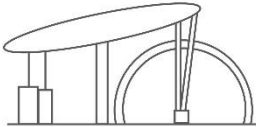


**Annual Report for the period
From 1st April 2020 to 31st March 2021**



Charity Name: Markfield Beam Engine and Museum

Charity Registration No: 290486

Company Registration No: 1850235 (ceased on transition to CIO status 2021)

Charitable Company address: Markfield Beam Engine and Museum
Markfield Park
Markfield Road
South Tottenham
London N15 4RB

1 Objectives and Activities

- 1.1 Under its Memorandum & Articles of Association, “The object of the Trust is to advance the education of the public in science, engineering technology and engineering history, by the provision of a museum.”
- 1.2 The main activities in relation to this purpose are to:
 - promote and preserve the Victorian Beam Engine & Museum on the site of the former Tottenham & Wood Green Sewage Works.
 - acquire exhibits, carry out restoration and research for display and education, and carry out improvement and development of the Museum.
 - provide educational and lecturing facilities and museum tours.
- 1.3 The Trust recognises its responsibilities under Charity Commission guidance to carry out its activities solely for public benefit.

- 1.4 The Museum premises are held by the Trust on a Lease from Haringey Council.
- 1.5 Contribution made by volunteers:

The Museum is run exclusively by Volunteers with no paid staff. All Trustees also operate as Volunteers. It is estimated that Volunteer time in managing, maintaining and operating the Beam Engine & Museum exceeds 2,000 hours/annum in a ‘normal’ year. However, the year covered by this report has been impacted as most Museums, by the Coronavirus pandemic. Nevertheless, there has still been significant Volunteer input in background maintenance and development activities.

2 Achievements and Performance

- 2.1 For the year 2020-21, the Museum was unable to follow its established pattern of opening to the public because of the Government’s pandemic lockdown restrictions. The Museum remained closed throughout the year, with the exception of a few open days between lockdown periods in September and October. The Museum operated on these occasions with limiting COVID precautions in place to ensure the health and safety of Volunteers and the public. Feedback from a more limited number of local visitors was positive and the arrangements were appreciated. The Trustees considered it impractical under the circumstances to hold any Steam Days.

2.2 Coincidentally, it became impossible to operate the beam engine for a substantial period. A case of arson to the rear of the adjoining Markfield Project premises in May, caused collateral damage to the Museum's fuel supply pipework. The Museum's engineering Volunteers were subsequently able to carry out the necessary repair work, supported by insurance cover from Haringey Council.

2.3 The Museum team took the opportunity of the lockdown 'downtime' to complete significant LB Haringey grant-funded in-house upgrading work to its heritage displays, lighting and purpose-made reception and shop furniture. This work has considerably improved what we are able to offer for public benefit. It has also been able to conduct some engineering induction training for a number of Volunteers, as we look to extend the skills we need to operate the Beam Engine for the public..

2.4 The Trust, through its new Visitor Services Trustee, has continued to explore ways of promoting and publicising the Museum, including on-line, website review and via social media.

2.5 The Trust successfully completed its AIM grant-funded Governance review project (see below); and also its support and collaboration with the LB Haringey grant-funded Friends of Markfield Park project, designed to promote the community and heritage value of the surrounding site.

2.6 The Trust has initiated discussions with Haringey Council officers and the local Friends of Markfield Park group, about the development of a possible Heritage Trail (and the potential to achieve formal heritage recognition) for the surrounding original Victorian Sewage Works Site, which is directly associated with the Grade II listed Museum building and Beam Engine

3 Financial Review

3.1 The Trust's financial position for the year 2020-21, is set out in the accompanying Annual Accounts Statement.

3.2 The Trust has appointed Hedley Dunk Chartered Accountants as their Independent Examiner for its accounts.

3.3 Due to the unfortunate deteriorating health of our Treasurer during the course of the year, it was necessary for the Trustees to appoint a new Treasurer to take over the accounts at the end of the financial year. This coincided with the imminent transition of the Trust to become a CIO (see below), with the formal appointment of the new Treasurer taking place once the transition was complete.

3.4 In consequence of this post changeover, the transition to a CIO, the outcomes of its governance review, and planned future development, it was recognised that a number of incongruities existed with our banking arrangements, which the Trust needed to address. This was largely due to the Trust historically not having access to on-line banking payment facilities with its Barclays account. Until this time over recent years, the Treasurer had paid a number of invoiced items using his own personal account. Reimbursement had then subsequently been claimed, with Trust sanction – often with a number of paid-for items being grouped together. This was recognised as not good practice, and has been addressed in MBEAM's Financial Policy May 20.

3.5 The opportunity was taken to update our banking arrangements with Barclays over the final period of this financial year – and into the next. This included updating the account's

Trustee authentication, and instituting on-line facilities. To ensure that the internal accounts transition was itself authenticated, we carried out an internal review of the 20-21 account period. This checked reconciliation between the Trust's Barclays Account transaction records, internal accounts spreadsheets and the consequent Trust Annual Accounts. The Board believe that the current Annual Accounts are a true and fair record of its finances at year end.

3.6 A new updated and improved internal accounting format is being adopted for future accounting years.

3.7 The Trust's 'normal' principal sources of income come from visitor donations, one-off donations, hire of premises, sales, and Gift Aid. Grants for particular projects have also assisted developments.

3.8 The Trust's principal outgoings are attributable to maintaining, fuelling and insuring the beam engine; rates, power, public liability insurance, administration and the cost of printing and items for sale.

3.9 The Trust had recognised over recent years, increasing difficulty in operating the Museum in a difficult economic climate. The essential costs of maintenance, fuel to operate the engine, insurance and rates had all increased, whilst income and visitor numbers had remained static. This meant that the Trust was only just maintaining its operations, with a gradually reducing balance.

3.10 As noted above, the pandemic lockdown impacted on the ability of the Trust to generate 'normal' income, resulting in a substantially reduction.

3.11 However, the Trust was able to benefit from the pandemic Rates 'holiday' and reduced fuel usage because of the inability to operate the Beam Engine, which limited the shortfall. Other outgoings were maintained, but with some reductions.

3.12 The Trust was also grateful to receive the Government's Retail, Hospitality and Leisure Grant during the year. This together, with a legacy donation, and a film hire, enabled the Trust to initially allocate coverage towards immediate operational and short-term needs, and compensate for the shortfall in income. It has also, for the first time, enabled the Trust to put in place plans to establish a reserve fund (in the next Financial Year), to cover any future unforeseen crises, and to be set aside for the future conservation of the beam engine and contribution to the long-term capital development plans in our Business Plan. The adverse impacts of the COVID pandemic continue, at least, into the next Financial Year. Consequently, the Trustees will be prudent in managing any surplus in our current account to allocate funds to cover expenditure against any continuing shortfall in donation income, re-invest in improvements to enhance the visitor offer, or transfer to reserve funding set aside for the planned long-term capital development noted above.

3.13 The Trust submitted a number of grant bids for work to improve Museum visitor attraction, operations and income generation – unfortunately all unsuccessful in what has proved to be a heavily oversubscribed marketplace.

3.14 Trustees have continued to identify and explore a number of avenues to increase income, such as: more extensive and targeted publicity to increase footfall; more frequent opening (with more steam days); improved attractions to increase interest; developing sales; hiring out the premises etc.. See also below, the wider governance review measures initiated to substantiate the Trust's well-being and plan for future development.

4 Structure, Governance and Management

<p>4.1 The Trust was established as a Charity and a Company Limited by Guarantee and not having a share capital. It's founding Memorandum and Articles of Association were instituted in September 1984.</p> <p>4.2 However, as part of its governance review project (see below), the Trust reviewed its (1984) Constitution, and proposed to change to become a Charitable Incorporated Organisation (CIO), to provide a more straightforward way of governing the Museum in the future. A proposal to this effect was approved by the Trust's Members at its AGM in August 2020 and subsequently submitted to the Charity Commission. Their approval for this was expected imminently within the first month of the next Financial Year.</p>
<p>4.3 The organisation is managed by the Board of Trustees under the Trust Chair, via quarterly Board meetings, reporting and on-line communications – which are also used as a means of communicating with Volunteers. Individual Trustees have allocated responsibilities to oversee particular areas of Trust activity.</p> <p>4.4 Going forward, the Trust is following the procedural stipulations set out in its adopted Charity Commission CIO Foundation Model constitution. Trustees are appointed for a 3-year term, with rotating retirement pattern.</p> <p>4.5 Work has continued to set up on-line data and recording systems for management and operational information and maintenance schedules.</p>
<p>4.6 The Trust has maintained a skills audit of its Volunteers and continues to explore recruitment of more volunteers and develop in-house training – notably to supplement engineering skills to maintain and operate the beam engine. The need for additional expertise in certain areas is seen as of increasing importance – and initiatives to recruit for these areas have been undertaken.</p> <p>4.7 A new Treasurer for the Trust, Ms Sophie Morley, has been provisionally appointed with a view to formally becoming a Trustee once our new CIO status has been confirmed.</p>
<p>4.8 The Trust's volunteers continue to carry out responsibilities for maintaining the Museum premises in conjunction with Haringey Council as Landlord. Volunteers also carry out regular maintenance to the beam engine and its supporting infrastructure.</p>
<p>4.9 The Museum is a Member (3835) of the Association of Independent Museums, and, as such, is able to benefit from support and guidance provided by that organisation. The Trust is a Member of the Lee Valley Heritage Alliance, and along with other member heritage sites, has continued to support and promote the wider industrial legacy of the area to the public. The Museum has also registered with the Industrial Heritage Network (London).</p>
<p>Forward Planning:</p> <p>4.10 The Trust has been operating the Museum broadly in its current format since 2009. However, there has been an awareness that the Museum's heritage potential (as the site of one of the earliest original local Victorian sewage treatment works) is not fully exploited for public benefit.</p> <p>4.11 Development is limited by footfall / income, the engineering running costs, location, the premises footprint and the availability and expertise of a volunteer-only based operation.</p>

4.12 Consequently, the Trust has over the last 5 years, explored how the development and sustainability of the Museum might be achieved.

4.13 Our Vision and Strategic Aim:

“To develop, complete the restoration and promote, the original Markfield Sewage Treatment Works site, its beam engine and premises and displays, as a unique part of Tottenham and wider engineering and public health heritage.”

4.14 In 2018 the Trust applied obtained, a grant under the Association of Independent Museums Hallmarks Award programme, to facilitate a consultant supported project to: ‘Achieving the organisation’s sustainable potential for planned future development of our unique Museum, through completing governance, legal and business planning re-structuring’. The Read Consultancy was been appointed in March 2019 to work with the Trust in carrying out this work during 2020-1. The Review project was completed and a Final Report submitted to AIM in February 2021.

4.15 As a result of the Governance Project, the Trust has completed and implemented the following:

- An Organisational Structure, setting out the management of the Trust Board with Trustees having allocated responsibilities under 7 areas of activity.
- A Business Plan, setting out our short, medium and long-term Vision & Strategy (and has already had an interim review to account for the impact of the pandemic lockdown), and incorporates:
 - Action & Resource Plan
 - Risk Management Plan
 - Marketing Strategy
 - Income Generation Strategy
 - Financial Policy sets out financial procedures and Reserves Policy.
- Information Policy setting out procedures for managing and maintaining information, managing personal information, and for managing heritage information in readiness for further development of procedures for later achievement of Accreditation.
- On-line document management facility which mirrors our Organisational Structure.
- Personnel Policy setting out procedures for managing Volunteers – roles, recruitment, induction, training, conduct, problem solving etc..
- Safeguarding Policy setting out procedures for managing children and adults at risk.
- Code of Conduct for Board Members which sets out expectations for their involvement in the management and operations of the Charity.

4.16 Additionally it is anticipated that the Trust will subsequently achieve:

- a new 25 year Lease with Haringey Council for the Museum premises, based on Heads of Terms that have been agreed.
- transition from our current Charitable Company to Charitable Incorporated Organisation status with the Charity Commission.

4.17 The impact of the outcomes of the Project are only likely to be realised over time in relation to the aims and objectives in our Business Plan. The project has provided the assurance, impetus and means to believe that the Trust can take forward sustainable plans for the development and management of the Museum into the future.

4.18 The Trust has been confirmed by the Arts Council as formally “Working towards Accreditation”. This initiative will be developed over the next 2 years.

Administrative details

Corporate Trustees – names of the Trustees during the period covered by this Report.	
Trustee name	Position
Mr David Cracknell	Trust Chair
Mr Kenneth Brereton	Trust Treasurer
Mr Alan Elliott	
Ms Emma Felber	
Mr Andrew Lewis	
Mr Ian McLaughlin	
Mr Abdullah Seba	
Ms Emma Stell	

Mr Peter Clarke	Company Secretary
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During the year, 1 new Trustee Ms Emma Stell was appointed.

Sincere thanks to all Trustees and Volunteers who have given their time and talents so enthusiastically to support the work of the Museum.

For the year ending 31st March 2021, the Trust was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

However, since at the time of the preparation of this report, the Trust has transitioned to become a Charitable Incorporated Organisation, it has, in any case, now ceased to be a company and has been removed by Companies House from its registration.

Under the provisions of the Charities Act 2011, the Trust is required to send to the Commission within 10 months of its financial year end date, an annual return, trustee annual report and accounts. Under Charity Commission Guidance CC15c, Charities with a gross income of over £25,000 but not exceeding £250,000 in the relevant financial year are required to have their accounts Independently Examined. This is the case for the Trust for the 2020-21 financial year.

The Trustees acknowledge their responsibilities for complying with the requirements of the Charity Act with respect to accounting records and the preparation of annual accounts and reports.

Signed on behalf of the Charity’s Trustees

Signature(s)		
Name(s)		
Position		
Date		

Markfield Beam Engine and Museum

Charity Commission No 290486

Annual Accounts for 2020-2021

Period ended 31 March 2021

Balance Sheet

	As at 31 March 2021	As at 31 March 2020
Current Assets	£	£
Stocks	-	410
Cash at Bank	34,889	7,269
Other receivables	38	-
Total	34,927	7,679
Current Liabilities		
Accruals	1,699	1,320
Total	1,699	1,320
Net Assets	33,228	6,359
Funds		
Revaluation Reserve	-	410
General Funds	5,949	10,210
Profit (Loss)	27,279	(4,261)
Total Funds	33,228	6,359

Income and Expenditure Account 2020-2021

	As at 31 March 2021		As at 31 March 2021
Income	£	Expenditure	£
Visitor Donations	252	Rates	-
Other Donations	2,675	Electricity	893
Sales	-	Fuel Oil	-
Gift Aid	2,445	Administration	171
Outreach Activities	750	Engineering	556
Project Income	1,000	Shop	-
Other Income	25,788	Marketing	122
		Public Liability Insurance	504
		Boiler Insurance	158
		Boiler Inspection	850
		AIM Project	-
		FOMP Project	760
		WD 181094 Project	1,347
		Independent Examination Fee	270
Total Income	32,910	Total Expenditure	5,631
Profit (Loss)	27,279		

Notes

Company is limited by guarantee and consequently does not have share capital. For the year ending 31st March 2019, the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

The members have not required the company to obtain an audit of its accounts for the year in question in accordance with section 476.

The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

The accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

Signed on behalf of the Board

Signature	
Name	David Cracknell
Position	Trust Chair
Date	17 th January 2022