

# KEMPTON GREAT ENGINES TRUST LIMITED

England & Wales · Charity number 1048936

## Details

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Other names	KEMPTON ENGINES TRUST LIMITED, KEMPTON GREAT ENGINES, Kempton Steam Museum
Status	Registered
Legal form	Charitable company
Company number	<a href="#">03094226</a>
Registered	1995-08-31
Register	<a href="#">View on the Charity Commission register</a>

## Contact

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Address	Kempton Steam Museum Kempton Park Water Treatment Works Snakey Lane Feltham TW13 6XH
Phone	01568 720571
Email	<a href="mailto:companysecretary@kemptonsteam.org">companysecretary@kemptonsteam.org</a>
Website	<a href="http://kemptonsteam.org">kemptonsteam.org</a>

## Activities

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**Objects:** The Objects of the Charity are for the public benefit: To promote, encourage, improve and advance the education of all about past, present and future importance of conserving and sustaining clean public water supplies by: (1) The collection, preservation, safeguarding, interpretation and display of equipment, objects and artefacts of whatsoever nature relating to, but not exclusively, the story of the Kempton Park site and its role in the supply of safe clean water to large areas of London; and (2) The operation of a museum at Kempton Park pumping station based on the appropriate sector standards which provides the public the opportunity to see the original steam engines working in their original setting alongside examples of evolving turbine technology; and (3) A wider understanding and appreciation of the importance of the industrial revolution in the social and economic development of Great Britain, including coal power, electricity generation, railways and civil engineering.

**Activities:** Provision of Museum based upon Kempton Pumping Station, Snakey Lane, Hanworth, Middlesex TW136XH

## Classification

- **How:** Provides Buildings/facilities/open Space
- **What:** Education/training, Environment/conservation/heritage
- **Who:** The General Public/mankind

## Geography

- Surrey
- Throughout London

## Finances

Period end	Income	Expenditure	Assets	Employees
2025-12-31	£153,937	£77,022	-	-
2024-12-31	£108,713	£91,042	-	-
2023-12-31	£111,045	£90,437	-	-
2022-12-31	£68,520	£71,457	-	-
2021-12-31	£62,173	£56,300	-	-

## Trustees

Name	Role	Appointed
Abdullah Seba		2023-01-24
Martin Christopher Wicks		2021-07-13
Matthew George Edwin Guenigault		2025-04-01
Oliver Azubuike Enwonwu		2026-05-29
Richard Albanese		2022-12-06
Stephen Brian Hewes		2024-06-03
Stephen William Fielding		2022-06-14
Valerie Mills		2024-02-13

**KEMPTON GREAT ENGINES TRUST LIMITED**

England & Wales - Charity number 1048936

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# Accounts

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Kempton Great Engines Trust

## **Kempton Great Engines Trust Limited**

### **Annual Report and Accounts**

**31 December 2025**



The Trustees, who are also directors of the Charity for the purposes of the Companies Act 2006, present their report with the financial statements of the Charity for the year ended 31 December 2025. The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and the Accounting and Reporting by Charities; Statement of Recommended Practice (second edition) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard 102 ('FRS102').



## Kempton Great Engines Trust

### REFERENCE AND ADMINISTRATIVE DETAILS

#### Company Name

Kempton Great Engines Trust Limited

#### Registered Company Number

03094226

#### Registered Charity Number

1048936

#### Scheduled Monument Number

153

#### Registered Office

Kempton Steam Museum  
Kempton Park Waterworks  
Snakey Lane  
Hanworth  
Middlesex  
TW13 6XH

#### Trustees

Richard Albanese (appointed Chair 7 January 2025)

Felix Charteris – resigned 7 September 2025

Stephen Fielding

Matt Guenigault - appointed 1 April 2025

Stephen Hewes (Treasurer)

David Lawrie – retired 31 January 2026

Valerie Mills (Company Secretary)

Abdullah Seba

Martin Wicks

#### Independent Examiner

Sara Williams

#### Bankers

CAF Bank Ltd



## Kempton Great Engines Trust

### MESSAGE FROM THE CHAIR

2025 was a year of mixed fortunes. In common with many other museums in the sector, Kempton experienced a decrease in attendance believed to be due to the squeeze on many household budgets. In this context, the Kempton team have endeavoured to host a busy calendar of attractive events and to offer new activities such as Sensory-friendly Sundays, as well as offering visits to local schools. We continue to work to improve our visitor experience and broaden our appeal for the furtherance of our charitable objectives. Around 4,150 people visited the museum in 2025 including approximately 725 under 18 years, with our volunteers providing a positive and rewarding experience to all, commensurate with our 4.8 rating on Tripadvisor.

During 2025, we took delivery of a much-needed new cabin for use by volunteers together with new toilet facilities. We continue to target our longer-term plans for increasing visitor space into the original Boiler House and the construction of a Learning and Activity Centre. Both of these developments are contingent on support being available from key stakeholders, namely Thames Water and the London Borough of Hounslow Council respectively, with whom we continued to have constructive relations. In the meantime, our focus is on ensuring that we are ready to progress just as soon this support becomes available.

We received welcome news from the National Lottery Heritage Fund that it was willing to sponsor our '*Kempton: Clean Water for Life - reaching a wider audience*' project. This has enabled us to recruit some part-time staff to work with our volunteers and collections as we work towards Accreditation and to diversify our visitors.

In early 2025 we welcomed Matt Guenigault to join the board to support the development of our marketing to a younger and more diverse audience. David Lawrie retired as a trustee following his maximum tenure but is looking to retain strong links with the museum, and I also need to thank Felix Charteris for his work as a trustee in recent years.

Overall, the museum remains strong with significant potential due entirely to the dedication of all our volunteers and trustees who together have contributed around 12,000 hours of voluntary time, a remarkable dedication to our worthy cause.

A handwritten signature in black ink, appearing to read 'Richard Albanese'.

Richard Albanese

Chair

3 March 2026



## Kempton Great Engines Trust

### DIRECTORS' REPORT

#### ABOUT KEMPTON GREAT ENGINES TRUST

Kempton Great Engines Trust Ltd was incorporated on 23 August 1995 to preserve the historic triple-expansion steam engines at Kempton Park Pumping Station and make them accessible to the public as a museum. The Engine House, along with its original steam pumping engines and equipment, is a Scheduled Monument (No. 153) and Grade II\* listed.

In 2002, the 'Sir William Prescott' engine was successfully restored to steam and later that year the museum was officially inaugurated by the then HRH The Prince of Wales. It has been open to the public since 2004.

#### Our Vision

To be a national centre for learning about the supply of drinking water and its importance to the world

#### Our Mission

- To tell the story of the Kempton Park Pumping Station and its vital role in the supply of drinking water from past to present
- Enhance and maintain the Engine House as a working display of the pinnacle of traditional steam pumping engine development and transition to turbine technology

#### Our values

- Our behaviour will be based on the Nolan principles for standards in public life: selflessness, integrity, objectivity, accountability, openness, honesty, leadership
- We will be inclusive and diverse respecting the rights of everyone regardless of ethnicity, religion and sexual orientation.

### STRUCTURE, GOVERNANCE AND MANAGEMENT

Kempton Great Engines Trust is incorporated as a company limited by guarantee and is governed by its Articles of Association. The Articles outline the provisions for the running of the Trust, which trades as Kempton Steam Museum. Overall responsibility is entrusted to a board of trustees. The appointment of new trustees is approved by the Board, with selection based on the skills required to complement existing skills of Board members. The trustees are all volunteers who undertake training and involve third-party experts as required.

Oversight and decision-making responsibilities are delegated to sub-committees of the Board where appropriate, with their terms of reference and membership subject to Board approval. These committees cover Operations, Technical, Finance & Performance, Conservation & Collections, and Health & Safety. The bulk of our conservation work and the running of the museum as a public venue is carried out by volunteers.



## Kempton Great Engines Trust

The trustees regularly review the major risks facing the charity. A Risk Register is maintained and updated on a regular basis. Additionally, insurance cover is maintained against standard commercial risks.

During the year we successfully applied to the National Heritage Lottery Fund for a grant of £92,900 to carry out a project called '*Kempton: Clean Water for Life - reaching a wider audience*'. This two-year project aims to build higher engagement with visitors and local communities, while enhancing support for volunteers and care of collections as we work towards full Accreditation with the Arts Council. The funding will enable us to increase school visits through the introduction of new digital learning resources, develop an audience development strategy to guide our engagement with underserved local communities and increase visitor numbers, and enable us to create three new part-time staff roles: a Project Manager; Volunteer Coordinator; and Curatorial Officer.

Our long-term ambition is to expand the museum into the original Boiler House adjacent to the Engine House as this building offers a large space that could support our future needs. In the meantime, we continue to explore the possibility of developing a new modular building to serve as a Learning and Activity Centre to benefit both the museum and local community organisations. A new portacabin to serve as a base for our volunteers was installed in late 2025.

A wholly owned subsidiary, KGET (Enterprises) Ltd, began trading in 2025. Our filming and location hire income passes through this company, which donates all of its profits to the main charity.

### OBJECTIVES AND PERFORMANCE

#### Public benefit

The trustees confirm that they have complied with the duty in Section 17 of the Charities Act 2011 to have due regard to the Charity Commission's general guidance on public benefit and that the activities carried out by Kempton Great Engines Trust during the year were all undertaken to further its objects. A detailed explanation is given under activities below.

#### Objectives

The Trust's charitable objects are set out in the Articles of Association as revised in January 2023. They are for the public benefit:

To promote, encourage, improve and advance the education of all about past, present and future importance of conserving and sustaining clean public water supplies by:

- 1) The collection, preservation, safeguarding, interpretation and display of equipment, objects and artefacts of whatsoever nature relating to, but not exclusively, the story of the Kempton Park site and its role in the supply of safe clean water to large areas of London; and
- 2) The operation of a museum at Kempton Park pumping station based on the appropriate sector standards which provides the public the opportunity to see the original steam engines working in their original setting alongside examples of evolving turbine technology; and
- 3) A wider understanding and appreciation of the importance of the industrial revolution in the social and economic development of Great Britain, including coal power, electricity generation, railways and civil engineering.



## Kempton Great Engines Trust

### Visitor activity

Visitors are essential to fulfilling our charitable objectives and remain our primary source of income. The museum is open for one weekend each month from March to December (excluding July), during which the Sir William Prescott pumping engine is operated in steam four times daily. Additionally, the museum welcomes visitors every Sunday throughout the season with static exhibits. We hope to cater for new audiences and increase the number of visitors to static days following our introduction of our Sensory-friendly Sundays and Specialist tours in 2025.

During steaming days, volunteers lead guided tours to the top of the static 'Lady Bessie' engine, complemented by self-guided access. Both experiences offer visitors a unique chance to explore the machinery up close while gaining insight into the engineering and operation of the engines and pumps.

After a healthy increase in visitor numbers of 15.5% in 2024 compared to the previous year, we found it more challenging to attract visitors in 2025. Visitor numbers for the year were 4,146, which was a decrease of 30% compared to 2024. There are still many people in the local area who are unaware of the museum and we plan more marketing in 2026 to increase our visibility. The audience development work carried out in the Heritage Fund project will also help to increase awareness. Admission charges remained the same in 2025 and young people under the age of 18 years continued to be admitted free of charge. We once again supported the Open House Festival in September.

In addition to the steaming weekends and special events such as the popular Science Show and classic car shows, we also held three evening events in 2025, comprising a Jazz Night, Rock Choir concert and a Halloween evening, which showcased the engines in an atmospheric setting. These evening events attracted over 250 visitors and provided valuable additional income to support our charitable mission.

### Refreshments and Merchandise

The café and shop are an important part of improving our visitor experience and a significant source of income. We keep prices of snacks and a range of beverages at affordable levels and we continued to add lines to the shop. This year the café and shop generated over £14,600 (2024: £18,500).

### Volunteering

The museum volunteers are critical to its success, and dedicating circa 12,000 hours in 2025 (12,000 in 2024), worked in two main areas:

#### **Technical**

Our main attraction is the original 'Sir William Prescott' engine which is driven by steam. It requires constant care and attention to maintain in good and safe working order. We have a dedicated group of around 25 volunteers who take on these behind-the-scenes activities under the direction of the Technical Committee that reports to the Trust Board. We currently have 11 volunteers who are fully qualified in all aspects of the operation of the Great Engine, with the remainder currently receiving training.



## Kempton Great Engines Trust

### Front of house

Every bit as important as engineers and electricians are the volunteers who make our visitor experience as enjoyable and comfortable as possible. These people do everything from welcoming visitors at the entrance, helping out in the car park, answering questions and, of course, serving refreshments.

A high and sustainable level of volunteering will be vital to our future. This will be a challenge as it is across the sector and building on the Volunteer Review and audit of volunteering needs carried out in 2024, the appointment of a part-time Volunteer Coordinator as part of the Heritage Fund project will be key to building on our existing base to improve processes and the recruitment of new and more diverse volunteers.

### Audience

The museum continues to receive favourable reviews from visitors, but as mentioned earlier it is not well known locally or by people living outside the immediate area unless they are steam enthusiasts. The audience development work through the Heritage Fund project aims to address this so that our audience better reflects the local community and also includes more families.

### Partnerships

A list of supporting partners is below in the Financial Review section. The museum has links with other pumping stations in London, including the London Museum of Water & Steam and Crossness. Sharing knowledge and experience of mutual challenges will be important as we pursue Accreditation and we aim to extend such collaboration in areas such as sustainability.

In 2025 we worked once again with students from the Worcester Polytechnic in the USA. They developed some family activities to trial with visitors and we hope to host more students from this institution in the future.

We have excellent links to the London Borough of Hounslow and are members of the Hounslow Cultural Partnership, giving us access to other cultural sites in the borough with whom we continue to work closely. Our landlords, Thames Water, are a major partner and will be key as we move the museum expansion plans forward, not just in relation to the buildings but also in delivering our vision.



## Kempton Great Engines Trust

### FINANCIAL REVIEW

#### Principal funding sources

The principal sources of funding during the year were:

- Sales of tickets for admission to the museum
- Refreshments and merchandise
- Grants

As noted earlier, income from location hire is now recognised by a fully owned trading subsidiary company, KGET (Enterprises) limited, which has provided a donation to the Trust of £24,944 (2024: £nil).

Visitor numbers decreased by approximately 30% in 2025 resulting in lower ticket sales of approximately £52,000 compared with £70,000 in the previous year. Refreshment and merchandise sales were also affected by the decrease in attendees, falling to £14,600 from £18,500 in 2024.

Donations from the public of £1,770 were ahead of 2024 of £1,461.

During the year the Trust re-established its gift aid scheme which yielded £5,779, including an element in respect of prior years. Gift aid income recognised in 2024 was £nil.

The Trust received a grant of £46,450 from the National Lottery Heritage Fund (NLHF) in 2025, being the first year instalment of its two-year sponsorship of our 'Kempton *Clean Water for Life*' project.

#### Reserves policy

The Trustees have a reserves policy of holding £80,000 (2024: £80,000) as a sufficient fund to ensure that the No 6 engine can be kept in full working order in the event of unexpected engineering works requiring specialist contractors. The policy is reviewed annually.

Total reserves were £285,721 (31.12.24: £208,806), of which £50,601 is held as restricted reserves being the unspent funds for the NLHF funded project, including a £10,080 contribution from the trust. The surplus unrestricted reserves of £235,120 (31.12.24: £208,806) will enable the Trust to pursue its growth ambitions and act as a buffer should trading losses be incurred.

The balance on the bank accounts and cash in hand was £180,610 (31.12.24: £148,218) at the year-end date, with the increase in the year mainly reflective of the receipt of grant monies less expenditure on a new cabin for volunteers.

There were no significant commitments made as at the end of the year (2024: £nil).

#### Funds in deficit and going concern

There were no funds in deficit at the end of the accounting year.

The trustees have assessed that the charity will be able to continue as a going concern. In making this assessment the trustees have taken into account all available information about the future for at least the 12 months from the date the accounts were approved. In particular, the trust holds reserve funds held as a precaution for any repairs required to the main engine plus reserves held to cover the risk that visitor numbers are reduced for whatever reason.



## Kempton Great Engines Trust

### Investment policy and objectives

Kempton Great Engines Trust does not have significant funds to invest and funds above those needed to deal with day-to-day transactions are kept on bank deposit.

### Funds held as custodian for others

Kempton Great Engines Trust does not hold any funds as custodian for others.

### Partnerships

We are grateful for the support of:

- London Borough of Hounslow
- Thames Water
- National Lottery Heritage Fund
- Historic England
- Association of Independent Museums
- Museum of London



## Kempton Great Engines Trust

### INDEPENDENT EXAMINER'S REPORT

I report on the accounts for the year ended 31st December 2025 set out on pages 11 to 16.

#### Respective responsibilities of the trustees and examiner

The charity's trustees (who are also the directors for the purpose of company law) are responsible for the preparation of the accounts. The charity's trustees consider that an audit is not required for this year (under Section 145 of the Charities Act 2011 (the 2011 Act)) and that an independent examination is required.

Having satisfied myself that the charity is not subject to audit under company law and is eligible for independent examination, it is my responsibility to:

- Examine the accounts under Section 145 of the 2011 Act;
- Follow the procedures laid down in the General Directions given by the Charity Commission (under Section 145(5)(b) of the 2011 Act); and
- State whether particular matters have come to my attention.

#### Basis of the independent examiner's report

My examination was carried out in accordance with the General Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from you as the trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit, and consequently no opinion is given as to whether the accounts present a 'true and fair view' and the report is limited to those matters set out in the statement below.

#### Independent examiner's statement

In connection with my examination, no matter has come to my attention which gives me reasonable cause to believe that, in any material respect, that:

1. the requirements:

- to keep accounting records in accordance with Section 386 and 387 of the Companies Act 2006; and
- to prepare accounts which accord with the accounting records, comply with the accounting Requirements of Section 394 and 395 of the Companies Act 2006 and with the methods and principles of the Statement of Recommended Practice: Accounting and Reporting by Charities have not been met; or

2. to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.

A handwritten signature in black ink, appearing to read 'S. Williams'.

Sara Williams BA *Hons* MA MICB FICFA  
Independent Accounts Examiner

Fellow Institute of Certified Forensic Accountants. Member of Institute of Certified Bookkeepers.

10 March 2026



## Kempton Great Engines Trust

### FINANCIAL STATEMENTS

#### Combined statement of Financial Activities and Income and expenditure account for the year ended 31 December 2025

	Notes	2025	2024
		£	£
<b>Income</b>			
Donations	2	26,714	1,497
Grants	3	46,450	5,000
Charitable activities	4	75,454	90,228
Supporter subscriptions		1,969	1,963
Location hire		-	6,768
Bank Interest		3,350	3,257
<b>Total</b>		<b>153,937</b>	<b>108,713</b>
<b>Expenditure on charitable activities</b>			
Operations		31,956	44,578
Administration	5	36,602	37,738
Projects	6	8,464	8,726
		<b>77,022</b>	<b>91,042</b>
Net income in the year / net movement in funds		76,915	17,671
Opening funds as at 1 January		208,806	191,135
<b>Total funds as at 31 December</b>		<b>285,721</b>	<b>208,806</b>



## Kempton Great Engines Trust

### Statement of Financial Position as at 31 December 2025

	Notes	2025 £	2024 £
Fixed Assets (net of depreciation)	7	76,971	61,240
Investment in subsidiary	8	1	-
<b>Current Assets</b>			
Cash in Bank, on Deposit and in hand		180,610	148,218
Stock		1,463	3,472
KGET (Enterprises) Limited debtor		24,883	-
Sundry debtor		4,209	6,303
Accruals		(2,416)	(10,427)
Net current assets		<b>208,749</b>	<b>147,567</b>
Net Assets		<b>285,721</b>	<b>208,806</b>
Represented by			
Restricted funds	9	50,601	-
Unrestricted funds	9	235,120	208,806
Total funds	9	<b>285,721</b>	<b>208,806</b>

Richard Albanese

Chair and Trustee

3 March 2026

Stephen Hewes

Treasurer and Trustee

3 March 2026



## Kempton Great Engines Trust

### Notes to the financial statements

#### 1. Basis of preparation

These accounts have been prepared under the historic cost convention, the Companies Act 2006 and the FRS 102 account standard as applicable for smaller companies.

#### Judgements and estimates

The trustees have made the following judgements when preparing these accounts:

- Refreshment and gift shop sales are treated as ancillary to the primary purpose trading of the museum.
- In accordance with the SORP, no value has been assigned to the time and services provided by volunteers and trustees to the charity free of charge on the basis that these services can not be resold.
- No valuation of the heritage assets is available, and the cost of obtaining a valuation is not commensurate with the benefit to the users of the accounts and the charity.

The main estimates made by trustees in the preparation of these accounts is that of the useful lives of its fixed assets. These are valued in note 5.

#### 2. Donations:

	2025	2024
	£	£
Public	1,770	1,497
KGET (Enterprises) Limited	24,944	-
Total donations	<b>26,714</b>	<b>1,497</b>

#### 3. Grants received:

	2025	2024
	£	£
National Lottery Heritage Fund	46,450	
Architectural Heritage Fund	-	5,000
Total grants	<b>46,450</b>	<b>5,000</b>

The grant funding in 2025 was provided by the National Lottery Heritage Fund in support of the museum's 'Clean Water for Life' project. This represents the first year instalment of what will be a two year project. Unspent income is being held as a restricted reserve – see note 9.

The grant funding in 2024 was in respect of a study into Kempton's industrial heritage buildings.



## Kempton Great Engines Trust

<b>4. Charitable activities</b>	2025	2024
	£	£
Income from admissions	52,298	70,039
Refreshments	9,912	12,352
Shop	4,721	6,139
Gift Aid	5,779	-
Recharges to other museums	2,744	1,335
Other	-	363
	<b>75,454</b>	<b>90,228</b>

<b>5. Administration expenses</b>	2025	2024
	£	£
Salaries	6,075	2,202
Less attributed to projects	(2,709)	-
	<b>3,366</b>	<b>2,202</b>
Financial Charges	3,928	3,346
Telephone & Internet	2,749	2,226
IT costs	5,491	5,748
Insurance	1,942	1,941
Marketing & Publicity	4,624	2,391
Rent	1,085	1,085
Legal costs	-	4,472
Other establishment costs	3,480	4,905
Depreciation	9,937	9,421
	<b>36,602</b>	<b>37,738</b>

### 6. Project costs

Project costs of £8,464 in 2025 mainly represented 'Clean Water for Life' project costs.

Project costs of £8,726 in 2024 mainly represented costs in respect of the proposed Learning and Activity Centre and the move of the workshop which has freed up space for visitors.



## Kempton Great Engines Trust

	2025	2024
	£	£
<b>7. Fixed assets</b>		
Cost	139,928	114,260
Depreciation	62,957	53,020
Net Book Value	<b>76,971</b>	<b>61,240</b>
Net book value		
At 1 January	61,240	67,416
Additions	25,669	3,246
Depreciation	(9,938)	(9,421)
As at 31 December	<b>76,971</b>	<b>61,240</b>

The fixed assets held in the register represent assets acquired for the operation of the museum and are depreciated over their expected economic lives, generally of 10 years. The additions in the year of £25,669 mainly represented the cost of the new cabin for volunteers' use and a new toilet facility.

No value has been assigned to the heritage assets for the purposes of these accounts as no valuation is available and such information cannot be obtained at a cost commensurate with the benefit to the users of the accounts and to the charity. The heritage assets include the historically significant two triple expansion steam engines originally commissioned in 1929, owned by Thames Water and leased to the Trust. The building housing the engines is owned and maintained by Thames Water, and is leased to the Trust on a long-term basis.

### 8. Investment in subsidiary

Kempton's subsidiary trading company became active in the period, and now undertakes the location hire activities previously managed by the Trust. The £1 investment presents the share capital of KGET (Enterprises) Limited, which donated its 2025 net income of £24,944 back to the Trust.

### 9. Reserves

	Restricted reserves	Unrestricted reserves	Total reserves
	£	£	£
Opening reserves at 1 January 2025	-	208,806	208,806
Grant received	46,450		46,450
KGET contribution	10,080	(10,080)	-
Other net income / expenditure	(5,929)	36,394	30,465
Closing reserves at 31 December 2025	<b>50,601</b>	<b>235,120</b>	<b>285,721</b>

The restricted reserves represent the unspent grant and KGET contribution from unrestricted reserves into its *Clean Water for Life project* which has been substantially funded by the National Lottery Heritage Fund.

There were no restricted reserves at 31 December 2024.



## Kempton Great Engines Trust

### **10. Taxation**

No corporation tax was payable in the year (2024: £nil).

The Trust is not registered for VAT. This status is reviewed on a regular basis.

### **11. Remuneration**

No trustees received remuneration, benefits or reimbursement of personal expenses in the year (2024: £nil).

The amount payable to the Independent Accounts Examiner in respect of the 2025 accounts is £240 (2024: £240).

The salaries costs included in note 4 represent wages and social security costs of a part-time bookkeeper and part time project staff. Post-employment benefits provided in the period amounted to £74 (2024: £nil).

The average headcount was a fraction of one full time equivalent employee. No employees received benefits of more than £60,000 (2024: none).

**12. Related party transactions** – there were no related party transactions requiring disclosure in the year end accounts (2024: none).

**KEMPTON GREAT ENGINES TRUST LIMITED**

England & Wales - Charity number 1048936

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# Accounts

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Kempton Great Engines Trust

## Kempton Great Engines Trust Limited

### Annual Report and Accounts

31 December 2024



The Trustees, who are also directors of the Charity for the purposes of the Companies Act 2006, present their report with the financial statements of the Charity for the year ended 31 December 2024. The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and the Accounting and Reporting by Charities; Statement of Recommended Practice (second edition) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard 102 ('FRS102').



## Kempton Great Engines Trust

### REFERENCE AND ADMINISTRATIVE DETAILS

#### Company Name

Kempton Great Engines Trust Limited

#### Registered Company Number

03094226

#### Registered Charity Number

1048936

#### Scheduled Monument Number

153

#### Registered Office

Kempton Steam Museum  
Kempton Park Waterworks  
Snakey Lane  
Hanworth  
Middlesex  
TW13 6XH

#### Trustees

Abdullah Seba

David Lawrie

Felix Charteris

Jerry Scholefield – retired 28 May 2024

John Anderson (Chair) – retired 31 December 2024

Martin Wicks (Treasurer until 3 June 2024)

Richard Albanese (Acting Chair appointed 7 January 2025)

Stephen Fielding

Stephen Hewes (Treasurer) - appointed 3 June 2024.

Susan Webb – retired 3 September 2024

Valerie Mills (Company Secretary) - appointed as Trustee on 13 February 2024

Since the year end, Matt Guenigault was appointed as Trustee on 1 April 2025.

#### Company Secretary

Steven Bamforth retired, and Valerie Mills was appointed, as Company Secretary on 12 March 2024.



## Kempton Great Engines Trust

### Independent Examiner

Sara Williams

### Bankers

CAF Bank Ltd



## Kempton Great Engines Trust

### MESSAGE FROM THE ACTING CHAIR

2024 was a year in which we continued to focus on the delivery of our charitable objectives, both in the present and in the future. We continued to work to improve our visitor experience and increase our audience numbers. Around 5,900 people visited the museum in 2024 including approximately 1,000 under 18 years, representing a significant improvement on 2023. In addition, we worked to maximise the use of the currently available visitor space in the engine house by re-positioning the workshop facilities, which is proving particularly useful for visits by local schools and as a social space.

We continued to work on our longer-term plans for increasing visitor space into the old boiler house and the construction of a Learning and Activity Centre. Both of these developments are contingent on support being available from key stakeholders, namely Thames Water and the London Borough of Hounslow Council respectively, with whom we continued to have constructive relations, along with Historic England. In the meantime, our focus is on ensuring that we are ready to progress just as soon this support becomes available.

During 2024 we welcomed onto the board Valerie Mills as Company Secretary and Stephen Hewes as Treasurer who have enabled us to improve our corporate governance as a charity. At the end of the year, we said farewell to John Anderson who retired as Chair after having made a profound contribution towards developing our future plans and vision. We also said farewell to Susie Webb in September who has provided insight and support at board level over the course of the maximum of two terms in office. In early 2025 we have welcomed Matt Guenigault to join the board to support the development of our marketing to a younger and more diverse audience.

Overall, this was another year of continued progress and of achieving our objectives, due entirely to the dedication of all our volunteers and trustees. Together, they contributed around 12,000 hours of voluntary time, a remarkable dedication to our worthy cause.

A handwritten signature in black ink, appearing to read 'Richard Albanese'.

Richard Albanese

Acting Chair

13 May 2025



## Kempton Great Engines Trust

### DIRECTORS' REPORT

#### ABOUT KEMPTON GREAT ENGINES TRUST

Kempton Great Engines Trust Ltd was incorporated on 23 August 1995 to preserve the historic triple-expansion steam engines at Kempton Park Pumping Station and make them accessible to the public as a museum. The Engine House, along with its original steam pumping engines and equipment, is a Scheduled Monument (No. 153) and Grade II\* listed.

In 2002, the 'Sir William Prescott' engine was successfully restored to steam and later that year the museum was officially inaugurated by the then HRH The Prince of Wales. It has been open to the public since 2004.

#### Our Vision

To be a national centre for learning about the supply of drinking water and its importance to the world

#### Our Mission

- To tell the story of the Kempton Park Pumping Station and its vital role in the supply of drinking water from past to present
- Enhance and maintain the Engine House as a working display of the pinnacle of traditional steam pumping engine development and transition to turbine technology

#### Our values

- Our behaviour will be based on the Nolan principles for standards in public life: selflessness, integrity, objectivity, accountability, openness, honesty, leadership
- We will be inclusive and diverse respecting the rights of everyone regardless of ethnicity, religion and sexual orientation.

### STRUCTURE, GOVERNANCE AND MANAGEMENT

Kempton Great Engines Trust is incorporated as a company limited by guarantee and is governed by its Articles of Association. The Articles outline the provisions for the running of the Trust, which trades as Kempton Steam Museum. Overall responsibility is entrusted to a board of trustees. Appointments of new trustees are approved by the board, with selection based on the skills required to complement existing skills of board members. The trustees are all volunteers who undertake training and involve third-party experts as required. During the year a governance review was conducted with the support of an external consultant, and the resulting recommendations were implemented to enhance the Trust's overall effectiveness.

Oversight and decision-making responsibilities are delegated to sub-committees of the Board where appropriate, with their terms of reference and membership subject to Board approval. These committees cover Operations, Technical, Finance & Performance, Strategy & Development, Conservation, and Health & Safety. The bulk of our conservation work and the running of the

## Kempton Great Engines Trust

museum as a public venue is carried out by volunteers. A paid part-time bookkeeper is currently the only employee.

The trustees regularly review the major risks facing the charity. A Risk Register is maintained and updated on a regular basis. Additionally, insurance cover is maintained against standard commercial risks.

During the year, our Strategic Plan was updated, reaffirming our long-term ambition to expand the museum into the original Boiler House adjacent to the Engine House. This Grade II\* listed building offers a large space that could support our future needs. During 2024 a grant was received from the Architectural Heritage Fund to enable Caroe Architects to develop an initial heritage appraisal and draft development brief.

In the shorter term, trustees focused on two key initiatives. The first was the development of a new modular building to serve as a Learning and Activity Centre, benefiting both the museum and local community organisations. Work on this project with Hounslow Council and Historic England continued throughout 2024. The second initiative involved working towards securing funding to strengthen volunteer management, enhance curatorial expertise and conduct audience development to increase visitor numbers and ensure our audience more accurately reflects the diverse communities of Hounslow.

### OBJECTIVES AND PERFORMANCE

#### Public benefit

The trustees confirm that they have complied with the duty in Section 17 of the Charities Act 2011 to have due regard to the Charity Commission's general guidance on public benefit and that the activities carried out by Kempton Great Engines Trust during the year were all undertaken to further its objects. A detailed explanation is given under activities below.

#### Objectives

The Trust's charitable objects are set out in the Articles of Association as revised in January 2023. They are for the public benefit:

To promote, encourage, improve and advance the education of all about past, present and future importance of conserving and sustaining clean public water supplies by:

- 1) The collection, preservation, safeguarding, interpretation and display of equipment, objects and artefacts of whatsoever nature relating to, but not exclusively, the story of the Kempton Park site and its role in the supply of safe clean water to large areas of London; and
- 2) The operation of a museum at Kempton Park pumping station based on the appropriate sector standards which provides the public the opportunity to see the original steam engines working in their original setting alongside examples of evolving turbine technology; and
- 3) A wider understanding and appreciation of the importance of the industrial revolution in the social and economic development of Great Britain, including coal power, electricity generation, railways and civil engineering.



## Kempton Great Engines Trust

### Visitor activity

Increasing visitor numbers is essential to fulfilling our charitable objectives and remains our primary source of income. We mainly do this by opening for one weekend each month from March to December (excluding July), during which the Sir William Prescott pumping engine is operated in steam four times daily. Additionally, the museum welcomes visitors every Sunday throughout the season as a static exhibit.

During open days, volunteers lead guided tours to the top of the static 'Lady Bessie' engine, complemented by self-guided access, which was successfully introduced in 2024. Both experiences offer visitors a unique chance to explore the machinery up close while gaining insight into the engineering and operation of the engines and pumps.

Visitor numbers over the year rose to 5,895, an increase of approximately 16% compared to 2023. Admission charges rose in 2024, to offset increasing costs but young people under the age of 18 years continued to be admitted free of charge.

In addition to the steaming weekends and special events such as the popular Science Show and classic car shows, we also held two evening events in 2024, comprising a Jazz Night and Music at the Museum, which showcased the engines in an atmospheric setting. These evening events attracted over 200 visitors and provided valuable additional income to support our charitable mission.

The museum continues to host a small number of educational visits from local school children studying local history and science, together with group visits and these are areas where we would like to expand our involvement. We once again supported the Open House Festival in September.

Work to relocate a mechanical workshop away from the rear of the 'Lady Bessie' engine was completed towards the end of 2024 and this area is now available for talks during open days, family activities and as a base for group visits.

### Refreshments and Merchandise

The café and shop are an important part of improving our visitor experience and a significant source of income. We keep prices of snacks and a range of beverages at affordable levels and we continued to add lines to the shop. This year the café and shop generated over £18,500 (2023: £16,800).

### Volunteering

The museum volunteers are critical to its success, and dedicating circa 12,000 hours in 2024 (10,000 in 2023), worked in two main areas:

#### **Technical**

Our main attraction is the original 'Sir William Prescott' engine which is driven by steam. It requires constant care and attention to maintain in good and safe working order. We have a dedicated group of around 25 volunteers who take on these behind-the-scenes activities under the direction of the Technical Committee that reports to the Trust Board. We currently have 11 volunteers who are fully qualified in all aspects of the operation of the Great Engine, with the remainder currently receiving training.



## Kempton Great Engines Trust

### Front of house

Every bit as important as engineers and electricians are the volunteers who make our visitor experience as enjoyable and comfortable as possible. These people do everything from welcoming visitors at the entrance, helping out in the car park, answering questions and, of course, serving refreshments.

A high and sustainable level of volunteering will be vital to our future. This will be a challenge as it is across the sector. In 2024 we completed a strategic review of volunteering at the museum, which provided recommendations for improving the ways we look after volunteers, recruitment and diversification of volunteers. The trustees accept that we need to become more professional in the way we manage our volunteers with a key aim to obtain funding for a part-time Volunteer Coordinator in 2025. We also carried out an audit of our volunteering needs to assist in our recruitment efforts.

### Accreditation

We currently have 'working towards Accreditation' status from Arts Council England, with our application for full Accreditation due to be submitted by August 2026. We continue to be supported by an Accreditation mentor to enable us to achieve the required standards by then.

### Audience

The museum continues to receive favourable reviews from visitors, but it is not well known by people living outside the immediate area unless they are steam enthusiasts. A new Marketing Strategy was developed towards the end of 2024 to address this. The demographics of those visiting are predominantly white British and we wish to diversify our audience so that it better reflects our local community in Hounslow and attract more families. Following on from the successful marketing project carried out by students from Worcester Polytechnic Institute in the USA in 2024, students from the same institution trialled some family activities in 2025 to help us to address this.

### Partnerships

A list of supporting partners is below in the Financial Review section. The museum has links with other pumping stations in London, including the London Museum of Water & Steam and Crossness. Sharing knowledge and experience of mutual challenges will be important as we pursue Accreditation and we aim to extend such collaboration in areas such as sustainability.

We have excellent links to the London Borough of Hounslow and are members of the Hounslow Cultural Partnership, giving us access to other cultural sites in the borough with whom we continue to work closely. Our landlords, Thames Water, are a major partner and will be key as we move the museum expansion plans forward, not just in relation to the buildings but also in delivering our vision.



## Kempton Great Engines Trust

### FINANCIAL REVIEW

#### Principal funding sources

The principal sources of funding during the year were:

- Sales of tickets for admission to the museum
- Refreshments and merchandise
- Income from location hire
- Grants

Visitor numbers increased by approximately 16% in 2024, which combined with a review of admission prices resulted in regular ticket sales of £64,950 compared with £47,099 in the previous year. Refreshment and merchandise sales also increased, from £16,800 to £18,491 in 2024.

Donations from the public of £1,461 (2023: £1,651) were received during the year.

Location hire income was lower at £6,768 (2023: £18,525) reflecting the lumpy nature of this income stream. This trend has been reversed in 2025, with a significant film hire of £20k early in the year.

The Trust received confirmation of a grant of £5,000 from the Architectural Heritage Fund in 2024 which supported a study of buildings of interest at the Kempton site. The 2024 grant of £18,875 from the London Borough of Hounslow was the second instalment covering the cost of installing a visitor lift which was commissioned in that year.

The trust has no restricted funds. The fixed assets acquired from capital grants are used for the Trust's principal charitable purpose, and hence related revenue is treated as unrestricted funds.

#### Reserves policy

The Trustees have a reserves policy of holding £80,000 (2023: £50,000) as a sufficient fund to ensure that the No 6 engine can be kept in full working order in the event of unexpected engineering works requiring specialist contractors. The policy is reviewed annually.

Total reserves were £208,806 (31.12.23: £191,135), and the balance on the bank accounts and cash in hand was £148,218 (31.12.23: £124,245) at the year-end date. The surplus reserves will enable the Trust to pursue its growth ambitions and act as a buffer should trading losses be incurred.

There were no significant commitments made as at the end of the year (2023: £nil).

#### Funds in deficit and going concern

There were no funds in deficit at the end of the accounting year.

The trustees have assessed that the charity will be able to continue as a going concern. In making this assessment the trustees have taken into account all available information about the future for at least the 12 months from the date the accounts were approved. In particular, the trust holds reserve funds held as a precaution for any repairs required to the main engine plus reserves held to cover the risk that visitor numbers are reduced for whatever reason.



## Kempton Great Engines Trust

### Investment policy and objectives

Kempton Great Engines Trust does not have significant funds to invest and funds above those needed to deal with day-to-day transactions are kept on bank deposit.

### Funds held as custodian for others

Kempton Great Engines Trust does not hold any funds as custodian for others.

### Partnerships

We are grateful for the support of:

London Borough of Hounslow

Thames Water

Historic England

Association of Independent Museums

Museum of London

## INDEPENDENT EXAMINER'S REPORT

I report on the accounts for the year ended 31st December 2024 set out on pages 12 to 16.

### Respective responsibilities of the trustees and examiner

The charity's trustees (who are also the directors for the purpose of company law) are responsible for the preparation of the accounts. The charity's trustees consider that an audit is not required for this year (under Section 145 of the Charities Act 2011 (the 2011 Act)) and that an independent examination is required.

Having satisfied myself that the charity is not subject to audit under company law and is eligible for independent examination, it is my responsibility to:

- Examine the accounts under Section 145 of the 2011 Act;
- Follow the procedures laid down in the General Directions given by the Charity Commission (under Section 145(5)(b) of the 2011 Act); and
- State whether particular matters have come to my attention.

### Basis of the independent examiner's report

My examination was carried out in accordance with the General Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from you as the trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit, and consequently no opinion is given as to whether the accounts present a 'true and fair view' and the report is limited to those matters set out in the statement below.

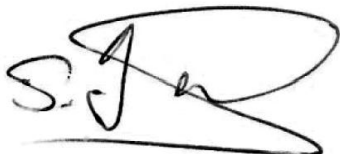
### Independent examiner's statement

In connection with my examination, no matter has come to my attention which gives me reasonable cause to believe that, in any material respect, that:

1. the requirements:

- to keep accounting records in accordance with Section 386 and 387 of the Companies Act 2006; and
  - to prepare accounts which accord with the accounting records, comply with the accounting Requirements of Section 394 and 395 of the Companies Act 2006 and with the methods and principles of the Statement of Recommended Practice: Accounting and Reporting by Charities
- have not been met; or

2. to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.



Sara Williams BA *Hons* MA MICB FICFA

Independent Accounts Examiner

Fellow Institute of Certified Forensic Accountants. Member of Institute of Certified Bookkeepers.

13 May 2025

FINANCIAL STATEMENTS

**Combined statement of Financial Activities and Income and expenditure account for the year ended 31 December 2024**

	Notes	2024	2023
<b>Income</b>		£	£
Donations	2	1,497	5,701
Grants	3	5,000	18,875
Charitable activities		90,228	63,712
Supporter subscriptions		1,963	2,031
Location hire		6,768	18,525
Bank Interest		3,257	2,201
<b>Total</b>		<b>108,713</b>	<b>111,045</b>
<b>Expenditure on charitable activities</b>			
Operations		44,578	51,018
Administration	4	37,738	39,346
Projects		8,726	74
		<b>91,042</b>	<b>90,437</b>
Net income in the year / net movement in funds		17,671	20,608
Opening funds as at 1 January		191,135	170,527
<b>Total funds as at 31 December</b>		<b>208,806</b>	<b>191,135</b>

No corporation tax was payable in the year (2023: £nil).



## Kempton Great Engines Trust

### Statement of Financial Position as at 31 December 2024

	Notes	2024	2023
		£	£
Fixed Assets (net of depreciation)	5	61,240	67,415
<b>Current Assets</b>			
Cash in Bank, on Deposit and in hand		148,218	124,245
Stock		3,472	1,957
Sundry debtor		6,303	-
Accruals		(10,427)	(2,482)
Net current assets		<b>147,567</b>	<b>123,720</b>
Net Assets		<b>208,806</b>	<b>191,135</b>
Represented by			
Restricted funds		-	-
Unrestricted funds		208,806	191,136
Total funds		<b>208,806</b>	<b>191,136</b>

The total reserves of £208,806 as at 31 December 2024 represented unrestricted funds, as all capital grants have been previously fully applied to the acquisition of fixed assets.

Richard Albanese

Acting Chair and Trustee

13 May 2025

Stephen Hewes

Treasurer and Trustee

13 May 2025

**Notes to the financial statements**

**1. Basis of preparation**

These accounts have been prepared under the historic cost convention, the Companies Act 2006 and the FRS 102 account standard as applicable for smaller companies.

Judgements and estimates

The trustees have made the following judgements when preparing these accounts:

- Refreshment and gift shop sales are treated as ancillary to the primary purpose trading of the museum.
- In accordance with the SORP, no value has been assigned to the time and services provided by volunteers and trustees to the charity free of charge on the basis that these services can not be resold.
- No valuation of the heritage assets is available, and the cost of obtaining a valuation is not commensurate with the benefit to the users of the accounts and the charity.

The main estimates made by trustees in the preparation of these accounts is that of the useful lives of its fixed assets. These are valued in note 5.

**2. Donations:**

	2024	2023
	£	£
Public	1,497	1,651
Kempton Great Engines Society	-	4,050
<b>Total donations</b>	<b>1,497</b>	<b>4,479</b>

**3. Grants received:**

	2024	2023
	£	£
Architectural Heritage Fund	5,000	-
London Borough of Hounslow:	-	18,875

The grant funding in 2024 was in respect of a study into Kempton’s industrial heritage buildings. The grant in 2023 was the second instalment in respect of a passenger lift which was brought into use that year. In accordance with paragraph 5.10 of the SORP for Charities, the accrual basis for grants has not been applied and instead grant funds have been recognised when there is evidence of entitlement to the gift, receipt is probable and its amount can be measured reliably.

## Kempton Great Engines Trust

### 4. Administration expenses

	2024	2023
	£	£
Salaries	2,202	5,263
Financial Charges	3,346	2,055
Telephone & Internet	2,226	2,698
IT costs	5,748	4,650
Insurance	1,941	1,840
Marketing & Publicity	2,391	3,742
Rent	1,085	1,085
Legal costs	4,472	1,950
Other establishment costs	4,905	3,102
Depreciation	9,421	12,960
	<b>37,738</b>	<b>39,346</b>

### 5. Fixed assets

	2024	2023
	£	£
Cost	114,260	111,014
Depreciation	53,020	43,599
Net Book Value	<b>61,240</b>	<b>67,415</b>

#### Net book value

At 1 January	67,416	56,176
Additions	3,246	24,200
Depreciation	(9,421)	(12,960)
As at 31 December	<b>61,240</b>	<b>67,416</b>

The fixed assets held in the register represent assets acquired for the operation of the museum and are depreciated over their expected economic lives, generally of 10 years.

No value has been assigned to the heritage assets for the purposes of these accounts as no valuation is available and such information cannot be obtained at a cost commensurate with the benefit to the users of the accounts and to the charity. The heritage assets include the historically significant two triple expansion steam engines originally commissioned in 1929, owned by Thames Water and leased to the Trust. The building housing the engines is owned and maintained by Thames Water, and is leased to the Trust on a long-term basis.

### 6. Remuneration

No trustees received remuneration, benefits or reimbursement of personal expenses in the year (2023: £nil).

The amount payable to the Independent Accounts Examiner in respect of the 2024 accounts is £240 (2023: £240).

The salaries costs included in note 4 represent wages and social security costs of a part-time bookkeeper and security guards employed on an ad hoc basis, the analysis of which is not considered meaningful. No post-employment benefits were provided in the period (2023: £nil).



## Kempton Great Engines Trust

The average headcount was a small fraction of one full time equivalent employee. No employees received benefits of more than £60,000 (2023: none).

**7. Related party transactions** – there were no related party transaction requiring disclosure in the year. (2023: none).

**KEMPTON GREAT ENGINES TRUST LIMITED**

England & Wales - Charity number 1048936

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# Accounts

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## Kempton Great Engines Trust Limited

### Annual Report and Accounts

31 December 2023



The Trustees, who are also directors of the Charity for the purposes of the Companies Act 2006, present their report with the financial statements of the Charity for the year ended 31 December 2023. The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and the Accounting and Reporting by Charities; Statement of Recommended Practice (second edition) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard 102 ('FRS102').



## Kempton Great Engines Trust

### REFERENCE AND ADMINISTRATIVE DETAILS

#### Company Name

Kempton Great Engines Trust Limited

#### Registered Company Number

03094226

#### Registered Charity Number

1048936

#### Scheduled Monument Number

153

#### Registered Office

Kempton Steam Museum  
Kempton Park Waterworks  
Snakey Lane  
Hanworth  
Middlesex  
TW13 6XH

#### Trustees

Richard Albanese

John Anderson (Chair)

Felix Charteris

Stephen Fielding

David Lawrie

Abdullah Seba - appointed 24 January 2023

Jerry Scholefield

Susan Webb

Martin Wicks (Treasurer)

#### Company Secretary

Steven Bamforth

Steven Bamforth retired as Company Secretary on 12 March 2024 and Jeremy Scholefield retired as trustee on 28 May 2024. Valerie Mills was appointed as trustee and Company Secretary on 13 February 2024. Stephen Hewes was appointed as trustee and Treasurer on 3 June 2024.

#### Independent Examiner

Sara Williams

#### Bankers

CAF Bank Ltd



## Kempton Great Engines Trust

### MESSAGE FROM THE CHAIR

2023 was a year in which we focussed on looking ahead to secure our future, the future of the collection and on the delivery of our charitable objectives. In doing so, we also consolidated the changes made to the way we run ourselves that were begun in 2022. All these activities were steps necessary to ensure we have the capacity to achieve our ambitious plans to expand the museum. Longer term sustainability continues to drive a lot of what we do. As highlighted last year, our governance has been developed with how we do things in the areas of finance, business information and people management all been brought under the spotlight as described below.

Perhaps more importantly we continued to work to improve our visitor experience and increase our audience numbers. Over 4,300 people visited the museum in 2023 including 760 under 18 years a significant improvement on 2022. In addition, we worked to maximise the use of the currently available space both in the engine house and outside the building.

Overall, this was a year of continued progress and in achieving our objectives, due entirely to the dedication of all our volunteers and trustees. Together, they contributed around 10,000 hours of voluntary time, a remarkable performance.

We have enjoyed the continued support of Thames Water in facilitating change. Thanks also go to councillors and officers of the London Borough of Hounslow for their encouragement and time, and to Historic England for their advice and facilitating our work plans.

2023 was a year of putting in place the foundations for the future. As I look ahead, I have no doubt that, building on another successful year, we are on a path to greater things.

A handwritten signature in black ink, appearing to read 'John Anderson'.

John Anderson

Chair

3 September 2024



## Kempton Great Engines Trust

### DIRECTORS' REPORT

#### ABOUT KEMPTON GREAT ENGINES TRUST

Kempton Great Engines Trust Ltd. trades as Kempton Steam Museum. The Trust was incorporated on 23 August 1995 with the aim to preserve the historic triple expansion steam pumping engines at Kempton Park Pumping Station and make them accessible to the public as a museum. The museum building and its original steam pumping engines and other equipment is a Scheduled Monument (No 153). It is also Grade II\* listed. In 2002 the "Sir William Prescott" engine was returned to steam and in December that year the museum was inaugurated by the then HRH The Prince of Wales. The museum was opened to the public in 2004.

#### Our Vision

To be a national centre for learning about the supply of drinking water and its importance to the world

#### Our Mission

- To tell the story of the Kempton Park Pumping Station and its vital role in the supply of drinking water from past to present
- Enhance and maintain the Engine House as a working display of the pinnacle of traditional steam pumping engine development and transition to turbine technology

#### Our values

- Our behaviour will be based on the Nolan principles for standards in public life: selflessness, integrity, objectivity, accountability, openness, honesty, leadership
- We will be inclusive and diverse respecting the rights of everyone regardless of ethnicity, religion and sexual orientation.
- Enable involvement through volunteering.
- Be locally relevant to global concerns.

#### STRUCTURE, GOVERNANCE AND MANAGEMENT

The Kempton Great Engines Trust is incorporated as a company limited by guarantee, and is governed by its articles of association. The articles outline the provisions for the running of the Trust, which trades as Kempton Steam Museum. Overall responsibility is entrusted to a board of trustees. Appointments of new trustees are approved by the Board, with selection based on the skills required to complement existing skills of board members.

Where appropriate, oversight and decisions are delegated to sub-committees of the board, with committees' terms of reference and membership are approved by the board. During the year, we rationalised previous governance structures of sub-committees and a new Conservation committee was added to ensure that we look after the monument to the correct standard. We are supported here by input from Historic England and Hounslow council.

The trustees are all volunteers who undertake self-study training and involve third-party experts as required. New trustees are invited to meet with existing trustees, visit the museum and receive relevant documentation. The bulk of our conservation work and the running of the museum as a public venue is carried out by volunteers. A paid part-time bookkeeper is the only employee.

The trustees regularly review the major risks to which the charity is exposed. A Risk Register is maintained and is reviewed and updated on a regular basis. Insurance cover is maintained against normal commercial risks.



## Kempton Great Engines Trust

The trust is participating in the formative Alpha group of waterworks museums, which will enable sharing of knowledge and skills in future.

As we reported last year, the trustees have an ambition to extend and expand the museum. We have outgrown what we are able to do in in our current building. Our longer-term aim remains to expand the museum into the original Boiler House immediately adjacent to the Engine House. This Grade II\* listed structure is a huge volume of now redundant space which could accommodate our needs well into the future.

The trustees recognised the importance of being able to describe why such a huge task matters and what the organisation is trying to achieve. Towards the end of the year trustees held two externally funded and facilitated workshops to look again at our strategy and what we needed to do to achieve it. From this common understanding we determined to produce a new 5-year strategic plan and conduct a further review of governance in 2024 to ensure we would be fit to deliver the strategy. It was also recognised that taking our people with us was essential and work to improve communications was started.

### OBJECTIVES AND PERFORMANCE

#### Public benefit

The trustees confirm that they have complied with the duty in Section 17 of the Charities Act 2011 to have due regard to the Charity Commission's general guidance on public benefit and that the activities carried out by Kempton Great Engines Trust during the year were all undertaken to further its objects. A detailed explanation is given under activities below.

#### Objectives

The Trust's charitable objects are set out in the Articles of Association as revised in January 2023. They are for the public benefit:

To promote, encourage, improve and advance the education of all about past, present and future importance of conserving and sustaining clean public water supplies by:

- 1) The collection, preservation, safeguarding, interpretation and display of equipment, objects and artefacts of whatsoever nature relating to, but not exclusively, the story of the Kempton Park site and its role in the supply of safe clean water to large areas of London; and
- 2) The operation of a museum at Kempton Park pumping station based on the appropriate sector standards which provides the public the opportunity to see the original steam engines working in their original setting alongside examples of evolving turbine technology; and
- 3) A wider understanding and appreciation of the importance of the industrial revolution in the social and economic development of Great Britain, including coal power, electricity generation, railways and civil engineering.

#### Visitor activity

Attracting visitors in increasing numbers is essential both to meeting our purposes and as a main source of income. We do this mainly by opening for one weekend each month between March and November (except July) when the "Sir William Prescott" pumping engine is run in steam four times each day. The museum is also open every Sunday through the season as a static exhibit. During open days, guided tours to the top of the static No 7 engine are provided allowing visitors to get up close whilst learning about aspects of the engineering and operation of the engines and pumps.



## Kempton Great Engines Trust

Individual visitor numbers over the year rose to 5,098, an increase of over 32% compared to 2022. People under the age of 18 years continued to be admitted free of charge, and we once again held admission prices level with the prior year.

In addition to the steaming weekends, in 2023 we held two special fundraising events. These jazz nights with a live band were very popular showcasing the working engine in a very atmospheric setting. Almost 200 hundred visitors participated in these events which also provided additional income to support the charity.

The museum continues to host a small number of educational visits from local school children studying local history and science.

### Refreshments and Merchandise

The café and shop are an important part of improving our visitor experience and a significant source of income. We keep prices of snacks and a range of beverages at affordable levels and we continued to add lines to the shop. This year the café and shop generated over £16,800 (2022: £9,500).

### Increasing visitor space

The work started in 2022 to relocate a mechanical workshop away from the rear of No 7 engine continued throughout 2023. This is a large undertaking but when completed in 2024 will enable us to increase visitor space in the Engine House.

### Volunteering

The museum is run entirely by volunteers in two main areas:

- Technical
- Front of house

The total number of hours worked by volunteers in 2023 was circa 10,000.

#### Technical

Our main attraction is our original no. 6 engine which is driven by steam. It requires constant care and attention to maintain in good and safe working order. We have a dedicated group of around 25 volunteers who take on these behind-the-scenes activities under the direction of the Technical Committee that reports to the Trust Board. We currently have 11 volunteers who are fully qualified in all aspects of the operation of the Great Engine, with the remainder currently receiving training.

#### Front of house

Every bit as important as engineers and electricians are the volunteers who make our visitor experience as enjoyable and comfortable as possible. These people do everything from welcoming visitors at the front door, helping out in the car park, looking after the toilets and, of course, serving refreshments.

### Developing Volunteering

A high and sustainable level of volunteering will be vital to our future. This will be a challenge as it is across the sector. In 2023 we planned and developed a project to carry out a strategic review of volunteering to significantly improve our performance in this area. The project will report in 2024.

### Accreditation

During the year, we were successful in being awarded “working towards accreditation” status by Arts Council England. We are supported by an accreditation mentor in taking forward work to achieve the



## Kempton Great Engines Trust

required standards over the next three years. The accreditation process will be a key business driver for the coming period.

### Moving the Boiler House project

Concurrently, discussions with Thames Water continued about the scope of the project and possible new leases. After receiving a strong letter of support from Thames Water a successful project proposal for funds for a number of first outputs was made to the Architectural Heritage Fund. The project will be carried out in 2024.

### Learning and Activity Centre

The Boiler House project will take some years to complete. Over 2023, working with Hounslow Council, and Historic England, we developed proposals to build a moderately sized new building adjacent to the museum. The purpose of this structure is to increase our capacity for learning, volunteering and other community purposes. It will be necessary to secure planning permission for the building and we have continued to progress this project since the year end.

### Audience

The Museum's rating from visitors is high, at 4.8 out of 5 on Google based on 341 reviews. Typical comments include:

"The steam museum is a hidden gem, located inside are two giant 3 stage steam engines built to pump water for the surrounding area. Completely run by volunteers all extremely knowledgeable and friendly."

"A fabulous attraction on a steaming day. Friendly volunteers who are knowledgeable and a nice cafe."

"Visited recently while one of the engines was running. What an impressive place! Really enjoyed it and the volunteers were super knowledgeable and friendly. A true gem."

"What a marvellous day out. Easy to find and lots to look at and learn. We had just a few hours to take it all in, and could have spent all day here. The engine that's running is magnificent, with men in white boiler suits attending to it and to all your questions. And down in the depths, more curious machines and exhibits."

The breakdown of visitor demographics captured during a recent study was:

Age: 53% of those surveyed were over 60 years of age, and 26% between the ages of 41 and 60. The high age of visitors demonstrates a potential opportunity for the museum to market to younger audiences.

Gender: 63% of those surveyed were male, and 35% female, with the remainder preferring not to say.

Ethnicity: 83% of survey responders identify as being white British, with many others not preferring to say.

### Developing our audience

Achieving our purpose and reaching accreditation means developing and diversifying our audience. To help us achieve this we started work with the Worcester Polytechnic Institute on a project to help us understand our current audience and to make recommendations for improvement. This project was completed in May 2024 and its recommendations are being actioned.



## Kempton Great Engines Trust

### Partnership

A list of supporting partners is below in the Financial Review section. The museum has links with other pumping stations at the London Museum of Water and Steam and Crossness. Sharing knowledge and experience of mutual challenges will be important as we pursue accreditation. We will aim to extend such collaboration in areas such as sustainability.

We have excellent links to London Borough of Hounslow in various functions which we will maintain. We are also members of the Hounslow Cultural Partnership giving us access to other cultural sites in the borough with whom we continue to work closely.

Thames Water will be a major partner as we move the museum expansion plans forward not just in relation to the buildings but also delivering our vision.



## Kempton Great Engines Trust

### FINANCIAL REVIEW

#### Principal funding sources

The principal sources of funding during the year were:

- Sales of tickets for admission to the museum
- Refreshments
- Merchandise

Visitor numbers increased by approximately 40% in 2023 compared with the previous year which was affected by the latter stages of the Covid pandemic. The increase in attendance resulted in a doubling of revenues from attendance including refreshment and merchandise sales from £39,759 to £63,712 in 2023. Location hire income was significantly higher at £18,525 (2022: £1,200).

Donations from the public of £1,651 (2022: £1,180) were received during the year.

The Trust received a capital grant of £18,875 from the London Borough of Hounslow in each of 2022 and 2023 as a contribution to the cost of installation of a visitor lift which was commissioned in 2023.

The trust has no restricted funds. The fixed assets acquired from capital grants are used for the Trust's principal charitable purpose, and hence related revenue is treated as unrestricted funds.

#### Reserves policy

The Trustees have a reserves policy of holding £50,000 as a sufficient fund to ensure that the No 6 engine can be kept in full working order in the event of unexpected engineering works requiring specialist contractors. The policy is reviewed annually.

Total reserves at the end of 2022 have been restated for two factors:

- Inclusion of income from business interruption claims relating to 2020 and 2021 of £30,466, omitted in error, and
- An impairment charge for £15,449 related to fixed assets in the course of construction was deemed inappropriate and was therefore reversed.

Total reserves were £191,136 (31.12.22 restated: £170,527), and the balance on the bank accounts was £124,245 (31.12.22: £111,245) at the year-end date. The surplus reserves will enable the Trust to pursue its growth ambitions and act as a buffer should trading losses be incurred.

There were no significant commitments made as at the end of the year. At the end of 2022, the museum had a commitment of £24,200 for the planned installation of the visitor lift.

#### Funds in deficit and going concern

There were no funds in deficit at the end of the accounting year.

The trustees have assessed that the charity will be able to continue as a going concern. In making this assessment the trustees have taken into account all available information about the future for at least the 12 months from the date the accounts were approved. In particular, the trust holds reserve funds held as a precaution for any repairs required to the main engine plus reserves held to cover the risk that visitor numbers are reduced for whatever reason.

#### Investment policy and objectives

Kempton Great Engines Trust does not have significant funds to invest and funds above those needed to deal with day-to-day transactions are kept on bank deposit.



## Kempton Great Engines Trust

### Funds held as custodian for others

Kempton Great Engines Trust does not hold any funds as custodian for others.

### Partnership

We are grateful for the support of:

London Borough of Hounslow  
Thames Water  
Historic England  
Association of Independent Museums  
Museum of London



## Kempton Great Engines Trust

### INDEPENDENT EXAMINER'S REPORT

I report on the accounts for the year ended 31st December 2023 set out on pages 12 to 16.

#### Respective responsibilities of the trustees and examiner

The charity's trustees (who are also the directors for the purpose of company law) are responsible for the preparation of the accounts. The charity's trustees consider that an audit is not required for this year (under Section 145 of the Charities Act 2011 (the 2011 Act)) and that an independent examination is required.

Having satisfied myself that the charity is not subject to audit under company law and is eligible for independent examination, it is my responsibility to:

- Examine the accounts under Section 145 of the 2011 Act;
- Follow the procedures laid down in the General Directions given by the Charity Commission (under Section 145(5)(b) of the 2011 Act); and
- State whether particular matters have come to my attention.

#### Basis of the independent examiner's report

My examination was carried out in accordance with the General Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from you as the trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit, and consequently no opinion is given as to whether the accounts present a 'true and fair view' and the report is limited to those matters set out in the statement below.

#### Independent examiner's statement

In connection with my examination, no matter has come to my attention which gives me reasonable cause to believe that, in any material respect, that:

1. the requirements:

- to keep accounting records in accordance with Section 386 and 387 of the Companies Act 2006; and
- to prepare accounts which accord with the accounting records, comply with the accounting Requirements of Section 394 and 395 of the Companies Act 2006 and with the methods and principles of the Statement of Recommended Practice: Accounting and Reporting by Charities have not been met; or

2. to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.

Signed

Date: 14<sup>th</sup> September 2024

A handwritten signature in blue ink, appearing to read 'S. Williams'.

Sara Williams BA *Hons* MA MICB FICFA

Independent Accounts Examiner

Fellow Institute of Certified Forensic Accountants. Member of Institute of Certified Bookkeepers.

14<sup>th</sup> September 2024

FINANCIAL STATEMENTS

**Combined statement of Financial Activities and Income and expenditure account for the year ended 31 December 2023**

	Notes	2023	2022 restated
<b>Income</b>		£	£
Donations	3	5,701	4,479
Grants	4	18,875	18,875
Charitable activities		63,712	39,759
Supporter subscriptions		2,031	1,150
Location hire		18,525	1,200
Bank Interest		2,201	433
Business Interruption Claim	5	-	33,091
<b>Total</b>		<b>111,045</b>	<b>98,988</b>
<b>Expenditure on charitable activities</b>			
Operations		55,945	23,632
Administration	6	34,492	32,376
		<b>90,437</b>	<b>56,008</b>
Net income in the year / net movement in funds		20,608	12,511
Opening funds as at 1 January		170,527	158,016
<b>Total funds as at 31 December</b>		<b>191,135</b>	<b>170,527</b>

No corporation tax was payable in the year (2022: £nil).



## Kempton Great Engines Trust

### Statement of Financial Position as at 31 December 2023

	Notes	2023 £	2022 Restated £
Fixed Assets (net of depreciation)	7	67,415	56,175
<b>Current Assets</b>			
Cash in Bank, on Deposit and in hand		124,245	111,245
Stock		1,957	3,107
Accruals		(2,482)	-
Net current assets		123,721	114,352
Net Assets		<b>191,136</b>	<b>170,527</b>
Represented by			
Restricted funds		-	3,426
Unrestricted funds		191,136	167,101
Total funds		<b>191,136</b>	<b>170,527</b>

The total reserves of £191,136 as at 31 December 2023 represented unrestricted funds, as capital grants have been fully applied to the acquisition of fixed assets. At 31 December 2022, £3,426 of the grant income of £18,875 received had yet to be invested in fixed assets.

John Anderson  
Chair and Trustee  
3 September 2024

Stephen Hewes  
Treasurer and Trustee  
3 September 2024

## Notes to the financial statements

### 1. Basis of preparation

These accounts have been prepared under the historic cost convention, the Companies Act 2006 and the FRS 102 account standard as applicable for smaller companies.

#### Judgements and estimates

The trustees have made the following judgements when preparing these accounts:

- Refreshment and gift shop sales are treated as ancillary to the primary purpose trading of the museum.
- In accordance with the SORP, no value has been assigned to the time and services provided by volunteers and trustees to the charity free of charge on the basis that these services can not be resold.
- No valuation of the heritage assets is available, and the cost of obtaining a valuation is not commensurate with the benefit to the users of the accounts and the charity.

The main estimates made by trustees in the preparation of these accounts is that of the useful lives of its fixed assets. These are valued in note 7.

### 2. Restatement of 2022 comparatives

The 2022 comparatives within these accounts have been restated for two factors:

- Inclusion of income from business interruption claims relating to 2020 and 2021 of £30,466, omitted from opening funds as at 1 January 2022 in error, and
- An impairment charge for £15,449 related to fixed assets in the course of construction as at 31 December 2022 was deemed to be inappropriate and was therefore reversed. The impact of this restatement was to increase net income for the 2022 year by the same amount.

### 3. Donations:

	2023	2022
	£	£
Public	1,651	1,180
Kempton Great Engines Society	4,050	3,299
	<b>5,701</b>	<b>4,479</b>

### 4. Grants from London Borough of Hounslow:

	£	£
Grants received	18,875	18,875

The grant funding in 2022 and 2023 was in respect of a passenger lift which was brought into use in 2023. In accordance with paragraph 5.10 of the SORP for Charities, the accrual basis for grants has not been applied and instead grant funds have been recognised on receipt.

### 5. Settlement of Business Interruption Claim

	2023	2022 restated
	£	£
Claim of closures in 2020 and 2021	-	2,623

## Kempton Great Engines Trust

### 6. Administration expenses

	2023	2022
	£	£
Salaries	5,263	-
Other office costs	4,848	13,937
Financial Charges	2,055	3,089
Telephone & Internet	2,698	2,217
Insurance	1,840	1,550
Marketing & Publicity	3,742	3,313
Rent	1,085	875
Depreciation	12,960	7,395
	<b>34,492</b>	<b>32,376</b>

	2023	2022 restated
	£	£
<b>7. Fixed assets</b>		
Cost	111,014	86,814
Depreciation	43,599	30,638
Net Book Value	<b>67,415</b>	<b>56,176</b>

Net book value		
At 1 January	56,175	42,488
Additions	24,200	21,082
Depreciation	(12,960)	(7,395)
As at 31 December	<b>67,416</b>	<b>56,175</b>

The fixed assets held in the register represent assets acquired for the operation of the museum and are depreciated over the expected economic lives, generally of 10 years. The increase in the cost value of fixed assets in 2022 and 2023 mainly reflected the acquisition of the passenger lift which was commissioned in 2023 and depreciated from that date.

No value has been assigned to the heritage assets for the purposes of these accounts. The heritage assets include the historically significant two triple expansion steam engines originally commissioned in 1929, owned by Thames Water and leased to the Trust. The building housing the engines is owned and managed by Thames Water.

### 8. Remuneration

No trustees received remuneration, benefits or reimbursement of personal expenses in the year (2022: £nil).

The amount payable to the Independent Accounts Examiner in respect of the 2023 accounts is £500 (2022: £nil).

The salaries costs included in note 6 represent wages and social security costs of a part-time bookkeeper and security guards employed on an ad hoc basis, the analysis of which is not considered meaningful. No post-employment benefits were provided in the period (2022: £nil).



## Kempton Great Engines Trust

The average headcount was a small fraction of one full time equivalent employee. No employees received benefits of more than £60,000 (2022: none).

9. Related party transactions – there were no related party transaction requiring disclosure in the year. (2022: none).

**KEMPTON GREAT ENGINES TRUST LIMITED**

England & Wales - Charity number 1048936

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# Accounts

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## Kempton Great Engines Trust Limited

### Annual Report and Accounts January 2022 – December 2022



The Trustees, who are also directors of the Charity for the purposes of the Companies Act 2006, present their report with the financial statements of the Charity for the year ended 31st December 2022. The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and the Accounting and Reporting by Charities; Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard 102 ('FRS102')



## Kempton Great Engines Trust

### REFERENCE AND ADMINISTRATIVE DETAILS

#### Company Name

Kempton Great Engines Trust Limited

#### Registered Company Number

03094226

#### Registered Charity Number

1048936

#### Scheduled Monument Number

153

#### Registered Office

Kempton Steam Museum  
Kempton Park Waterworks  
Snakey Lane  
Hanworth  
Middlesex  
TW13 6XH

#### Trustees

Richard Albanese appointed 6 December 2022

John Anderson Chair

Felix Charteris appointed 6 December 2022

Bernard Chorley resigned 31 July 2022

Stephen Fielding appointed 14 June 2022

Christopher Hobson resigned 14 June 2022

David Lawrie

Abdullah Seba appointed 24 January 2023

Jerry Scholefield

Susan Webb

Martin Wicks

#### Company Secretary

Richard Abbott resigned 24 May 2022

Steven Bamforth appointed 24 May 2022

#### Independent Examiner

David Clay

#### Bankers

CAF Bank Ltd



## Kempton Great Engines Trust

### MESSAGE FROM THE CHAIR

This has been a year of transition, another step on a journey in which the museum builds on the great successes of the past to restore one of our original pumping engines to steam and open the museum to the public. Now, it is time to look ahead and secure our future, the future of the collection and to focus more on the delivery of our new charitable objects. This report is itself the first of a new generation of annual reports which will say more about our actual outcomes and achievements.

We have as outlined later ambitious plans for the museum. Getting there will be rewarding and also challenging. Longer term sustainability will drive a lot of what we do. The running of the Trust will need to be kept under review and action taken to improve business process such as a new information system. Like many charities we will have to face and deal with the issues around volunteering and how to maintain that ethos and way of working.

While this is going on we will need to do more to improve financial sustainability. Perhaps most of all though we will be working to widen and diversify our audience.

The annual report is mainly a chance to look back and to be proud of our recent achievements. This is especially important in an organisation wholly volunteer led and run.

I first need to thank the volunteer teams who maintain our equipment and look after our visitors in various ways. There are thousands of hours of time given over the course of the year.

I need also to thank the trustees for their support in starting a process of reform and taking part in the work of delivering on those reforms.

We have enjoyed the continued support of Thames Water in facilitating change. Thanks also to councillors and officers of the London Borough of Hounslow for their encouragement, time and financial resources.

The museum is a place of recognised national importance. It is our privilege to work for its future. We hope you will follow us, volunteer with us and support us so that the next phase of our development ensures the museum is there for future generations to enjoy.

John Anderson

Chair

October 2023



## Kempton Great Engines Trust

### ABOUT KEMPTON GREAT ENGINES TRUST

Kempton Great Engines Trust Ltd. trades as Kempton Steam Museum. The Trust was incorporated on 23 August 1995 with the aim to preserve the historic triple expansion steam pumping engines at Kempton Park Pumping Station and make them accessible to the public as a museum. The museum building and its original steam pumping engines and other equipment is a Scheduled Monument (No 153). It is also Grade II\* listed. In 2002 the "Sir William Prescott" engine was returned to steam and in December that year the museum was inaugurated by the then HRH The Prince of Wales. The museum was opened to the public in 2004.

#### Our Vision

To be the "must visit" international destination celebrating Britain's industrial heritage and highlighting the importance of conserving and sustaining clean water supplies now and for the future.

#### Our Mission

To tell the story of the Kempton Park site and its vital role in providing clean, safe water to large areas of London continuously for over 100 years,

To provide a unique opportunity to view working examples of the pinnacle of traditional steam engine development and the transition to turbine technology.

#### Our values

In addition to the Nolan principles these are:

- Foster partnership.
- Recognise the value of industrial heritage both for people's sense of place, well-being and for its own sake.
- Foster diversity and inclusion.
- Enable involvement through volunteering.
- Be locally relevant to global concerns.

#### Governance

The Board of Trustees governs Kempton Great Engines Trust. There are a number of committees reporting to the board. The committees' terms of reference and membership are approved by the board.

The trustees are all volunteers. The bulk of our conservation work and the running of the museum as a public venue is carried out by volunteers. A paid part-time bookkeeper has very recently been appointed.



## Kempton Great Engines Trust

### OBJECTIVES AND PERFORMANCE

#### Public benefit

The trustees confirm that they have complied with the duty in Section 17 of the Charities Act 2011 to have due regard to the Charity Commission's general guidance on public benefit and that the activities carried out by Kempton Great Engines Trust during the year were all undertaken to further its objects. A detailed explanation is shown under activities and performance.

#### Objectives

The Trust's charitable objects are set out in the Articles of Association as revised in January 2023. They are for the public benefit:

To promote, encourage, improve and advance the education of all about past, present and future importance of conserving and sustaining clean public water supplies by:

- 1) The collection, preservation, safeguarding, interpretation and display of equipment, objects and artefacts of whatsoever nature relating to, but not exclusively, the story of the Kempton Park site and its role in the supply of safe clean water to large areas of London; and
- 2) The operation of a museum at Kempton Park pumping station based on the appropriate sector standards which provides the public the opportunity to see the original steam engines working in their original setting alongside examples of evolving turbine technology; and
- 3) A wider understanding and appreciation of the importance of the industrial revolution in the social and economic development of Great Britain, including coal power, electricity generation, railways and civil engineering.

#### Opening to the public

Our principal activity and biggest draw is opening the museum to the general public within our available resources. One weekend each month between March and November (except July) the "Sir William Prescott" pumping engine is run in steam four times each day. The museum is also open every Sunday through the season as a static exhibit.

As part of the educational aim guided tours of the static No 7 engine are provided giving background to the engineering and operation of the engines and pumps.

During the course of the year over 4,000 people visited the museum despite one open weekend and Open House being cancelled due to events beyond the museum's control.

#### Access Lift

We intend to improve accessibility to the museum and its collection so we can cater for a more diverse audience. This is a challenge in a site of industrial origin. We are however proud that with a substantial grant from Hounslow Council we have installed a new lift in the former loading bay area.

This lift brings people up from outside ground level up the driving floor with all other visitors. It is already a well-used facility.

#### Refreshments

A small but very popular refreshment area in the engine house provides a range of snacks along with hot and cold drinks.

The purchase this year of a new coffee machine means we can provide a broader range of specialist drinks to improve the visitor experience and generate additional income.



## Kempton Great Engines Trust

A small shop sells merchandise primarily related to the building and its contents and also items related to the history of water supply. This is another significant source of income.

### Special events

In addition, a number of additional events were held, including two fundraising musical evening events and a musical production by a local school. Approximately five hundred visitors participated in these events which also provided additional income to support the charity.

### Volunteering

The museum is run entirely by volunteers in two main areas:

- Technical
- Front of house

#### Technical

Our main significance and attraction is that our original no. 6 engine runs in steam. It requires constant care and attention to maintain in good and safe working order. We have a dedicated group of around 25 volunteers who take on these behind-the-scenes activities under the direction of the Technical Committee that reports to the Trust. We currently have 11 volunteers who are fully qualified in all aspects of the operation of the Great Engine with those remaining receiving training. The technical volunteers logged 4,845 hrs on-site work in 2022.

#### Front of house

Every bit as important as engineers and electricians are the volunteers who make our visitor experience as enjoyable and comfortable as it can be. These people do everything from welcoming visitors at the front door, helping out in the car park, looking after the toilets and, of course, serving refreshments.

### Governance

We reported last year on work we were doing to improve our governance. Over the year a number of consultation exercises with the members of Kempton Great Engines Society were held about the future shape of our management and how the society's members could be involved. As a result the society agreed to dissolve itself and merge various activities into the trust. Former society members who still volunteer are included in the membership of our various committees.

We took the chance of these changes to introduce a supporters' scheme. There are currently 170 supporters who pay an annual or life subscription and receive regular updates on the activities and progress of the museum.

At the same time we engaged Russell Cooke Solicitors to review and advise on changes to our Articles of Association. Clauses on conflicts of interest were added and changes in the trustee body mean that all these issues are resolved. The new articles were approved by the Charities Commission.

### Looking to the future

The trustees have an ambition to extend and expand. We are outgrowing what we are able to do in our current building. If we are to offer a wider audience the kind of visitor experience expected today and to deliver a bigger programme based on our objects, especially in education, we simply need more space and capacity.



## Kempton Great Engines Trust

Our longer-term aim is to expand the museum into the original boiler-house immediately adjacent to the engine house. This Grade II\* listed structure is a huge volume of now redundant space which could accommodate our needs well into the future.

We have started discussions with a supportive Thames Water about the project which will inevitably take a number of years. We are therefore looking at what we can do in the intervening years starting now to give us more physical space, improve volunteering, some staff capacity and how to build our audience. Hounslow council continue to be supportive in this area.

Associated activity includes moving a workshop area to help increase visitor space in the engine house and a range of conservation works designed to improve the presentation of our unique museum.

### Accreditation

The trustees recognise the importance to our stakeholders and potential funders of demonstrating that the museum is run and operated on recognised standards. As part of our expansion plans we will embark on a process of seeking accreditation with Arts Council England.

### Developing our audience

Approval ratings for are high at 95%. Typical comments include:

*“An absolutely staggering, almost overwhelming place on arrival. Just as we walked in they were starting the Sir William Prescott engine. It was astounding to hear and see. I was quite moved. This machine is three stories tall. Gargantuan. The sight, noise (gentle, but so distinctly mechanical) smell (of lubricating oil) scale, grandeur and beauty knocked me for six.”*

*“The staff were all very friendly, helpful and very knowledgeable. Any questions I had were more than fully answered.”*

*“Fascinating place, full of history. Very friendly, knowledgeable volunteers. Well worth a visit.”*

These sorts of comments are good to hear. We do though need to do more to widen, deepen and diversify our audience. We carry out visitor surveys by asking visitors to complete a form. The data collected shows our audience to be overwhelmingly white British and over 55 years of age.

### Ethnic background:

- 95% White British
- 5% Other British

A statistically insignificant but nonetheless important number of overseas visitors.

### Gender

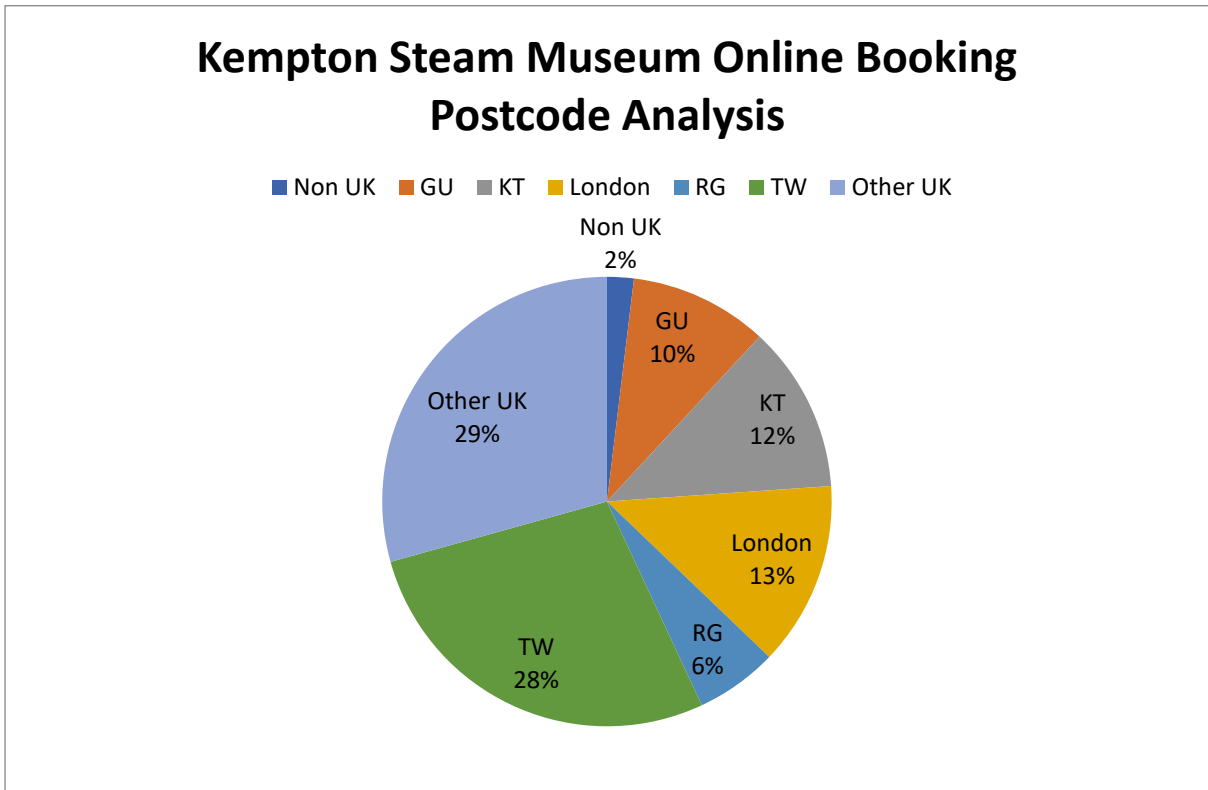
- 55% male
- 45% female



Age distribution:

- 16-24 1.7%
- 25-34 1.7%
- 35-44 15.3%
- 45-54 11.9%
- 55-64 32.2%
- 65+ 37.3%

Where Visitors come from



On the whole this chart confirms that we have as many visitors coming from “other UK” areas as the Twickenham post code areas which form our most local community. It also shows a low representation of visitors from the Kingston postcode areas. There is also an important number of overseas visitors.

The trustees will be taking steps to do more audience development work in the coming year. There will be a focus on younger people.



## Kempton Great Engines Trust

### Partnership

A list of supporting partners is below. The museum has some links with other pumping stations at the London Museum of Water and Steam and Crossness. Sharing knowledge and experience of mutual challenges will be important as we pursue accreditation. We will aim to extend such collaboration in areas such as sustainability.

We have excellent links to London Borough of Hounslow in various functions which we will maintain. We are also members of the Hounslow Cultural Partnership giving us access to other cultural sites in the borough with whom we will aim to work closely.

Thames Water will be a major partner as we move the museum expansion plans forward not just in relation to the buildings but also delivering our vision.

### FINANCIAL REVIEW

#### Principal funding sources

The principal sources of funding during the year were:

- Sales of tickets for admission to the museum
- Refreshments
- Merchandise

Donations of £4,479 were received during the year, £1,180 from the public and £3,299 from the Kempton Great Engines Society after it was wound up.

A grant of restricted funds was received from the London Borough of Hounslow for the access lift.

#### Reserves policy

The Trustees have a reserves policy. It aims to hold sufficient funds to ensure that the No 6 engine can be kept in full working order in the event of unexpected engineering works requiring specialist contractors. In 2022 the reserve figure was increased in line with inflation. The policy will be reviewed annually.

#### Funds in deficit

There were no funds in deficit at the end of the accounting year.

#### Investment policy and objectives

Kempton Great Engines Trust does not have significant funds to invest and funds above those needed to deal with day-to-day transactions are kept on bank deposit.

#### Funds held as custodian for others

Kempton Great Engines Trust does not hold any funds as custodian for others.

### Partnership

We are grateful for the support of:

- London Borough of Hounslow
- Thames Water
- Historic England
- Association of Independent Museums
- Museum of London



## Kempton Great Engines Trust

### INDEPENDENT EXAMINER'S REPORT

I report on the accounts for the year ended 31st December 2022 set out on pages 11 to 13.

#### Respective responsibilities of the trustees and examiner

The charity's trustees (who are also the directors for the purpose of company law) are responsible for the preparation of the accounts. The charity's trustees consider that an audit is not required for this year (under Section 145 of the Charities Act 2011 (the 2011 Act)) and that an independent examination is required.

Having satisfied myself that the charity is not subject to audit under company law and is eligible for independent examination, it is my responsibility to:

- Examine the accounts under Section 145 of the 2011 Act;
- Follow the procedures laid down in the General Directions given by the Charity Commission (under Section 145(5)(b) of the 2011 Act); and
- State whether particular matters have come to my attention.

#### Basis of the independent examiner's report

My examination was carried out in accordance with the General Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from you as the trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit, and consequently no opinion is given as to whether the accounts present a 'true and fair view' and the report is limited to those matters set out in the statement below.

#### Independent examiner's statement

In connection with my examination, no matter has come to my attention which gives me reasonable cause to believe that, in any material respect, that:

1. the requirements:

- to keep accounting records in accordance with Section 386 and 387 of the Companies Act 2006;

and

- to prepare accounts which accord with the accounting records, comply with the accounting Requirements of Section 394 and 395 of the Companies Act 2006 and with the methods and principles of the Statement of Recommended Practice: Accounting and Reporting by Charities have not been met; or

2. to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.

Signed

A handwritten signature in black ink, appearing to read 'David Clay'.

Date: 11 October 2023

David Clay  
29, Ladywood Road  
Surbiton, KT6 7PB



## Kempton Great Engines Trust

### FINANCIAL STATEMENTS

#### Statement of Financial Activities for the year ended 31st December 2022

	Notes	2021	2022
		£	£
<b>Incoming Resources</b>			
Donations	1	3,599	4,479
Grants	2	0	18,875
Trading	3	25,606	40,959
Bank Interest		0	433.36
Business Interruption Claim	4	2,500	2,623
Supporter Fees		0	1,150
<b>Total</b>		<b>31,705</b>	<b>68,520</b>
<b>Resources Expended</b>			
Operations		16,233	39,081
Insurance		1,888	1,550
Administration	5	38,179	30,826
		<b>56,300</b>	<b>71,457</b>
Net Change in Resources in Year		-24,595	-2,937
Add Funds at Beginning of Year		152,143	127,548
<b>Total Funds Held at 31st December</b>		<b>127,548</b>	<b>124,611</b>
<b>Balance Sheet at 31st December</b>			
Fixed Assets (net of depreciation)	6	42,488	40,727
<b>Current Assets</b>			
Cash in Bank, on Deposit and in hand		83,184	111,245
Prepayments/Accruals	7	30,468	0
Stock		1,876	3,107
Liabilities		0	0
<b>Net Assets</b>	8	<b>158,016</b>	<b>155,079</b>
<b>Represented by Unrestricted Funds</b>		<b>158,016</b>	<b>151,653</b>
<b>Represented by Restricted Funds</b>		<b>0</b>	<b>3,426</b>



## Kempton Great Engines Trust

### Notes to Financial Accounts

	<b>2021</b>	<b>2022</b>
	£	£
1. Donations: Public	99	1,180
Kempton Great Engines Society	3,500	3,299
	<b>3,599</b>	<b>4,479</b>
2. Grants: London Borough of Hounslow	<b>0</b>	<b>18,875</b>
3. Trading Income: Sales from public opening	19,327	39,759
Filming fees	6,275	1,200
	<b>25,602</b>	<b>40,959</b>
4. Settlement of Business Interruption Claim for closures in 2020 and 2021 (£2,500 received in 2021, £33,091 received in 2022, of which £30,468 recognised in 2021)	<b>32,968</b>	<b>2,623</b>
5. Administration: Office (In 2021 includes £13,865 for review of Trust Constitution)	17,246	13,937
Financial Charges	1,253	3,089
Travel	0	0
Telephone & Internet	3,813	2,217
Marketing & Publicity	8,744	3,313
Rent	875	875
Depreciation	6,248	7,395
	<b>38,179</b>	<b>30,826</b>



## Kempton Great Engines Trust

	<b>2021</b>	<b>2022</b>
	£	£
6. Fixed assets: Costs	65,731	71,365
Depreciation	23,243	30,638
Net Book Value	42,488	40,727

7. £30,468 paid in 2022 in settlement of Business Interruption claim

### 8. Analysis of net assets between funds

Fixed	42,488	40,727
Current	85,060	114,352
Liabilities	0	0
Accruals	30,468	0
<b>Total</b>	<b>158,016</b>	<b>155,079</b>

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31st December 2022.

The Trustees have not required the charitable company to obtain an audit of its financial statements for the year ended 31st December 2022 in accordance with Section 476 of the Companies Act 2006.

The Trustees acknowledge their responsibilities for:

(a) ensuring that the charitable company keeps accounting records that comply with the Sections 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 charitable company as at the end of each financial year and its surplus or deficit for each financial year in accordance with the requirements of Sections 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 charitable company.

These financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small charitable companies and with the Financial Reporting Standard 102 (FRS102). The company therefore claims exemption from preparing a cash flow statement.



## Kempton Great Engines Trust

The financial statements were approved by the Board of Trustees on the 28th day of July 2023 and were signed on its behalf by:

John Anderson  
Chair and Trustee

Martin Wicks  
Treasurer and Trustee

**KEMPTON GREAT ENGINES TRUST LIMITED**

England & Wales - Charity number 1048936

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# Accounts

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**KEMPTON GREAT ENGINES TRUST LIMITED**

**FINANCIAL ACCOUNTS**

**YEAR ENDED 31<sup>st</sup> DECEMBER 2021**

**Company Registered in England and Wales No: 03094226**

**Registered Charity No: 1048936**

**Scheduled Monument No: 153**

## Kempton Great Engines Trust Limited

### Statement of Financial Activities for the year ended 31st December 2021

	Notes	2020	2021
<b>Incoming Resources</b>		£	£
Donations	2	4,151	3,599
Trading	3	37,767	25,606
Business Interruption Claim	4	0	32,968
<b>Total</b>		<b>41,918</b>	<b>62,173</b>
<b>Resources Expended</b>			
Operations		6,347	16,233
Insurance		2,506	1,888
Administration	5	19,967	38,179
		<b>28,820</b>	<b>56,300</b>
Net Change in Resources in Year		13,098	5,873
Add Funds at Beginning of Year		139,045	152,143
<b>Total Funds Held at 31st December</b>		<b>152,143</b>	<b>158,016</b>
<b>Balance Sheet at 31st December</b>			
Fixed Assests (net of depreciation)	6	25,865	42,488
<b>Current Assets</b>			
Cash in Bank, on Deposit and in hand		124,148	83,184
Prepayments/Accruals	7	1,558	30,468
Stock		2,601	1,876
Liabilities		-2,029	0
<b>Net Tangible Assets</b>		<b>152,143</b>	<b>158,016</b>
<b>Represented by Unrestricted Funds</b>		<b>152,143</b>	<b>158,016</b>

For the financial year to 31st December 2021, the company was entitled to exemption under Section 477 relating to small companies. No member has required the company to obtain an audit of the accounts under section 476 of the Act. The directors acknowledge their responsibility for complying with the Act relating to accounting records and for the preparation of accounts. These accounts have been prepared in accordance with the provisions for companies under the small companies regime.



John Anderson  
Chairman

## Notes to Financial Accounts

1. These accounts have been prepared under the historic cost convention, the Companies Act 2006 and the reporting standard for smaller companies.

		2020	2021
		£	£
2. Donations:	Public	151	99
	Kempton Great Engines Society	4,000	3,500
		<b>4,151</b>	<b>3,599</b>
3. Trading Income	Sales from public opening	169	19,327
	Filming fees	38,276	6,275
		<b>38,445</b>	<b>25,602</b>
4. Settlement of Business Interruption Claim for closures in 2020 and 2021 (£2,500 received in 2021, £30,468 received in 2022)		<b>0</b>	<b>32,968</b>
5. Administration	Office (In 2021 includes £13,865 for review of Trust Consitution)	1,980	17,246
	Financial Charges	223	1,253
	Travel	61	0
	Telephone & Internet	3,343	3,813
	Marketing & Publicity	2,466	8,744
	Rent	875	875
	Depreciation	4,331	6,248
		<b>13,279</b>	<b>38,179</b>
6. Fixed assets	Costs	43,465	62,627
	Depreciation	17,600	20,139
	Net Book Value	25,865	42,488
7. £30,460 paid in 2022 in settlement of Business Interruption claim			
8. Analysis of net assets between funds			
	Fixed	25,865	42,488
	Current	128,307	85,060
	Liabilites	-2,029	0
	Accruals	0	30,468
		<b>152,143</b>	<b>158,016</b>

There were no employees, no trustee received any remuneration and as a charity, no corporation tax was payable. It is a company limited by guarantee and has no shareholders.

## **TRUSTEES REPORT for the Year Ended 31<sup>st</sup> December 2021**

The Trust is a registered charity (no. 1048936), having no share capital, being a company limited by guarantee (no. 03094226). It was incorporated on 23<sup>rd</sup> August 1995.

### **TRUSTEES**

The following served as trustees during 2021:

J. Anderson appointed July

B. Chorley appointed June

M. Hamilton resigned March

C. Hobson

D. Lawrie

R. Marie resigned March

N. Reynolds resigned November

J. Scholefield appointed May

S. Webb

M. Wicks appointed July

Company Secretary: R. Abbott

### **OBJECTIVES**

The objectives of the charity are primarily educational, telling the story of water supply, using the pumping station at Kempton Park as an example. The Trust also cares for an outstanding part of our industrial heritage, No. 6 engine, which has been restored to working in steam. This triple expansion engine represents the apogee of steam driven reciprocating pumping technology. With an output of just over 1000 hp, a weight of 1000 tons, standing 62 feet (18.9 m) tall and, when in service, pumping 19 million gallons a day, it is one of the largest steam pumping engines ever built and currently the largest still in operation. To provide our visitors with an insight into the workings of the engines we offer tours of its twin No.7 and the later steam turbines, with their centrifugal pumps, providing an excellent example of the evolution of technology.

## **ACTIVITIES**

Volunteer work continued when permitted by Covid related restrictions. The key priority was the replacement of the pinion on the crankshaft of the operating No. 6 engine, "Sir William Prescott". Work on the restoration of No. 7 engine, "Lady Bessie Prescott" continued.

Following the easing of Covid related restrictions, the museum reopened to the public in June. This followed significant planning to manage visitor numbers to avoid potential overcrowding. An assessment of safe visitor numbers was made and timed online booking implemented as well as the provision of hand sanitiser stations and other hygiene measures. The "Good to Go" accreditation was obtained before reopening. Another innovation was the introduction of a self guided tour based on an explanatory booklet and identification labels throughout the museum, following a "one way" route. This has proved to be very popular with visitors. Interactive touch screen terminals providing interpretation material and archive photographs and films to visitors were also introduced.

The museum could not function as it does without the thousands of hours of dedicated volunteer time each year. The trustees have identified a number of challenges including succession planning and increasing diversity in the volunteer team to be followed up in 2022 and beyond. It will be an aim then to report in more depth in future on the extent of these activities.

## **FINANCIAL IMPACT OF THE PANDEMIC**

Following reopening in June, visitor income was approximately two thirds of what might have been expected compared with 2019. This was at least partly due to the planned restriction of visitor numbers. The claim for loss of income due to enforced "Business Interruption" lodged with our insurer has now been settled. The amount paid is an accurate reflection of the income lost in 2020 and the first half of 2021. This settlement has been recognised in the 2021 accounts.

## **RESERVES POLICY**

The trustees will ensure that sufficient funds are available for a minimum of six months of operating expenditure.

## **RISK REVIEW**

Health and Safety is continuously monitored and relevant procedures are regularly reviewed by the Trust's nominated representatives. Insurance for all activities and liabilities is in place.

## MANAGEMENT

### **Governance Review**

The Trustees meet monthly to discuss finances, receive reports, and address any issues arising. The Trustees also discuss proposals that will support and enhance the delivery of the charity's objectives. No Trustee is in a position to personally control policy. Any expenditure on behalf of the Trust requires dual authorisation (except for cheques up to £500).

There are no paid staff. Work to run the museum and conserve the equipment is carried out by volunteers in the Kempton Great Engines Society.

As reported in the 2020 accounts, in the latter half of that year concerns were raised that the Trust might be operating in breach of its Articles of Association relating to the length of trustee appointments. Legal advice was obtained from Bates Wells solicitors with a department that specialise in providing guidance to charity and not for profit organisations. As a result, two trustees resigned in March 2021.

The solicitors also confirmed that the articles which dated from 1995 no longer satisfied current Charity Commission and other legal requirements. They also advised that the relationship between the Kempton Great Engines Society (KGES) and Kempton Great Engines Trust (KGET) was reconsidered. Solicitors advised the trustees to carry out a governance review. Bates Wells were instructed to draw up a new Articles of Association. Consequently, a new set of Articles of Association and charitable objectives have been drafted for approval by Charities Commission as soon as possible in 2022. The draft articles will be consulted on with advisers at the Museum of London to ensure the new charitable objects are consistent with legal definitions of a museum. That will be necessary to ensure the museum would be eligible to apply for accreditation in due course.

The trustees have started to draw up proposals for a new management structure to improve transparency, decision making and accountability. These proposals will be subject to consultation and agreement with the membership of KGES as soon as possible in 2022. The aim of this work is also to ensure that the pursuit of museum accreditation and acquisition of external funding can be progressed with the best possible chances of success.

In discussions about good governance trustees recognised the importance of identifying and dealing with conflicts of interest. In late 2021 trustees declared their other interests and this register is a standard agenda item at each board meeting. While the trustee resignations in March and a subsequent one in November reduced the conflict of loyalties, a number of trustees are also trustees of the Hampton and Kempton Waterworks Railway. The close relationship between KGET and the railway has been reported in previous year's accounts. These considerations will require further attention in 2022.

Further work in 2022 is expected to strengthen the role of the Board of Trustees and improve business and financial planning.

## ACCOUNTING POLICY

The Trustees will prepare financial accounts for each financial year which give a true and fair view of the state of affairs of the company, and be based on suitable accounting policies, consistently applied, making prudent and reasonable judgements and estimates and, given that the company will continue in operation, be prepared in an ongoing concern basis. The accounts will comply with the Companies Acts and the Charities Act 1993, and disclose the financial position of the company.

## ACCOUNTS

For the year ending 31<sup>st</sup> December 2021 the company was entitled to exemption under Section 477 of the Companies Act 2006 relating to small companies. The members have not required the company to require an audit in accordance with Section 476 of the said Act. The Directors acknowledge their responsibility for complying with the requirements of the Act with respect to accounting records and for the preparation of accounts. These accounts have been prepared in accordance with the provisions applicable to Section 477.



John Anderson

Chair

Kempton Great Engines Trust Ltd.

Kempton Park Advanced Water Treatment Works

Snakey Lane

Feltham

TW13 6XH

## INDEPENDENT EXAMINERS REPORT

To the Trustees of Kempton Great Engines Trust:

I report on the accounts for the year to December 2021.

I have reviewed the accounting records and have compared them with the accounts as presented. Whilst I do not express an audit opinion on the accounts, no matter has come to my attention which leads me to believe that the accounts and supporting records do not comply with either the Companies Act or the Charities Act. There are no unusual items requiring extra disclosure.

In my opinion the information given in the Trustees' report is consistent with the financial statements.

A handwritten signature in black ink, appearing to be 'D Clay', written in a cursive style.

David Clay  
29, Ladywood Road  
Surbiton  
Surrey  
KT6 7PB