,241	(172,334)	(25,373)	98,397

During the year there was a transfer of £25,373 (2018: £nil) from Unrestricted to Restricted Funds.

£2,500 (2018: £nil) was transferred from the General fund to Partnership funding.

£3,000 (2018: £nil) was also transferred from the General fund to the Closure fund.

Unrestricted fund analysis (prior year)

	As at 1 January 2018	Income	Expenditure	Transfers	As at 31 December 2018
Continuation fund	60,000	-	-	-	60,000
Acquisition fund	20,000	-	-	-	20,000
Other unrestricted fund					
General fund	56,033	187,913	(169,084)	-	74,862
Total unrestricted	136,033	187,913	(169,084)	-	154,862

Notes to the financial statements

For the year ended 31 December 2019

18. Restricted fund analysis

		As at 1 January 2019	Income	Expenditure	Transfers	As at 31 December 2019
Brunel drawings fund	a	160,000	-	-	-	160,000
Brunel photograph fund	b	4,073	-	-	-	4,073
Project grants		11,566	96,950	(75,967)	25,373	57,922
Total restricted		175,639	96,950	(75,967)	25,373	221,995

- a) This fund represents the grant income which was used to purchase a collection of Brunel drawings. At present the items included in the Brunel Drawings Fund are currently being held on behalf of the Museum until the necessary arrangements can be made for their display.
- b) Income for this fund was derived from grants received for the purpose of acquiring a photograph of I K Brunel at the launch of the SS Great Eastern.

Restricted fund analysis (prior year)

		As at 1 January 2018	Income	Expenditure	Transfers	As at 31 December 2018
Brunel drawings fund		160,000	-	-	-	160,000
Brunel photograph fund		-	4,073	-	-	4,073
Project grants		5,041	10,850	(4,325)	-	11,566
Total restricted		165,041	14,923	(4,325)	-	175,639

Notes to the financial statements

For the year ended 31 December 2019

19. Allocation of net assets between funds

The allocation of net assets between funds as at 31 December 2019 are represented by:

	Restricted funds 2019	Unrestricted funds 2019	Total funds 2019
	£	£	£
Tangible fixed assets	164,073	13,909	177,982
Current assets	57,922	113,234	171,156
Current liabilities	-	(28,746)	(28,746)
Total net assets	<u>221,995</u>	<u>98,397</u>	<u>320,392</u>

Allocation of net assets between funds (prior year)

The allocation of net assets between funds as at 31 December 2018 are represented by:

	Restricted funds 2018	Unrestricted funds 2018	Total funds 2018
	£	£	£
Tangible fixed assets	164,073	9,614	173,687
Current assets	11,566	155,123	166,689
Current liabilities	-	(9,875)	(9,875)
Total net assets	<u>175,639</u>	<u>154,862</u>	<u>330,501</u>

20. Pension commitments

The charity operates a defined contributions pension scheme. The assets of the scheme are held separately from those of the company in an independently administered fund. The pension cost charge represents contributions paid by the company from unrestricted funds to the pension fund and amounted to £3,653 (2018: £4,325). Contributions totalling £904 (2018: £nil) were payable from unrestricted funds to the pension fund at the reporting date.

21. Related party transactions

During the year ended 31 December 2019, the charity paid an employee's family member (R Hulse) £1,960 (2018: £3,920) for consultancy services.

22. Control

The charity is considered to have no single controlling party.

Notes to the financial statements

For the year ended 31 December 2019

23. Comparative statement of financial activities

	Notes	Restricted funds 2018	Unrestricted funds 2018	Total 2018
		£	£	£
Income from:				
Donations		-	9,827	9,827
Income from charitable activities	5	14,923	162,846	177,769
Income from other trading activities	5	-	14,961	14,961
Other income	6	-	279	279
Total		14,923	187,913	202,836
Expenditure on:				
Raising funds	7	-	81,616	81,616
Charitable activities	8	4,325	87,468	91,793
Total		4,325	169,084	173,409
Profit/(loss) for the year		10,598	18,829	29,427
Net movement in funds		10,598	18,829	29,427
Reconciliation of funds:	17 - 18			
Total funds brought forward		165,041	136,033	301,074
Transfers		-	-	-
Net movement		10,598	18,829	29,427
Total funds carried forward		175,639	154,862	330,501