



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.



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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.



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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.



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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



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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
Income		£	£
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
Total		153,937	108,713
Expenditure on charitable activities			
Operations		31,956	44,578
Administration	5	36,602	37,738
Projects	6	8,464	8,726
		77,022	91,042
Net income in the year / net movement in funds		76,915	17,671
Opening funds as at 1 January		208,806	191,135
Total funds as at 31 December		285,721	208,806



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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	-
Current Assets			
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		208,749	147,567
Net Assets		285,721	208,806
 Represented by			
Restricted funds	9	50,601	-
Unrestricted funds	9	235,120	208,806
Total funds	9	285,721	208,806

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	26,714	1,497

3. Grants received:

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

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.



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4. Charitable activities

	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
	75,454	90,228

5. Administration expenses

	2025	2024
	£	£
Salaries	6,075	2,202
Less attributed to projects	(2,709)	-
	3,366	2,202
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
	36,602	37,738

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.



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

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	50,601	235,120	285,721

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.



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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).