

LONDON TRANSPORT MUSEUM LIMITED

England & Wales · Charity number 1123122

Details

Status	Registered
Legal form	Charitable company
Company number	06495761
Registered	2008-03-07
Register	View on the Charity Commission register

Contact

Address	London Transport Museum 39 Wellington Street London WC2E 7BB
Phone	0343 222 5000
Email	enquiry@ltmuseum.co.uk
Website	www.ltmuseum.co.uk

Activities

Objects: THE OBJECTS OF THE CHARITY ARE TO ADVANCE THE HERITAGE OF TRANSPORT IN LONDON AND TO EDUCATE THE PUBLIC ABOUT THE HISTORY OF TRANSPORT IN LONDON THROUGH THE PROVISION, OPERATION AND MAINTENANCE OF A TRANSPORT MUSEUM FOR THE PUBLIC BENEFIT AND TO EDUCATE THE PUBLIC ABOUT THE ROLE OF TRANSPORT IN THE LIFE AND WORK OF LONDON, PAST. PRESENT AND FUTURE

Activities: - Education and engagement activities via on site and out reach programmes.- Access and museum operations including permanent displays, special events and online resources.- Heritage and collections including the preservation, management, research and acquisition of transport related objects and information, heritage vehicle outings and a programme of talks and events.

Classification

- **How:** Provides Services, Other Charitable Activities
- **What:** Education/training, Arts/culture/heritage/science, Environment/conservation/heritage
- **Who:** The General Public/mankind

Geography

- **Area of benefit:** LONDON
- Throughout London

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£19,931,000	£21,878,000	£27,509,000	172
2024-03-31	£19,796,000	£19,063,000	£29,464,000	148
2023-03-31	£17,170,000	£16,201,000	£28,723,000	122
2022-03-31	£15,405,000	£14,516,000	£27,754,000	108
2021-03-31	£11,693,000	£12,729,000	£26,865,000	106

Trustees

Name	Role	Appointed
MR Keith Ludeman	Chair	2014-03-26
ANDREW JONATHAN SMITH		2017-09-17
Christine Major		2021-02-04
Daniel Phelan		2024-11-15
David Allen Brown		2024-11-15
Elizabeth McKay		2023-08-08
Lilli Matson		2022-11-21
Marcus Arthur		2018-04-27
Obinna Vincent Nwofor		2021-10-06
Pamela Elizabeth Rosser		2020-10-29
Susannah Bentley Tanner		2024-11-15
William Stephen Ferris		2020-01-29
Winsome Hull		2020-10-29

LONDON TRANSPORT MUSEUM LIMITED

England & Wales - Charity number 1123122

Accounts



LONDON TRANSPORT MUSEUM



Annual report and accounts

2024/25

Registered office: 5 Endeavour Square, London, E20 1JN, Company number: 06495761, Charity number: 1123122

Contents

Strategic Report	2
Message from the Chair of the Trustees and CEO	2
Our foundation: purpose and principles	4
Our strategic framework	5
Performance and achievements	6
Highlights of 2024/25	7
Future plans	11
Financial review	12
Trustees' Report	14
Structure, governance and management	14
Reserves policy	21
Disclosure of information to auditors	24
Trustees' statement	25
Trustees and advisers	26
Independent Auditor's report	29
Consolidated statement of financial activities for the year ended 31 March 2025	33
Balance sheets as at 31 March 2025	35
Notes to the financial statements	36
Our supporters	56

Strategic Report

Message from the Chair of Trustees and CEO 2024/25

As the second year of our five-year strategy closes, we reflect on the incredible journey underway to realise our vision to become future fit. In July 2024 our CEO unveiled our bold new vision. It's been a year of upping our game and our ambition, with big moves in key areas of content, experiences, people, and growth to secure our long-term financial sustainability.

During a challenging year in the sector, LTM welcomed more than 434,700 visitors to Covent Garden to discover the story of London's transport history and heritage. We were ranked 97th in the UK by ALVA and are often referred to as the exemplar of a medium sized Museum that punches above its weight. We are also part of the successful cohort of only 50% of London attractions that have increased visitors since the pandemic.

We have continued to thrive in all areas attracting nearly 200,000 people through offsite events and 2.6 million online. When we include the approximately 1.5 million who beat a path to our shop, our total reach for the year stands at 4.9 million.

Giving young people skills for the future, confidence, and opportunities to fulfil their potential is an important part of the Museum's work as an education and heritage charity. This includes tackling the skills shortage in the transport sector by turning childhood enthusiasm for transport into future careers through its Enjoyment to Employment programme and introducing young people to self-employed career pathways in the culture and heritage sectors through its Young Freelancer programme.

Innovation sits at the heart of our new vision, which is only natural when you consider our location in the heart of the West End. This year we've introduced a bold new initiative – Transported by Culture – with new opportunities for young musicians, performers and artists.

In October we were delighted to welcome our debut theatre production to the Museum, *The Truth About Harry Beck*. In February 2025 we launched our next cultural initiative, *Music in the Museum*, with young classical and jazz musicians from some of London's leading music schools having the opportunity to perform for visitors at the Museum in the heart of Covent Garden each week. In April we resumed London Transport's tradition of commissioning talented artists to create posters promoting public transport as a way to discover things to do and see in the capital. And in May we launched our second theatre show, *Transport Explorers*, which will run all year in the school holidays.

The Museum continues to deliver lasting, positive social change through its work with children and young people, reaching more than 130,000 participants every year. In 2024/25, the Museum engaged:

- More than 30,000 children, young people and their parents, teachers, families and guardians through its family and schools programming. This includes self-guided visits to the Museum, to employability programmes that get young people excited about sustainability and pursuing science, technology, engineering and mathematics (STEM) careers, particularly in transport and engineering.

- More than 102,000 students through its delivery of the Citizens programme (engaging 91% of in-scope Year 6 schools), which educates young people about active, safe and responsible travel on public transport. These activities are delivered by the Museum as part of TfL Travel for Life.
- A further 33,876 young people were engaged through the Project Guardian programme, which is delivered to Year 9 students about unwanted sexual attention on the public transport network.

We're an organisation fuelled by a can-do culture. Our vision signals our appetite to continue to flourish and innovate. As part of its new vision, London Transport Museum will explore opportunities to make its historic Covent Garden venue fit for the future. For 45 years, the Museum has been a cornerstone of the Piazza, first opening its doors in 1980. Its Grade II listed building is a London landmark with its own 150-year history as the city's original flower market. With its 50th anniversary on the horizon in 2030, the Museum has progressed our planning for LTM50, a significant investment initiative to upgrade our visitor experience alongside new programming updating the stories of the capital. We are also have plans to launch an external fundraising campaign in 2026-27.

We owe thanks to so many for their support and guidance that have enabled us to realise this strong and stable position: Arts Council England (ACE), the *Department for Culture Media and Sport (DCMS)*, HM Treasury, Transport for London (TfL), LTM Friends, members, donors, and volunteers. A remarkable collection of LTM colleagues and volunteers are the creative spark and engines that drive our broad portfolio of activities and lay the groundwork for a sustainable future.

Keith Ludeman, Chair and Elizabeth McKay, CEO



Our foundation: purpose and principles

The purpose of LTM as an educational and heritage charity remains to be the world's leading museum of urban transport, creating experiences that delight and inspire, enabled by people who are united behind our purpose and who generate the funds to make a difference by sustaining the charity.

We live by our principles of being inclusive and supportive of everyone, by being a single collaborative team, being courageous and creative in the way we work and with a proactive focus on results and making things happen.

Together our purpose, principles, aims and behaviours create a firm foundation and have enabled us to weather the pandemic, recover, and emerge stronger, with the energy and resilience to deliver our five-year strategy and beyond.



Our purpose

Igniting curiosity to shape the future.

Our principles

For everyone

Everyone feels the Museum, collections, and experiences are for them.

Entrepreneurial and playful

Everything we do is creative, dynamic, and resourceful.

Relevant and authentic

We are a window on the past, present, and future of how transport keeps London working and growing.

Dedicated and personal

We go the extra mile to deliver.

Sustainable and green

We strive to be environmentally aware and make the right choices

Our strategic framework

We're ambitious for the future of LTM and excited about our direction of travel and progress. We fully leverage our aims (content, experiences, people, and money) to inform and shape an exciting and motivating vision for the future.

Content – being the world's leading museum of urban transport

We maximise the power and reach of the content and stories we share whether live or digital. We focus on the audience's love affair with London and its contemporary relevance. We're uniquely positioned to harness the essence of London (past, present, and future) and TfL's design heritage to create this powerful, unique and ownable approach to content.

Experiences – create experiences that delight and inspire

We focus on the points of difference, the unique personality we are placed to deliver as an LTM 'experience'. We are confident to explore ways to make these experiences come alive - with our people-led delivery, generosity in sharing control with others, and differentiating the experience for our visitors based on location across our different sites. We also work on joining it all up, whether pre-, during, or post visit or onsite, offsite or online.

People – nurture a culture that's united behind our purpose

We are ambitious about our people and what we can achieve together. We have a dynamic and inclusive culture that supports, nurtures and develops people and offer a fair reward for achievement and performance. We are committed to increasing diversity in all areas, including using advisory groups to ensure representation. Together staff and volunteers are excited, knowledgeable, confident, and equipped to deal with emerging areas such as our Green Journey and developing narratives and collections.

Money – generate the funds that make a difference

When it comes to generating the funds to make it all happen, our vision is to play to the strengths of our organisational DNA and play the long game. We operate a successful business-like charity and aim to grow revenue in creative new ways and invest in our future, year on year.

Financial sustainability for LTM requires reserves and external fundraising to enable capital investment. Funding capital projects depends on the success of key income streams to fund our purpose. Our main income streams are from visitors, fundraising and our Enterprise businesses including retail, venue hire, corporate membership, commercial sponsorship, catering, and Hidden London.

To achieve financial sustainability, it is essential that we charge admission fees to visitors to Covent Garden, the Museum Depot at Acton, and for participation in our off-site experiences such as Hidden London tours and Heritage vehicle operations. These are reviewed annually and benchmarked to ensure they remain affordable to Londoners and all visitors. To increase access to the Museum, we offer a discounted £1 annual pass to individuals receiving Universal Credit or Pension Credit. This ticket provides unlimited daytime entry to the museum in Covent Garden for one year.

The TfL-funded schools programmes, namely Travel for Life (formerly known as STARS) and Project Guardian, engage tens of thousands of pupils each year and are delivered at no cost to the schools taking part. We also provide free content through our website, YouTube and other channels for people who do not visit LTM in person.



Performance and achievements

LTM have demonstrated resilience and adaptability in recent years, navigating challenges and changes in tourism dynamics. This is the second year of the five-year 'invest to grow' strategy where the focus has been to bring different stages of growth in the various businesses, the common thread being an entrepreneurial and positive approach to opportunities and data-driven decisions to adapt to market conditions as appropriate.

The financial year 2024-25 closed with a planned deficit of £1.96 million (after depreciation), aligned with our strategic investment objectives. At the year-end LTM held unrestricted funds of £26.9 million and restricted funds of £0.6 million.

Enterprise performance was strong, with notable income grow in Retail and Hidden London, while visitor income remained stable as compared to last year. The increase in expenditure reflects our continued investment in people, infrastructure, and systems to support long-term growth.

The Dashboard is reported biannually to Trustees. It comprises a selection of the performance indicators considered to give the Executive and Trustees a rounded insight into LTM's progress. LTM developed a success framework to ensure that all activity considered Reach, Quality, Impact and Value/Income (RQIV). LTM has used the RQIV framework to set targets and monitor performance for projects, teams, and individuals and is continuing to develop and integrate the framework into all our work.

Highlights of 2024/25

Top achievements

We continue to be an organisation which learns quickly and is agile in programming and seeing funding opportunities.

In July 2024, CEO and Director Elizabeth McKay unveiled the Museum's new brand and vision to be future fit. Our new spectrum Roundel re-imagines Edward Johnston's iconic 100-year-old marque for a modern museum.

We launched with an event for stakeholders, featuring speeches from Elizabeth, Andy Lord, the Commissioner for Transport for London, and Bernard Donoghue OBE, the CEO and Director of ALVA. The event celebrated the Museum's new vision to enrich our programming and expand our reach. It showcased our work with young people and included an original musical performance by Angelina Dorlin-Barlow and a theatrical cameo by Ashley Christmas, who played Nora in the first play to launch in our Cubic Theatre, *The Truth About Harry Beck*. Customers were welcomed by a bus display on the Covent Garden Piazza, and fun family activities in the galleries.

Our new Masterbrand logo is live across our onsite signage, uniforms, websites, ticketing confirmations, e-newsletters, and marketing assets and has been introduced in a sustainable manner. A brand awareness advertising campaign has been running since the summer targeting family, local and international visitors.

London Transport Dinner and Auction

The 2024 London Transport Dinner and Auction was a huge success, raising more than £415,000 through the sale of 45 tables, over 80 auction prizes and two sponsorship packages. The event held at the Guildhall on 2 October 2024 was topped off with a superb performance from BRIT nominated Soprano, Camilla Kerslake.



A stand-out Christmas

Santa arrived in Covent Garden Piazza on 23 November and our visitors were able to step into a magical winter scene in the Transportorium. Little ones had fun climbing aboard Santa's magical interactive sleigh, adorned with buttons, bells and lights and followed a festive family trail across the Museum. Our Christmas campaign and programming attracted a 10% increase in visitor numbers.

Transported by Culture: new art, theatre, and music

Inspired by the vibrant surrounds of the West End, the launch of the Museum's new vision signals the addition of more art, culture, and design into our programming to engage new audiences with our collection and the stories it tells about London.

In September, the Museum's first play for an adult audience was launched in the Cubic Theatre. Running until the end of December, 'The Truth About Harry Beck' told the story of the designer of the iconic version of the London Tube map.

This was followed by the launch of new music programme in February. Visitors can now enjoy live term-time Friday afternoon performances from rising stars studying at London's four conservatoires. Performances are set against the unique backdrop of its iconic collection of historic vehicles.

Looking ahead to 2025/26, the Museum will premiere a new theatre show aimed at children titled, Transport Explorers: A Live Show. Opening in May half- term 2025, it is packed with comedy, science demos, and audience interaction that will take kids (and their grown-ups) on a journey through amazing moments in London's transport history.

The Museum will also continue to unveil its latest contemporary transport poster commissions in collaboration with Transport for London.

The series signals the return of contemporary artist poster commissions for display on the Underground network - continuing London transport's legacy of using great design to encourage travel around the capital. Created by artist Eliza Southwood, the four-part series features Dulwich Picture Gallery, London Transport Museum, the Royal Albert Hall and London Zoo.



New photography gallery

The Echoes of the Blitz: Underground Shelters in Ukraine and London photography exhibition opened in March 2024 and closed this spring. This powerful exhibition juxtaposed over 70 photographs – historic images from the London Blitz with contemporary photographs from Ukraine, taken during the ongoing conflict that began in 2022. It highlighted the shared human experience of seeking shelter in underground transit systems during times of war. Our second exhibition in this new gallery opens in the autumn.

Exploring London's rails and roads

In the summer of 2024, the Museum treated guests to three Heritage train journey events on the London Underground network. Members of the public were transported back in time as they travelled on the Museum's 1938 art deco-style train.

The season kicked off with a Summer Special event on Saturday 20 July and Sunday 21 July and celebrated the 120th anniversary of the extension of the Metropolitan Line out to Uxbridge from Harrow-on-the-Hill station. Over the weekend of 10 and 12 August passengers experienced The Heathrow Loop as aircraft flew above on the Piccadilly line. The season finished with the popular Amersham Special event on 7 and 8 September on the Metropolitan line.

Museum road vehicles also made an appearance at RM70 celebrations in Chiswick, London and at the annual Imberbus event in August. These events were promoted with a mix of a press release which obtained excellent coverage in Time Out for the Heritage train journeys, social media activity, TfL employee communications and Museum newsletters.

The Museum goes to Imberbus!

In August 2024, our Collections and Learning teams made a memorable impact at the Imberbus event on Salisbury Plain. With our refreshed brand identity proudly displayed across new flags, banners, and uniforms, we brought a vibrant presence that included our LTM display vehicle, a heritage B-type bus (operational for the occasion), the Abinger Hammer bus shelter from the Museum Depot, and even a wrapped bus joining the Routemasters in service. The event offered a joyful and engaging platform to connect with the public and celebrate transport heritage in true Imberbus style.

Making a difference through our skills programmes

With the support of industry partners, London Transport Museum hosts events that help to kickstart the careers of young people in the world of transport, engineering, and technology. On 30 January the Museum held its annual Skills Late: Talent Transported.

This free event was an opportunity for young people to meet recruiting employers. It was a huge success with 189 people attending to meet with 32 business representatives from 6 of our corporate partners. This social impact is made possible through our relationship with

industry partners ABM, Cubic Transportation Systems, Hitachi Rail, Sopra Steria, Telent and TfL and support from John Lyon's Charity, Kusuma Trust, London Transport Museum Friends and Luke Rees-Pulley Charitable Trust.

Our 2024 Young Freelancers and the Khadija Saye Fellow finished their programme in January. This year we had over 100 freelance briefs and over 500 days of work across many departments. We launched our Young Freelancer partnership network with training, support and guidance for partners including ZSL London Zoo, Westminster Abbey, Boston Manor, Hogarth's House, Wellcome and Gunnersbury Park among others.

In November, our work was prominently featured in GEM's Toolkit on inclusive pathways for young people, published as part of Discover Creative Careers Week. The toolkit has been downloaded over 680 times and has had a social media reach of 12,000 across GEM's channels. In February, team members spoke as part of a GEM panel for National Apprenticeship Week and are producing a Case Study reflecting on 10 years of Young Freelancers Programme published by GEM in April 2025.

Project Guardian

The Schools team in the Learning and Participation directorate goes from strength to strength as TfL's lead delivery partner on Project Guardian, commissioned and funded by Compliance, Policing, Operations and Security as part of its End Violence Against Women and Girls programme. This programme is delivered to Year 9 students to increase awareness and recognition of sexual harassment on public transport, empower them to respond appropriately and safely if they experience or witness this behaviour, increase confidence to report incidents and to travel on public transport. At the end of the academic year ending in July 24, this programme had reached 33,876 students through 601 sessions.

Enterprise

Retail had yet another record year with sales 13 percent ahead of last year. Our exclusive product ranges continue to prove popular, contributing to 84 per cent of online sales and 70 per cent of total sales. Venue Hire relaunched our fantastic gallery spaces to the sector with 10 new catering suppliers, resulting in event bookings from several new clients and a strong pipeline developing for 25/26. Hidden London sold over 51,000 tickets including to guests aged 10-14 for the first time. Several tours were refreshed, including Clapham South which now recreates the atmosphere of the shelter as it was in wartime as closely as possible with carefully reconstructed historically accurate areas.



Down at the Museum Depot

The Q Stock restoration is nearing completion. The National Lottery Heritage Fund supported Dynamic Collections project continued in 2024 seeing 270 pallets of collection items rationalised and 195 local people participating in skills programmes and securing work placements.

Our Museum Depot open days and tours programme drew 20,146 people from near and far to explore the hidden treasures of this site whilst the local community engagement programme has seen new relationships established with HFEH Mind, All Aboard (Community in Residence), Ealing Walking Club, Hounslow African and Asian Youth Association and the Descendants.

Future plans

LTM50

London Transport Museum will celebrate its 50th anniversary in 2030 with LTM50, a forward-looking initiative to transform the museum. It includes public engagement, capital projects, fundraising, and commercial innovation to enhance visitor experience and revenue. A phased delivery approach will ensure the museum remains open, accessible, and engaging throughout the transformation. Special exhibits, pop-ups, and consistent revenue strategies will support operations and enrich the visitor journey during the transition.

Future fit

Being 'future fit' is how we are bringing our purpose - igniting curiosity to shape the future - to life. This is a powerful idea that is inherently optimistic and a call to action. It's this focus on the future that will keep us relevant. By ensuring we are relevant with the stories we tell, the experiences we offer, the working culture we nourish and the successes we achieve, we will future-proof LTM and continue to thrive.

Strategic priorities

Our strategic priorities were developed through a series of workshops that explored our challenges holistically. Within the context of reviewing our progress during our annual forward planning workshops with staff and Trustees and testing how all our activity supports the ambition to be 'future fit,' we've reconfirmed these key areas as continuing to be relevant and salient.



REAL GREEN
LEADERSHIP



MAKING GREAT
MEMORIES



GET STUFF
DONE



LIFE SKILLS FOR
LONDONERS

Real Green Leadership

Driving forward the commitment to making a real difference to the environmental sustainability of LTM as well as being a forum and advocate for meaningful action for change in London and beyond. LTM's internal journey to net zero by 2030 and advocacy of change with visitors, partners, schools and the communities of London.

Making Great Memories

Actively creating memorable experiences for our visitors through authentic, engaging content and an outstanding visitor welcome onsite, offsite and online. Mining LTM's sweet spot across the continuum of London's past, present, and future in our content narratives and learning programmes.

Get Stuff Done

Unblock obstacles that are hindering efficient and timely support and delivery to make processes in TfL HR, Technology and Data (T&D) and Procurement fit for purpose at LTM. Clarified governance and continuous improvement of systems and processes to reduce bureaucracy and concentrate LTM efforts on delivery and operations.

Life Skills for Londoners

Supporting all to realise their potential by modelling, sharing, and enabling life skills to face the future. LTM's levelling up agenda for young Londoners, our visitors, volunteers, and staff.

Financial review

In 2024/25 the Museum delivered another year of substantial activity, ongoing social, political and economic uncertainty in the UK.

Guided by its Invest to Grow strategy, LTM continues to build a sustainable long-term position. The Museum's 2024/25 financial performance during this period has reinforced confidence in the strategy, enabling continued investment in people, programmes, and projects that support future growth.

Reconciliation of operating surplus to SOFA* net surplus/(deficit)	Unrestricted £000	Restricted £000	Total £000
Operating surplus/(deficit)	305	(722)	(417)
Depreciation and amortisation	(1,539)	0	(1,539)
Capital income	0	1	1
Net surplus/(deficit)	(1,234)	(721)	(1,955)

*Statement of financial activities

The financial year demonstrated a mixed performance, with overall income showing a modest increase to £19.9 million (2023/24: £19.8 million), primarily driven by a strong recovery in trading activities. Income from commercial operations rose from £7.5 million to £7.9 million, reflecting the successful return of audiences and continued demand for our offerings. Visitor income remained stable at £4.4 million, maintaining its contribution to core operations.

However, total expenditure rose significantly to £21.9 million (2023/24: £19.1 million), largely due to increased staffing costs aligned with our strategic 'invest to grow' initiative. This investment in people and infrastructure is expected to yield long-term benefits but has impacted the current year's bottom line.

Trustees' Report

Structure, governance and management

Legal status and governing documents

London Transport Museum Limited (LTML) is a registered charity incorporated on 6 February 2008 as a company limited by shares; one share is issued and is owned by Transport for London (TfL). It is governed by its Memorandum and Articles of Association. Under the Greater London Assembly (GLA) Act 1999, TfL has the power to provide and maintain a museum of transport artefacts, records, and other exhibits. While it is common for charities to incorporate as companies limited by guarantee, the Transport for London (Specified Activities) Order 2000 requires TfL to carry out museum activities through a company limited by shares.

Under section 5.1 of the LTM Memorandum of Association, the property and funds of the Museum must be used only for promoting the objects of the Museum, no dividend may be paid to TfL.

When LTML was established in 2008, a series of written agreements was put in place between TfL and LTM. These set out an umbrella agreement for the continued provision and maintenance of the Museum, covering many aspects of the operation and funding of LTM, and the long-term relationship between the parties. Beneath this there is a funding agreement and an Intellectual Property agreement, while the Museum collection is owned by TfL and subject to a management agreement between the Museum and TfL.

As a wholly owned subsidiary company within the TfL Group, the Museum has access to substantial support and advice from other Group functions in areas such as accounting, taxation, property, marketing, internal audit, information technology, human resources, and contracts. The Museum occupies premises which are owned or leased by TfL Group companies and is given access to TfL assets such as disused stations and the Underground network for heritage rail operations. Varying financial arrangements apply to the various Group services, many of which are supplied at no cost to the Museum.

LTM is governed by a Board of up to thirteen Trustees, all of whom are non-executive except for the CEO, who is an ex officio Trustee and accountable to the Board of Trustees.

LTM has a wholly owned subsidiary, London Transport Museum (Trading) Limited (LTM(T)L) which operates retail, corporate hire and other non-charitable activities to generate funds to further the Museum's objects. Under a Deed of Covenant, all the profits of LTM(T)L are distributed to LTM.

LTM(T)L is governed by a Board of Directors drawn from the Museum's Trustees and staff, along with a majority of independent non-executive directors. Further information about LTM(T)L can be found in the Notes to the financial statements.

A copy of this document can be obtained from <https://www.ltmuseum.co.uk/about-us/governance>

Organisation

LTM is governed by a Board of Trustees. Day-to-day management of the Museum is delegated to the Chief Executive Officer (CEO), Elizabeth McKay, and Senior Leadership Team (SLT), employees and volunteers.

The CEO and SLT are considered to represent the 'key management personnel' of the charity, those persons having authority and responsibility for planning, directing, and controlling the day-to-day activities of the charity.

The SLT is comprised of eight posts in total:

Chief Executive Officer (CEO)	Director of Content
Chief Financial Officer (CFO)	Director of Estate and Visitor Experience
Enterprise Director	Director of Learning and Participation
Director of Audiences and Development	Head of Governance and Director's Office

Trustees

There are up to thirteen Trustees of LTM at any time, up to three of whom are nominated by TfL and may be members, officers or employees of TfL or the Greater London Assembly (GLA). The Board is chaired by Keith Ludeman. The CEO of LTM is automatically a Trustee by virtue of her office, and there are up to nine independent Trustees unconnected with TfL.

The Board meets at least four times a year for formal business and once a year for a day of strategic review. Trustees also serve on various Board committees (see below) which meet regularly throughout the year. In addition, Trustees attend Museum events and activities, meet informally, and visit other museums and heritage organisations to widen their knowledge and experience of the cultural sector.

The Board has a Nominations Committee to offer advice and make recommendations regarding the appointment of independent Trustees. We use public advertisement, personal recommendation, and external search to recruit Trustees with expertise and experience that will support the strategy and operation of the Museum in areas such as community outreach, education, museum practice, commercial transportation, finance and governance, retail operations, and public relations.

Trustees serve a three-year term following which they may be elected for another three years. The Articles of Association make allowance for a second extension of up to three more years to a maximum of nine years. Other than the CEO, who is an employee of LTM, the Trustees receive no remuneration, but TfL offers Trustees (and non-executive Directors of LTM(T)L) certain travel concessions. If these are not sufficient, Trustees may claim travel expenses for attending meetings.

The LTM Board is clear about the charity's aims and ensures that these are being delivered effectively and sustainably. The Trustees adopted the revised Charity Governance Code for Larger Charities in January 2019.

The Directors of the charitable company are its Trustees for the purpose of charity law and throughout this report are collectively referred to as the Trustees.

Four Trustee meetings were scheduled during 2024/25 and attendance was 84 per cent.

Trustee	May 2024	July 2024	Nov 2024	Mar 2025	total
M Arthur	0	0	0	1	1
B Ferris	1	1	1	1	4
C Major	1	1	1	1	4
E McKay	1	1	1	1	4
M Creagh	0	0	N/A	N/A	0
K Ludeman	1	1	1	1	4
A Smith	1	1	1	1	4
P Hendy	0	N/A	N/A	N/A	0
O Nwofor*	1	1	1	1	4
W Hull*	0	1	1	1	3
P Rosser	1	1	1	1	4
Lilli Matson*	1	0	1	1	3
S Bentley Tanner	N/A	N/A	1	1	2
D Phelan	N/A	N/A	1	1	2
D Brown	N/A	N/A	1	1	2

* Nominated by TfL

There have been some changes to the Trustees in 2024/25:

- We welcomed three new Trustees in November 2024: David Brown, Suzannah Bentley Tanner and Daniel Phelan.
- Peter, Lord Hendy of Richmond Hill CBE resigned in July 2024.
- Mary Creagh CBE resigned in September 2024.

As at 31 March 2025, there were 13 Trustees. More information and short biographies of the Trustees can be found on the Museum website: <https://www.ltmuseum.co.uk/about-us/governance>

Trustee induction and training

New Trustees undergo an orientation programme to brief them on their obligations under charity and company law, the content of the Memorandum and Articles of Association, the committee and decision-making processes, the business plan, and recent performance of the Museum. During their induction they are invited to spend time with the LTM CEO and meet senior staff and are provided with relevant reference material.

Committees

The Board of Trustees had three committees in 2024/25:

- **Finance, Audit and Risk Committee** assists and advises the Board of Trustees of LTM and the Directors of LTM(T)L on audit matters, oversees the relationship with TfL Internal Audit and external auditors, and oversees the Museum's risk management process. The Committee's activities include detailed review of the

Annual Accounts and consideration of Internal Audit Reports. The Committee also assists and advises the Trustees on issues relating to financial matters including financial objectives, financial strategy, budgeting and reporting. The committee reviews budgets and plans and scrutinises performance information including management accounts.

- **Nominations Committee** advises the Board on issues relating to the mix of skills, background and knowledge represented by the Board, succession planning for Trustees, and Trustee recruitment. In particular, the Committee makes recommendations to the Board regarding the appointment of independent Trustees.
- **Remuneration Committee** reviews the level and structure of remuneration for the CEO/Director and each other member of SLT on behalf of the Board and with regard to succession planning. The Committee also oversees matters related to the review of remuneration on an annual basis for Museum staff, in the context of cultural sector trends and benchmarking and the performance of the Museum, individual teams and staff, and the Museum's commitment to the London Living Wage and the promotion of diversity and inclusion, and to contribute to the setting of pay scales.

The Finance, Audit and Risk Committee has subsequently been split into two committees: Finance Committee and Audit and Risk Committee, as of April 2025.

Three sub-committees also operate:

- **Investment and Planning Committee** provides advice and support on the development of the Museum's five-year strategy, capital plans and engagement with ACE's 'Let's Create' Strategy
- **Green Journey Group** supports LTM to put plans in place to reach net zero, Leverages expertise to shape sustainability strategies and practices.
- **Compliance and Assurance Committee** advises on all matters of compliance both statutory and non-statutory.

Relationship with TfL

When London Transport Museum Limited (LTML) was established in 2008, a series of written agreements was put in place between Transport for London (TfL) and the museum. These have been described in Legal status and governing documents. Further details can be found in the Notes to the financial statements.

The Museum generally adopts TfL's HR, Procurement, Technology and Digital and other policies unless a museum-specific policy has been agreed by the Board and takes precedence. Examples of Museum policies include safeguarding, reserves, and sponsorship.

Employment policies

At the end of March 2025, the Museum directly employed 172.2 full-time equivalents, excluding staff employed via agencies.

The Museum is part of the TfL Framework for Consultation and Collective Bargaining. Pay negotiations for the majority of staff are conducted between the TfL Company Council for Collective Bargaining and the recognised trades unions which are the National Union of Rail, Maritime and Transport Workers (RMT) and the Transport Salaried Staff Association (TSSA). The Museum retains responsibility for the distribution of base pay budgets and the level and distribution of performance awards.

Pay and remuneration of the Museum's key management personnel are subject to the TfL Senior Management Reward Framework which uses base pay to recognise an individual's overall value to the organisation in relation to internal and external job markets, and performance awards to reward individual contribution within the overall context of organisational performance. The framework is underpinned by TfL's Performance Management and Competency frameworks, linking performance and behavioural assessment directly with pay and performance awards. Pay and remuneration of the Museum's key management personnel is overseen by the Remuneration Committee.

As part of the TfL group, Museum staff receive certain staff benefits including free or discounted travel on public transport services operated by TfL. Staff are also entitled to join the TfL Pension Fund.

Charitable objectives and public benefit

When reviewing the Museum's aims, objectives, and achievements, and in planning future activities, the Trustees of LTM have had due regard to the public benefit guidance published by the Charity Commission. We believe that LTM upholds the principles of public benefit against the two key aspects established by the Charity Commission:

1. **Benefit aspect:** That the Museum has beneficial purposes and that any detriment or harm that results from those purposes does not outweigh the benefit.

LTM's purposes as a charity are to advance the heritage of transport in London and to educate the public about the history of transport in London through the provision, operation, and maintenance of a transport museum for the public benefit. LTM also seeks to educate the public about the wide role of transport in the life and work of London past, present, and future, and to help develop the skills and employability of our beneficiaries, particularly with regard to transport and engineering.

The Museum provides clear and identifiable benefits to the public in three categories of activity: access and museum operations, education and engagement, and heritage and collections.

LTM does no harm or detriment through its charitable activities. The health and safety of staff and visitors are taken very seriously, and the Museum operates safety management

systems to reduce and manage risks. We seek to manage our impact on the environment, for example, we use photovoltaic solar panels on the Museum roof.

2. **Public aspect:** That the Museum delivers benefits to the public in general, and that these benefits are not unduly restricted and do not give rise to more than incidental personal benefit.

LTM delivers benefits to visitors onsite, offsite and online: at the Museum in Covent Garden and the Depot in Acton; to school children and audiences across Greater London who take part in our educational, community and engagement activities at the Museum and elsewhere; to users of our website and audiences who engage with our content on social media channels. Our audience development and community outreach work, our skills development work, and our employability programmes including those funded by Arts Council England engage with people who would not normally visit museums and galleries and help inspire the next generation of engineers and transport professionals.

Where the Museum delivers private benefits to individuals or companies, these are subject to appropriate commercial arrangements undertaken through a subsidiary company to generate funds for the Museum. No LTM or TfL staff receive private benefit other than in an incidental way, with the exception of Elizabeth McKay who receives a salary in respect of her position as the Museum's CEO. Board members receive no payments for their role as Trustees of the Museum.

Safeguarding

LTM aims to promote opportunities for children and young people to engage with the richness of our collection at the Museum and via themed theatrical performances, enjoy education and employment opportunities through the Museum and our wider transport community, and to participate in the debate about the future of London.

At LTM, we are committed to excellence in the safeguarding of children, young people and vulnerable adults who engage with all our activities including our collections, programmes, performances, education, and employment initiatives. We believe that the welfare of children and vulnerable adults is paramount, and that all children and vulnerable adults, whatever their age, culture, disability, gender, racial origin, religious beliefs, or sexual identity have the right to protection.

We will ensure that all concerns and allegations of abuse will be taken seriously and responded to swiftly and appropriately and that our staff, volunteers, associates, and Trustees will be trained and know how to respond to concerns raised.

LTM promotes a positive ethos of collaboration with children and vulnerable adults. We take every reasonable step to ensure that all children and vulnerable adults engaged with our services are safe and protected.

We keep our Safeguarding Policy and procedures under regular review to ensure that we exemplify best practice. We undertake a substantial ongoing programme of training and communication.

Fundraising

LTM actively pursues funding from the corporate sector, trusts, foundations, statutory and industry funders and from individuals to fund our charitable activity and extend our community and audience reach. We seek to establish relationships with those who have good reason to support the Museum, particularly those who are willing and able to work

collaboratively with the Museum in the long-term. This includes, but is not exclusive to, the transport industry and companies who do business with TfL.

Corporate Membership

At the end of the year, there were 50 Corporate Members in our scheme, with a retention rate of 94% across existing members. Additionally, nine new Corporate Members joined the scheme, including three international organisations and we hosted the largest Corporate Members Reception since 2020, with over 400 transport leaders in attendance.

Interchange

Across the year, we organised and hosted nine thought leadership events, attracting over 350 professionals from the transport industry. Additionally, we proudly launched the "Making Transport Fit for the Future" report in collaboration with our Corporate Member and content partner, Mott MacDonald.

Corporate Sponsorship

All Enjoyment to Employment coalition partners continued their support of the programme, Cubic Transportation Systems renewed their support of the Cubic Theatre and Foyer and the Enjoyment to Employment programme on a three-year term and Gowling WLG and Hitachi Rail renewed their support of Interchange for a further two-year term. A new interactive bus driving experience was installed in the Galleries thanks to Transport UK London Bus, and Wrightbus.

London Transport Dinner and Auction

Held at the Guildhall on 2 October 2024, the London Transport Dinner and Auction celebrated the 70th anniversary of the Routemaster with RM1 parked alongside a museum-branded Electroliner on the forecourt of London's iconic Guildhall, both showcasing the new LTM logo. Sadiyyah and Uzair Shaikh, siblings and graduates of the Museum's Route into Work programme spoke passionately about the impact of the Museum's education programme on their lives. It was another hugely successful event, generating a total net income of £417k to support the Museum's charitable work.

Trusts and Statutory

We delivered the second year of the current Arts Council England National Portfolio Organisation programme, supported young people's development thanks to funding from the Kusuma Trust and John Lyon's Charity funding, and seen the Museum Depot transformed and our understanding of our collections increased thanks to The National Lottery Heritage Fund enabled Acton Access (Phase 1) project).

Philanthropy

We exceeded our target for income from Philanthropy, our newest area of fundraising, embedded a new team which is delivering positive outcomes for the Museum and have thoroughly overhauled our processes and procedures. We retained 40 Patrons in our scheme, achieving a retention rate of 88%, well above the sector average of 77% and six new Patrons joined, including five at the Jill Viner level, our highest tier at £7,000 a year. We have expanded awareness of the gifts in wills and partnered with the National Free Will Network with three wills benefitting London Transport Museum

Information transparency

Data relating to LTM, including details of reports, expenditure and Freedom of Information requests can be found by visiting the TfL Transparency pages on the TfL website:

[Transparency - Transport for London \(tfl.gov.uk\)](https://tfl.gov.uk/transparency)

Reserves policy

The total held in reserves at 31 March 2025 is £27.5 million (2024: £29.4 million) of which £27 million (2024: £28.1 million) is unrestricted, including £18.8 million (2024: £18.9 million) which comprises the non-cash capital fund.

The charity has three types of reserves:

1. General reserves are unrestricted funds which provide working capital and help deal with unplanned and unexpected expenditure or loss of funding.
2. Designated reserves are unrestricted funds set aside by the Trustees for a specific purpose.
3. Restricted reserves are reserves which have been created when donors or funders restrict the use of funds for a particular purpose.

The Museum has no endowment funds.

General reserves

General reserves ('free reserves' or 'general unrestricted funds') are funds not designated or restricted to a particular purpose, nor represented by fixed assets. In assessing the suitability of the adequacy of the level of free reserves, the Trustees have had regard to the Museum's diverse income streams, cashflow requirements, the level of other designated funds, the organisation's operational risks and the importance of TfL funding and support in the context of the Museum as a subsidiary company of TfL. An assessment has been made of the risk associated with each of the Museum's income streams in the short to medium term, considering the certainty of the income, the targets for growth and the likely level of fluctuation that could occur. Expenditure has also been examined to identify the risk of potential increases.

The target range for general reserves is between £1.5 to £3.5 million. The year-end level of general reserves is £2 million (2024: £3.1 million).

Designated reserves

The Museum holds three designated reserves funds.

1. Museum Asset Development Fund

To contribute towards the cost of asset renewals and other future capital expenditure associated with the Museum's premises, facilities, and fixed assets.

The Museum's capital expenditure needs are variable, and although external capital grants are usually sought, they can be difficult to secure and are unlikely to meet project costs in full. The level of the Museum Asset Development Fund at year end is £4.7 million (2024: £4.7 million).

2. Strategic Development Fund

To enable the Museum to fund important projects such as gallery and exhibition improvements and educational programmes.

This enables the Museum to plan for long lead time by providing some level of cover for the costs. The Museum cannot always wait until it raises all the funds for a project before making a commitment. Although there is no target level for this fund, Trustees have agreed a comprehensive LTM Capital Master Plan which sets out a five-year outline of major projects and costs. The level of the Strategic Development Fund at year end is £1.5 million (2024: £1.5 million).

3. Capital Fund

To represent the net book value of the Museum's tangible and intangible fixed assets.

The majority of these assets were transferred to LTM from TfL on 1 April 2008, and have subsequently depreciated, added to with capital purchases, and reduced by asset disposals. Reserves equivalent to the net balance sheet value of the assets are set aside in a designated fund as they do not represent funds readily available for other purposes. From this, the value of the fund equals the net book value of the tangible fixed assets. The level of the Capital Fund at year end is £18.8 million (2024: £18.9 million).

Restricted reserves

The Museum has £0.6 million (2024: £1.3 million) net reserves in funds subject to restrictions. Significant number of projects planned under restricted funds have been completed this financial year leading to a decrease in the overall value of the fund.

The largest restricted fund is the Collections Development Fund (CDF) which was established in 2012 following the auction of 400 surplus posters. The Museum Accreditation scheme requires that the disposal of any collection object creates an obligation to spend the income in a way which benefits the remaining collection. Accordingly, the CDF can only be used for acquisitions and conservation. The Museum holds £0.48 million in this fund (2024: £0.5million).

The NLHF, ACE, LTM Friends, DCMS/Wolfson, and the Luke Rees-Pulley Charitable Trust, among others, are all important supporters of LTM projects and programmes.

Where the restricted funds supplied by these organisations only meet a proportion of project expenditure, transfers are made from unrestricted funds to meet the remaining cost. Further details concerning restricted funds can be found in the Notes to the financial statements.

Risk management

The Museum has a robust risk management framework that aligns with the TfL approach, categorising risks into two levels:

- **Level 1 (Strategic) Risks:** High-level, strategic risks impacting the overall direction and functioning of the Museum

- **Level 2 (Operational, Asset, Programme, and Project) Risks:** Risks affecting specific areas, projects, or operational functions

An exercise to identify strategic risks is included in the Board away days each year. This approach ensures that multiple views on risk are solicited, considered, and refined as part of strategic planning. It was agreed that the five-by-five matrix continues to be an effective reporting tool and is unchanged. The Board approves the risk map quarterly and it is included in the two-year plan and budget.

The major risks to which the Museum is exposed are regularly reviewed and the Trustees' risk management strategy includes the following actions:

- Periodic risk reviews by the CEO and SLT, advised and assisted, where necessary, by specialist TfL personnel
- An annual review of strategic risk at the Trustee away day
- The review of Level 1 risks by the LTM Audit and Risk Committee at each quarterly meeting and Level 2 risks once a year
- Consideration of risk by the Trustees at quarterly meetings
- Maintenance of the Risk Map for Level 1 risks and the Risk Register for Level 1 and Level 2 risks
- Maintenance of procedures designed to minimise any potential impact on the Museum should those risks materialise
- Maintenance of systems and procedures to mitigate risks identified in the Risk Map and Risk Register
- Regular audits of Museum operations carried out by TfL Internal Audit

The Museum's Level 1 (Strategic) risks are identified as those with a potential impact that is rated 'High' or 'Very High', and which have a 'High' or 'Very High' likelihood of occurring. Two risks currently fall into the critical category, which serves as an effective way to prioritise focus on actions and mitigations:

- **People**

Complying with employment regulations to support effective operations and reputation. Unable to attract and retain sufficient people which significantly impacts services. Pressures from workload, delays hiring, and effective HR business support has an impact on health and morale. Loss of specialist heritage skills has longer term impact with audiences.

Mitigations Summary:

People Plan: Inclusive culture, flexible working, improved HR processes, progression of the Lottery-funded Heritage Innovation Fund Project looking into finding solutions to preserving the skills needed for maintaining operational heritage

- **Infrastructure - condition and location**

The age and condition of Museum accommodation and infrastructure impacts services. Extreme weather damages buildings and impedes access due to transport links. Long term uncertainty with the future of investment at CG and the Depot limit future prospects.

Mitigations Summary:

- Budget Management: Regularly revised budgets and reforecasts

- Infrastructure Investment: Prudent program funded by external sources and reserves
- Estate Focus: Alignment on all sites, supporting Green objectives
- Finance Collaboration: Working group with TfL Finance
- Investment and Planning Committee: Early alignment on investment with Trustees

- **Capital Programme Investment**

The external context for capital projects makes delivery to time and cost difficult, materials cost inflation, skills shortages, planning delays and securing funding for LTM50 and Digital Roadmap

Mitigations Summary:

- prioritising preliminary work on essential smaller projects and exploring funding options, establishing contingency plans and resource alignment, ensuring readiness to advance on the larger projects, Review of project management processes, good engagement with Procurement team.

By implementing these strategies, the Museum ensures proactive risk management, enabling the organisation to remain resilient and forward-looking.

Disclosure of information to auditors

The Trustees who held office at the date of approval of this Trustees' Report confirm that, so far as they are each aware, there is no relevant audit information of which the Museum's auditors are unaware; and each Trustee has taken all the steps that they ought to have taken as a Trustee to make themselves aware of any relevant information and to establish that the Museum's auditors are aware of that information.

Trustees' statement

Statement of responsibilities of the Trustees of London Transport Museum Limited in respect of the Trustees' Annual Report and the Financial Statements

The Trustees are responsible for preparing the Strategic Report, the Trustees' Annual Report, and the Financial Statements in accordance with applicable law and regulations.

Company law requires the Trustees to prepare Financial Statements for each financial year. Under that law they are required to prepare the group and parent company financial statements in accordance with UK Accounting Standards and applicable law (UK Generally Accepted Accounting Practice), including FRS 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland.

Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the group and charitable company and of the group's excess of income over expenditure for that period. In preparing each of the group and charitable company financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently
- Make judgements and estimates that are reasonable and prudent
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the group and the charitable company will continue its activities

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that its financial statements comply with the Companies Act 2006. They have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the group and to prevent and detect fraud and other irregularities.

This report was approved by the Board of Trustees on 16 July 2025 and signed on its behalf by:



Keith Ludeman
Chair of Trustees
London Transport Museum Limited

Trustees and advisers

Trustees and Directors

Board of Trustees

Keith Ludeman (Chair)	
Elizabeth McKay (CEO)	
Marcus Arthur	
Mary Creagh CBE	(Resigned September 2024)
Bill Ferris CBE	
Peter, Lord Hendy of Richmond Hill CBE	(Resigned July 2024)
Winsome Hull BEM*	
Christine Major	
Lilli Matson*	
Obi Nwofor*	
Pam Rosser	
Andrew Smith CVO	
David Brown	(From November 2024)
Susannah Bentley Tanner	(From November 2024)
Daniel Phelan	(From November 2024)

* nominated by TfL

Finance, Audit and Risk Committee

Andrew Smith CVO (Chair)
 Elizabeth McKay (CEO)
 Keith Ludeman
 Obi Nwofor
 Pam Rosser

Nominations Committee

Keith Ludeman (Chair)
 Elizabeth McKay (CEO)
 Lilli Matson
 Pam Rosser

Remuneration Committee

Christine Major (Chair)
 Elizabeth McKay (CEO)
 Keith Ludeman
 Lilli Matson

Directors of London Transport Museum (Trading) Limited

Marcus Arthur (Chair)

Elizabeth McKay (CEO)

Sophie Bancroft

Bill Ferris CBE

Pam Rosser

Rikesh Shah

Phil Swallow

Carol Dray

(From March 2025)

Robert Holtom

(From March 2025)

Emma Strain

(From March 2025)

Advisers

Auditors

Moore Kingston Smith LLP

6th Floor

9 Appold Street

London EC2A 2AP

Legal advisers

TfL In-House Legal Department

Endeavour Square

London E20 1JN

Bankers

HSBC

2nd Floor

62-76 Park Street

London SE1 9DZ

Company secretary

Andrea Clarke

Justine Curry

Museum Senior Leadership Team

To whom day-to-day management is delegated:

Elizabeth McKay	CEO	
Ruth Brockbank	Chief Financial Officer (CFO)	Maternity leave to 25 th November 2024 resigned 5 Jan 2025
Heidi Clayton	Interim CFO	From 11 March 2024
Tom Campbell	Director of Estate and Visitor Experience	
Sarah Fellingham-Adkin	Enterprise Director	
Fenella Goodhart	Director of Learning and Participation	
Molly Jackson	Special Projects	
Chris Nix	Director of Content	
Claire Williamson	Director of Audiences and Development	
Emma Luggie	Head of Governance and Director's Office	

Independent Auditor's report

To the shareholder of London Transport Museum Limited

Opinion

We have audited the financial statements of London Transport Museum Limited (the 'parent charitable company') and its subsidiary (the 'group') for the year ended 31 March 2025 which comprise the Group Statement of Financial Activities, the Group and Parent Charitable Company Balance Sheets and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- Give a true and fair view of the state of the group's and the parent charitable company's affairs as at 31 March 2025 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- Have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs(UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate. Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group's and parent charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue. Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained in the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise

explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- The information given in the strategic report and the trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- The strategic report and the trustees' annual report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and parent charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the trustees' annual report.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- The parent charitable company has not kept adequate and sufficient accounting records, or returns adequate for our audit have not been received from branches not visited by us; or
- The parent charitable company's financial statements are not in agreement with the accounting records and returns; or
- Certain disclosures of trustees' remuneration specified by law are not made; or
- We have not received all the information and explanations we require for our audit.

Responsibilities of Trustees

As explained more fully in the trustees' responsibilities statement set out on page 17, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group and parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of

accounting unless the trustees either intend to liquidate the group or parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the group and parent charitable company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the group and parent charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the group or parent charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure, and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit report.
- We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings,

including any significant deficiencies in internal control that we identify during our audit.

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below. Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the Charitable Company and considered that the most significant are the Companies Act 2006, the Charities Act 2011, the Charity SORP, and UK financial reporting standards as issued by the Financial Reporting Council.
- We obtained an understanding of how the Charitable Company complies with these requirements by discussions with management and those charged with governance.
- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.
- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.
- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

There are inherent limitations in the audit procedures described above. We are less likely to become aware of instances of non-compliance with laws and regulations that are not closely related to events and transactions reflected in the financial statements. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters which we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to any party other than the charitable company and charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Moore Kingston Smith LLP

Date: 19 August 2025

Neil Finlayson (Senior Statutory Auditor)
for and on behalf of Moore Kingston Smith LLP, Statutory Auditor

Consolidated statement of financial activities for the year ended 31 March 2025

		Unrestricted Funds 2025 £000	Restricted Funds 2025 £000	Total Funds 2025 £000	Unrestricted Funds 2024 £000	Restricted Funds 2024 £000	Total Funds 2024 £000
	Note						
INCOME FROM:							
Donations and legacies							
Core grants		3,600	-	3,600	3,600	-	3,600
Other grants and donations		1,148	454	1,602	1,047	781	1,828
	4	4,748	454	5,202	4,647	781	5,428
Charitable activities							
Education and engagement		2,188	-	2,188	2,180	-	2,180
Access and museum operations		4,389	-	4,389	4,398	-	4,398
	5	6,577	-	6,577	6,578	-	6,578
Other trading activities	6	7,875	-	7,875	7,545	-	7,545
Investments		277	-	277	245	-	245
Total income		19,477	454	19,931	19,015	781	19,796

EXPENDITURE ON:

Raising funds

Trading operations

Other fundraising activities

		6,250	-	6,250	5,503	-	5,503
		962	-	962	820	-	820
7		<u>7,212</u>	<u>-</u>	<u>7,212</u>	<u>6,323</u>	<u>-</u>	<u>6,323</u>

Charitable activities

Education and engagement

Access and museum
operations

Heritage and collections

		6,638	252	6,890	5,025	222	5,247
		4,963	14	4,977	5,177	15	5,192
		<u>2,372</u>	<u>427</u>	<u>2,799</u>	<u>2,052</u>	<u>249</u>	<u>2,301</u>
7		<u>13,973</u>	<u>693</u>	<u>14,666</u>	<u>12,254</u>	<u>486</u>	<u>12,740</u>

Total expenditure

7		<u>21,185</u>	<u>693</u>	<u>21,878</u>	<u>18,577</u>	<u>486</u>	<u>19,063</u>
---	--	---------------	------------	---------------	---------------	------------	---------------

Net gain/(losses) on
investments

13		(8)	-	(8)	8	-	8
----	--	-----	---	-----	---	---	---

Net (expenditure)/income

Transfers between funds

Net movement of funds in
year

		<u>(1,716)</u>	<u>(239)</u>	<u>(1,955)</u>	<u>446</u>	<u>295</u>	<u>741</u>
18		<u>482</u>	<u>(482)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
		<u>(1,234)</u>	<u>(721)</u>	<u>(1,955)</u>	<u>446</u>	<u>295</u>	<u>741</u>

Reconciliation of funds

Total funds brought forward

Total funds carried forward

		<u>28,172</u>	<u>1,292</u>	<u>29,464</u>	<u>27,726</u>	<u>997</u>	<u>28,723</u>
18		<u>26,938</u>	<u>571</u>	<u>27,509</u>	<u>28,172</u>	<u>1,292</u>	<u>29,464</u>

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derives from continuing activities.

Balance sheets as at 31 March 2025

		Group	Group	Museum	Museum
	Note	2025 £000	2024 £000	2025 £000	2024 £000
Fixed assets					
Intangible fixed assets	11	596	465	596	465
Tangible fixed assets	12	18,205	18,462	18,205	18,462
Investments	13	1,000	1,008	1,000	1,008
		<u>19,801</u>	<u>19,935</u>	<u>19,801</u>	<u>19,935</u>
Current assets					
Stock	14	739	795	-	-
Debtors	15	1,606	1,863	2,723	3,802
Cash at bank and in hand	16	9,503	10,072	7,870	7,935
		<u>11,848</u>	<u>12,730</u>	<u>10,593</u>	<u>11,737</u>
Current liabilities					
Creditors falling due within one year	17	(4,130)	(3,179)	(2,885)	(2,208)
		<u>7,718</u>	<u>9,551</u>	<u>7,708</u>	<u>9,529</u>
Net current assets					
		<u>27,519</u>	<u>29,486</u>	<u>27,509</u>	<u>29,464</u>
Total assets less current liabilities					
Non-current liabilities					
Creditors falling due after one year	17	(10)	(22)	-	-
		<u>27,509</u>	<u>29,464</u>	<u>27,509</u>	<u>29,464</u>
Net assets					
Funds					
Share capital	21	-	-	-	-
Restricted funds	18	571	1,292	571	1,292
Unrestricted funds	18	26,938	28,172	26,938	28,172
Total funds		<u>27,509</u>	<u>29,464</u>	<u>27,509</u>	<u>29,464</u>

The notes on pages 41 to 61 form part of these accounts.

These financial statements were approved by the Trustees on 16 July 2025 and signed on their behalf by:



Keith Ludeman
Chair of Trustees
London Transport Museum Limited

Notes to the financial statements

1. Basis of preparation

a) Statement of compliance

The financial statements have been prepared in accordance with:

- The Companies Act 2006
- The Charities Act 2011
- Accounting and Reporting by Charities: Statement of Recommended Practice (SORP 2019)
- United Kingdom Accounting Standards and generally accepted accounting practice, including Financial Reporting Standard 102 (FRS 102), the Financial Reporting Standard applicable in the United Kingdom and the Republic of Ireland

LTML is a 'public benefit entity' under FRS102.

b) Basis of measurement

The accounts are made up to 31 March 2025 and have been prepared under the accruals concept and in accordance with the historical cost accounting convention.

The financial statements have been prepared on a going concern basis which assumes the charitable company will continue in operational existence for a period of at least 12 months from the date of approval of these financial statements. The Trustees continue to review all available information on the Museum's financial position, cash reserves and projections, committed and essential costs, available support packages and the performance of the Museum. The Museum has obtained a commitment from TfL to support the Museum as a going concern. Considering the available liquid and unrestricted reserves, existing income streams, and the support receivable from TfL, the Trustees have continued to adopt the going concern basis in preparing the annual report and accounts. The Trustees consider the Museum to be a going concern at the date of signature for the foreseeable future and to continue to be able to meet its liabilities as they fall due for payment.

The financial statements have been prepared to give a 'true and fair' view and comply with the SORP applicable to charities preparing their accounts in accordance with the FRS applicable in the UK and the Republic of Ireland (effective 1 January 2019).

The principal accounting policies adopted in the preparation of the financial statements are set out below.

c) Group financial statements

These financial statements consolidate the results of the Museum charity and its wholly owned subsidiary LTM(T)L on a line-by-line basis. Neither a separate statement of financial activities nor an income and expenditure account are presented for the Museum charity itself following the exemptions afforded by section 408 of the Companies Act 2006.

The functional currency of the Museum is the Pound Sterling and amounts in these accounts have been presented as rounded to £'000. Amounts denominated in foreign

currencies have been converted to Sterling at rates of exchange ruling on the transaction dates. Amounts held in foreign currencies as at the balance sheet date have been translated into Sterling at rates of exchange ruling at the balance sheet date.

2. Uses of estimates and judgements

The preparation of Financial Statements in compliance with UK accounting standards requires the use of certain critical accounting estimates. It also requires Trustees and management to exercise judgement in applying the Museum's accounting policies.

Items in the Financial Statements where these judgements and estimates have been made include amounts for goods, facilities and services donated for the Museum's use. Where the benefit is quantifiable, and the goods and services would otherwise have had to be purchased, such items are recognised in the financial statements as both income and expenditure at a reasonable estimate of their value to the charity in the period in which they are donated.

As per SORP 2019 section 1.38, measurement issues, including attributing an economic value to the contribution of general volunteers, prevent the value of services provided by volunteers being incorporated into these financial statements. Further details of the contribution made by volunteers can be found in the body of the Trustees' Annual Report.

The most significant judgment and estimate in the accounts is the value placed on the net assets transferred from TfL under the Transfer Scheme at 1 April 2008 when the charity was formed. These assets were valued at £28.74m, this being the written down value of the assets in the accounts of TfL as at 31 March 2008.

As at 31 March 2024, no estimates or assumptions made are considered to have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

3. Accounting policies

a) Income

Income is included in the Statement of Financial Activities when all the following criteria are met:

- Control over the rights or other access to the economic benefit has passed to the Museum ('entitlement')
- It is more likely than not that the economic benefits associated with the transaction or gift will flow to the Museum ('probable')
- The monetary value or amount of the income can be measured reliably, and the costs incurred for the transaction and the costs to complete the transaction can be measured reliably ('measurement')

Income from donations, grants and fundraising includes items that provide core funding or are of a general nature. These are recognised upon receipt. Such income would only be deferred when:

- The donor specifies that the grant or donation must only be used in future accounting periods; or

- The donor has imposed conditions which must be met before the Museum has unconditional entitlement

Income from corporate supporter memberships, commercial trading, sponsorships, and other similar activities where benefits are delivered by the Museum or its subsidiary trading company, is recognised as the related goods and services are provided.

Investment income is recognised on a receivable basis.

It is the current Investment Policy of the Museum to invest surplus funds in short-term cash deposits within the UK.

Income from charitable activities includes income received under contract or where entitlement to grant funding is subject to specific performance conditions which is recognised as the related goods or services are provided.

b) Expenditure

All expenditure (except capital expenditure) is included in the Statement of Financial Activities inclusive of any irrecoverable VAT. Expenditure is recognised when a liability is incurred and is classified under the following principal categories:

- Costs of raising funds includes the costs of commercial trading and the operating costs of the fundraising team.
- Costs of charitable activities include expenditure associated with the operation of the Museum and its educational and public programmes, and the management and development of the Museum's collections and exhibitions.

Where costs relate directly to an activity they have been allocated against that activity. Support costs (including governance costs) that relate to more than one activity have been allocated to activity cost categories based on direct costs in each area of activity (see Note 7).

c) Tangible and intangible fixed assets

Individual fixed assets over £10,000 are capitalised at cost.

Tangible and intangible fixed assets are depreciated or amortised on a straight-line basis over their estimated useful lives as follows:

Plant, software and equipment	3 – 10 years
Property and buildings	10 – 35 years

Structural improvements to the fabric of the Museum at Covent Garden are capitalised and depreciated over the remaining life of the lease for the building. Other building works, including enhancements, are capitalised if it is considered that future economic benefits will flow as a result of the work undertaken.

d) Heritage assets

Heritage assets are those assets of historical, artistic or scientific importance that are held to advance the preservation, conservation and educational objects of the Museum. The

Museum collections consist of over 500,000 items which are on loan from TfL. Assets on loan are not capitalised within these financial statements although expenditure relating to their use and maintenance is included in the Statement of Financial Activities.

e) Operating leases

Costs relating to operating leases are charged to the Statement of Financial Activities on a straight-line basis over the life of the lease.

f) Stock

Stock is valued at the lower of cost or net realisable value. Cost includes only the purchase price of the items. Provision is made for obsolete and slow-moving items where appropriate. All stocks relate to the Museum's retail activities.

g) Funds structure

Restricted funds are funds to be used for particular purposes laid down by the donors or which have been raised for a specific purpose.

Unrestricted funds are funds available for use at the discretion of the Trustees in furtherance of the Museum's charitable objectives.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The purposes and uses of the funds held in each of these categories are given in Note 16.

h) Pensions

The Museum participates in a pension scheme operated by TfL providing benefits based on final pensionable pay. The assets of the scheme are held separately from those of the Museum. The charity is unable to identify its share of the underlying assets and liabilities of the scheme on a consistent and reasonable basis and therefore, as permitted by the multi-employer exemption in FRS 17 'Retirement Benefits', it is accounted for as if it were a defined contribution scheme. As a result, the amount charged to the Statement of Financial Activities represents the contributions payable to the scheme in respect of the accounting period. The disclosures required under FRS 102 are given in Note 20.

Except in so far as disclosed in Note 20, the Museum has taken advantage of the exemption set out in section 33 of FRS 102 not to disclose any transactions with other TfL Group undertakings.

i) Investments

Investments are stated at market value. Valuations are kept up to date such that when investments are sold there is no accounting gain or loss arising. As a result the Statement of Financial Activities only includes those unrealised gains and losses arising from the revaluation of the investment portfolio throughout the year.

j) Taxation

The Museum is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

k) Cash flow

The Museum has taken advantage of the exemption, under FRS 102 paragraph 1.12(b), from preparing a statement of cash flows, on the basis that it is a wholly owned subsidiary undertaking of Transport Trading Limited (TTL) and its cash flows are included within the consolidated financial statements of that company which are publicly available.

l) Financial instruments

Financial assets held by the Museum are classified as 'loans and debtors' within the scope of sections 11 and 12 of FRS 102.

Financial liabilities within the scope of sections 11 and 12 of FRS 102 are classified as financial liabilities measured at amortised cost.

The Museum determines the classification of its financial instruments at initial recognition and re-evaluates this designation at each financial year end. When financial instruments are recognised initially, they are measured at fair value, being the transaction price plus any directly attributable transactional costs. The subsequent measurement of financial instruments depends on their classification as follows:

- **Trade and other debtors**
Trade and other debtors are recognised initially at fair value and subsequently at amortised cost. For trade debtors this is after an allowance for estimated impairment. The allowance is based on objective evidence that the Museum will not be able to recover all amounts due, through a review of all accounts and prior experience of collecting outstanding balances. Changes in the carrying amount of the allowance are recognised in the Statement of Financial Activities.

The fair value of trade and other debtors is estimated as the present value of future cash flows, discounted at the market rate of interest at the reporting date. This fair value is determined for disclosure purposes.
- **Cash and cash equivalents**
Cash at bank and in hand comprises cash balances and bank deposits with original maturities of less than or equal to three months.
- **Trade creditors and other payables**
Trade creditors and other payables are recognised initially at fair value and subsequently at amortised cost using the effective interest method.

4. Donations and legacies

	2025	2025	2025	2024
	Unrestricted	Restricted	Total	Total
	£000	£000	£000	£000
Legacies	91	-	91	7
Grants from TfL	3,600	-	3,600	3,600
Other grants				
ACE funding	-	258	258	400
Donated services				
Central services from TfL	402	-	402	315
Other	99	-	99	92
Benefit dinners	425	-	425	479
Other donations	131	196	327	535
Total	4,748	454	5,202	5,428

5. Charitable activities

a) Analysis by source of income

	2025	2025	2025	2024
	Unrestricted	Restricted	Total	Total
	£000	£000	£000	£000
Museum admissions	4,389	-	4,389	4,398
Schools Programmes	2,140	-	2,140	2,130
Other charitable income	48	-	48	50
Total	6,577	-	6,577	6,578

b) Analysis by type of charitable activity

	2025	2025	2025	2024
	Education	Access and	Total	Total
	and	museum		
	engagement	operations		
	£000	£000	£000	£000
Museum admissions	-	4,389	4,389	4,398
Schools Programmes	2,140	-	2,140	2,130
Heritage vehicle events and station tours	48	-	48	50
Total charitable income	2,188	4,389	6,577	6,578

6. Other trading activities

	2025	2024
	£000	£000
Retail turnover	4,675	4,463
Other turnover		
Venue hire	402	482
Hidden London	1,672	1,346
Commercial sponsorship	371	443
Catering	63	75
Corporate membership	660	709
Other revenue	32	27
Total turnover	7,875	7,545

7. Expenditure

a) Direct and apportioned costs

	2025	2025	2025
	Direct	Support	Total
	costs	costs	
	£000	£000	£000
Cost of goods sold	1,972	-	1,972
Other trading subsidiary costs	4,021	257	4,278
Other fundraising activities	443	519	962
Costs of raising funds	6,436	776	7,212

Education and engagement	3,174	3,716	6,890
Access and museum operations	2,293	2,684	4,977
Heritage and collections	1,290	1,509	2,799
Charitable activities	6,757	7,909	14,666

Total	13,193	8,685	21,878
--------------	---------------	--------------	---------------

	2024	2024	2024
	Direct	Support	Total
	costs	costs	
	£000	£000	£000
Cost of goods sold	1,860	-	1,860
Other trading subsidiary costs	3,376	267	3,643
Other fundraising activities	370	450	820
Costs of raising funds	5,606	717	6,323

Education and engagement	2,364	2,882	5,246
Access and museum operations	2,340	2,851	5,191
Heritage and collections	1,037	1,264	2,301
Charitable activities	5,741	6,997	12,738
Total	11,347	7,714	19,061

b) Support costs allocation

	2025	2025	2025	2025	2025
	Education and engagement	Access and museum operations	Heritage and collections	Raising funds	Total
	£000	£000	£000	£000	£000
Premises and facilities	2,079	1,502	845	547	4,973
Finance and management	918	663	373	128	2,082
Marketing	485	351	197	68	1,101
Systems	26	18	10	4	58
Design and presentation	208	150	84	29	471
Governance	-	-	-	-	-
Total 2025	3,716	2,684	1,509	776	8,685

	2024	2024	2024	2024	2024
	Education and engagement	Access and museum operations	Heritage and collections	Raising funds	Total
	£000	£000	£000	£000	£000
Premises and facilities	1,635	1,619	717	513	4,484
Finance and management	805	796	353	126	2,080
Marketing	303	299	133	47	782
Systems	50	49	22	8	129
Design and presentation	89	88	39	14	230
Governance	-	-	-	9	9
Total 2024	2,882	2,851	1,264	717	7,714

8. Net expenditure

This is stated after charging:

	2025 Total	2024 Total
	£000	£000
Depreciation	1,492	1,503
Amortisation	47	47
Auditor's remuneration		
Audit - Museum	41	38
Audit - Trading company	10	9
Other non-audit services	-	-
Operating lease costs	802	802

9. Trading subsidiary

The Museum has a single subsidiary company, LTM(T)L, company number 06527755, having an issued share capital of £1, wholly owned by LTML.

LTM(T)L undertakes retail operations, venue hire, commercial sponsorships, the Museum corporate membership scheme and Hidden London activities.

a) LTM(T)L profit and loss account for the year ended 31 March 2025

	2025 £000	2024 £000
Turnover	7,875	7,545
Cost of goods sold	(2,035)	(1,911)
Gross profit	5,841	5,634
Operating expenses	(4,215)	(3,592)
Profit from ordinary activities before taxation	1,625	2,042
Tax on ordinary activities	-	-
Total comprehensive income for the year	1,625	2,042

b) LTM(T)L balance sheet as at 31 March 2025

	2025 £000	2024 £000
Current assets		
Stock	739	795
Debtors	367	511
Cash and cash equivalents	1,634	2,138
Total current assets	2,740	3,444

Creditors falling due within one year	(2,730)	(3,422)
Net current assets	10	22
Total assets less current liabilities	10	22
Creditors falling due after more than one year	(10)	(22)
Net assets	-	-
Capital and reserves		
Profit and loss account	-	-
Share capital	-	-
Equity shareholder's funds	-	-

10. Staff costs and staff numbers

a) Total remuneration

	2025	2024
	£000	£000
Wages and salaries	7,202	5,912
Social security costs	724	625
Pension costs	1,190	1,221
Total	9,116	7,758

During the year there were no redundancies (2024: nil) and no severance payments (2024: nil).

The number of employees whose employee benefits (excluding employer's pension contributions) amounted to over £60,000 in the year is given below.

	2025	2024
£60,000 - £70,000	5	6
£70,001 - £80,000	2	1
£80,001 - £90,000	4	2
£90,001 - £100,000	0	1
£100,001 - £110,000	0	1
£110,001 - £120,000	1	0

In addition, one member of key management personnel was employed via an agency at a cost of £204,229.

b) Key management personnel

The key management personnel of the Museum comprise the CEO and SLT. The total employee benefits including employer's pension and national insurance contributions of the key management personnel were £1,056,913 (2024: £973,048).

c) Trustee Remuneration

The CEO is the only Trustee employed by the Museum who received emoluments, including salary, fees, benefits in kind and other emoluments, totalling £166,325 (2024: £161,946.89) The Museum made nil contributions to the TfL Pension Fund, a defined benefit scheme, on behalf of the CEO for the year (2024: nil). The CEO did not receive any emoluments in her role as a Trustee (2024: nil).

Other than the CEO, no other Trustees received employee benefits from the Museum (2024: Nil).

TfL-nominated Trustees are also employees of TfL, a related party.

TfL Trustee and role	Salary (including fees & allowances)	Employer's pension contributions	Benefits in kind	Total excl. Pension contributions
Lilli Matson, Chief Safety, Health and Environment Officer	£267,869	£47,164	£2126	£269,995
Winsome Hull BEM, Senior Business Strategy Manager	£94,521	£17,784	£957	£95,478
Obi Nwofor, Senior Operating Officer	£106,871	£21,360	£2,126	£108,997

*Salary, fees and allowances include an allowance paid as a result of the individual opting out of part or all of the benefits provided by the TfL Savings for Retirement Plan or TfL Pension Fund.

Reimbursements of £286 were made to one trustee in the year for travel costs to board meetings (2024: £1,040, three trustees).

d) The average number of full-time equivalent employees was:

	2025	2024
Education and engagement	39.7	32.8
Access and museum operations	38.1	35.6
Heritage and collections	16.5	12.9
Activities to generate funds	41.2	34.3
Support functions	36.7	32.9
Total	<u>172.2</u>	<u>148.4</u>

11. Intangible fixed assets

	Software	Other	Assets under construction	Total
	£000	£000	£000	£000
Group and Museum				
Cost				
At 1 April 2024	375	0	241	616
Additions	-	-	170	170
Transfers	222	22	(236)	8
Disposals	-	-	-	-
At 31 March 2025	597	-	175	794
Amortisation				
At 1 April 2024	(151)	-	-	(151)
Charge for the year	(47)	-	-	(47)
Amortisation on disposal	-	-	-	-
Reclassifications	-	-	-	-
At 31 March 2025	(197)	-	-	(197)
Net book value				
At 1 April 2024	224	-	241	465
At 31 March 2025	399	22	175	596

12. Tangible fixed assets

	Property and buildings	Plant and equipment	Assets under construction	Total
	£000	£000	£000	£000
Group and Museum				
Cost				
At 1 April 2024	37,344	1,867	1,117	40,328
Additions	880	22	452	1,354
Transfers	250	406	(664)	(8)
Disposals	(111)	-	-	(111)
At 31 March 2025	38,363	2,295	905	41,563
Depreciation				
At 1 April 2024	(20,202)	(1,664)	-	(21,866)
Charge for the year	(1,366)	(126)	-	(1,492)
Depreciation on disposal	-	-	-	-
Reclassifications	-	-	-	-
At 31 March 2025	(21,568)	(1,790)	-	(23,358)
Net book value				
At 1 April 2024	17,142	203	1,117	18,462

At 31 March 2025

16,795	505	905	18,205
---------------	------------	------------	---------------

13. Investments

	Listed	Total
Group and Museum		
At 1 April 2024	1,008	1,008
Unrealised gains/(losses)	(8)	(8)
At 31 March 2025	<u>1,000</u>	<u>1,000</u>

LTM has invested in CCLA-managed Ethical Investment Long Term Fund, aligning with our commitment to responsible and sustainable investment practices

14. Stock

	Group 2025 £000	Group 2024 £000
Finished goods and raw materials	<u>739</u>	<u>795</u>

15. Debtors

	Group 2025 £000	Group 2024 £000	Museum 2025 £000	Museum 2024 £000
Trade debtors	297	447	23	14
Amounts due from TfL group	-	85	1,480	2,535
Other debtors	110	-	110	-
Prepayments and accrued income	<u>1,199</u>	<u>1,331</u>	<u>1,110</u>	<u>1,253</u>
	1,606	1,863	2,723	3,802

16. Cash at bank and in hand

	Group 2025 £000	Group 2024 £000	Museum 2025 £000	Museum 2024 £000
Current accounts and in hand	4,467	3,004	2,869	925
Short-term deposit accounts	<u>5,036</u>	<u>7,069</u>	<u>5,001</u>	<u>7,011</u>
	9,503	10,073	7,870	7,936

17. Creditors

a) Amounts falling due within one year

	Group	Group	Museum	Museum
	2025	2024	2025	2024
	£000	£000	£000	£000
Trade creditors	325	255	330	218
Amounts due to TfL group	1,025	-	917	9
Taxation and social security	142	174	-	38
Other creditors and accruals	1,626	2,032	1,553	1,943
Deferred income	1,012	718	85	-
	4,130	3,179	2,885	2,208

b) Amounts falling due after one year

	Group	Group	Museum	Museum
	2025	2024	2025	2024
	£000	£000	£000	£000
Deferred income	10	22	-	-
	10	22	-	-

c) Deferred income

	Group	Group	Museum	Museum
	2025	2024	2025	2024
	£000	£000	£000	£000
Brought forward	740	498	-	-
Utilised in year	(718)	(446)	-	-
Deferred in year	1,000	688	85	-
Carried forward	1,022	740	85	-
Amounts falling due within one year	1,012	718	85	-
Amounts falling due after one year	10	22	-	-

Deferred income relates to the sale of venue hire, Hidden London tours, corporate sponsorships typically spanning 12 months, and corporate memberships typically spanning either 12 or 36 months.

18. Statement of group funds

a) Total funds

	1 April 2024 £000	Income £000	Expenditure £000	Transfers £000	31 March 2025 £000
Restricted					
ACE Making a Poster	8	4	(12)	-	-
ACE MEND	276	-	-	(276)	-
ACE NPO	-	254	(254)	-	-
CDF	532	-	(50)	-	482
LTM Friends	72	174	(235)	-	11
LRPCT	52	-	(52)	-	-
Elizabeth Line Legacy	42	-	(4)	-	38
Q stock	26	1	-	-	27
DCMS/Wolfson	72	-	-	(72)	-
Kusuma Trust	21	(5)	(16)	-	-
Poster Gallery	160	-	-	(160)	-
NLHF	20	(2)	(44)	26	-
John Lyon's Charity	11	28	(26)	-	13
Total Restricted Funds	1,292	454	(693)	(482)	571
Unrestricted funds					
Designated funds					
Capital fund	18,927	-	-	(126)	18,801
Museum strategic development fund	1,500	-	-	-	1,500
Museum asset development fund	4,653	-	-	-	4,653
General funds	3,084	19,477	(21,185)	608	1,984
	28,164	19,477	(21,185)	(482)	26,938
Net gains/(losses) on investments	8		(8)		-
Total unrestricted funds	28,172	19,477	(21,193)	482	26,938
Total funds	29,464	19,931	(21,886)	-	27,509

Note: Transfers of funds from restricted funds

During 2024–25, several capital projects funded by restricted grants reached completion:

1. The ACE MEND programme funded essential upgrades to lifts and chillers at the Covent Garden site. These assets were completed and capitalised in the year.
2. The DCMS/Wolfson grant supported the development of the Photography Gallery at Covent Garden, which was completed and capitalised.
3. The Wolfson Foundation funded the Poster Gallery, which was also completed and capitalised.

4. The NLHF-funded Heritage Skills programme incurred additional expenditure. A transfer was made to unrestricted funds to appropriately reflect this additional expenditure.

Restricted funds

Arts Council England (ACE) support is comprised of the National Portfolio Organisations (NPO) grant and funding via the Museum Estate and Development Fund (MEND) grant programme. NPO funding provides support for a diverse range of Museum programmes and activities. MEND funding is for essential work to lifts and chillers at the Covent Garden site.

The Collections Development Fund (CDF) was established in 2012/13 following the auction of 400 surplus posters. This fund can only be used for collections acquisitions and conservation.

LTM Friends supports a range of Museum programmes and activities including vehicle restoration and Acton community projects.

The Luke Rees-Pulley Charitable Trust (LRPCT) funds the Impact and Evaluation Manager role and a Learning Officer role.

The Elizabeth Line Legacy funding supports the capture of oral history relating to the project.

The Q stock fund will be used for future conservation work on this heritage asset.

The DCMS/Wolfson grant supported the capital costs of Photography Gallery at Covent Garden.

Kusuma Trust UK supports the pilot 21st Century Skills project.

The Poster Gallery was funded by the Wolfson Foundation.

The National Lottery Heritage Fund (NLHF) supports the Acton Access Project and the Sustaining Heritage Skills project.

John Lyon's Charity supports the Acton Local Schools Partnership project.

Designated funds

The designated funds carried forward totalled £25m (2024: £25.1m).

The Capital fund represents the net book value of the Museum's tangible and intangible fixed assets. It is written down by the value of depreciation and increased by any additions to the Museum's fixed assets. The transfer from general funds to the capital fund represents the change in net book value of fixed assets.

Museum Asset Development Fund contributes towards the cost of asset renewals and other future capital expenditure associated with the Museum's premises, facilities, and fixed assets.

Strategic Development Fund is to enable the Museum to fund important projects such as gallery and exhibition improvements and educational programmes.

b) Analysis of group net assets between funds

	Unrestricted funds £000	Restricted funds £000	Total funds £000
Fund balances at 31 March 2025:			
Fixed assets and Investments	19,801	-	19,801
Current assets	11,277	571	11,848
Current liabilities	(4,130)	-	(4,130)
Long term liabilities	(10)	-	(10)
Total net assets at 31 March 2025	26,938	571	27,509
Total net assets at 31 March 2024	28,172	1,291	29,464

19. Operating leases

	2025 £000	2024 £000
Within one year	1,118	800
Between two and five years	4,260	3,201
Over five years	10,249	11,049
Total	15,627	15,050

The Albany House building contract ended on 18 December 2024.

Non-cancellable operating lease costs consist of:

- rent for the museum in Covent Garden
- a Xerox Design Printer
- rent for offices at Cranbourn Street: a new lease beginning 01 March 2025 and expiring on 21 July 2029, with an annual rent of £416k and an initial rent-free period of 12 months. The total lease cost is accounted for on a straight-line basis over the term of the lease.

20. Capital commitments

Capital commitments at the end of the year not otherwise included in the accounts are as follows:

	2025 £000	2024 £000
Ticketing System	-	26
Total capital commitments	-	26

21. Share capital

	2025 £	2024 £
Authorised		
1 ordinary share of £1	1	1
Allotted, issued and fully paid up		
1 ordinary share of £1	1	1

As permitted by FRS 102 and SORP 2019, because no new equity shares have been issued, the Museum has not produced a separate statement of changes in equity for the reporting period.

22. Pensions

a) Background

The Museum offers retirement plans to its employees. The majority of the Museum's staff are members of the Public Sector Section of the TfL Pension Fund, which is a final salary scheme established under trust. Benefits are based on an employee's length of service and final pensionable pay. The Fund's Trustee is the TfL Trustee Company Limited, a wholly owned subsidiary of TfL. Under the rules of the Fund, its 18 Trustee Directors are nominated in equal numbers by TfL and on behalf of the Fund's membership.

Every three years, the TfL Pension Fund actuary makes valuations and recommends the level of contributions to be made by the participating employers to ensure the long-term solvency of the Fund. The latest available valuation of the Fund was carried out as at 31 March 2024 by the Actuary, a partner of consulting actuaries Willis Towers Watson, using the projected unit method.

Under the valuation report, as at 31 March 2024, the value of the Fund was £15,012.6m. This is an increase of £836.0m on the value at the end of the previous Fund year. A revised Schedule of Contributions was agreed between the Trustee and the employers following the formal funding valuation. This set out a future service contribution rate (wef from December 2024) of 11.6% for existing member scheme (pre-April 89) with the majority of LTM employees on New Member Scheme of 10.5% for the employers and 5% for members.

The underlying assets and defined benefit obligation of the TfL Pension Fund cover a number of Group entities and cannot be readily split between each undertaking. No contractual agreement is in place to allocate the total net surplus between the member entities. Thus, in accordance with IAS 19, the TfL Corporation, as the Scheme sponsor, has recognised the total net defined benefit surplus in its own accounts.

As at the Balance Sheet date, no allocation of the surplus of the Fund has been made between the various TfL Group companies, including London Transport Museum. Should this position change in future, an allocation may be made, and the Museum may, at that point, become liable for its share of the deficit or surplus. There are no present plans for such an allocation to be made.

Further information regarding the TfL Pension Fund can be found in the TfL Annual Report and Statement of Accounts.

b) Accounting

The Museum's ultimate parent, TfL, and the Museum's fellow subsidiaries participate in the Public Sector Section of the TfL Pension Fund. Because the Museum is unable to identify its share of the underlying assets and liabilities on a consistent and reasonable basis, as permitted by FRS 102, the Museum treats contributions to the Public Sector Section as if they were contributions to a defined contribution plan. The Museum's contributions to the Fund of £1,134,155 (2024: £1,185,189) have been charged to the Consolidated Statement of Financial Activities.

c) Other pension schemes

Pension contributions of £12,658 (2024: £7,842) have been made to the London Pension Fund Authority Pension Fund, a funded multi-employer defined benefit scheme, administered by the London Pension Fund Authority. The underlying assets and defined benefit obligation of the London Pension Fund Authority Pension Fund cover a number of TfL Group entities and cannot be readily split between each undertaking. The TfL Corporation has recognised the TfL Group's share of the net defined benefit obligation in its own accounts.

LTM also made employer contributions to two defined contribution schemes totalling £43,259 (2024: 59,335, updated from :£1,363).

23. Related party transactions

LTML a wholly owned charitable subsidiary company of Transport Trading Limited (TTL), which in turn is a wholly owned subsidiary company of TfL. TfL provides financial assistance to the Museum in the form of grants for Museum operations and, in addition, certain divisions of TfL provide financial support to the Schools Programmes and other Museum activities as agreed on a project-by-project basis.

In line with paragraph 33.1A of FRS 102, the Museum, as a wholly owned subsidiary of TTL, is not required to disclose transactions with other wholly owned members of the group headed by TfL.

Museum staff are provided with passes that allow free or discounted travel on TfL services for themselves and a nominee. TfL also offers LTM Trustees and non-executive Directors of LTM(T)L restricted travel privileges.

TfL Group companies receive discounts on the hire of Museum facilities, and all TfL staff receive free entry to the Museum and discounts in the Museum shop.

The Museum also entered into transactions with other related parties during the year as set out below.

Party	Nature of relationship	Transaction	2025 Income	2025 Expenditure	2025 Debtor	2025 Creditor
			£000	£000	£000	£000
LTM Friends	Elizabeth McKay is a Trustee of LTM Friends	Grant awarded during the year	175	0	1	1

During 2023/24 the Museum entered into transactions with other related parties as set out below.

Party	Nature of relationship	Transaction	2024 Income	2024 Expenditure	2024 Debtor	2024 Creditor
			£000	£000	£000	£000
LTM Friends	Elizabeth McKay is a Trustee of LTM Friends (From 8 August 2023)	Grant awarded during the year and reimbursement of volunteer expenses	117	0	1	1

In addition to the financial transactions summarised above, the Museum also provides LTMF with office and IT facilities, and support for marketing and other activities.

Phil Swallow is a Patron of the Museum (director of LTM Trading Limited).

Some LTM Trustees, Directors of LTM(T)L and key management personnel of TfL also received leaving and thank you gifts of LTM(T)L retail merchandise during the year. Peter, Lord Hendy of Richmond Hill CBE received a poster (retail price £286) as a leaving gift. Mary Creagh CBE received a Moquette Cube (retail price £200) as a leaving gift.

Our supporters

Supporters and Funders 1 April 2024 to 31 March 2025

1. Corporate Members

Leader

ABM*	GB Railfreight*
Alexander Dennis	Indra
Amey*	Marston Holdings*
Arriva London*	Mitie
Arup Group Ltd*	MTR Elizabeth Line
Balfour Beatty Rail*	PA Consulting Group*
Bechtel (until May 2024)	QBE*
Capita	Rail Delivery Group
CDER Group (JBW Group)	Siemens Mobility*
Clear Channel*	Sopra Steria*
ComfortDelGro*	Stadler Rail*
Cubic Transportation Systems*	Stagecoach London*
EPC*	Telent Technology Services*
Hitachi Rail (Thales GTS)	Worldline (until February 2025)

Driver

Go-Ahead Group*	Mott MacDonald*
Keolis UK*	Uber Boat by Thames Clippers*

Member

@Kerv Digital	Rail Delivery Group
Addleshaw Goddard	Reed
Broadfield Law UK LLP (BDB Pitmans)	Rock Road
Boldyn Networks UK Ltd* (until June 2024)	Sacker & Partners*
CitySwift*	Scheidt & Bachmann
EO Charging	Transport UK London Bus
First Bus (RATP Dev)	Trapeze Group*
First Group	Trueform
Gowling WLG*	Wrightbus*
Grid Beyond	Yunex Traffic
Morgan Sindall Infrastructure*	*Denotes three-year membership

2. Supporters and sponsors

Major supporters

Transport for London	The Wolfson Foundation
Arts Council England	London Transport Museum Friends
The National Lottery Heritage Fund	Luke Rees-Pulley Charitable Trust
DCMS/Wolfson Museums and Galleries Improvement Fund	The Finnis Scott Foundation

Sponsorship partners

Global - Global Poster Gallery	Cubic Transportation Systems - Cubic Theatre and Foyer
--------------------------------	--

Interchange thought leadership

Gowling WLG	Hitachi Rail
-------------	--------------

Content partners

Mott MacDonald – Making Transport Fit for the Future series	Arup – Climate Resilience series
---	----------------------------------

Enjoyment to Employment

ABM	Sopra Steria
Cubic Transportation Systems	Telent
Hitachi Rail	Transport for London

Bursary Scheme

Uber Boat by Thames Clippers

Gifts in Kind

Markson Pianos Ltd	Wrightbus
Transport UK London Bus	Yunex Traffic

Education supporters

Kusuma Trust	John Lyon's Charity
Luke Rees-Pulley Charitable Trust	

3. Patrons

Paul Baines	Jeremy Hosking
Sir David Bell	David Humphrey
Henry Brooks	Tony Lee
David Brown	Barry Le Jeune
Paul Butler	Ken and Daphne Lousvet
Roger Cooke	Rupert Lyons
Jack Colbourne	Roger Madelin
Leon Daniels OBE	Richard Meads MBE
Michele Dix CBE	Sam Mullins OBE
Steve Edge	Charlie Parsons
Martin Elms	Ian Ross
Phil Fortey	Paul Ross
Graham Hayden	Paul Sainthouse
Neil Henderson	John A. Self OBE
Peter, Lord Hendy of Richmond Hill, and Imber	Stephen Shewmaker
Chris Hinde	Julian Slawson
Bill Hiron MBE	David Stone
Tony Hocking	Phil Swallow
Adrian Hollands	Dave Taylor
Nigel Holness	Richard West
	Nicholas Woolf OBE and Fiona Woolf DBE

LONDON TRANSPORT MUSEUM LIMITED

England & Wales - Charity number 1123122

Accounts

2023-24 LONDON TRANSPORT MUSEUM & GROUP ANNUAL REPORT AND ACCOUNTS



CHANGE

DESIGN

INNOVATION



Contents

Strategic Report	2
Message from the Chair of the Trustees and CEO	2
Our foundation: purpose and principles	4
Our strategic framework	5
Performance and achievements	6
Highlights of 2023/24	7
Future plans	11
Financial review	12
Trustees' Report	14
Structure, governance and management	14
Reserves policy	22
Disclosure of information to auditors	25
Trustees' statement	26
Trustees and advisers	27
Independent Auditor's report	30
Consolidated statement of financial activities for the year ended 31 March 2024	34
Balance sheets as at 31 March 2024	36
Notes to the financial statements	37
Our supporters	56

Strategic Report

Message from the Chair of Trustees and CEO 2023/24

Following several years of strong recovery across all lines of activity, confidence in a strong team and governance, and optimistic about our charity's future, London Transport Museum (LTM) reset its strategy for the five years from 2023 to 2028. The first year of our new five-year strategy has been a resounding success across key measures: our content and experiences; culturally with our people, visitors and stakeholders; financially with a thriving and varied portfolio of entrepreneurial businesses.

Following a smooth handover, the new CEO began in August 2023 and outlined a vision to become 'future fit', which gave further focus and direction to our work, particularly in the areas of content, experiences, people, and growth to secure our long-term financial sustainability.

In 2023/24, LTM welcomed its highest ever visitor numbers, with more than 427,000 people visiting the Covent Garden site to discover the story of London's transport history and heritage. Not only was this a record achievement for the Museum, but we have bucked the trend at 10 per cent ahead of the sector as reported by the Association of Leading Visitor Attractions (ALVA).

This year we have continued to flourish creatively. In October, the Museum also opened its brand-new Global Poster Gallery. Set over two floors, this permanent gallery is dedicated to the display of the Museum's internationally significant collection of 20th century graphic art and design. The gallery is sponsored by Global, the media and entertainment group and its inaugural exhibition, *How to Make a Poster*, is on display until 2025. The Museum celebrated 160 years of London Underground with a year-long programme of public events, campaigns and product launches linked to the anniversary. This included family activities, a poster series in partnership with four prominent London cultural attractions, a Hidden London virtual tour, a Tube 160 product range collaboration with Wallace Sewell, Museum Depot Open Days, the launch of a brand-new Hidden London tour of Baker Street station and a sold-out Tube 160 'birthday' heritage rail event. The first exhibition of the new Photography Gallery, *Echoes of the Blitz: underground shelters in London and Ukraine*, opened to visitors on 1 March.

The Museum delivers lasting, positive social change through its work with children and young people, reaching more than 130,000 participants every year. In 2023/24, the Museum engaged:

- More than 30,000 children, young people and their parents, teachers, families and guardians through its family and schools programming. This includes self-guided visits to the Museum, to employability programmes that get young people excited about sustainability and pursuing science, technology, engineering and mathematics (STEM) careers, particularly in transport and engineering
- More than 107,000 students through its delivery of the TfL Travel for Life school programme, which educates young people about active, safe and responsible travel on public transport. These activities are delivered by the Museum as part of TfL Travel for Life

- A further 19,776 young people were engaged through the Project Guardian programme, which is delivered to Year 9 students about unwanted sexual attention on the public transport network

The first year of the five-year Strategic Plan is in a strong financial position with an operating surplus of £1,687k and net surplus of £741k. Looking forward, the Museum is in a comfortable position to fund our planned investment and is ready to launch our exciting 'future fit' plans this summer.

We owe thanks to so many for their support and guidance that have enabled us to realise this strong and stable position: Arts Council England (ACE), the Department for Digital Culture Media and Sport (DCMS), HM Treasury, Transport for London (TfL), LTM Friends, members, donors, and volunteers. A remarkable collection of LTM colleagues and volunteers are the creative spark and engines that drive our broad portfolio of activities and lay the groundwork for a sustainable future.

Keith Ludeman, Chair and Elizabeth McKay, CEO



Our foundation: purpose and principles

The purpose of LTM as an educational and heritage charity remains to be the world's leading museum of urban transport, creating experiences that delight and inspire, enabled by people who are united behind our purpose and who generate the funds to make a difference by sustaining the charity.

We live by our principles of being inclusive and supportive of everyone, by being a single collaborative team, being courageous and creative in the way we work and with a proactive focus on results and making things happen.

Together our purpose, principles, aims and behaviours create a firm foundation and have enabled us to weather the pandemic, recover, and emerge stronger, with the energy and resilience to deliver our five-year strategy and beyond.



Our purpose

Igniting curiosity to shape the future.

Our principles

For everyone

Everyone feels the Museum, collections, and experiences are for them.

Entrepreneurial and playful

Everything we do is creative, dynamic, and resourceful.

Relevant and authentic

We are a window on the past, present, and future of how transport keeps London working and growing.

Dedicated and personal

We go the extra mile to deliver.

Sustainable and green

We strive to be environmentally aware and make the right choices.

Our strategic framework

We're ambitious for the future of LTM and excited about our direction of travel and progress. We fully leverage our aims (content, experiences, people, and money) to inform and shape an exciting and motivating vision for the future.

Content – being the world's leading museum of urban transport

We maximise the power and reach of the content and stories we share whether live or digital. We focus on the audience's love affair with London and its contemporary relevance. We're uniquely positioned to harness the essence of London (past, present, and future) and TfL's design heritage to create this powerful, unique and ownable approach to content.

Experiences – create experiences that delight and inspire

We focus on the points of difference, the unique personality we are placed to deliver as an LTM 'experience'. We are confident to explore ways to make these experiences come alive - with our people-led delivery, generosity in sharing control with others, and differentiating the experience for our visitors based on location across our different sites. We also work on joining it all up, whether pre-, during, or post visit or onsite, offsite or online.

People – nurture a culture that's united behind our purpose

We are ambitious about our people and what we can achieve together. We have a dynamic and inclusive culture that supports, nurtures and develops people and offer a fair reward for achievement and performance. We are committed to increasing diversity in all areas, including using advisory groups to ensure representation. Together staff and volunteers are excited, knowledgeable, confident, and equipped to deal with emerging areas such as our Green Journey and developing narratives and collections.

Money – generate the funds that make a difference

When it comes to generating the funds to make it all happen, our vision is to play to the strengths of our organisational DNA and play the long game. We operate a successful business-like charity and aim to grow revenue in creative new ways and invest in our future, year on year.

Financial sustainability for LTM requires reserves and external fundraising to enable capital investment. Funding capital projects depends on the success of key income streams to fund our purpose. Our main income streams are from visitors, fundraising and our Enterprise businesses including retail, venue hire, corporate membership, commercial sponsorship, catering, and Hidden London.

To achieve financial sustainability, it is essential that we charge admission fees to visitors to Covent Garden, the Museum Depot at Acton, and for participation in our off-site experiences such as Hidden London tours and Heritage vehicle operations. These are reviewed annually and benchmarked to ensure they remain affordable to Londoners and all visitors.

The TfL-funded schools programmes, namely Travel for Life (formerly known as STARS) and Project Guardian, engage tens of thousands of pupils each year and are delivered at no cost to the schools taking part. We also provide free content through our website, YouTube and other channels for people who do not visit LTM in person.



Performance and achievements

The first year of the five-year 'invest to grow' strategy is in a strong financial position, with an unrestricted funds operating surplus of £1,742k and net surplus of £446k.

Year one of the growth plan within Enterprise has seen some great successes including the highest ever retail sales at almost £4.5m and Hidden London revenue of £1.4m. Years two and three will bring different stages of growth in the various businesses, the common thread being an entrepreneurial and positive approach to opportunities and data-driven decisions to adapt to market conditions as appropriate.

Our achievements this year have been significant and generally ahead of the sector - not only are our admissions ahead of pre-pandemic but our results this year are 10 per cent ahead of the sector.

The Dashboard is reported biannually to Trustees. It comprises a selection of the performance indicators considered to give the Executive and Trustees a rounded insight into LTM's progress. LTM developed a success framework to ensure that all activity considered Reach, Quality, Impact and Value/Income (RQIV). LTM has used the RQIV framework to set targets and monitor performance for projects, teams, and individuals and is continuing to develop and integrate the framework into all our work.

Highlights of 2023/24

Year one of the five-year strategy has been a big year for LTM with many successes and lots of change. Our organisational highlights and top achievements of 2023/24 are a snapshot of the breadth of what we do.

Organisational

Five-year Strategy (2023-28)

Following the development of the new strategy over nearly a year and involving staff, volunteers, and stakeholders, in May 2023 Trustees approved an exciting and ambitious 'invest to grow' strategy.

New CEO

Elizabeth McKay took the helm as the new Director and CEO in August 2023. She is leading ambitious plans to introduce new future-focused content and experiences to expand the Museum's offer and reach.

Senior Leadership Team (SLT) refresh

The SLT refresh was completed as planned with the final new member joining in February 2024, Enterprise Director Sarah Fellingham-Adkin. A new Learning and Participation directorate was established, headed by Fenella Goodhart. This addition recognises the importance of education within our charitable purpose. A new Content directorate has been formed, headed by Chris Nix. This shift in focus sets up our commitment to ramping up our storytelling capabilities and expanding our relevance to new audiences including growing our global reach.

Top achievements

We continue to be an organisation which learns quickly and is agile in programming and seeing funding opportunities.

Global Poster Gallery

The permanent gallery showcases the Museum's world class collection of 20th century graphic art and design, alongside loans. The gallery is sponsored by Global, the media and entertainment group and its inaugural exhibition, *How to Make a Poster*, is on display until 2025. The celebratory private view to mark its opening in October 2023 was accompanied by a line-up of half term activities and a 'Posters and Posers' Late for adults. The gallery was designed in a way that not only showcases the art and culture of our outstanding collection but also minimises its environmental footprint.

London Transport Dinner and Auction

Our largest ever London Transport Dinner and Auction took place in the Roundhouse, a former train turning table. The November 2023 event raised over £450k for the Museum's education and charitable work.



New Brand

A new brand architecture and logo for the Museum has been developed and tested with audiences. The new-look logo approach to our brand structure and surrounding programme will be rolled out in phases from July 2024.

Travel for Life

The Schools Team in the Learning and Participation directorate has continued as the lead delivery partner on the TfL Travel for Life programme, commissioned and funded by Customer Marketing and Behaviour Change. A key strand of the programme is Citizens (formerly known as Safety and Citizenship), delivered to Year 6 students in schools across London to promote the safe and responsible use of public transport, reaching 99,559 students across 1,899 schools in 23/24. This continues to be a flagship programme delivered by the Museum - remarkable for its content as well as reach to nearly 90 per cent of Year 6 students in London

Out on the roads and rails

Our heritage vehicle programme returned with great success. Supported by public programming on the platforms, these events gave people the chance to experience travel from a bygone era on our beautifully restored 1938 Tube stock train. The final event of the season at Amersham on 9-10 September 2023 saw 1,267 people enjoy a special journey on the Metropolitan line. We also attended the annual Cart Marking in July 2023 in the City of London and the iconic Imberbus in August 2023.



Project Guardian

This programme continues to go from strength to strength and is delivered by our Schools Team. Project Guardian is commissioned and funded by TfL Compliance, Policing Operations and Security (CPOS), as part of its End Violence Against Women and Girls programme. The sessions are delivered to Year 9 students to increase awareness and recognition of sexual harassment on public transport. This year we delivered 270 sessions to at least 65 schools, reaching an audience of 15,391 and CPOS have increased their funding of this activity four-fold.

Skills Late

This important annual event returned to the Museum for the first time in four years in January 2024, supporting young people to develop skills and take a next step towards work and a career. It brought together over 200 young career seekers with businesses in the transport, engineering, and STEM-linked sectors including ABM, Microsoft, Mitie, Telent, Thales GTS, TfL, Siemens and Sopra Steria. Sitting behind this high-profile event is an extensive employability programme supporting young people into careers in the transport and cultural sector.

Celebrating 160 years of the Tube

The Museum's Tube 160 celebrations included the launch of the new 'Love London's Culture' poster series, a new Hidden London tour at Baker Street, a retail product line and a special journey on the 1938 Tube stock train.



Retail record year

Our exclusive product ranges continue to prove popular, contributing to 84 per cent of online sales and 70 per cent of total sales. The Covent Garden shop saw its largest trading period in December, taking £330k. Alongside strong stock management and increased social media activity, sales are over 13 per cent ahead of last year.

Museum Depot

Our Museum Depot in Acton goes from strength to strength, building its reputation as a local cultural hub with global significance and broad appeal. Alongside extensive curatorial and public engagement activity, there are currently three externally funded projects running out of the Depot focused on collections, volunteering, local community engagement and employability and heritage skills. These projects are funded by National Lottery Heritage Fund (NLHF), LTM Friends and John Lyon's Charity.

Project transformation opportunity

Exciting plans to update the Museum's narrative and improve the visitor experience have been initiated. These include new gallery spaces, the redesign of the Museum's entrance and shop, and will be enabled by a major fundraising drive currently in development.

Future plans

The new CEO, Elizabeth McKay, began in August 2023 and outlined a vision as an overlay on the five-year strategy to focus on key areas to accelerate our journey to becoming 'future fit', driving our journey of innovation, design and change.

Future fit

Being 'future fit' is how we are bringing our purpose - igniting curiosity to shape the future - to life. This is a powerful idea that is inherently optimistic and a call to action. It's this focus on the future that will keep us relevant. By ensuring we are relevant with the stories we tell, the experiences we offer, the working culture we nourish and the successes we achieve, we will future-proof LTM and continue to thrive.

Strategic priorities

Our strategic priorities were developed through a series of workshops that explored our challenges holistically. Within the context of reviewing our progress during our annual forward planning workshops with staff and Trustees and testing how all our activity supports the ambition to be 'future fit,' we've reconfirmed these key areas as continuing to be relevant and salient.



REAL GREEN
LEADERSHIP



MAKING GREAT
MEMORIES



GET STUFF
DONE



LIFE SKILLS FOR
LONDONERS

Real Green Leadership

Driving forward the commitment to making a real difference to the environmental sustainability of LTM as well as being a forum and advocate for meaningful action for change in London and beyond. LTM's internal journey to net zero by 2030 and advocacy of change with visitors, partners, schools and the communities of London.

Making Great Memories

Actively creating memorable experiences for our visitors through authentic, engaging content and an outstanding visitor welcome onsite, offsite and online. Mining LTM's sweet spot across the continuum of London's past, present, and future in our content narratives and learning programmes.

Get Stuff Done

Unblock obstacles that are hindering efficient and timely support and delivery to make processes in TfL HR, Technology and Data (T&D) and Procurement fit for purpose at LTM. Clarified governance and continuous improvement of systems and processes to reduce bureaucracy and concentrate LTM efforts on delivery and operations.

Life Skills for Londoners

Supporting all to realise their potential by modelling, sharing, and enabling life skills to face the future. LTM's levelling up agenda for young Londoners, our visitors, volunteers, and staff.



Financial review

In 2023/24 the Museum delivered another year of substantial activity, achieving a strong and sustainable financial position despite ongoing social, political and economic uncertainty in the UK. LTM has adopted an 'invest to grow' strategy to create a sustainable long-term position. The Museum's 2023/24 financial performance under this strategy has given LTM confidence to continue to invest in people, programmes, and projects to grow.

Visitor income continued to grow as well as Enterprise businesses, both performing ahead of budgeted expectations with Retail and Hidden London revenue higher than ever.

Reconciliation of operating surplus to SOFA* net surplus	Unrestricted £000	Restricted £000	Total £000
Operating surplus	1,742	(55)	1,687
Depreciation and amortisation	(1,550)	0	(1,550)
Capital income	0	350	350
Net surplus	446	295	741

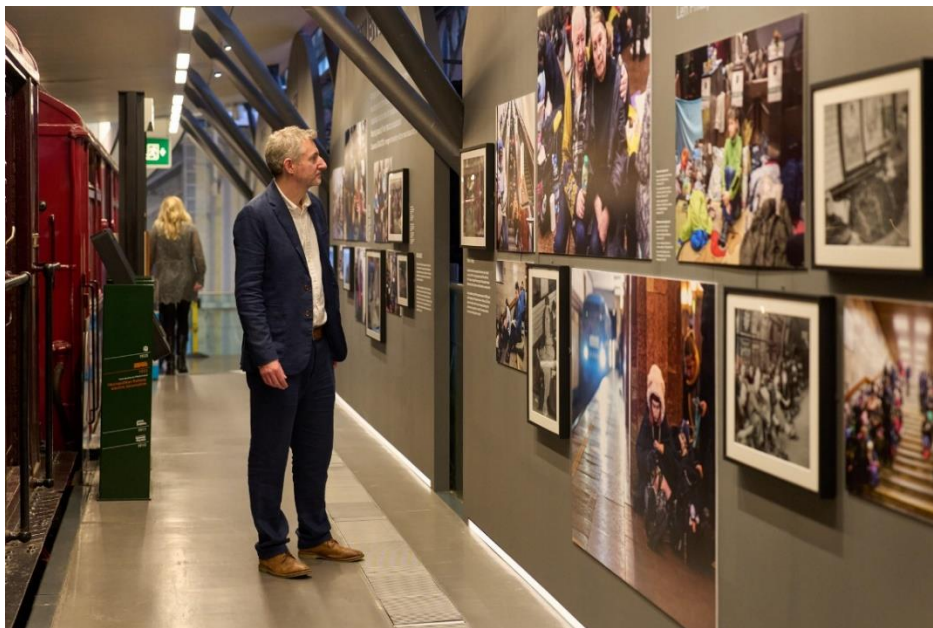
*Statement of financial activities

Overall income rose to £19.8m (2022/23: £17.1m), partly driven by a rise in income from trading activities from £6.8m to £7.5m, reflecting outstanding performance in our commercial lines associated with the enthusiastic return of audiences, particularly those from overseas in the USA and Asia. The return of overseas visitors also drove a rise in museum admissions income from £3.8m to £4.4m.

Total expenditure increased to £19.1m (2022/23: £16.2m) predominantly due to the increased salary costs associated with the 'invest to grow' strategy which involves investing in people and resources.

Capital expenditure totalled £1.2m (2022/23: £0.7m) as a significant focus was on investment in infrastructure and capital projects this year, decreasing our capital fund to £18.9m (2023: £19.3m). The capital fund forms the majority of the Museum's reserves and represents the net book value of the Museum's fixed assets, rather than liquid funds readily available for use.

Restricted funds increased to £1.3m (2023: £1.0m) due to the recognition of restricted income secured close to year end, ahead of the associated programme spend planned in subsequent years.



Trustees' Report

Structure, governance and management

Legal status and governing documents

London Transport Museum Limited (LTML) is a registered charity incorporated on 6 February 2008 as a company limited by shares; one share is issued and is owned by Transport for London (TfL). It is governed by its Memorandum and Articles of Association. Under the Greater London Assembly (GLA) Act 1999, TfL has the power to provide and maintain a museum of transport artefacts, records, and other exhibits. While it is common for charities to incorporate as companies limited by guarantee, the Transport for London (Specified Activities) Order 2000 requires TfL to carry out museum activities through a company limited by shares.

Under section 5.1 of the LTM Memorandum of Association, the property and funds of the Museum must be used only for promoting the objects of the Museum, no dividend may be paid to TfL.

When LTML was established in 2008, a series of written agreements was put in place between TfL and LTM. These set out an umbrella agreement for the continued provision and maintenance of the Museum, covering many aspects of the operation and funding of LTM, and the long-term relationship between the parties. Beneath this there is a funding agreement and an Intellectual Property agreement, while the Museum collection is owned by TfL and subject to a management agreement between the Museum and TfL.

As a wholly owned subsidiary company within the TfL Group, the Museum has access to substantial support and advice from other Group functions in areas such as accounting, taxation, property, marketing, internal audit, information technology, human resources, and contracts. The Museum occupies premises which are owned or leased by TfL Group companies and is given access to TfL assets such as disused stations and the Underground network for heritage rail operations. Varying financial arrangements apply to the various Group services, many of which are supplied at no cost to the Museum.

LTM is governed by a Board of up to thirteen Trustees, all of whom are non-executive except for the CEO, who is an ex officio Trustee and accountable to the Board of Trustees.

LTM has a wholly owned subsidiary, London Transport Museum (Trading) Limited (LTM(T)L) which operates retail, corporate hire and other non-charitable activities to generate funds to further the Museum's objects. Under a Deed of Covenant, all the profits of LTM(T)L are distributed to LTM.

LTM(T)L is governed by a Board of Directors drawn from the Museum's Trustees and staff, along with a majority of independent non-executive directors. Further information about LTM(T)L can be found in the Notes to the financial statements.

A copy of this document can be obtained from <https://www.ltmuseum.co.uk/about-us/governance>

Organisation

LTM is governed by a Board of Trustees. Day-to-day management of the Museum is delegated to the Chief Executive Officer (CEO), Elizabeth McKay, and Senior Leadership Team (SLT), employees and volunteers.

The CEO and SLT are considered to represent the 'key management personnel' of the charity, those persons having authority and responsibility for planning, directing, and controlling the day-to-day activities of the charity.

One of Elizabeth McKay's early actions following assumption of the role of CEO in August 2023 was to reshape the SLT to support the new strategy and vision. The SLT is comprised of eight posts in total:

Chief Executive Officer (CEO)
 Chief Financial Officer (CFO)
 Enterprise Director
 Director of Audiences and Development
 Director of Content
 Director of Estate and Visitor Experience
 Director of Learning and Participation
 Head of Governance and Director's Office



Trustees

There are up to thirteen Trustees of LTM at any time, up to three of whom are nominated by TfL and may be members, officers or employees of TfL or the Greater London Assembly (GLA). The Board is chaired by Keith Ludeman. The CEO of LTM is automatically a Trustee by virtue of her office, and there are up to nine independent Trustees unconnected with TfL.

The Board meets at least four times a year for formal business and once a year for a day of strategic review. Trustees also serve on various Board committees (see below) which meet regularly throughout the year. In addition, Trustees attend Museum events and activities, meet informally, and visit other museums and heritage organisations to widen their knowledge and experience of the cultural sector.

The Board has a Nominations Committee to offer advice and make recommendations regarding the appointment of independent Trustees. We use public advertisement, personal recommendation, and external search to recruit Trustees with expertise and experience that will support the strategy and operation of the Museum in areas such as community outreach, education, museum practice, commercial transportation, finance and governance, retail operations, and public relations.

Trustees serve a three-year term following which they may be elected for another three years. The Articles of Association make allowance for a second extension of up to three more years. Other than the CEO, who is an employee of LTM, the Trustees receive no remuneration, but TfL offers Trustees (and non-executive Directors of LTM(T)L) certain travel concessions. If these are not sufficient, Trustees may claim travel expenses for attending meetings.

The LTM Board is clear about the charity's aims and ensures that these are being delivered effectively and sustainably. The Trustees adopted the revised Charity Governance Code for Larger Charities in January 2019.

The Directors of the charitable company are its Trustees for the purpose of charity law and throughout this report are collectively referred to as the Trustees.

Four Trustee meetings were scheduled during 2023/24 and attendance was 90 per cent.

Trustee	May 2023	Jul 2023	Oct 2023	Feb 2024	total
M Arthur	1	1	0	1	3
B Ferris	1	1	1	1	4
C Major	1	1	0	1	3
L Williams	1	1	0	1	3
S Mullins	1	1	N/A	N/A	2
E McKay	N/A	N/A	1	1	2
M Creagh	1	1	1	0	3
K Ludeman	1	1	1	1	4
A Smith	1	1	1	1	4
P Hendy	0	0	1	1	2

O Nwofor*	1	1	1	1	4
W Hull*	1	1	1	1	4
P Rosser	1	1	1	1	4
Lilli Matson*	1	1	1	1	4
Total	12	12	10	12	46

* Nominated by TfL

There have been some changes to the Trustees in 2023/24:

- We welcomed Elizabeth McKay as CEO of the Museum on 8 August 2023
- Sam Mullins retired as Director and CEO of the Museum on 8 August 2023 and from LTM on 29 September 2023
- Liz Williams resigned from the Board on 28 March 2024

At 31 March 2024, there were 12 Trustees and one vacant position. More information and short biographies of the Trustees can be found on the Museum website:

<https://www.ltmuseum.co.uk/about-us/governance>

Trustee induction and training

New Trustees undergo an orientation programme to brief them on their obligations under charity and company law, the content of the Memorandum and Articles of Association, the committee and decision-making processes, the business plan, and recent performance of the Museum. During their induction they are invited to spend time with the LTM CEO and meet senior staff and are provided with relevant reference material.

Committees

The Board of Trustees has three committees:

- **Finance, Audit and Risk Committee** assists and advises the Board of Trustees of LTM and the Directors of LTM(T)L on audit matters, oversees the relationship with TfL Internal Audit and external auditors, and oversees the Museum's risk management process. The Committee's activities include detailed review of the Annual Accounts and consideration of Internal Audit Reports. The Committee also assists and advises the Trustees on issues relating to financial matters including financial objectives, financial strategy, budgeting and reporting. The committee reviews budgets and plans and scrutinises performance information including management accounts
- **Nominations Committee** advises the Board on issues relating to the mix of skills, background and knowledge represented by the Board, succession planning for Trustees, and Trustee recruitment. In particular, the Committee makes recommendations to the Board regarding the appointment of independent Trustees
- **Remuneration Committee** reviews the level and structure of remuneration for the CEO/Director and each other member of SLT on behalf of the Board and with

regard to succession planning. The Committee also oversees matters related to the review of remuneration on an annual basis for Museum staff, in the context of cultural sector trends and benchmarking and the performance of the Museum, individual teams and staff, and the Museum's commitment to the London Living Wage and the promotion of diversity and inclusion, and to contribute to the setting of pay scales

Three sub-committees also operate:

- **Investment and Planning Committee** provides advice and support on the development of the Museum's five-year strategy, capital plans and engagement with ACE's 'Let's Create' Strategy
- **Green Journey Steering Committee** reviews the Museum's progress against its sustainability commitments including its goal to be carbon neutral by 2030
- **Compliance and Assurance Committee** advises on all matters of compliance both statutory and non-statutory

Relationship with TfL

When LTML was established in 2008, a series of written agreements was put in place between TfL and LTM. These have been described in Legal status and governing documents. Further details can be found in the Notes to the financial statements.

The Museum generally adopts TfL's HR, Procurement and other policies unless a Museum-specific policy has been agreed by the Board and takes precedence. Examples of Museum policies include safeguarding, reserves, and sponsorship.



Employment policies

At the end of March 2024, the Museum directly employed 165.4 full-time equivalents, excluding staff employed via agencies.

The Museum is part of the TfL Framework for Consultation and Collective Bargaining. Pay negotiations for the majority of staff are conducted between the TfL Company Council for Collective Bargaining and the recognised trades unions which are the National Union of Rail, Maritime and Transport Workers (RMT) and the Transport Salaried Staff Association (TSSA). The Museum retains responsibility for the distribution of base pay budgets and the level and distribution of performance awards.

Pay and remuneration of the Museum's key management personnel are subject to the TfL Senior Management Reward Framework which uses base pay to recognise an individual's overall value to the organisation in relation to internal and external job markets, and performance awards to reward individual contribution within the overall context of organisational performance. The framework is underpinned by TfL's Performance Management and Competency frameworks, linking performance and behavioural assessment directly with pay and performance awards. Pay and remuneration of the Museum's key management personnel is overseen by the Remuneration Committee.

As part of the TfL group, Museum staff receive certain staff benefits including free or discounted travel on public transport services operated by TfL. Staff are also entitled to join the TfL Pension Fund.

Charitable objectives and public benefit

When reviewing the Museum's aims, objectives, and achievements, and in planning future activities, the Trustees of LTM have had due regard to the public benefit guidance published by the Charity Commission. We believe that LTM upholds the principles of public benefit against the two key aspects established by the Charity Commission:

1. **Benefit aspect:** That the Museum has beneficial purposes and that any detriment or harm that results from those purposes does not outweigh the benefit.

LTM's purposes as a charity are to advance the heritage of transport in London and to educate the public about the history of transport in London through the provision, operation, and maintenance of a transport museum for the public benefit. LTM also seeks to educate the public about the wide role of transport in the life and work of London past, present, and future, and to help develop the skills and employability of our beneficiaries, particularly with regard to transport and engineering.

The Museum provides clear and identifiable benefits to the public in three categories of activity: access and museum operations, education and engagement, and heritage and collections.

LTM does no harm or detriment through its charitable activities. The health and safety of staff and visitors are taken very seriously, and the Museum operates safety management systems to reduce and manage risks. We seek to manage our impact on the environment, for example, we use photovoltaic solar panels on the Museum roof.

2. **Public aspect:** That the Museum delivers benefits to the public in general, and that these benefits are not unduly restricted and do not give rise to more than incidental personal benefit.



LTM delivers benefits to visitors onsite, offsite and online: at the Museum in Covent Garden and the Depot in Acton; to school children and audiences across Greater London who take part in our educational, community and engagement activities at the Museum and elsewhere; to users of our website and audiences who engage with our content on social media channels. Our audience development and community outreach work, our skills development work, and our employability programmes including those funded by Arts Council England engage with people who would not normally visit museums and galleries and help inspire the next generation of engineers and transport professionals.

Where the Museum delivers private benefits to individuals or companies, these are subject to appropriate commercial arrangements undertaken through a subsidiary company to generate funds for the Museum. No LTM or TfL staff receive private benefit other than in an incidental way, with the exception of Elizabeth McKay who receives a salary in respect of her position as the Museum's CEO. Board members receive no payments for their role as Trustees of the Museum.

Safeguarding

LTM aims to promote opportunities for children and young people to engage with the richness of our collection, enjoy education and employment opportunities through the Museum and our wider transport community, and to participate in the debate about the future of London.

At LTM, we are committed to excellence in the safeguarding of children, young people and vulnerable adults who engage with all our activities including our collections, programmes, education, and employment initiatives. We believe that the welfare of children and vulnerable adults is paramount, and that all children and vulnerable adults, whatever their age, culture, disability, gender, racial origin, religious beliefs, or sexual identity have the right to protection.

We will ensure that all concerns and allegations of abuse will be taken seriously and responded to swiftly and appropriately and that our staff, volunteers, associates, and Trustees will be trained and know how to respond to concerns raised.

LTM will promote a positive ethos of collaboration with children and vulnerable adults. We will take every reasonable step to ensure that all children and vulnerable adults engaged with our services are safe and protected.

We keep our Safeguarding Policy and procedures under regular review to ensure that we exemplify best practice. We undertake a substantial ongoing programme of training and communication.

Fundraising

LTM actively pursues funding from the corporate sector, trusts, foundations, statutory and industry funders and from individuals to fund our charitable activity and extend our community and audience reach. We seek to establish relationships with those who have good reason to support the Museum, particularly those who are willing and able to work collaboratively with the Museum in the long-term. This includes, but is not exclusive to, the transport industry and companies who do business with TfL.

Before entering a partnership or relationship, the Museum will assess any potential harm a partnership could have on LTM, TfL, Museum audiences and stakeholders.

The decision on whether to develop a partnership or relationship will be based on the following criteria:

- Brand alignment - Is the relationship with a potential sponsor/donor consistent with our organisational values, mission and plan?
- Reputational risk - Could the sponsor/donor relationship bring either LTM or TfL into disrepute?
- Nature and scale of risk - What are the risks or likelihood of the risks versus the potential benefits?
- Funding need - Does the relationship deliver on a real need for the organisation?
- Voice of the beneficiaries and audiences - Has the Museum considered the voice of our beneficiaries or audiences in the acceptance of a donation or sponsorship?
- Value of the partnership - What is the value of the partnership to LTM compared with the investment the Museum will need to put in to secure and manage it? Will the partnership deliver value to the Museum in the long term?

The above assessments are made by Museum staff. We do not employ the services of professional fundraisers or commercial participators.

Other than admission charges for entry to the Museum, only a relatively small amount of our fundraising activity is aimed at the general public. We do not undertake street collections, telephone campaigns, or employ any fundraising techniques that would constitute an unreasonable intrusion on a person's privacy, or are unreasonably persistent, or place undue pressure on a person to give money or other property.

We maintain a database of subscribers to our email newsletter, and where we collect personal information this is managed in line with current data protection legislation. If an individual has agreed to receive our newsletter, we will send regular updates that will include information about the Museum's work, as well as our events, special offers, and fundraising activities. Further information about how LTM uses personal information can be found in our privacy statement: <https://www.ltmuseum.co.uk/privacy>

The Museum has voluntarily subscribed to the scheme for fundraising regulation in England, Wales and Northern Ireland by the Fundraising Regulator. We also pay for membership to the Institute of Fundraising for key members of the Museum's fundraising team.

We have received no complaints regarding our fundraising in 2023/24. The Trustees are content that all donations are in line with the Museum's policies.

Information transparency

Data relating to LTM, including details of reports, expenditure and Freedom of Information requests can be found by visiting the TfL Transparency pages on the TfL website: [Transparency - Transport for London \(tfl.gov.uk\)](https://tfl.gov.uk/transparent)

Reserves policy

The total held in reserves at 31 March 2024 is £29.5m (2023: £28.7m) of which £28.1m (2023: £27.7m) is unrestricted, including £18.9m (2023: £19.3m) which comprises the non-cash capital fund.

The charity has three types of reserves:

1. General reserves are unrestricted funds which provide working capital and help deal with unplanned and unexpected expenditure or loss of funding
2. Designated reserves are unrestricted funds set aside by the Trustees for a specific purpose
3. Restricted reserves are reserves which have been created when donors or funders restrict the use of funds for a particular purpose

The Museum has no endowment funds.

General reserves

General reserves ('free reserves' or 'general unrestricted funds') are funds not designated or restricted to a particular purpose, nor represented by fixed assets. In assessing the

suitability of the adequacy of the level of free reserves, the Trustees have had regard to the Museum's diverse income streams, cashflow requirements, the level of other designated funds, the organisation's operational risks and the importance of TfL funding and support in the context of the Museum as a subsidiary company of TfL. An assessment has been made of the risk associated with each of the Museum's income streams in the short to medium term, considering the certainty of the income, the targets for growth and the likely level of fluctuation that could occur. Expenditure has also been examined to identify the risk of potential increases.

The target range for general reserves is between £1.1m to £2.3m. The year-end level of general reserves is £3.1m. We plan to spend the £0.8m in the following year in line with our strategic plan (2023: £2.3m).

Designated reserves

The Museum holds three designated reserves funds.

1. Museum Asset Development Fund

To contribute towards the cost of asset renewals and other future capital expenditure associated with the Museum's premises, facilities, and fixed assets.

The Museum's capital expenditure needs are variable, and although external capital grants are usually sought, they can be difficult to secure and are unlikely to meet project costs in full. The level of the Museum Asset Development Fund at year end is £4.7m (2023: £4.7m).

2. Strategic Development Fund

To enable the Museum to fund important projects such as gallery and exhibition improvements and educational programmes.

This enables the Museum to plan for long lead time by providing some level of cover for the costs. The Museum cannot always wait until it raises all the funds for a project before making a commitment. Although there is no target level for this fund, Trustees have agreed a comprehensive LTM Capital Master Plan which sets out a five-year outline of major projects and costs. The level of the Strategic Development Fund at year end is £1.5m (2023: £1.5m). Development Fund.

3. Capital Fund

To represent the net book value of the Museum's tangible and intangible fixed assets.

The majority of these assets were transferred to LTM from TfL on 1 April 2008, and have subsequently depreciated, added to with capital purchases, and reduced by asset disposals. Reserves equivalent to the net balance sheet value of the assets are set aside in a designated fund as they do not represent funds readily available for other purposes. From this, the value of the fund equals the net book value of the tangible fixed assets. The level of the Capital Fund at year end is £18.9m (2023: £19.3m).

Restricted reserves

The Museum has £1.3m (2023: £1.0m) net reserves in funds subject to restrictions.

The largest restricted fund is the Collections Development Fund (CDF) which was established in 2012 following the auction of 400 surplus posters. The Museum Accreditation scheme requires that the disposal of any collection object creates an obligation to spend the income in a way which benefits the remaining collection. Accordingly, the CDF can only be used for acquisitions and conservation. The Museum holds £0.5m in this fund (2023: £0.5m).

The NLHF, ACE, LTM Friends, DCMS/Wolfson, and the Luke Rees-Pulley Charitable Trust, among others, are all important supporters of LTM projects and programmes. Where the restricted funds supplied by these organisations only meet a proportion of project expenditure, transfers are made from unrestricted funds to meet the remaining cost. Further details concerning restricted funds can be found in the Notes to the financial statements. The Museum has £1.3m (2023: £1.0m) net reserves in funds subject to restrictions.

Risk management

The Museum has a robust risk management framework that aligns with the TfL approach, categorising risks into two levels:

- **Level 1 (Strategic) Risks:** High-level, strategic risks impacting the overall direction and functioning of the Museum
- **Level 2 (Operational, Asset, Programme, and Project) Risks:** Risks affecting specific areas, projects, or operational functions

An exercise to identify strategic risks is included in the Board away days in November each year. This approach ensures that multiple views on risk are solicited, considered, and refined as part of strategic planning. It was agreed that the five-by-five matrix continues to be an effective reporting tool and is unchanged. The Board approves the risk map quarterly and it is included in the two-year plan and budget.

The major risks to which the Museum is exposed are regularly reviewed and the Trustees' risk management strategy includes the following actions:

- Periodic risk reviews by the CEO and SLT, advised and assisted, where necessary, by specialist TfL personnel
- An annual review of strategic risk at the Trustee away day
- The review of Level 1 risks by the LTM Finance, Audit and Risk Committee at each quarterly meeting and Level 2 risks once a year
- Consideration of risk by the Trustees at quarterly meetings
- Maintenance of the Risk Map for Level 1 risks and the Risk Register for Level 1 and Level 2 risks
- Maintenance of procedures designed to minimise any potential impact on the Museum should those risks materialise
- Maintenance of systems and procedures to mitigate risks identified in the Risk Map and Risk Register
- Regular audits of Museum operations carried out by TfL Internal Audit

The Museum's Level 1 (Strategic) risks are identified as those with a potential impact that is rated 'High' or 'Very High', and which have a 'High' or 'Very High' likelihood of occurring. Two risks currently fall into the critical category, which serves as an effective way to prioritise focus on actions and mitigations:

- **Staff**

The Museum is unable to attract and retain sufficient staff which significantly impacts services. Pressures from workload, fatigue and uncertainty have an impact on health and morale.

Mitigations Summary:

- People Plan: Inclusive culture, flexible working, and improved HR processes

- **Infrastructure - condition and location**

The age and condition of Museum accommodation and infrastructure impacts services. Extreme weather damages buildings and impedes access due to transport links. Long term uncertainty with the future of leases at CG and the Depot limit prospects and limit grant funding at these sites.

Mitigations Summary:

- Budget Management: Regularly revised budgets and reforecasts
- Infrastructure Investment: Prudent program funded by external sources and reserves
- Estate Focus: Alignment on all sites, supporting Green objectives
- Finance Collaboration: Working group with TfL Finance
- Investment and Planning Committee: Early alignment on investment with Trustees

By implementing these strategies, the Museum ensures proactive risk management, enabling the organisation to remain resilient and forward-looking.

Disclosure of information to auditors

The Trustees who held office at the date of approval of this Trustees' Report confirm that, so far as they are each aware, there is no relevant audit information of which the Museum's auditors are unaware; and each Trustee has taken all the steps that they ought to have taken as a Trustee to make themselves aware of any relevant information and to establish that the Museum's auditors are aware of that information.

Trustees' statement

Statement of responsibilities of the Trustees of London Transport Museum Limited in respect of the Trustees' Annual Report and the Financial Statements

The Trustees are responsible for preparing the Strategic Report, the Trustees' Annual Report, and the Financial Statements in accordance with applicable law and regulations.

Company law requires the Trustees to prepare Financial Statements for each financial year. Under that law they are required to prepare the group and parent company financial statements in accordance with UK Accounting Standards and applicable law (UK Generally Accepted Accounting Practice), including FRS 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland.

Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the group and charitable company and of the group's excess of income over expenditure for that period. In preparing each of the group and charitable company financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently
- Make judgements and estimates that are reasonable and prudent
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the group and the charitable company will continue its activities

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that its financial statements comply with the Companies Act 2006. They have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the group and to prevent and detect fraud and other irregularities.

This report was approved by the Board of Trustees on 10 July 2024 and signed on its behalf by:



Keith Ludeman
Chair of Trustees
London Transport Museum Limited

Trustees and advisers

Trustees and Directors

Board of Trustees

Keith Ludeman (Chair)	
Elizabeth McKay (CEO)	(From 8 August 2023)
Sam Mullins OBE (CEO)	(Retired 8 August 2023)
Marcus Arthur	
Mary Creagh CBE	
Bill Ferris CBE	
Peter, Lord Hendy of Richmond Hill	
Winsome Hull BEM*	
Christine Major	
Lilli Matson*	
Obi Nwofor*	
Pam Rosser	
Andrew Smith CVO	
Liz Williams MBE	(Retired 28 March 2024)
* nominated by TfL	

Finance, Audit and Risk Committee

Andrew Smith CVO (Chair)	
Elizabeth McKay (CEO)	(From 8 August 2023)
Sam Mullins OBE (CEO)	(Retired 8 August 2023)
Keith Ludeman	
Obi Nwofor	
Pam Rosser	

Nominations Committee

Keith Ludeman (Chair)	
Elizabeth McKay (CEO)	(From 8 August 2023)
Sam Mullins OBE (CEO)	(Retired 8 August 2023)
Lilli Matson	
Pam Rosser	
Liz Williams MBE	

Remuneration Committee

Liz Williams MBE (Chair)	(Retired 28 March 2024)
Elizabeth McKay (CEO)	(From 8 August 2023)

Sam Mullins OBE (CEO)	(Retired 8 August 2023)
Keith Ludeman	
Christine Major	(From 2 February 2024)
Lilli Matson	
Obi Nwofor	(Temporary for 1 December 2023 meeting)

Directors of London Transport Museum (Trading) Limited

Marcus Arthur (Chair)	
Elizabeth McKay (CEO)	(From 8 August 2023)
Sam Mullins OBE (CEO)	(Retired 8 August 2023)
Sophie Bancroft	
Bill Ferris CBE	
Vincent Nolan	(Retired 2 May 2023)
Pam Rosser	
Rikesh Shah	
Phil Swallow	

Advisers

Auditors

Moore Kingston Smith LLP
6th Floor
9 Appold Street
London EC2A 2AP

Legal advisers

TfL In-House Legal Department
Endeavour Square
London E20 1JN

Bankers

HSBC
2nd Floor
62-76 Park Street
London SE1 9DZ

Company secretary

Howard Carter (Retired September 2023)
Andrea Clarke (Interim from 29 September 2023)
Justine Curry (From 29 September 2023)

Museum Senior Leadership Team

To whom day-to-day management is delegated:

Sam Mullins OBE	Chief Executive Officer (CEO)	(Retired 8 August 2023)
Elizabeth McKay	Chief Operating Officer (COO)	(To 7 August 2023)
Elizabeth McKay	CEO	(From 8 August 2023)
Ruth Brockbank	Chief Financial Officer (CFO)	(Maternity leave from 22 September 2023)
Tom Campbell	Director of Estate and Visitor Experience	
Heidi Clayton	Interim CFO	(From 11 March 2024)
Sarah Fellingham-Adkin	Enterprise Director	(From 12 February 2024)
Fenella Goodhart	Director of Learning and Participation	(From 2 October 2023)
Mirela Holmes	Interim CFO	(From 23 October 2023 to 12 April 2024)
Molly Jackson	Assistant Director, Commerce	(Until 31 March 2024)
Emma Luggie	Head of Governance and Director's Office	
Chris Nix	Director of Content	
Claire Williamson	Director of Audiences and Development	

Independent Auditor's report

To the shareholder of London Transport Museum Limited

Opinion

We have audited the financial statements of London Transport Museum Limited (the 'parent charitable company') and its subsidiary (the 'group') for the year ended 31 March 2024 which comprise the Group Statement of Financial Activities, the Group and Parent Charitable Company Balance Sheets and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- Give a true and fair view of the state of the group's and the parent charitable company's affairs as at 31 March 2024 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- Have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs(UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate. Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group's and parent charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue. Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained in the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise

explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- The information given in the strategic report and the trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- The strategic report and the trustees' annual report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and parent charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the trustees' annual report.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- The parent charitable company has not kept adequate and sufficient accounting records, or returns adequate for our audit have not been received from branches not visited by us; or
- The parent charitable company's financial statements are not in agreement with the accounting records and returns; or
- Certain disclosures of trustees' remuneration specified by law are not made; or
- We have not received all the information and explanations we require for our audit.

Responsibilities of Trustees

As explained more fully in the trustees' responsibilities statement set out on page 17, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group and parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of

accounting unless the trustees either intend to liquidate the group or parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the group and parent charitable company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the group and parent charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the group or parent charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure, and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit report.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below. Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the Charitable Company and considered that the most significant are the Companies Act 2006, the Charities Act 2011, the Charity SORP, and UK financial reporting standards as issued by the Financial Reporting Council.
- We obtained an understanding of how the Charitable Company complies with these requirements by discussions with management and those charged with governance.
- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.
- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.
- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

There are inherent limitations in the audit procedures described above. We are less likely to become aware of instances of non-compliance with laws and regulations that are not closely related to events and transactions reflected in the financial statements. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters which we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to any party other than the charitable company and charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Moore Kingston Smith LLP
.....

Date: ...25 July 2024..

Neil Finlayson (Senior Statutory Auditor)
for and on behalf of Moore Kingston Smith LLP, Statutory Auditor

Consolidated statement of financial activities for the year ended 31 March 2024

	Note	Unrestricted Funds 2024 £000	Restricted Funds 2024 £000	Total Funds 2024 £000	Unrestricted Funds 2023 £000	Restricted Funds 2023 £000	Total Funds 2023 £000
INCOME FROM:							
Donations and legacies							
Core grants		3,600	-	3,600	3,360	-	3,360
Other grants and donations		1,047	781	1,828	1,207	660	1,867
	4	4,647	781	5,428	4,567	660	5,227
Charitable activities							
Education and engagement		2,180	-	2,180	1,283	-	1,283
Access and museum operations		4,398	-	4,398	3,811	-	3,811
Heritage and collections		-	-	-	-	-	-
	5	6,578	-	6,578	5,094	-	5,094
Other trading activities	6	7,545	-	7,545	6,754	-	6,754
Other income		-	-	-	-	-	-
Investments		245	-	245	95	-	95
Total income		19,015	781	19,796	16,510	660	17,170
EXPENDITURE ON:							
Raising funds							
Trading operations		5,503	-	5,503	4,802	-	4,802
Other fundraising activities		820	-	820	927	-	927
	7	6,323	-	6,323	5,729	-	5,729

Charitable activities							
Education and engagement		5,025	222	5,247	4,085	300	4,385
Access and museum operations		5,177	15	5,192	4,213	36	4,249
Heritage and collections		2,052	249	2,301	1,739	99	1,838
	7	12,254	486	12,740	10,037	435	10,472
Total expenditure	8	18,577	486	19,063	15,766	435	16,201
Net gain/(losses) on investments	22	8	-	8	-	-	-
Net (expenditure)/income		446	295	741	744	225	969
Transfers between funds	16	-	-	-	-	-	-
Net movement of funds in year		446	295	741	744	225	969
Reconciliation of funds							
Total funds brought forward		27,726	997	28,723	26,982	772	27,754
Total funds carried forward	16	28,172	1,292	29,464	27,726	997	28,723

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derives from continuing activities.

Balance sheets as at 31 March 2024

		Group	Group	Museum	Museum
	Note	2024 £000	2023 £000	2024 £000	2023 £000
Fixed assets					
Intangible fixed assets	11	465	475	465	475
Tangible fixed assets	12	18,462	18,798	18,462	18,798
Investments	13	1,008	-	1,008	-
		<u>19,935</u>	<u>19,273</u>	<u>19,935</u>	<u>19,273</u>
Current assets					
Stock	14	795	792	-	-
Debtors	15	1,863	1,528	3,802	3,488
Cash at bank and in hand	16	10,072	9,760	7,935	7,926
		<u>12,730</u>	<u>12,080</u>	<u>11,737</u>	<u>11,414</u>
Current liabilities					
Creditors falling due within one year	17	(3,179)	(2,578)	(2,208)	(1,964)
Net current assets		<u>9,551</u>	<u>9,502</u>	<u>9,529</u>	<u>9,450</u>
Total assets less current liabilities		<u>29,486</u>	<u>28,775</u>	<u>29,464</u>	<u>28,723</u>
Non-current liabilities					
Creditors falling due after one year	17	(22)	(52)	-	-
Net assets		<u>29,464</u>	<u>28,723</u>	<u>29,464</u>	<u>28,723</u>
Funds					
Share capital	21	-	-	-	-
Restricted funds	18	1,292	997	1,292	997
Unrestricted funds	18	28,172	27,726	28,172	27,726
Total funds		<u>29,464</u>	<u>28,723</u>	<u>29,464</u>	<u>28,723</u>

The notes on pages 29 to 45 form part of these accounts.

The Parent Charity made a surplus of £1,296,000 for the year

These financial statements were approved by the Trustees on 18 July 2024 and signed on their behalf by:



Keith Ludeman
Chair of Trustees
London Transport Museum Limited

Notes to the financial statements

1. Basis of preparation

a) Statement of compliance

The financial statements have been prepared in accordance with:

- The Companies Act 2006
- The Charities Act 2011
- Accounting and Reporting by Charities: Statement of Recommended Practice (SORP 2019)
- United Kingdom Accounting Standards and generally accepted accounting practice, including Financial Reporting Standard 102 (FRS 102), the Financial Reporting Standard applicable in the United Kingdom and the Republic of Ireland

LTML is a 'public benefit entity' under FRS102.

b) Basis of measurement

The accounts are made up to 31 March 2024 and have been prepared under the accruals concept and in accordance with the historical cost accounting convention.

The financial statements have been prepared on a going concern basis which assumes the charitable company will continue in operational existence for a period of at least 12 months from the date of approval of these financial statements. The Trustees continue to review all available information on the Museum's financial position, cash reserves and projections, committed and essential costs, available support packages and the performance of the Museum. The Museum has obtained a commitment from TfL to support the Museum as a going concern. Considering the available liquid and unrestricted reserves, existing income streams, and the support receivable from TfL, the Trustees have continued to adopt the going concern basis in preparing the annual report and accounts. The Trustees consider the Museum to be a going concern at the date of signature for the foreseeable future and to continue to be able to meet its liabilities as they fall due for payment.

The financial statements have been prepared to give a 'true and fair' view and comply with the SORP applicable to charities preparing their accounts in accordance with the FRS applicable in the UK and the Republic of Ireland (effective 1 January 2019).

The principal accounting policies adopted in the preparation of the financial statements are set out below.

c) Group financial statements

These financial statements consolidate the results of the Museum charity and its wholly owned subsidiary LTM(T)L on a line-by-line basis. Neither a separate statement of financial activities nor an income and expenditure account are presented for the Museum charity itself following the exemptions afforded by section 408 of the Companies Act 2006.

The functional currency of the Museum is the Pound Sterling and amounts in these accounts have been presented as rounded to £'000. Amounts denominated in foreign

currencies have been converted to Sterling at rates of exchange ruling on the transaction dates. Amounts held in foreign currencies as at the balance sheet date have been translated into Sterling at rates of exchange ruling at the balance sheet date.

2. Uses of estimates and judgements

The preparation of Financial Statements in compliance with UK accounting standards requires the use of certain critical accounting estimates. It also requires Trustees and management to exercise judgement in applying the Museum's accounting policies.

Items in the Financial Statements where these judgements and estimates have been made include amounts for goods, facilities and services donated for the Museum's use. Where the benefit is quantifiable, and the goods and services would otherwise have had to be purchased, such items are recognised in the financial statements as both income and expenditure at a reasonable estimate of their value to the charity in the period in which they are donated.

As per SORP 2019 section 1.38, measurement issues, including attributing an economic value to the contribution of general volunteers, prevent the value of services provided by volunteers being incorporated into these financial statements. Further details of the contribution made by volunteers can be found in the body of the Trustees' Annual Report.

The most significant judgment and estimate in the accounts is the value placed on the net assets transferred from TfL under the Transfer Scheme at 1 April 2008 when the charity was formed. These assets were valued at £28.74m, this being the written down value of the assets in the accounts of TfL as at 31 March 2008.

As at 31 March 2024, no estimates or assumptions made are considered to have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

3. Accounting policies

a) Income

Income is included in the Statement of Financial Activities when all the following criteria are met:

- Control over the rights or other access to the economic benefit has passed to the Museum ('entitlement')
- It is more likely than not that the economic benefits associated with the transaction or gift will flow to the Museum ('probable')
- The monetary value or amount of the income can be measured reliably, and the costs incurred for the transaction and the costs to complete the transaction can be measured reliably ('measurement')

Income from donations, grants and fundraising includes items that provide core funding or are of a general nature. These are recognised upon receipt. Such income would only be deferred when:

- The donor specifies that the grant or donation must only be used in future accounting periods; or

- The donor has imposed conditions which must be met before the Museum has unconditional entitlement

Income from corporate supporter memberships, commercial trading, sponsorships, and other similar activities where benefits are delivered by the Museum or its subsidiary trading company, is recognised as the related goods and services are provided.

Investment income is recognised on a receivable basis.

It is the current Investment Policy of the Museum to invest surplus funds in short-term cash deposits within the UK.

Income from charitable activities includes income received under contract or where entitlement to grant funding is subject to specific performance conditions which is recognised as the related goods or services are provided.

b) Expenditure

All expenditure (except capital expenditure) is included in the Statement of Financial Activities inclusive of any irrecoverable VAT. Expenditure is recognised when a liability is incurred and is classified under the following principal categories:

- Costs of raising funds includes the costs of commercial trading and the operating costs of the fundraising team
- Costs of charitable activities include expenditure associated with the operation of the Museum and its educational and public programmes, and the management and development of the Museum's collections and exhibitions

Where costs relate directly to an activity they have been allocated against that activity. Support costs (including governance costs) that relate to more than one activity have been allocated to activity cost categories based on direct costs in each area of activity (see Note 7).

c) Tangible and intangible fixed assets

Individual fixed assets over £10,000 are capitalised at cost.

Tangible and intangible fixed assets are depreciated or amortised on a straight-line basis over their estimated useful lives as follows:

Plant, software and equipment	3 – 10 years
Property and buildings	10 – 35 years

Structural improvements to the fabric of the Museum at Covent Garden are capitalised and depreciated over the remaining life of the lease for the building. Other building works, including enhancements, are capitalised if it is considered that future economic benefits will flow as a result of the work undertaken.

d) Heritage assets

Heritage assets are those assets of historical, artistic or scientific importance that are held to advance the preservation, conservation and educational objects of the Museum. The

Museum collections consist of over 500,000 items which are on loan from TfL. Assets on loan are not capitalised within these financial statements although expenditure relating to their use and maintenance is included in the Statement of Financial Activities.

e) Operating leases

Costs relating to operating leases are charged to the Statement of Financial Activities on a straight-line basis over the life of the lease.

f) Stock

Stock is valued at the lower of cost or net realisable value. Cost includes only the purchase price of the items. Provision is made for obsolete and slow-moving items where appropriate. All stocks relate to the Museum's retail activities.

g) Funds structure

Restricted funds are funds to be used for particular purposes laid down by the donors or which have been raised for a specific purpose.

Unrestricted funds are funds available for use at the discretion of the Trustees in furtherance of the Museum's charitable objectives.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The purposes and uses of the funds held in each of these categories are given in Note 16.

h) Pensions

The Museum participates in a pension scheme operated by TfL providing benefits based on final pensionable pay. The assets of the scheme are held separately from those of the Museum. The charity is unable to identify its share of the underlying assets and liabilities of the scheme on a consistent and reasonable basis and therefore, as permitted by the multi-employer exemption in FRS 17 'Retirement Benefits', it is accounted for as if it were a defined contribution scheme. As a result, the amount charged to the Statement of Financial Activities represents the contributions payable to the scheme in respect of the accounting period. The disclosures required under FRS 102 are given in Note 20.

Except in so far as disclosed in Note 20, the Museum has taken advantage of the exemption set out in section 33 of FRS 102 not to disclose any transactions with other TfL Group undertakings.

i) Investments

Investments are stated at market value. Valuations are kept up to date such that when investments are sold there is no accounting gain or loss arising. As a result the Statement of Financial Activities only includes those unrealised gains and losses arising from the revaluation of the investment portfolio throughout the year.

j) Taxation

The Museum is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

k) Cash flow

The Museum has taken advantage of the exemption, under FRS 102 paragraph 1.12(b), from preparing a statement of cash flows, on the basis that it is a wholly owned subsidiary undertaking of Transport Trading Limited (TTL) and its cash flows are included within the consolidated financial statements of that company which are publicly available.

l) Financial instruments

Financial assets held by the Museum are classified as 'loans and debtors' within the scope of sections 11 and 12 of FRS 102.

Financial liabilities within the scope of sections 11 and 12 of FRS 102 are classified as financial liabilities measured at amortised cost.

The Museum determines the classification of its financial instruments at initial recognition and re-evaluates this designation at each financial year end. When financial instruments are recognised initially, they are measured at fair value, being the transaction price plus any directly attributable transactional costs. The subsequent measurement of financial instruments depends on their classification as follows:

- **Trade and other debtors**
Trade and other debtors are recognised initially at fair value and subsequently at amortised cost. For trade debtors this is after an allowance for estimated impairment. The allowance is based on objective evidence that the Museum will not be able to recover all amounts due, through a review of all accounts and prior experience of collecting outstanding balances. Changes in the carrying amount of the allowance are recognised in the Statement of Financial Activities.

The fair value of trade and other debtors is estimated as the present value of future cash flows, discounted at the market rate of interest at the reporting date. This fair value is determined for disclosure purposes.
- **Cash and cash equivalents**
Cash at bank and in hand comprises cash balances and bank deposits with original maturities of less than or equal to three months.
- **Trade creditors and other payables**
Trade creditors and other payables are recognised initially at fair value and subsequently at amortised cost using the effective interest method.

4. Donations and legacies

	2024 Unrestricted £000	2024 Restricted £000	2024 Total £000	2023 Total £000
Legacies	-	7	7	-
Grants from TfL	3,600	-	3,600	3,360
Other grants				
ACE funding	-	400	400	372
Donated services				
Seconded staff	-	-	-	14
Central services from TfL	315	-	315	317
Other	92	-	92	95
Benefit dinners	479	-	479	555
Other donations	161	374	535	514
Total	4,647	781	5,428	5,227

5. Charitable activities

a) Analysis by source of income

	2024 Unrestricted £000	2024 Restricted £000	2024 Total £000	2023 Total £000
Museum admissions	4,398	-	4,398	3,811
Schools Programmes	2,130	-	2,130	1,260
Other charitable income	50	-	50	23
Total	6,578	-	6,578	5,094

b) Analysis by type of charitable activity

	2024 Education and engagement £000	2024 Access and museum operations £000	2024 Heritage and collections £000	2024 Total £000	2023 Total £000
Museum admissions	-	4,398	-	4,398	3,811
Schools Programmes	2,130	-	-	2,130	1,260
Heritage vehicle events and station tours	50	-	-	50	23
Total charitable income	2,180	4,398	-	6,578	5,094

6. Other trading activities

	2024	2023
	£000	£000
Retail turnover	4,463	3,936
Other turnover		
Venue hire	482	468
Hidden London	1,346	1,238
Commercial sponsorship	443	483
Catering	75	-
Corporate membership	709	608
Other revenue	27	21
Total turnover	7,545	6,754

7. Expenditure

a) Direct and apportioned costs

	2024	2024	2024
	Direct	Support	Total
	costs	costs	
	£000	£000	£000
Cost of goods sold	1,860	-	1,860
Other trading subsidiary costs	3,376	267	3,643
Other fundraising activities	370	450	820
Costs of raising funds	5,606	717	6,323
Education and engagement	2,364	2,882	5,246
Access and museum operations	2,340	2,851	5,191
Heritage and collections	1,037	1,264	2,301
Charitable activities	5,741	6,997	12,738
Total	11,347	7,714	19,061

	2023	2023	2023
	Direct	Support	Total
	costs	costs	
	£000	£000	£000
Cost of goods sold	1,631	-	1,631
Other trading subsidiary costs	2,903	268	3,171
Other fundraising activities	408	519	927
Costs of raising funds	4,942	787	5,729

Education and engagement	1,932	2,454	4,386
Access and museum operations	1,873	2,376	4,249
Heritage and collections	810	1,027	1,837
Charitable activities	4,615	5,857	10,472
Total	9,557	6,644	16,201

b) Support costs allocation

	2024	2024	2024	2024	2024
	Education and engagement	Access and museum operations	Heritage and collections	Raising funds	Total
	£000	£000	£000	£000	£000
Premises and facilities	1,635	1,619	717	513	4,484
Finance and management	805	796	353	126	2,080
Marketing	303	299	133	47	782
Systems	50	49	22	8	129
Design and presentation	89	88	39	14	230
Governance	-	-	-	9	9
Total 2024	2,882	2,851	1,264	717	7,714

	2023	2023	2023	2023	2023
	Education and engagement	Access and museum operations	Heritage and collections	Raising funds	Total
	£000	£000	£000	£000	£000
Premises and facilities	1,581	1,532	662	591	4,366
Finance and management	548	531	230	116	1,425
Marketing	183	177	77	39	476
Systems	73	70	30	15	188
Design and presentation	66	63	27	14	170
Governance	3	3	1	12	19
Total 2023	2,454	2,376	1,027	787	6,644

8. Net expenditure

This is stated after charging:

	2024 Total	2023 Total
	£000	£000
Depreciation	1,503	1,510
Amortisation	47	45
Auditor's remuneration		
Audit - Museum	38	43
Audit - Trading company	9	10
Other non-audit services	-	-
Operating lease costs	802	802

9. Trading subsidiary

The Museum has a single subsidiary company, LTM(T)L, company number 06527755, having an issued share capital of £1, wholly owned by LTML.

LTM(T)L undertakes retail operations, venue hire, commercial sponsorships, the Museum corporate membership scheme and Hidden London activities.

a) LTM(T)L profit and loss account for the year ended 31 March 2024

	2024 £000	2023 £000
Turnover	7,545	6,754
Cost of goods sold	(1,911)	(1,601)
Gross profit	5,634	5,153
Operating expenses	(3,592)	(3,210)
Profit from ordinary activities before taxation	2,042	1,943
Tax on ordinary activities	-	-
Total comprehensive income for the year	2,042	1,943

b) LTM(T)L balance sheet as at 31 March 2024

	2024 £000	2023 £000
Current assets		
Stock	795	792
Debtors	511	237
Cash and cash equivalents	2,138	1,835
Total current assets	3,444	2,864

Creditors falling due within one year	(3,422)	(2,812)
Net current assets	22	52
Total assets less current liabilities	22	52
Creditors falling due after more than one year	(22)	(52)
Net assets	-	-
Capital and reserves		
Profit and loss account	-	-
Share capital	-	-
Equity shareholder's funds	-	-

10. Staff costs and staff numbers

a) Total remuneration

	2024	2023
	£000	£000
Wages and salaries	5,912	4,519
Social security costs	625	491
Pension costs	1,221	914
Total	7,758	5,924

During the year there were no redundancies (2023: nil) and no severance payments (2023: nil).

The number of employees whose employee benefits (excluding employer's pension contributions) amounted to over £60,000 in the year is given below.

	2024	2023
£60,000 - £70,000	6	-
£70,001 - £80,000	1	3
£80,001 - £90,000	2	1
£90,001 - £100,000	1	1
£100,001 - £110,000	1	-

b) Key management personnel

The key management personnel of the Museum comprise the CEO and SLT. The total employee benefits including employer's pension and national insurance contributions of the key management personnel were £973,048 (2023: £799,803).

c) Trustee Remuneration

The CEO is the only Trustee employed by the Museum who received emoluments, including salary, fees, benefits in kind and other emoluments, totalling £161,946.89 (2023: £155,030) The Museum made nil contributions to the TfL Pension Fund, a defined benefit

scheme, on behalf of the CEO for the year (2023: nil). The CEO did not receive any emoluments in her role as a Trustee (2023: nil).

Other than the CEO, no other Trustees received employee benefits from the Museum (2023: Nil).

TfL-nominated Trustees are also employees of TfL, a related party.

TfL Trustee and role	Salary (including fees & allowances)	Employer's pension contributions	Benefits in kind	Total excl. Pension contributions
Lilli Matson, Chief Safety, Health and Environment Officer	£272,168	£52,667	£1,666	£273,834
Winsome Hull BEM, Senior Business Strategy Manager	£93,404	£19,976	£751	£94,155
Obi Nwofor, Senior Operating Officer	£109,132	£24,078	£1,666	£110,798

*Salary, fees and allowances include an allowance paid as a result of the individual opting out of part or all of the benefits provided by the TfL Savings for Retirement Plan or TfL Pension Fund.

Reimbursements of £1,040 were made to three trustees in the year for travel costs to board meetings (2023: £439).

d) The average number of full-time equivalent employees was:

	2024	2023
Education and engagement	32.8	24.5
Access and museum operations	35.6	30.8
Heritage and collections	12.9	10.8
Activities to generate funds	34.3	28.9
Support functions	32.9	27.0
Total	148.4	122.0

11. Intangible fixed assets

	Software £000	Assets under construction £000	Total £000
Group and Museum			
Cost			
At 1 April 2023	375	204	579
Additions	-	37	37
Transfers	-	-	-

Disposals	-	-	-
Reclassifications	-	-	-
At 31 March 2024	375	241	616
Amortisation			
At 1 April 2023	(104)	-	(104)
Charge for the year	(47)	-	(47)
Amortisation on disposal	-	-	-
Reclassifications	-	-	-
At 31 March 2024	(151)	-	(151)
Net book value			
At 1 April 2023	271	204	475
At 31 March 2024	224	241	465

12. Tangible fixed assets

	Property and buildings £000	Plant and equipment £000	Assets under construction £000	Total £000
Group and Museum				
Cost				
At 1 April 2023	37,452	2,216	312	39,980
Additions	288	-	889	1,177
Transfers	1	83	(84)	-
Disposals	(397)	(432)	-	(829)
Reclassifications	-	-	-	-
At 31 March 2024	37,344	1,867	1,117	40,328
Depreciation				
At 1 April 2023	(19,282)	(1,900)	-	(21,182)
Charge for the year	(1,317)	(186)	-	(1,503)
Depreciation on disposal	397	422	-	819
Reclassifications	-	-	-	-
At 31 March 2024	(20,202)	(1,664)	-	(21,866)
Net book value				
At 1 April 2023	18,170	316	312	18,798
At 31 March 2024	17,142	203	1,117	18,462

13. Investments

Group and Museum	Listed	Total
At 1 April 2023	-	-
Purchase of investments	1,000	1,000
Sale of investments	-	-
Realised gains	-	-
Unrealised gains	8	8
Dividend income reinvested	-	-
At 31 March 2024	<u>1,008</u>	<u>1,008</u>

14. Stock

	2024	2023
	£000	£000
Finished goods and raw materials	795	792

15. Debtors

	Group 2024 £000	Group 2023 £000	Museum 2024 £000	Museum 2023 £000
Trade debtors	447	225	14	64
Amounts due from TfL group	85	207	2,535	2,485
Other debtors	-	101	-	19
Prepayments and accrued income	1,331	995	1,253	920
	1,863	1,528	3,802	3,488

16. Cash at bank and in hand

	Group 2024 £000	Group 2023 £000	Museum 2024 £000	Museum 2023 £000
Current accounts and in hand	3,004	4,740	925	2,926
Short-term deposit accounts	7,069	5,020	7,011	5,000
	10,073	9,760	7,936	7,926

17. Creditors

a) Amounts falling due within one year

	Group	Group	Museum	Museum
	2024	2023	2024	2023
	£000	£000	£000	£000
Trade creditors	255	344	218	283
Amounts due to TfL group	-	-	9	21
Taxation and social security	174	59	38	59
Other creditors and accruals	2,032	1,729	1,943	1,601
Deferred income	718	446	-	-
	3,179	2,578	2,208	1,964

b) Amounts falling due after one year

	Group	Group	Museum	Museum
	2024	2023	2024	2023
	£000	£000	£000	£000
Deferred income	22	52	-	-
	22	52	-	-

c) Deferred income

	Group	Group	Museum	Museum
	2024	2023	2024	2023
	£000	£000	£000	£000
Brought forward	498	982	-	12
Utilised in year	446	(980)	-	(12)
Deferred in year	688	496	-	-
Carried forward	740	498	-	-
Amounts falling due within one year	718	446	-	-
Amounts falling due after one year	22	52	-	-

Deferred income relates to the sale of venue hire, Hidden London tours, corporate sponsorships typically spanning 12 months, and corporate memberships typically spanning either 12 or 36 months.

18. Statement of group funds

a) Total funds

	1 April 2023 £000	Income £000	Expenditure £000	Transfers £000	31 March 2024 £000
Restricted					
ACE Making a Poster	-	8	-	-	8
ACE MEND	137	139	-	-	276
ACE NPO	-	254	(254)	-	-
CDF	540	-	(8)	-	532
LTM Friends	10	123	(61)	-	72
LRPCT	100	-	(48)	-	52
Elizabeth Line Legacy	85	-	(43)	-	42
Q stock	26	-	-	-	26
DCMS/Wolfson	72	-	-	-	72
Kusuma Trust	5	47	(31)	-	21
Art Fund	12	(4)	(8)	-	-
Poster Gallery	10	150	-	-	160
NLHF	-	36	(16)	-	20
John Lyon's Charity	-	28	(17)	-	11
Total Restricted Funds	997	781	(486)	-	1,292
Unrestricted funds					
Designated funds					
Capital fund	19,273	-	-	(346)	18,927
Museum strategic development fund	1,500	-	-	-	1,500
Museum asset development fund	4,653	-	-	-	4,653
General funds	2,300	19,015	(18,577)	346	3,084
	27,726	19,015	(18,577)	-	28,164
Net gains/(losses) on investments					8
Total unrestricted funds					28,172
Total funds	28,723	19,796	(19,064)	-	29,464

Restricted funds

Arts Council England (ACE) support is comprised of the National Portfolio Organisations (NPO) grant and funding via the Museum Estate and Development Fund (MEND) grant programme. NPO funding provides support for a diverse range of Museum programmes and activities. MEND funding is for essential work to lifts and chillers at the Covent Garden site.

The Collections Development Fund (CDF) was established in 2012/13 following the auction of 400 surplus posters. This fund can only be used for collections acquisitions and conservation.

LTM Friends supports a range of Museum programmes and activities including vehicle restoration and Acton community projects.

The Luke Rees-Pulley Charitable Trust (LRPCT) funds the Impact and Evaluation Manager role and a Learning Officer role.

The Elizabeth Line Legacy funding supports the capture of oral history relating to the project.

The Q stock fund will be used for future conservation work on this heritage asset.

The DCMS/Wolfson grant supports the forthcoming Photography Gallery at Covent Garden.

Kusuma Trust UK supports the pilot Inspire Engineering Careers project.

The Art Fund Reimagine grant supports the Progressing Participatory Practice programme.

The Poster Gallery was funded by the Wolfson Foundation.

The National Lottery Heritage Fund (NLHF) supports the Acton Access Project and the Sustaining Heritage Skills project.

John Lyon's Charity supports the Acton Local Schools Partnership project.

Designated funds

The Capital fund represents the net book value of the Museum's tangible and intangible fixed assets. It is written down by the value of depreciation and increased by any additions to the Museum's fixed assets.

The designated funds carried forward totalled £25.1m (2023: £25.4m).

The transfer from general funds to the capital fund represents the change in net book value of fixed assets.

b) Analysis of group net assets between funds

	Unrestricted funds £000	Restricted funds £000	Total funds £000
Fund balances at 31 March 2024:			
Fixed assets	19,927	-	19,927
Current assets	11,446	1,291	12,737
Current liabilities	(3,179)	-	(3,179)
Long term liabilities	(22)	-	(22)
Total net assets at 31 March 2024	28,172	1,291	29,463
Total net assets at 31 March 2023	27,726	997	28,723

19. Operating leases

	2024	2023
	£000	£000
Within one year	800	802
Between two and five years	3,201	3,204
Over five years	11,049	11,849
Total	15,050	15,855

On 17 September 2018 LTM entered into a new building contract at Albany House. The new contract is a licence fee arrangement, between TfL and LTM, which expires on 18 December 2024.

While the Albany House licence fee is in substance an operating lease, as the terms are cancellable, there is no requirement to disclose this as an operating lease. Under this contract there is a rent-free period of 15 months and this is accounted for on a straight-line basis, over the term of the licence. The annual rental is £316k.

Operating lease costs are made up of the lease for the LTM in Covent Garden rent and for a Xerox Design Printer as non-cancellable leases.

20. Capital commitments

Capital commitments at the end of the year not otherwise included in the accounts are as follows:

	2024	2023
	£000	£000
Ticketing System	26	26
Total capital commitments	26	26

21. Share capital

	2024	2023
	£	£
Authorised		
1 ordinary share of £1	1	1
Allotted, issued and fully paid up		
1 ordinary share of £1	1	1

As permitted by FRS 102 and SORP 2019, because no new equity shares have been issued, the Museum has not produced a separate statement of changes in equity for the reporting period.

22. Pensions

a) Background

The Museum offers retirement plans to its employees. The majority of the Museum's staff are members of the Public Sector Section of the TfL Pension Fund, which is a final salary scheme established under trust. Benefits are based on an employee's length of service and final pensionable pay. The Fund's Trustee is the TfL Trustee Company Limited, a wholly owned subsidiary of TfL. Under the rules of the Fund, its 18 Trustee Directors are nominated in equal numbers by TfL and on behalf of the Fund's membership.

Every three years, the TfL Pension Fund actuary makes valuations and recommends the level of contributions to be made by the participating employers to ensure the long-term solvency of the Fund. The latest available valuation of the Fund was carried out as at 31 March 2021 by the Actuary, a partner of consulting actuaries Willis Towers Watson, using the projected unit method. A revised Schedule of Contributions was agreed between the Trustee and the employers following the formal funding valuation of the Public Sector Section.

Under the valuation report, the Fund held a surplus of £179m as at 31 March 2021. Assets totalled £13,085m and the defined benefit obligation totalled £12,906m. A revised Schedule of Contributions was agreed between the Trustee and the employers following the formal funding valuation. This set out a future service contribution rate of 27.3 per cent for the employers and five per cent for members.

The underlying assets and defined benefit obligation of the TfL Pension Fund cover a number of Group entities and cannot be readily split between each undertaking. No contractual agreement is in place to allocate the total net surplus between the member entities. Thus, in accordance with IAS 19, the TfL Corporation, as the Scheme sponsor, has recognised the total net defined benefit surplus in its own accounts.

As at the Balance Sheet date, no allocation of the surplus of the Fund has been made between the various TfL Group companies, including London Transport Museum. Should this position change in future, an allocation may be made, and the Museum may, at that point, become liable for its share of the deficit or surplus. There are no present plans for such an allocation to be made.

Further information regarding the TfL Pension Fund can be found in the TfL Annual Report and Statement of Accounts.

b) Accounting

The Museum's ultimate parent, TfL, and the Museum's fellow subsidiaries participate in the Public Sector Section of the TfL Pension Fund. Because the Museum is unable to identify its share of the underlying assets and liabilities on a consistent and reasonable basis, as permitted by FRS 102, the Museum treats contributions to the Public Sector Section as if they were contributions to a defined contribution plan. The Museum's contributions to the Fund of £1,185,189 (2023: £1,016,325) have been charged to the Consolidated Statement of Financial Activities.

c) Other pension schemes

Pension contributions of £7,842 (2023: £7,236) have been made to the London Pension Fund Authority Pension Fund, a funded multi-employer defined benefit scheme, administered by the London Pension Fund Authority. The underlying assets and defined benefit obligation of the London Pension Fund Authority Pension Fund cover a number of TfL Group entities and cannot be readily split between each undertaking. The TfL Corporation has recognised the TfL Group's share of the net defined benefit obligation in its own accounts.

LTM also made employer contributions to two defined contribution schemes totalling £1,363 (2023: £6,612).

23. Related party transactions

LTML a wholly owned charitable subsidiary company of Transport Trading Limited (TTL), which in turn is a wholly owned subsidiary company of TfL. TfL provides financial assistance to the Museum in the form of grants for Museum operations and, in addition, certain divisions of TfL provide financial support to the Schools Programmes and other Museum activities as agreed on a project-by-project basis.

In line with paragraph 33.1A of FRS 102, the Museum, as a wholly owned subsidiary of TTL, is not required to disclose transactions with other wholly owned members of the group headed by TfL.

Museum staff are provided with passes that allow free or discounted travel on TfL services for themselves and a nominee. TfL also offers LTM Trustees and non-executive Directors of LTM(T)L restricted travel privileges.

TfL Group companies receive discounts on the hire of Museum facilities, and all TfL staff receive free entry to the Museum and discounts in the Museum shop.

The Museum also entered into transactions with other related parties during the year as set out below.

Party	Nature of relationship	Transaction	2024 Income	2024 Expenditure	2024 Debtor	2024 Creditor
			£000	£000	£000	£000
LTM Friends	Sam Mullins was a Trustee of LTM Friends (Retired 8 August 2023)	Grant awarded during the year and reimbursement of volunteer expenses	117	0	1	0
LTM Friends	Elizabeth McKay is a Trustee of LTM	Grant awarded during the year and reimbursement	117	0	1	1

	Friends (From 8 August 2023)	of volunteer expenses				
--	---------------------------------------	--------------------------	--	--	--	--

During 2022/23 the Museum entered into transactions with other related parties as set out below.

Party	Nature of relationship	Transaction	2023 Income	2023 Expenditure	2023 Debtor	2023 Creditor
			£000	£000	£000	£000
LTM Friends	Sam Mullins is a Trustee of LTM Friends	Grant awarded during the year and reimbursement of volunteer expenses	105	6	105	6

In addition to the financial transactions summarised above, the Museum also provides LTMF with office and IT facilities, and support for marketing and other activities.

Sir Peter Hendy and Phil Swallow are also Patrons of the Museum.

Some LTM Trustees, Directors of LTM(T)L and key management personnel of TfL also received leaving and thank you gifts of LTM(T)L retail merchandise during the year.

Vincent Nolan, a non-executive Director on the LTM Enterprise Board received a moquette cube (retail price ~£200) as a leaving gift.

Our supporters

Supporters and Funders 1 April 2023 to 31 March 2024

Corporate Members

Leader

ABM*
 Alexander Dennis
 Amey
 Arriva London*
 Arup Group Ltd
 Balfour Beatty Rail*
 Bechtel
 Capita
 CDER Group (JBW Group)
 CGI (until April 2023)

Clear Channel*
 ComfortDelGro*
 Cubic Transportation Systems*
 EPC*
 GB Railfreight*
 Marston Holdings*
 Mitie*
 Motorola Solutions
 MTR Elizabeth Line
 PA Consulting Group*
 Palantir (until April 2023)
 QBE*
 Rail Delivery Group
 Siemens Mobility*
 Sopra Steria*
 Stadler Rail*
 Stagecoach London*
 telent Technology Services*
 Thales GTS*
 Transport UK London Bus*
 Worldline
 Zenobe

Driver

Computacenter* (until January 2024)
 Go-Ahead Group*
 Keolis UK*
 Mott MacDonald*
 Uber Boat by Thames Clippers*
 Wabtec (until February 2024)

Member

2CV* (until January 2024)
 Addleshaw Goddard
 BDB Pitmans*
 Boldyn Networks UK Ltd*
 First Group
 Flowbird (until May 2023)
 Gowling WLG*
 Grid Beyond
 Morgan Sindall Infrastructure*
 RATP Dev
 Sacker & Partners*
 Scheidt & Bachmann
 Trapeze Group*
 Trueform
 Virgin Media O2 (until September 2023)
 Yunex Traffic

*Denotes three-year membership

Supporters and sponsors

Major supporters

Transport for London
Arts Council England
The National Lottery Heritage Fund
DCMS/Wolfson Museums and Galleries Improvement Fund
The Wolfson Foundation
London Transport Museum Friends
Luke Rees-Pulley Charitable Trust
The Finnis Scott Foundation

Museum supporters

Global - Global Poster Gallery
Cubic Transportation Systems - Cubic Theatre and Foyer

Interchange thought leadership

Gowling WLG
Thales GTS

Content partners

Mott MacDonald – Decarbonising Transport

Climate Crossroads

ABM
Cubic Transportation Systems
Mastercard
Sopra Steria

Enjoyment to Employment

ABM
Mastercard
Telent Technology Services
Thales GTS
Transport for London

Schools Bursary Scheme

Uber Boat by Thames Clippers

Education supporters

Kusuma Trust
Luke Rees-Pulley Charitable Trust
John Lyon's Charity

Patrons

Ian Arthurton
Sir David Bell
Henry Brooks
David Brown
Paul Butler
Dean Collier
Roger Cooke
Leon Daniels OBE
Anna Delvecchio
Michele Dix CBE
Steve Edge
Martin Elms
Jane Fogg
Phil Fortey
Graham Hayden
Lord Peter Hendy of Richmond Hill and Imber
Bill Hiron
Tony Hocking
Adrian Hollands
David Humphrey
Barry Le Jeune
Ken and Daphne Lousvet
Rupert Lyons
Roger Madelin
Guy Marriott
Richard Meads MBE
Sam Mullins MBE
Roy Parker
Charlie Parsons
Ian Ross
Paul Ross
Paul Sainthouse
John A. Self OBE
Stephen Shewmaker
Julian Slawson
Phil and Caroline Swallow
Dave Taylor
Richard West
Nicholas Woolf OBE and Fiona Woolf DBE
Mark Yexley
Julian and Ruth Rose

LONDON TRANSPORT MUSEUM LIMITED

England & Wales - Charity number 1123122

Accounts

London Transport Museum Limited

Annual report and financial statements 2022/23

Registered Office
5 Endeavour Square
London E20 1JN

Registered in England and Wales
Company number: 06495761
Charity number: 1123122

Contents

Strategic Report	3
Messages from the trustees	3
Our purposes and principles	4
Strategic framework	4
Achievements and performance	6
Successful recovery from the pandemic	7
Highlights of 22/23	8
Future plans	9
Financial review	10
Trustees Report'	
Structure, governance and management	12
Reserves policy	12
Disclosure of information to auditors	25
Trustees' statement	26
Trustees and advisers	27
Independent Auditor's report	30
Consolidated statement of financial activities for the year ended 31 March 2023	35
Balance sheets as at 31 March 2023	36
Notes to the financial statements	37
Our supporters	57

Strategic report

Message from the Trustees 22/23

This at last was our first full uninterrupted year since the onset of the pandemic in March 2020. The Museum's strong recovery across all activities in the portfolio was a revelation, at a rate significantly ahead of other London museums. This was underpinned by visitor numbers recovering from 64 per cent last year to 100 per cent of pre-pandemic visitor numbers at Covent Garden. Amongst strong commercial performance across all lines, Retail had its most successful year ever with sales onsite at Covent Garden 35 per cent ahead of 2019/20 and retail sales, on site and online together reaching £3.9m, £1m better than any previous year.

Our outreach programmes were welcomed back into schools after the digital interlude, the in-person approach being welcomed back for Junior Citizenship and in-school presentations (77,717). Corporate membership and sponsorship exceeded targets, boosted by the strong decarbonisation theme of the Interchange thought leadership programme and by a keen interest in promoting skills and employment to serve the engineering and transport industry with 46,456 taking part in facilitated sessions and bespoke programmes and 102,723 taking part in programming during school holidays. Venue Hire experienced high and short-term demand as well as developing the opportunity of film and location hire at the Acton Depot.

Innovative approaches and digital delivery learned during the lockdowns continued to enrich and increase the reach of much of our public programming. Hidden London tours recovered to pre-pandemic levels of demand, supported by new approaches to staffing and new locations such as Shepherd's Bush. The Hidden London Hang-Outs crossed the Rubicon of one hundred episodes, and 141 Patreons, while viewings on YouTube rose steadily through the year to regularly exceed 50,000 per episode. New and authentic web content, upgraded museum galleries, and recording the third series of Secrets of the London Underground reflected our belief in the power of authentic and engaging story telling.

The tenacity and creativity of the Museum's staff group continues to be the energetic driver of recovery by being agile in learning lessons about digital opportunity and the power of experiences while reaping the benefits of a strong position with domestic audiences in the recovery. The support of TfL at every level, the collaborative, open and honest leadership of the executive team and the ready support of the Trustee group have powered business recovery and provided a platform to reset the Museum's future vision and strategy. Work to regain and regroup our volunteers was reflected in once more achieving the Investors in Volunteers standard.

We ended the year with an operating surplus before depreciation and capital income of £2.3m, due to beating our admissions and commercial budgets. Industry awards for the Venue Hire team, the Legacies exhibition, the Hidden London tours and the Venue Hire teams demonstrated our reputation for innovation and excellence amongst our peers.

We owe a massive debt of gratitude to Arts Council England, the Department for Digital Culture Media and Sport, HM Treasury, Transport for London, LTM Friends, members, donors, volunteers and followers for standing by us and returning to enjoy a full roster of

museum visits, thought leadership events, schools outreach, guided tours, open days, vehicle outings, Friday Lates, our TV series and digital offer. A remarkable collection of staff and volunteers have gripped the opportunity to reset the upward course of the Museum across our broad portfolio of activities and lay the groundwork for a sustainable future.

In November 2022, Director & CEO Sam Mullins told the board he would be stepping down after 29 years. In May 2023, after a comprehensive search and selection process, Elizabeth McKay, the current Chief Operating Officer was appointed as his successor. She will take up the role from August this year.

Keith Ludeman, Chair and Sam Mullins OBE, Director and CEO

Our purpose and principles

Our purpose

Igniting curiosity to shape the future.

Our work is guided by four principles:

- **For everyone**
Everyone feels the Museum, collections and experiences are for them.
- **Entrepreneurial and playful**
Everything we do is creative, dynamic and resourceful.
- **Relevant and authentic**
We are a window on the past, present and future of how transport keeps London working and growing.
- **Dedicated and personal**
We go the extra mile to deliver.

Strategic framework

Our strategic aims

We had four strategic priorities this year to combat the challenges of our recovery from the pandemic. In setting London Transport Museum's aims and planning our activities, the Trustees have carefully considered the Charity Commission's guidance on public benefit.

Content – being the world's leading museum of urban transport

We conserve and enhance our world class collection, making it accessible for exhibitions, education, online and events. We are a window on the past, present and future of transport in London. Our concept of 'content' embraces the collection and associated stories and the duty to hand it on in great shape to future generations.

LTM believes that our stories, collection and experiences can help everyone to understand more of the world they live in. We think about 'content' as all forms of communication on all platforms. We aim to reach ever wider audiences in London, the UK and the world.

Experiences – create experiences that delight and inspire

Our aim is to stimulate creativity from an early age and inspire the next generation to realise their potential. We have exciting learning and public programming that delivers engaging initiatives on and offsite and through digital platforms. We are committed to provoking debate and advocacy about transport's central role in London's future.

People make their own meanings and we support this by helping our visitors, audiences and customers make connections through unique experiences. In the overall experience, from planning a visit to the memories they take away, our aim is to delight and inspire people. Meeting or exceeding our customers' expectations are essential to our financial sustainability; we depend on this income stream for eighty percent of our revenue.

People – nurture a culture that's united behind our purpose

We develop the individual skills of our people, sharpen the capability of our organisation and build a values-led workplace that promotes employees' creativity and loyalty. We strive to partner and collaborate with like-minded and forward-looking organisations. We are investing significantly in LTM's technological capability and content to extend our reach in the future.

Everyone should feel the Museum, its collections and experiences are for them. Our priority is to broaden our reach, build awareness, support and influence for LTM as widely as possible in all our communications and public-facing activities. We will promote the diversity of our staff, visitors and our volunteers to support this aim.

We are committed to creating a culture that supports our purpose and encourages behaviour that is inclusive, collaborative, courageous and active. We continue to pursue an inclusive culture where everyone is treated fairly and to make our workforce reflective of London's diversity. Our intent is for a culture where everyone can realise their potential. We are also committed to addressing poor performance where found and to improving leadership capability.

We have continued to invest time and energy this year embedding the strategic framework to guide all that we do and believe it has given added structure and supported the strategic priorities leading to a successful recovery.

We consider Reach, Quality, Impact and Value-for-Money for all our activities and regularly report progress of the key performance indicators to the Board within our LTM Dashboard.

Money – generate the funds that make a difference

We operate a successful business-like charity and aim to grow revenue in creative new ways and invest in our future, year on year.

Financial sustainability for LTM requires reserves to fund capital investment, and this depends on the success of key income streams to fund our purpose. Our main income streams are from visitors, fundraising and our Enterprise businesses including retail, venue hire, corporate membership, commercial sponsorship, food and beverage, and Hidden London.

To achieve financial sustainability, it is essential that we charge admission fees to visitors to the Museum at Covent Garden, the Museum Depot at Acton and for participation in our offsite experiences such as Hidden London tours and Heritage vehicle operations. These are reviewed annually and benchmarked to ensure they remain affordable to Londoners and all visitors.

The Museum charges admission fees and takes measures to ensure that charges are not a barrier to participation. These include free entry to the Museum for anyone aged 17 or under, for carers accompanying disabled visitors, and reduced admission charges for senior citizens, students and those in receipt of universal and pension credits. We offer a community discount to encourage visits from those living near to the Acton Depot and to the Museum in Covent Garden. Museum admission tickets are valid for one year to encourage return visits and increase value for money for visitors. Many of the Museum's outreach programmes are free to participants. The TfL-funded STARS programmes engage tens of thousands of pupils each year and are delivered at no cost to the schools taking part. We also provide free content through our website, YouTube and other channels for people who do not visit LTM in person.

Achievements and performance

We have seen recovery this year in every line of our activities, led by a return to pre-pandemic levels of visits to the Museum in Covent Garden (399,000) and outstanding Trading sales of £6.8m; two million more than ever achieved before. Our bounce back was significantly enabled by the government and TfL support, which helped us weather the Covid years by allowing us to retain staff whose capacity and creativity then fuelled the recovery.

Our achievements this year have been significant and generally ahead of the pack. Only two attractions in London showed a faster recovery than LTM. With our businesses recovering quickly and many lessons learned from the response to the pandemic years, we are now able to plan with some confidence for the longer term, despite the ongoing uncertainties in the world around us.

We pursued four key strategic priorities, Content, Experiences, People and Money to integrate our work and focus on recovery.

The Dashboard is reported biannually to Trustees. This comprises a selection of the performance indicators considered to give the Executive and Trustees a rounded insight into LTM's progress. LTM developed a success framework to ensure that all activity considered Reach, Quality, Impact and Value/Income (RQIV). LTM has used the RQIV framework to set targets and monitor performance for projects, teams and individuals and is continuing to develop and integrate the framework into all our work.

Context- successful recovery from the pandemic

The onset of the coronavirus pandemic in March 2020 threatened the very existence of the Museum. As the year 2022/23 closes, we have put this behind us and recovered across the broad spectrum of all our activities to pre-pandemic levels and in many cases significantly ahead of 2019/20.

In 2022/23, the Museum was open once more for 361 days, that is the whole year, and visitor numbers climbed back to 2019/20 levels, while Retail store sales ended the year 35 per cent higher than the previous best year. This has enabled a return to a comfortable operating surplus, to be reinvested in the Museum's capital programme and long-term growth.

The culture of LTM remains strong and continues to be an organisation where innovation is encouraged, our charitable aims well embedded, and our people pull together to create high-quality experiences, content and products for our visitors, audiences and customers. Nevertheless, the employment environment remains volatile, the reward and retention of our workforce an area of high strategic risk and the health and wellbeing of colleagues a priority.

Financial response

We remained prudent in budgeting, cautious about sustaining the recovery in visitor numbers, and whether trading activities would recover, in the light of uncertain macroeconomic conditions and restrictions.

We were delighted to achieve a return to 100 per cent of 2019/20 visitor figures and associated outstanding performance in our commercial lines. We did face challenges in delivering the level of capital investment intended, compounded by internal and external challenges around resourcing, securing supplier availability and procurement, and we remain mindful of the increasing inflationary challenges in this area.

With a forward view which remains cautiously optimistic, we have been able to devise a five-year strategy with a healthy reserves base available for investment in people and systems to secure long term growth. We will focus on a greatly expanded programme of capital investment in critical areas to restore the value of our asset base, with a targeted focus on Green and sustainable capital work. We will make key investments in headcount and systems to support our outstanding colleagues to deliver their visions for LTM.

We are deeply grateful to Arts Council England (ACE) for continued support via National Portfolio Funding and to our parent organisation, TfL, for its ongoing financial and soft support. Our corporate members and sponsors have tangibly demonstrated their loyalty and commitment to LTM and we value their input and financial support.

Page 10 sets out the financial review of the year's performance.

Highlights of 2022/23

Whilst the past year has seen significant recovery, we continue to be an organisation which learns quickly and is agile in programming and seeing funding opportunities.

People – nurture a culture united behind our purpose

New appointments to both boards have strengthened the purpose and capacity of our governance group. The return to regular in-person meetings has increased our contact with board members and involved them earlier in investment decisions, strategy development and major projects through informal groups and committees.

The weekly LTM Life bulletin remains a key internal and stakeholder communications medium, enabling us to bring together staff, volunteers, contractors, Friends, Patrons and board members in our well-informed, open and agile working culture. Investment in a creative and committed staff group culture has also been fostered through collaborative work on equality, diversity and inclusion and is reflected in a positive improvement in key staff survey scores on job pride, satisfaction, commitment and collaboration across teams.

Our People group really came into its own, feeding back on Viewpoint scores and concerns to each level and department of the Museum. The All Change group created a definition for inclusion at LTM across staff, volunteers, audiences, culture and ways of working: For LTM, inclusion is about actively involving people with different backgrounds and personal characteristics in what the Museum is and does.

We have built on our ability to engage audiences through participatory practice, especially in developing the Acton Access projects based on the Depot.

The major hurdle of retendering and installing a new ticketing system was successfully crossed, reversing the poor service from our interim provider. A similar approach will now procure and install a customer relationship management system to enhance our ability to secure and retain customer loyalty.

Our People Group advised us on the results of the Viewpoint staff survey and helpfully presented an action list department by department to the staff group. The return and review of volunteering was supported by once more achieving the Investing in Volunteers standard.

The offices at 39 Wellington Street were remodelled to better facilitate new ways of working. We began the search to replace our Albany House premises where the lease will end in December 2024.

Experience – creating experiences that delight and inspire

We now think holistically across the experiences we provide through our collections and stories. We appreciate that real experiences remain highly valued, so we think in hybrid terms and for multi-platform delivery. We envisage making efficient and multiple use of our fresh and authentic content across all strands of our activity using what we have learned from Hidden London, with tours, virtual tours, YouTube Hangouts and web content.

Our Interchange thought leadership programme published its latest report - Decarbonising Public Transport – which was well received by the extended transport community and continued to be a benefit to our partnerships with the industry.

Poster loans have been secured as part of the launch of the new Poster Gallery later in 2023, while an innovative partnership has been created for the new Photography Gallery to include contemporary photographs of shelterers in the Kyiv metro alongside Tube sheltering in London in the Second World War.

Our Legacies exhibition was shortlisted for a national award and continued to be a beacon of participatory practice for our other public programmes. New Hidden London tours were developed at Shepherd's Bush along with taster tours to introduce the nine locations now in our repertoire.

The collecting of 40+ interviews to record the Crossrail legacy has just commenced with funding from the project and the support of former CEO Mark Wild.

Series 3 of Secrets of the London Underground has been recorded and will be broadcast in 2023.

Experience highlights – creating experiences that delight and inspire

LTM supported TfL's Tube160 campaign, Love the Tube, with press work at the Baker Street launch, heritage vehicle runs and new merchandise.

A return to timed tickets has been needed to manage and reduce queuing at Covent Garden and spread high demand through the museum day as visitors have returned in high numbers especially during holiday periods. Visits during the Easter holidays were high, with 33,000 visitors and the February half term was exceptionally busy with 27,747 in nine days. The March Depot Open Weekend returned to open access with 6,625 visitors, record takings on the Miniature Railway and in the Shop and for Friends memberships.

Hidden London tour sales at 31,690 climbed ahead of 2019/20 numbers and were supported by more sustainable staffing models including more permanently contracted guides.

Our Learning programme extended its reach by innovative means; a livestream 'Connecting the Capital' event reached 3,000 primary students across the UK. Meanwhile, we supported TfL's Project Guardian, which was delivered to 145 schools and 8,868 students. Our 'progression into work' programmes were attended by 148 young people.

Future plans

The strategy for the next five years supports the rebuilding of our businesses by investing in key strategic priorities - the people, projects, and systems which provide a sound platform to sustain and develop our business lines into the future.

Following the pandemic, the reshaping of our city centres along greener and more sustainable lines towards zero net carbon by 2030 is an immediate political imperative and a high priority for Londoners, our corporate members and our visitors. LTM has embarked upon its own 'green journey' to reach zero net carbon as an organisation by 2030, aiming for a leadership position within the cultural sector.

Four strategic priorities have been identified for 2023/24 to sustain our recovery: Making Great Memories, Real Green Leadership, Get Stuff Done and Life Skills for Londoners. They align well with the strategic priorities of TfL and ACE.

Key drivers include:

Getting Stuff Done in recruitment, reward and retention, in procurement and in IT support has made removing blockages in these supporting systems a strategic priority. Other key drivers operate across the organisation:

- **Being Green**
The shift in focus towards a more sustainable and greener future cuts across all that we do. Green Journey and Climate Crossroads programmes - looking inwards to how we work as an organisation and outwards to the content and programming we share externally – represent a significant commitment to decarbonise our operations by 2030.
- **Impact**
We have made a renewed commitment to making a discernible impact on people's lives and futures. All programming is aligned to the three key impact areas as outlined in our ambitious Learning vision and strategy, the environment, social mobility and sense of place.
- **Relevance**
The collaborative approach to developing the Legacies exhibition has led to a rich and innovative way of working that we will extend to all content and programming notably in the Acton Access projects.
- **People**
Led by the People and All Change staff groups we have been challenged to become an even more open and inclusive organisation to access the benefits of diversity and reflect the city we work in.

Financial review

Following the uncertainty of the previous two years, the Museum delivered a strong and sustainable financial position in 2022-23, without additional funding as in previous years from the Arts Council England Cultural Recovery Fund, TfL, or the Coronavirus Job Retention Scheme.

Underpinning this was the outstanding recovery of visitor income and Enterprise businesses, well ahead of budgeted expectations.

Reconciliation of operating surplus to SOFA net surplus	Unrestricted £000	Restricted £000	Total £000
Operating surplus	2,285	4	2,289
Depreciation/amortisation	(1,541)	0	(1,541)

Capital income	0	221	221
Net surplus / (deficit)	744	225	969

Overall income rose to £17.2m (2022: £15.4m), driven by a rise in income from trading activities from £4.4m to £6.8m, reflecting outstanding performance in our commercial lines associated with the removal of restrictions and enthusiastic return of audiences, alongside a rise in museum admissions from £2.2m to £3.8m. These rises more than offset a drop in donations and legacies of £1.4m which was primarily due to the temporary Cultural Recovery Fund award of £1.3m received in the prior year.

Total expenditure increased to £16.2m (2022: £14.5m) predominantly due to the increased costs associated with higher volumes of commercial trading and onsite activity.

Capital expenditure totalled just £0.7m (2022: £0.6m) due to challenges in resourcing and procuring projects, causing the capital fund to reduce to £19.3m (2022: £20.1m) as depreciation exceeded investment. The Capital fund forms the majority of the Museum's reserves and represents the net book value of the Museum's fixed assets, rather than liquid funds readily available for use.

Restricted funds increased to £1.0m (2022: £0.8m) due to the recognition of restricted income secured close to year end, ahead of the associated programme spend planned in subsequent years. Total unrestricted non-Capital funds increased to £8.5m (2022: £6.9m).

Trustees' report

Structure, governance and management

Legal status and governing documents

London Transport Museum Limited (LTM) is a registered charity incorporated on 6 February 2008 as a company limited by shares; one share is issued and is owned by Transport for London (TfL). It is governed by its Memorandum and Articles of Association. Under the Greater London Assembly (GLA) Act 1999, TfL has the power to provide and maintain a museum of transport artefacts, records and other exhibits. While it is common for charities to incorporate as companies limited by guarantee, the Transport for London (Specified Activities) Order 2000 requires TfL to carry out museum activities through a company limited by shares.

Under section 5.1 of the LTM Memorandum of Association, the property and funds of the Museum must be used only for promoting the objects of the Museum, no dividend may be paid to TfL.

When London Transport Museum Limited was established in 2008, a series of written agreements was put in place between TfL and LTM. These set out an umbrella agreement for the continued provision and maintenance of the Museum, covering many aspects of the operation and funding of LTM, and the long-term relationship between the parties. Beneath this there is a funding agreement and an Intellectual Property agreement, while the Museum collection is owned by TfL and subject to a management agreement between the Museum and TfL.

As a wholly owned subsidiary company within the TfL Group, the Museum has access to substantial support and advice from other Group functions in areas such as accounting, taxation, property, marketing, internal audit, information technology, human resources and contracts. The Museum occupies premises which are owned or leased by TfL Group companies and is given access to TfL assets such as disused stations and the Underground network for heritage rail operations. Varying financial arrangements apply to the various Group services, many of which are supplied at no cost to the Museum.

LTM is governed by a Board of up to thirteen Trustees, all of whom are non-executive with the exception of the Managing Director (usually described as the Director and CEO) who is an ex officio Trustee and accountable to the Board of Trustees.

LTM has a wholly owned subsidiary, London Transport Museum (Trading) Limited (LTM(T)L) which operates retail, corporate hire and other non-charitable activities to generate funds to further the Museum's objects. Under a Deed of Covenant, all the profits of LTM(T)L are distributed to LTM.

LTM(T)L is governed by a Board of Directors drawn from the Museum's Trustees and staff, along with a majority of independent non-executive directors. Further information about LTM(T)L can be found in the Notes to the Financial Statements.

A copy of this document can be obtained from <https://www.ltmuseum.co.uk/about-us/governance>

Organisation

LTM is governed by a Board of Trustees. Day-to-day management of the Museum is delegated to the Managing Director (CEO), Sam Mullins OBE, and through him to the Chief Operating Officer (COO), Elizabeth McKay, and Senior Leadership Team (SLT), employees and volunteers. The SLT is made up of the Chief Financial Officer (CFO) and four Assistant Director (AD) posts, each with distinct functional responsibilities.

The Managing Director (CEO) and Chief Operating Officer (COO) are considered to represent the 'key management personnel' of the charity, those persons having authority and responsibility for planning, directing and controlling the day-to-day activities of the charity.

Trustees

There are up to thirteen Trustees of LTM at any time, up to three of whom are nominated by TfL and may be members, officers or employees of TfL or the Greater London Assembly. The Board is chaired by Keith Ludeman. The Managing Director of LTM is automatically a Trustee by virtue of his office, and there are up to nine independent Trustees unconnected with TfL.

The Board meets at least four times a year for formal business and once a year for a day of strategic review. Trustees also serve on various Board committees (see below) which meet regularly throughout the year. In addition, Trustees attend Museum events and activities, meet informally, and visit other museums and heritage organisations to widen their knowledge and experience of the cultural sector.

The Board has a Nominations Committee to offer advice and make recommendations regarding the appointment of independent Trustees. We use public advertisement, personal recommendation and external search to recruit Trustees with expertise and experience that will support the strategy and operation of the Museum in areas such as community outreach, education, museum practice, commercial transportation, finance and governance, retail operations and public relations.

Trustees serve a three-year term following which they may be elected for another three years. The Articles of Association make allowance for a second extension of up to three more years in exceptional circumstances. Other than the Managing Director, who is an employee of LTM, the Trustees receive no remuneration, but TfL offers Trustees (and non-executive Directors of LTM(T)L) certain travel concessions. If these are not sufficient, Trustees may claim travel expenses for attending meetings.

The LTM Board is clear about the charity's aims and ensures that these are being delivered effectively and sustainably. The Trustees adopted the revised Charity Code of Governance for Larger Charities in January 2019.

The Directors of the charitable company are its Trustees for the purpose of charity law and throughout this report are collectively referred to as the Trustees.

Four Trustee meetings were scheduled during 2022/23 and attendance was 80 per cent.

Trustee	May 2022	July 2022	October 2022	February 2023	Total
M Arthur	0	1	1	1	3
B Ferris	1	1	1	1	4
C Major	0	1	0	1	2
L Williams	1	0	1	1	3
S Mullins	1	1	1	1	4
M Creagh	N/A	1	1	1	3
K Ludeman	1	1	1	1	4
A Smith	1	1	1	1	4
P Hendy	0	0	1	0	1
O Nwofor*	1	1	1	1	4

G Powell*	1	0	N/A	N/A	1
W Hull*	1	1	1	1	4
P Rosser	0	1	1	1	3
Lilli Matson*	N/A	N/A	N/A	0	0
Total	8	10	11	11	40

* nominated by TfL

There have been some changes to the Trustees in 2022/23.

We welcomed Mary Creagh and Lilli Matson to the Board in July 2022 and November 2022 respectively.

Mary is an Independent Trustee and chairs Lexington Responsible Business Practice. Lilli is Chief Safety Health and Environment Officer at TfL as such is one of the TfL nominated Trustees.

Gareth Powell retired from the Board during the year.

At 31 March 2023, there were 13 Trustees. More information and short biographies of the Trustees can be found on the Museum website: <https://www.ltmuseum.co.uk/about-us/governance>

Trustee induction and training

New Trustees undergo an orientation programme to brief them on their obligations under charity and company law, the content of the Memorandum and Articles of Association, the committee and decision-making processes, the business plan and recent performance of the Museum. During their induction they are invited to spend time with the LTM Managing Director and meet senior staff and are provided with relevant reference material.

Committees

The Board of Trustees has four committees:

- The Audit and Risk Committee assists and advises the Board of Trustees of LTM and the Directors of LTM(T)L on audit matters, oversees the relationship with TfL Internal Audit and external auditors, and oversees the Museum's risk management process. The committee's activities include detailed review of the Annual Accounts and consideration of Internal Audit Reports. From April 2023 the Audit and Risk Committee will be combined with the Finance Committee to form the Finance, Risk and Audit Committee.
- The Finance Committee assists and advises the Trustees on issues relating to financial matters including financial objectives, financial strategy, budgeting and reporting. The committee reviews budgets and plans and scrutinises performance information including management accounts.
- The Nominations Committee advises the Board on issues relating to the mix of skills, background and knowledge represented by the Board, succession planning

for Trustees, and Trustee recruitment. In particular, the Committee makes recommendations to the Board regarding the appointment of independent Trustees.

- The Remuneration Committee reviews the level and structure of remuneration for the Chief Executive and other members of LTM's Senior Leadership Team on behalf of the Board. The committee also oversees matters related to the setting of the Museum's pay ranges, the gender pay gap and the annual pay review for all staff.

Three sub-committees also operate:

- The Investment and Planning Sub-Committee provides advice and support on the development of the Museum's five-year strategy, capital plans and engagement with Arts Council England's 'Let's Create' Strategy.
- The Green Journey Steering Committee reviews the Museum's progress against its sustainability commitments including its goal to be carbon neutral by 2030.
- The Compliance and Assurance Committee advises on all matters of compliance both statutory and non-statutory.

Relationship with TfL

When London Transport Museum Limited was established in 2008, a series of written agreements was put in place between TfL and LTM. These set out an umbrella agreement for the continued provision and maintenance of the Museum, covering many aspects of the operation and funding of LTM, and the long-term relationship between the parties. Beneath this there is a funding agreement and an Intellectual Property agreement, while Items in the Museum collection owned by TfL are subject to a management loan agreement between the Museum and the parent company.

As a wholly owned subsidiary company within the TfL Group, the Museum has access to support and advice from other Group functions in areas such as accounting, taxation, property, marketing and contracts. The Museum receives substantial support from parts of the TfL Group such as Finance, Human Resources (HR), Internal Audit and Payroll. The Museum occupies premises which are owned or leased by TfL Group companies and is given access to TfL assets such as disused stations. Varying financial arrangements apply to the various Group services, many of which are supplied at no cost to the Museum. Further details can be found in the Notes to the Financial Statements.

The Museum generally adopts TfL's HR, Procurement and other policies unless a Museum-specific policy has been agreed by the Board and takes precedence. Examples of Museum policies include safeguarding, reserves, and sponsorship.

Employment policies

At the end of March 2023, the Museum directly employed 132 full-time equivalents, excluding staff employed via agencies.

The Museum is part of the TfL Framework for Consultation and Collective Bargaining. Pay negotiations for the majority of staff are conducted between the TfL Company Council for

Collective Bargaining and the recognised trades unions which are the National Union of Rail, Maritime and Transport Workers (RMT) and the Transport Salaried Staff Association (TSSA). The Museum retains responsibility for the distribution of base pay budgets and the level and distribution of performance awards. As part of TfL's review of its Framework, LTM is seeking to devolve greater responsibility for consultation and collective bargaining to Museum management working with local TU representatives.

Pay and remuneration of the Museum's key management personnel, (including the Managing Director/CEO and COO but excluding the Trustees who are volunteers and receive no remuneration) is subject to the TfL Senior Management Reward Framework which uses base pay to recognise an individual's overall value to the organisation in relation to internal and external job markets, and performance awards to reward individual contribution within the overall context of organisational performance. The framework is underpinned by TfL's Performance Management and Competency frameworks, linking performance and behavioural assessment directly with pay and performance awards. Pay and remuneration of the Museum's key management personnel is overseen by the Remuneration Committee.

As part of the TfL group, Museum staff receive certain staff benefits including free or discounted travel on public transport services operated by TfL. Staff are also entitled to join the TfL Pension scheme.

Charitable objectives and public benefit

When reviewing the Museum's aims, objectives and achievements, and in planning future activities, the Trustees of LTM have had due regard to the public benefit guidance published by the Charity Commission. We believe that LTM upholds the principles of public benefit against the two key aspects established by the Charity Commission:

- 1. Benefit aspect: That the Museum has beneficial purposes and that any detriment or harm that results from those purposes does not outweigh the benefit.**

LTM's purposes as a charity are to advance the heritage of transport in London and to educate the public about the history of transport in London through the provision, operation and maintenance of a transport museum for the public benefit. LTM also seeks to educate the public about the wide role of transport in the life and work of London past, present and future, and to help develop the skills and employability of our beneficiaries, particularly with regard to transport and engineering.

The Museum provides clear and identifiable benefits to the public in three categories of activity: access and museum operations, education and engagement, and heritage and collections.

LTM does no harm or detriment through its charitable activities. The health and safety of staff and visitors are taken very seriously, and the Museum operates safety management systems to reduce and manage risks. We seek to manage our impact on the environment, for example, we use photovoltaic solar panels on the Museum roof.

2. Public aspect: That the Museum delivers benefits to the public in general, and that these benefits are not unduly restricted and do not give rise to more than incidental personal benefit.

LTM delivers benefits to visitors onsite, offsite and online: at the Museum in Covent Garden and the Depot in Acton; to school children and audiences across Greater London who take part in our educational, community and engagement activities at the Museum and elsewhere; to users of our website and audiences who engage with our content on social media channels. Our audience development and community outreach work, our skills development work, and our employability programmes including those funded by Arts Council England engage with people who would not normally visit museums and galleries and help inspire the next generation of engineers and transport professionals.

The Museum at Covent Garden is fully accessible, and we welcome visitors on all but three days of the year. We have resumed our 'usual' activity including special early morning events for families with children who have special educational needs, and our schools' programmes throughout term time.

Our visitors come from across London and the world. Our usual practice to take our heritage vehicles out onto the roads and rails, make historic disused stations publicly accessible, visit schools and work with local communities across the Capital has all resumed. We loan objects to other institutions to extend our reach and increase access to our collections. Our comprehensive, free online resources are available 24 hours a day and include access to information about exhibits in our gallery as well as thousands of objects not normally on public display.

Where the Museum delivers private benefits to individuals or companies, these are subject to appropriate commercial arrangements undertaken through a subsidiary company to generate funds for the Museum. No LTM or TfL staff receive private benefit other than in an incidental way and, with the exception of Sam Mullins OBE who receives a salary in respect of his position as the Museum's Managing Director, the Board members receive no payments for their role as Trustees of the Museum.

Safeguarding

London Transport Museum aims to promote opportunities for children and young people to engage with the richness of our collection, enjoy education and employment opportunities through the Museum and our wider transport community, and to participate in the debate about the future of London.

At London Transport Museum, we are committed to excellence in the safeguarding of children, young people and vulnerable adults who engage with all our activities including our collections, programmes, education and employment initiatives. We believe that the welfare of children and vulnerable adults is paramount, and that all children and vulnerable adults, whatever their age, culture, disability, gender, racial origin, religious beliefs or sexual identity have the right to protection.

We will ensure that all concerns and allegations of abuse will be taken seriously and responded to swiftly and appropriately and that our staff, volunteers, associates and Trustees will be trained and know how to respond to concerns raised.

London Transport Museum will promote a positive ethos of collaboration with children and/or vulnerable adults. We will take every reasonable step to ensure that all children and vulnerable adults engaged with our services are safe and protected.

We keep our Safeguarding Policy and procedures under regular review to ensure that we exemplify best practice. We undertake a substantial ongoing programme of training and communication.

Fundraising

London Transport Museum actively pursues funding from the corporate sector, trusts, foundations, statutory and industry funders and from individuals to fund our charitable activity and extend our community and audience reach. We seek to establish relationships with those who have good reason to support the Museum, particularly, those who are willing and able to work collaboratively with the Museum in the long-term. This includes, but is not exclusive to, the transport industry and companies who do business with Transport for London.

Before entering into a partnership or relationship, the Museum will assess any potential harm a partnership could have on London Transport Museum, Transport for London, Museum audiences and stakeholders.

The decision on whether to develop a partnership or relationship will be based on the following criteria:

- **Brand alignment** – is the relationship with a potential sponsor/donor consistent with our organisational values, mission and plan?
- **Reputational risk** – could the sponsor/donor relationship bring either London Transport Museum or TfL into disrepute?
- **Nature and scale of risk** – what are the risks/likelihood of the risks, versus the potential benefits?
- **Funding need** - does the relationship deliver on a real need for the organisation?
- **Voice of the beneficiaries and audiences** – has the Museum considered the voice of our beneficiaries or audiences in the acceptance of a donation or sponsorship?
- **Value of the partnership** – what is the value of the partnership to London Transport Museum compared with the investment the Museum will need to put in to secure and manage it? Will the partnership deliver value to the Museum in the long term?

Financial stability – are we confident that the sponsor/donor will honour the terms of the relationship, contractual and otherwise?

The above assessments are made by Museum staff. We do not employ the services of professional fundraisers or commercial participators.

Other than via admission charges for entry to the Museum, only a relatively small amount of our fundraising activity is aimed at the general public. We do not undertake street collections, telephone campaigns or employ any fundraising techniques that would constitute an unreasonable intrusion on a person's privacy or are unreasonably persistent

or place undue pressure on a person to give money or other property. We maintain a database of subscribers to our email newsletter, and where we collect personal information this is managed in line with current data protection legislation. If an individual has agreed to receive our newsletter, we will send regular updates that will include information about the Museum's work, as well as our events, special offers and fundraising activities. Further information about how LTM uses personal information can be found in our privacy statement: <https://www.ltmuseum.co.uk/privacy>

The Museum has voluntarily subscribed to the scheme for fundraising regulation in England, Wales and Northern Ireland by the Fundraising Regulator. We also pay for membership of the Institute of Fundraising for key members of the Museum's fundraising team.

We have received no complaints regarding our fundraising in 2022/23. The Trustees are content that all donations are in line with the Museum's policies.

Information transparency

Data relating to London Transport Museum, including details of reports, expenditure and Freedom of Information requests can be found by visiting the TfL Transparency pages on the TfL website:

<https://tfl.gov.uk/corporate/transparency>

Reserves policy

The total held in reserves at 31 March 2023 is £28.7m (2022: £27.8m) of which £27.7m (2022: £27.0m) is unrestricted, including £19.3m (2022: £20.1m) which comprises the non-cash Capital fund.

The charity has three types of reserves:

1. General reserves are unrestricted funds which provide working capital and help deal with unplanned and unexpected expenditure or loss of funding.
2. Designated reserves are unrestricted funds set aside by the Trustees for a specific purpose.
3. Restricted reserves are reserves which have been created when donors or funders restrict the use of funds for a particular purpose.

The Museum has no endowment funds.

General reserves

General reserves ('free reserves' or 'general unrestricted funds') are funds not designated or restricted to a particular purpose, nor represented by fixed assets. In assessing the suitability of the adequacy of the level of free reserves, the Trustees have had regard to the Museum's diverse income streams, cashflow requirements, the level of other designated funds, the organisation's operational risks and the importance of TfL funding and support in the context of the Museum as a subsidiary company of TfL. An assessment has been made of the risk associated with each of the Museum's income streams in the short to medium term, considering the certainty of the income, the targets for growth and the likely level of fluctuation that could occur. Expenditure has also been examined to identify the risk of potential increases.

The target range for general reserves is between £1.1m to £2.3m. The year-end level of general reserves is £2.3m (2022: £1.2m). A transfer of £0.4m has been made to the Museum Asset Development Fund to support the Museum's planned investment in capital works as part of its upcoming five-year strategy.

Designated reserves

The Museum holds three designated reserves funds.

1. Museum Asset Development Fund

To contribute towards the cost of asset renewals and other future capital expenditure associated with the Museum's premises, facilities and fixed assets.

The Museum's capital expenditure needs are variable and although external capital grants are usually sought, they can be difficult to secure and are unlikely to meet project costs in full. The level of the Museum Asset Development Fund at year end is £4.7m (2021: £1.1m). A transfer of £3.1m was made from the Museum Strategic Development Fund and a transfer of £0.4m was made from the general fund to the Museum Asset Development Fund to cover the planned investment in capital works over the Museum's five-year strategy from 2023-24.

2. Strategic Development Fund

To enable the Museum to fund important projects such as gallery and exhibition improvement and educational programmes. This enables the Museum to plan ahead for long lead-time exhibitions and educational programmes by providing some level of cover for the costs of such activities as the Museum cannot always wait until it raises all the funds for a project before committing to that project. Although there is no target level for this fund, Trustees have agreed a comprehensive LTM Capital Masterplan which sets out a five-year outline of major projects and costs. The level of the Strategic Development Fund at year end is £1.5m (2022: £3.5m). A transfer of £1.1m was made from the Education Outreach Fund (now closed) to the Museum Strategic Development Fund. A transfer of £3.1m was made from the Museum Strategic Development Fund to the Museum Asset Development Fund.

3. Capital Fund

To represent the net book value of the Museum's tangible and intangible fixed assets.

The majority of these assets were transferred to LTM from TfL on 1 April 2008, and have been subsequently depreciated, added to with capital purchases and reduced by asset disposals. Reserves equivalent to the net balance sheet value of the assets are set aside in a designated fund as they do not represent funds readily available for other purposes. From this, the value of the fund equals the net book value of the tangible fixed assets. The level of the Capital Fund at year end is £19.3m (2022: £20.1m).

Restricted reserves

The largest restricted fund is the Collections Development fund (CDF) which was established in 2012 following the auction of 400 surplus posters. The Museums Accreditation scheme requires that the disposal of any collection object creates an obligation to spend the income in a way which benefits the remaining collection. Accordingly, the Collections Development fund can only be used for acquisitions and conservation. The Museum holds £0.5m in this fund (2022: £0.6m).

The Heritage Lottery Fund, Arts Council England, Friends of London Transport Museum, DCMS/Wolfson and the Luke Rees-Pulley Charitable Trust, amid others, are all important supporters of LTM projects and programmes. Where the restricted funds supplied by these organisations only meet a proportion of project expenditure, transfers are made from unrestricted funds to meet the remaining cost. Further details concerning restricted funds can be found in the notes to the financial statements. The Museum has £1.0m (2022: £0.8m) net reserves in funds subject to restrictions.

Risk management

The Museum continues to categorise risks into Level 1 (strategic) risks and Level 2 (operational, asset, programme, and project) risks. This approach follows the risk categorisation adopted in TfL and is clear and easy to use and well understood by LTM staff and Trustees.

An exercise to identify strategic risks was included in the annual Board awayday in November 2022. This approach ensured that multiple views on risk are solicited,

considered and refined as part of strategic planning. It was agreed that the five by five matrix continues to be an effective reporting tool and is unchanged. Following the workshop, two of the risks had descriptions revised: Safety and Staff. The other risks remained unchanged. The Board approved the new risk map at the February 2023 meeting and it is included in the two-year plan and budget.

The major risks to which the Museum is exposed are regularly reviewed and the Trustees' risk management strategy includes the following actions:

- Periodic risk reviews by the Managing Director and Senior Leadership Team, advised and assisted, where necessary, by specialist TfL personnel;
- An annual review of strategic risk at the Trustee Awayday;
- The review of Level 1 risks by the LTM Audit and Risk Committee at each quarterly meeting and Level 2 risks once a year;
- Consideration of risk by the Trustees at quarterly meetings;
- Maintenance of the Risk Map for Level 1 risks and the Risk Register for Level 1 and Level 2 risks;
- Maintenance of procedures designed to minimise any potential impact on the Museum should those risks materialise;
- Maintenance of systems and procedures to mitigate risks identified in the Risk Map and Risk Register; and
- Regular audits of Museum operations carried out by TfL's Internal Audit department.

The Museum's strategic risks are identified as those with a potential impact that is rated 'High' or 'Very High', and which have a 'High' or 'Very High' likelihood of occurring. Two risks currently fall into the critical category:

- **Staff**
The museum is unable to attract and retain sufficient staff which significantly impacts services. Pressures from workload, fatigue and uncertainty has an impact on health and morale
- **Infrastructure: location and condition**
The age and condition of museum accommodation and infrastructure impacts services. Extreme weather damages buildings and impedes access due to transport links. Long term uncertainty with the future of leases at Covent Garden and the Depot at Acton limit future prospects.

To mitigate these risks, the Trustees and/or Leadership Team have undertaken the following actions:

- Committed to an ambitious People Plan including focus on supporting an improving and inclusive culture. Improving our working spaces and environments and being flexible in respect of working practices for those that can work remotely. We continue to bring more HR recruitment responsibilities into LTM from TfL to simplify and speed up processes.
- Significant work to respond to challenges for retention and recruitment of key staff has been undertaken with TfL HR based on a new cultural sector benchmark report

to review SLT and Heads of Department roles, facilitated by the TfL lifting the pay freeze and restarting performance pay

- Maintained a programme of regularly revised budgets and regular reviews and reforecasts;
- Developed a solid and prudent programme to return to investment in our buildings and infrastructure. This is funded by a combination of external funding and reserves;
- Made a commitment to focus on all sites in our estate, including Hidden London, the offices and the Flower Market to future proof our footprint and buildings and deliver on our Green priority objectives;
- Maintained Finance working group with senior TfL Finance colleagues; and
- Maintained the investment and planning sub-committee with Trustees to ensure early sight and alignment on crucial and essential investment.

Disclosure of information to auditors

The Trustees who held office at the date of approval of this Trustees' Report confirm that, so far as they are each aware, there is no relevant audit information of which the Museum's auditors are unaware; and each Trustee has taken all the steps that they ought to have taken as a Trustee to make themselves aware of any relevant information and to establish that the Museum's auditors are aware of that information.

Trustees' statement

Statement of responsibilities of the Trustees of London Transport Museum Limited in respect of the Trustees' Annual Report and the Financial Statements

The Trustees are responsible for preparing the Strategic Report, the Trustees' Annual Report and the Financial Statements in accordance with applicable law and regulations.

Company law requires the Trustees to prepare financial statements for each financial year. Under that law they are required to prepare the group and parent company financial statements in accordance with UK Accounting Standards and applicable law (UK Generally Accepted Accounting Practice), including FRS 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland.

Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the group and charitable company and of the group's excess of expenditure over income for that period. In preparing each of the group and charitable company financial statements, the Trustees are required to:

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

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that its financial statements comply with the Companies Act 2006. They have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the group and to prevent and detect fraud and other irregularities.

This report was approved by the Board of Trustees on 20 July 2023 and signed on its behalf by:



Keith Ludeman
Chair of Trustees
London Transport Museum Limited

Trustees and advisers

Trustees and Directors

Board of Trustees

Keith Ludeman (Chair)
Sam Mullins OBE (Managing Director)
Marcus Arthur
Lilli Matson* (from 21 November 2022)

Bill Ferris CBE
Peter, Lord Hendy of Richmond Hill
Mary Creagh (from 14 July 2022)

Winsome Hull BEM*
Christine Major
Obi Nwofor*
Gareth Powell* (resigned 15 September 2022)
Pam Rosser
Andrew Smith CVO
Liz Williams MBE

* nominated by TfL

Audit and Risk Committee

Andrew Smith CVO (Chair)
Keith Ludeman
Sam Mullins OBE
Obi Nwofor
Pam Rosser

Finance Committee

Keith Ludeman (Chair)
Marcus Arthur
Bill Ferris
Winsome Hull BEM
Sam Mullins OBE
Andrew Smith CVO

Nominations Committee

Keith Ludeman (Chair)
Lilli Matson (from 21 November 2022)
Sam Mullins OBE
Gareth Powell (resigned 15 September 2022)
Liz Williams MBE

Obi Nwofor (temporary member for meeting on 12 October 2022)

Remuneration Committee

Liz Williams MBE (Chair)
Lilli Matson (from 21 November 2022)
Keith Ludeman
Sam Mullins OBE

Gareth Powell (resigned 15 September 2022)

Obi Nwofor (temporary member for meetings on 12 October 2022 and 25 January 2023)

Directors of London Transport Museum (Trading) Limited

Marcus Arthur (Chair)
Sam Mullins OBE (Managing Director)

Andy McWilliams (resigned 1 November 2022)
Vincent Nolan

Sophie Bancroft

Phil Swallow

Rebecca Crook (resigned 1 November 2022) Pam Rosser

Bill Ferris CBE

Rikesh Shah

Advisers

Auditors

Moore Kingston Smith LLP
6th Floor
9 Appold Street
London EC2A 2AP

Legal advisers

TfL In-House Legal Department
Endeavour Square
London E20 1JN

Bankers

HSBC
2nd Floor
62-76 Park Street
London SE1 9DZ

Company secretary

Howard Carter

Museum Senior Leadership Team

To whom day-to-day management is delegated:

- Sam Mullins – Museum Director
- Elizabeth McKay - Chief Operating Officer
- Molly Jackson - Assistant Director - Commerce
- Chris Nix - Assistant Director - Collections and Engagement
- Geoff Rowe - Assistant Director – Customers and Resourcing (resigned 28 October 2022)
- Claire Williamson - Assistant Director - Marketing & Development
- Ruth Brockbank - Chief Financial Officer (maternity leave to 11 October 2022)
- Kim Lassemillante – Interim Chief Financial Officer (to 31 March 2023)
- Tom Campbell – Director of Visitor Experience and Operations (from 6 March 2023)
- Stephen Dolamore – Interim Assistant Director – Customers and Resourcing (from 24 October 2022 to 24 April 2023)

Independent Auditor's report

To the shareholder of London Transport Museum Limited

Opinion

We have audited the financial statements of London Transport Museum Limited (the 'Parent Charitable Company') and its subsidiaries (the 'Group') for the year ended 31 March 2022 which comprise the Group Statement of Financial Activities, the Group Summary Income and Expenditure Account, the Group and Parent Charitable Company Balance Sheets and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the Group's and the parent charitable company's affairs as at 31 March 2022 and of the Group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and;
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs(UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the audit of the financial statements section of our report. We are independent of the Charitable Company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Group's and Parent Charitable Company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The Trustees are responsible for the other information contained in the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Strategic Report and the Trustees' Annual Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic Report and the Trustees' Annual Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the Group and Parent Charitable Company and their environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the Trustees' Annual Report.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- the Parent Charitable Company has not kept adequate and sufficient accounting records, or returns adequate for our audit have not been received from branches not visited by us; or
- the Parent Charitable Company's financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement set out on page 26, the Trustees (who are also the Directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees

determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the group and parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the group or Parent Charitable Company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the group and Parent Charitable Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Trustees.
- Conclude on the appropriateness of the Trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the group and parent charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group or Parent Charitable Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision

and performance of the group audit. We remain solely responsible for our audit report.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the Charitable Company and considered that the most significant are the Companies Act 2006, the Charities Act 2011, the Charity SORP, and UK financial reporting standards as issued by the Financial Reporting Council.
- We obtained an understanding of how the Charitable Company complies with these requirements by discussions with management and those charged with governance.
- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.
- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.
- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

There are inherent limitations in the audit procedures described above. We are less likely to become aware of instances of non-compliance with laws and regulations that are not closely related to events and transactions reflected in the financial statements. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

Use of our report

This report is made solely to the Charitable Company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the Charitable Company's members those matters which we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to any party other than the charitable company and Charitable Company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Moore Kingston Smith LLP

Date: 14 August 2023

Neil Finlayson
Senior Statutory Auditor
for and on behalf of Moore Kingston
Smith LLP

6th Floor
9 Appold Street
London
EC2A 2AP

Consolidated statement of financial activities for the year ended 31 March 2023

		Unrestricted Funds 2023 £000	Restricted Funds 2023 £000	Total Funds 2023 £000	Unrestricted Funds 2022 £000	Restricted Funds 2022 £000	Total Funds 2022 £000
	Note						
INCOME FROM:							
Donations and legacies							
Core grants		3,360	-	3,360	3,360	-	3,360
Other grants and donations		1,207	660	1,867	2,579	655	3,234
	4	4,567	660	5,227	5,939	655	6,594
Charitable activities							
Education and engagement		1,283	-	1,283	2,204	-	2,204
Access and museum operations		3,811	-	3,811	2,191	-	2,191
Heritage and collections		-	-	-	-	-	-
	5	5,094	-	5,094	4,395	-	4,395
Other trading activities	6	6,754	-	6,754	4,412	-	4,412
Other income		-	-	-	2	-	2
Investments		95	-	95	2	-	2
Total income		16,510	660	17,170	14,750	655	15,405
EXPENDITURE ON:							
Raising funds							
Trading operations	7	4,802	-	4,802	3,751	-	3,751
Other fundraising activities		927	-	927	849	-	849
	8	5,729	-	5,729	4,600	-	4,600
Charitable activities							
Education and engagement		4,085	300	4,385	4,002	292	4,294
Access and museum operations		4,213	36	4,249	3,544	6	3,550
Heritage and collections		1,739	99	1,838	1,889	183	2,072
	8	10,037	435	10,472	9,435	481	9,916
Net loss on disposal of fixed assets		-	-	-	-	-	-
Total expenditure	8	15,766	435	16,201	14,035	481	14,516
Net (expenditure)/income		744	225	969	715	174	889
Transfers between funds	16	-	-	-	154	(154)	-
Net movement of funds in year		744	225	969	869	20	889
Reconciliation of funds							
Total funds brought forward		26,982	772	27,754	26,113	752	26,865
Total funds carried forward	16	27,726	997	28,723	26,982	772	27,754

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

Balance sheets as at 31 March 2023

		Group 2023 £000	Group 2022 £000	Museum 2023 £000	Museum 2022 £000
	Note				
Fixed assets					
Intangible fixed assets	11	475	329	475	329
Tangible fixed assets	12	18,798	19,749	18,798	19,749
Investments		-	-	-	-
		19,273	20,078	19,273	20,078
Current assets					
Stock		792	560	-	-
Debtors	13	1,528	1,612	3,488	1,832
Cash at bank and in hand	14	9,760	8,905	7,926	7,955
		12,080	11,077	11,414	9,787
Current liabilities					
Creditors falling due within one year	15	(2,578)	(3,399)	(1,964)	(2,111)
Net current assets		9,502	7,678	9,450	7,676
Total assets less current liabilities		28,775	27,756	28,723	27,754
Non-current liabilities					
Creditors falling due after one year	15	(52)	(2)	-	-
Net assets		28,723	27,754	28,723	27,754
Funds					
Share capital	19	-	-	-	-
Restricted funds	16	997	772	997	772
Unrestricted funds	16	27,726	26,982	27,726	26,982
Total funds		28,723	27,754	28,723	27,754

The notes on pages 37 to 56 form part of these accounts.

These financial statements were approved by the Trustees on 20 July 2023 and signed on their behalf by:



Keith Ludeman
Chair of Trustees
London Transport Museum Limited

Notes to the financial statements

1. Basis of preparation

a) Statement of compliance

The financial statements have been prepared in accordance with:

- the Companies Act 2006
- the Charities Act 2011
- Accounting and Reporting by Charities: Statement of Recommended Practice (SORP 2019)
- United Kingdom Accounting Standards and generally accepted accounting practice, including Financial Reporting Standard 102 (FRS 102), the Financial Reporting Standard applicable in the United Kingdom and the Republic of Ireland.

London Transport Museum Limited is a 'public benefit entity' under FRS102.

b) Basis of measurement

The accounts are made up to 31 March 2023 and have been prepared under the accruals concept and in accordance with the historical cost accounting convention.

The financial statements have been prepared on a going concern basis which assumes the charitable company will continue in operational existence for a period of at least twelve months from the date of approval of these financial statements. The Trustees continue to review all available information on the Museum's financial position, cash reserves and projections, committed and essential costs, available support packages and the performance of the Museum. The Museum has obtained a commitment from TfL to support the Museum as a going concern. In light of the available liquid and unrestricted reserves, existing income streams, and the support receivable from TfL, the Trustees have continued to adopt the going concern basis in preparing the annual report and accounts. The Trustees consider the Museum to be a going concern at the date of signature for the foreseeable future and to continue to be able to meet its liabilities as they fall due for payment.

The financial statements have been prepared to give a 'true and fair' view and comply with the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and the Republic of Ireland (effective 1 January 2019).

The principal accounting policies adopted in the preparation of the financial statements are set out below.

c) Group financial statements

These financial statements consolidate the results of the Museum charity and its wholly owned subsidiary London Transport Museum (Trading) Limited on a line-by-line basis. Neither a separate statement of financial activities nor an income and expenditure account are presented for the Museum charity itself following the exemptions afforded by section 408 of the Companies Act 2006.

The functional currency of the Museum is the Pound Sterling and amounts in these accounts have been presented as rounded to £'000. Amounts denominated in foreign currencies have been converted to Sterling at rates of exchange ruling on the transaction

dates. Amounts held in foreign currencies as at the balance sheet date have been translated into Sterling at rates of exchange ruling at the balance sheet date.

2. Uses of estimates and judgements

The preparation of Financial Statements in compliance with UK accounting standards requires the use of certain critical accounting estimates. It also requires Trustees and management to exercise judgement in applying the Museum's accounting policies.

Items in the Financial Statements where these judgements and estimates have been made include amounts for goods, facilities and services donated for the Museum's use. Where the benefit is quantifiable, and the goods and services would otherwise have had to be purchased, such items are recognised in the financial statements as both income and expenditure at a reasonable estimate of their value to the charity in the period in which they are donated.

As per SORP 2019 section 1.38, measurement issues, including attributing an economic value to the contribution of general volunteers, prevent the value of services provided by volunteers being incorporated into these financial statements. Further details of the contribution made by volunteers can be found in the body of the Trustees' Annual Report.

The most significant judgment and estimate in the accounts is the value placed on the net assets transferred from TfL under the Transfer Scheme at 1 April 2008 when the charity was formed. These assets were valued at £28.74m, this being the written down value of the assets in the accounts of TfL as at 31 March 2008.

As at 31 March 2023, no estimates or assumptions made are considered to have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

3. Accounting policies

a) Income

Income is included in the Statement of Financial Activities when all the following criteria are met:

- control over the rights or other access to the economic benefit has passed to the Museum ('entitlement')
- it is more likely than not that the economic benefits associated with the transaction or gift will flow to the Museum ('probable')
- the monetary value or amount of the income can be measured reliably, and the costs incurred for the transaction and the costs to complete the transaction can be measured reliably ('measurement')

Income from donations, grants and fundraising includes items that provide core funding or are of a general nature. These are recognised upon receipt. Such income would only be deferred when:

- The donor specifies that the grant or donation must only be used in future accounting periods; or
- The donor has imposed conditions which must be met before the Museum has unconditional entitlement.

Income from corporate supporter memberships, commercial trading, sponsorships and other similar activities where benefits are delivered by the Museum or its subsidiary trading company, is recognised as the related goods and services are provided.

Investment income is recognised on a receivable basis.

It is the current Investment Policy of the Museum to invest surplus funds in short-term cash deposits within the UK.

Income from charitable activities includes income received under contract or where entitlement to grant funding is subject to specific performance conditions which is recognised as the related goods or services are provided.

b) Expenditure

All expenditure (except capital expenditure) is included in the Statement of Financial Activities inclusive of any irrecoverable VAT. Expenditure is recognised when a liability is incurred and is classified under the following principal categories:

- Costs of raising funds includes the costs of commercial trading and the operating costs of the fund-raising department.
- Costs of charitable activities include expenditure associated with the operation of the Museum and its educational and public programmes, and the management and development of the Museum's collections and exhibitions.

Where costs relate directly to an activity they have been allocated against that activity. Support costs (including governance costs) that relate to more than one activity have been allocated to activity cost categories on the basis of direct costs in each area of activity (see Note 7).

c) Tangible and intangible fixed assets

Individual fixed assets over £10,000 are capitalised at cost.

Tangible and intangible fixed assets are depreciated or amortised on a straight-line basis over their estimated useful lives as follows:

Plant, software and equipment	3 – 10 years
Buildings and refurbishments	10 – 35 years

Structural improvements to the fabric of the Museum at Covent Garden are depreciated over the remaining life of the lease for the building. Other building work is capitalised if it is considered that future economic benefits in excess of the originally assessed standard of performance will flow as a result of that work.

d) Heritage assets

Heritage assets are those assets of historical, artistic or scientific importance that are held to advance the preservation, conservation and educational objects of the Museum. The Museum collections consist of over 500,000 items which are on loan from TfL. Assets on loan are not capitalised within these financial statements although expenditure relating to their use and maintenance is included in the Statement of Financial Activities.

e) Operating leases

Costs relating to operating leases are charged to the Statement of Financial Activities on a straight-line basis over the life of the lease.

f) Stock

Stock is valued at the lower of cost or net realisable value. Cost includes only the purchase price of the items. Provision is made for obsolete and slow-moving items where appropriate. All stocks relate to the Museum's retail activities.

g) Funds structure

Restricted funds are funds to be used for particular purposes laid down by the donors or which have been raised for a specific purpose.

Unrestricted funds are funds available for use at the discretion of the Trustees in furtherance of the Museum's charitable objectives.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The purposes and uses of the funds held in each of these categories are given in Note 16.

h) Pensions

The Museum participates in a pension scheme operated by TfL providing benefits based on final pensionable pay. The assets of the scheme are held separately from those of the Museum. The charity is unable to identify its share of the underlying assets and liabilities of the scheme on a consistent and reasonable basis and therefore, as permitted by the multi-employer exemption in FRS 17 'Retirement Benefits', it is accounted for as if it were a defined contribution scheme. As a result, the amount charged to the Statement of Financial Activities represents the contributions payable to the scheme in respect of the accounting period. The disclosures required under FRS 102 are given in Note 20.

Except in so far as disclosed in Note 20, the Museum has taken advantage of the exemption set out in section 33 of FRS 102 not to disclose any transactions with other TfL Group undertakings.

j) Taxation

The Museum is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

k) Cash flow

The Museum has taken advantage of the exemption, under FRS 102 paragraph 1.12(b), from preparing a statement of cash flows, on the basis that it is a wholly owned subsidiary undertaking of Transport Trading Limited and its cash flows are included within the consolidated financial statements of that company which are publicly available.

l) Financial instruments

Financial assets held by the Museum are classified as “loans and debtors” within the scope of sections 11 and 12 of FRS 102.

Financial liabilities within the scope of sections 11 and 12 of FRS 102 are classified as financial liabilities measured at amortised cost.

The Museum determines the classification of its financial instruments at initial recognition and re-evaluates this designation at each financial year end. When financial instruments are recognised initially, they are measured at fair value, being the transaction price plus any directly attributable transactional costs. The subsequent measurement of financial instruments depends on their classification as follows:

- **Trade and other debtors**

Trade and other debtors are recognised initially at fair value and subsequently at amortised cost. For trade debtors this is after an allowance for estimated impairment. The allowance is based on objective evidence that the Museum will not be able to recover all amounts due, through a review of all accounts and prior experience of collecting outstanding balances. Changes in the carrying amount of the allowance are recognised in the Statement of Financial Activities.

The fair value of trade and other debtors is estimated as the present value of future cash flows, discounted at the market rate of interest at the reporting date. This fair value is determined for disclosure purposes

- **Cash and cash equivalents**

Cash at bank and in hand comprises cash balances and bank deposits with original maturities of less than or equal to three months.

- **Trade creditors and other payables**

Trade creditors and other payables are recognised initially at fair value and subsequently at amortised cost using the effective interest method.

4. Donations and legacies

	2023 Unrestricted £000	2023 Restricted £000	2023 Total £000	2022 Total £000
Legacies				
Grants from TfL	-	-	-	50
Other grants	3,360	-	3,360	3,360
Cultural Recovery Fund	-	-	-	1,325
Arts Council funding	-	372	372	333
Donated services				
Seconded staff	14	-	14	-
Central services from TfL	317	-	317	300
Other	95	-	95	105
Benefit dinners	555	-	555	489
Other donations	226	288	514	632
Total	4,567	660	5,227	6,594

5. Charitable activities

a) Analysis by source of income

	2023 Unrestricted £000	2023 Restricted £000	2023 Total £000	2021 Total £000
Museum admissions	3,811	-	3,811	2,191
STARS income	1,260	-	1,260	2,154
Other charitable income	23	-	23	50
Total	5,094	-	5,094	4,395

b) Analysis by type of charitable activity

	2023 Education and engagement £000	2023 Access and museum operations £000	2023 Heritage and collections £000	2023 Total £000	2022 Total £000
Museum admissions	-	3,811	-	3,811	2,191
STARS income	1,260	-	-	1,260	2,154
Heritage vehicle events and station tours	-	-	-	-	-
Other charitable income	23	-	-	23	50
Total	1,283	3,811	-	5,094	4,395

6. Other trading activities

	2023	2022
	£000	£000
Retail turnover	3,936	2,752
Other turnover		
Venue hire	468	231
Hidden London	1,238	538
Commercial sponsorship	483	395
Corporate membership	608	480
Other revenue	21	16
Total turnover	6,754	4,412

7. Expenditure

a) Direct and apportioned costs

	2023	2023	2023
	Direct	Support	Total
	costs	costs	
	£000	£000	£000
Cost of goods sold	1,631	-	1,631
Other trading subsidiary costs	2,903	268	3,171
Other fundraising activities	408	519	927
Costs of raising funds	4,942	787	5,729
Education and engagement	1,932	2,454	4,386
Access and museum operations	1,873	2,376	4,249
Heritage and collections	810	1,027	1,837
Charitable activities	4,615	5,857	10,472
Total	9,557	6,644	16,201

	2022	2022	2022
	Direct costs	Support	Total
	costs	costs	
	£000	£000	£000
Cost of goods sold	1,182	-	1,182
Other trading subsidiary costs	2,337	232	2,569
Other fundraising activities	352	497	849
Costs of raising funds	3,871	729	4,600
Education and engagement	1,776	2,518	4,294
Access and museum operations	1,469	2,081	3,550
Heritage and collections	857	1,215	2,072
Charitable activities	4,102	5,814	9,916
Total	7,973	6,543	14,516

b) Support costs allocation

	2023	2023	2023	2023	2023
	Education and engagement	Access and museum operations	Heritage and collections	Raising funds	Total
	£000	£000	£000	£000	£000
Premises and facilities	1,581	1,532	662	591	4,366
Finance and management	548	531	230	116	1,425
Marketing	183	177	77	39	476
Systems	73	70	30	15	188
Design and presentation	66	63	27	14	170
Governance	3	3	1	12	19
Total 2023	2,454	2,376	1,027	787	6,644

	2022	2022	2022	2022	2022
	Education and engagement	Access and museum operations	Heritage and collections	Raising funds	Total
	£000	£000	£000	£000	£000
Premises and facilities	1,663	1,374	802	551	4,390
Finance and management	568	469	274	112	1,423
Marketing	147	122	71	29	369
Systems	82	68	40	16	206
Design and presentation	38	31	18	7	94
Governance	20	17	10	14	61
Total 2022	2,518	2,081	1,215	729	6,543

8. Net expenditure

This is stated after charging:

	2023	2022
	£000	£000
Depreciation	1,510	1,515
Amortisation	45	36
Auditor's remuneration		
Audit – Museum	43	32
Audit – Trading company	10	10
Other non-audit services	-	-
Operating lease costs	802	816

9. Trading subsidiary

The Museum has a single subsidiary company, London Transport Museum (Trading) Limited (LTM(T)L), company number 06527755, having an issued share capital of £1, wholly owned by London Transport Museum Limited.

LTM(T)L undertakes retail operations, venue hire, commercial sponsorships, the Museum corporate membership scheme and Hidden London activities.

LTM(T)L profit and loss account for the year ended 31 March 2023

	2023 £000	2022 £000
Turnover	6,754	4,412
Cost of goods sold	(1,601)	(1,182)
Gross profit	5,154	3,230
Operating expenses	(3,210)	(2,569)
Profit from ordinary activities before taxation	1,943	661
Tax on ordinary activities	-	-
Total comprehensive income for the year	1,943	661

LTM(T)L balance sheet as at 31 March 2023

	2023 £000	2022 £000
Current assets		
Stock	792	560
Debtors	237	471
Cash and cash equivalents	1,835	951
Total current assets	2,864	1,982
Creditors falling due within one year	(2,812)	(1,980)
Net current assets	52	2
Total assets less current liabilities		
Creditors falling due after more than one year	(52)	(2)
Net assets	-	-
Capital and reserves		
Profit and loss account	-	-
Share capital	-	-
Equity shareholder's funds	-	-

10. Staff costs and staff numbers

a) Total remuneration

	2023	2022
	£000	£000
Wages and salaries	4,519	4,087
Social security costs	491	434
Pension costs	914	1,054
Total	5,924	5,575

During the year there were no redundancies (2022: nil) and no severance payments (2022: nil).

The number of employees whose employee benefits (excluding employer's pension contributions) amounted to over £60,000 in the year is given below.

	2023	2022
£60,000 - £70,000	-	2
£70,001 - £80,000	3	2
£80,001 - £90,000	1	-
£90,001 - £100,000	1	2

b) Key management personnel

The key management personnel of the Museum comprise the Trustees, Director and CEO, and COO (see Trustees and advisers pages 27 to 29). The total employee benefits including employer's pension and national insurance contributions of the key management personnel were £233,131.55 (2022: £247,359.69).

The Managing Director is the only Director employed by the Museum and received emoluments, including salary, fees, benefits in kind and other emoluments, totalling £110,432 (2022: £112,547). The Museum made nil contributions to the TfL Pension Fund, a defined benefit scheme, on behalf of the Managing Director for the year (2022: nil). The Managing Director did not receive any emoluments in his role as a Trustee (2022: nil).

Other than the Managing Director, no other trustees received employee benefits from the Museum (2022: £246) for participation on an Advisory Board for the Legacies exhibition.

TfL-nominated Trustees are also employees of TfL, a related party.

TfL Trustee and role	Salary (including fees & allowances)	Employer's pension contributions	Benefits in kind	Total excl. Pension contributions
Lilli Matson, Chief Safety, Health and Environment Officer	£200,000	£46,921	£1,740	£201,740
Winsome Hull BEM, Senior Business Strategy Manager	£79,040	£19,235	£784	£79,824
Obi Nwofor, Senior Operating Officer	£93,964	£23,192	£1,740	£95,704
Former employee: Gareth Powell, Chief Customer & Strategy Officer	*£188,074	-	£1,120	£189,194

* salary, fees and allowances include an allowance paid as a result of the individual opting out of part or all of the benefits provided by the TfL Savings for Retirement Plan or TfL Pension Fund.

Reimbursements of £439.41 for two trustees in the year for travel costs to board meetings (2022: nil).

c) The average number of full-time equivalent employees was:

	2023	2022
Education and engagement	24.5	20.3
Access and museum operations	30.8	29.1
Heritage and collections	10.8	10.2
Activities to generate funds	28.9	24.2
Support functions	27.0	24.4
Total	122.0	108.2

11. Intangible fixed assets

	Software £000	Assets under construction £000	Total £000
Group and Museum			
Cost			
At 1 April 2022	291	97	388
Additions	4	187	191
Transfers	80	(80)	-
Disposals	-	-	-
Reclassifications	-	-	-
At 31 March 2023	375	204	579
Amortisation			
At 1 April 2022	(59)	-	(59)
Charge for the year	(45)	-	(45)
Amortisation on disposal	-	-	-
Reclassifications	-	-	-
At 31 March 2023	(104)	-	(104)
Net book value			
At 1 April 2022	232	97	329
At 31 March 2023	271	204	475

12. Tangible fixed assets

	Property and buildings £000	Plant and equipment £000	Assets under construction £000	Total £000
Group and Museum				
Cost				
At 1 April 2022	36,886	2,209	340	39,435
Additions	330	-	215	545
Transfers	236	7	(243)	-
Disposals	-	-	-	-
Reclassifications	-	-	-	-
At 31 March 2023	37,452	2,216	312	39,980
Depreciation				
At 1 April 2022	(17,962)	(1,724)	-	(19,686)
Charge for the year	(1,320)	(176)	-	(1,496)
Depreciation on disposal	-	-	-	-
Reclassifications	-	-	-	-
At 31 March 2023	(19,282)	(1,900)	-	(21,182)
Net book value				
At 1 April 2022	18,924	485	340	19,749
At 31 March 2023	18,170	316	312	18,798

13. Debtors

	Group 2023 £000	Group 2022 £000	Museum 2023 £000	Museum 2022 £000
Trade debtors	225	463	64	75
Amounts due from TfL group	207	449	2,485	835
Other debtors	101	53	19	53
Prepayments and accrued income	995	647	920	869
	1,528	1,612	3,488	1,832

14. Cash at bank and in hand

	Group 2023 £000	Group 2022 £000	Museum 2023 £000	Museum 2022 £000
Current accounts and in hand	4,740	3,865	2,926	2,955
Short-term deposit accounts	5,020	5,040	5,000	5,000
	9,760	8,905	7,926	7,955

15. Creditors

a) Amounts falling due within one year

	Group	Group	Museum	Museum
	2023	2022	2023	2022
	£000	£000	£000	£000
Trade creditors	344	524	283	401
Amounts due to TfL group	-	-	21	55
Taxation and social security	59	64	59	-
Other creditors and accruals	1,729	1,831	1,601	1,643
Deferred income	446	980	-	12
	2,578	3,399	1,964	2,111

b) Amounts falling due after one year

	Group	Group	Museum	Museum
	2023	2022	2023	2022
	£000	£000	£000	£000
Deferred income	52	2	-	-
	52	2	-	-

c) Deferred income

	Group	Group	Museum	Museum
	2023	2022	2023	2022
	£000	£000	£000	£000
Brought forward	982	1,757	12	1,294
Utilised in year	(980)	(1,749)	(12)	(1,294)
Deferred in year	496	974	-	12
Carried forward	498	982	-	12
Amounts falling due within one year	446	980	-	12
Amounts falling due after one year	52	2	-	-

16. Statement of group funds

a) Total funds

	1 April 2022 £000	Income £000	Expenditure £000	Transfers £000	31 March 2023 £000
Restricted					
ACE- Making a Poster	19	(19)	-	-	-
ACE MEND	-	137	-	-	137
ACE NPO	-	254	(254)	-	-
Collections Development fund	557	-	(17)	-	540
LTM Friends	17	44	(51)	-	10
Luke Rees-Pulley Charitable Trust	94	65	(59)	-	100
Elizabeth Line Legacy	-	95	(10)	-	85
Q Stock	24	2	-	-	26
DCMS/Wolfson	-	72	-	-	72
Kusuma Trust	31	-	(26)	-	5
Art Fund	30	-	(18)	-	12
Poster Gallery	-	10	-	-	10
	772	660	(435)	-	997
Unrestricted funds					
Designated funds					
Capital fund	20,078	-	-	(805)	19,273
Museum strategic development fund	3,485	-	-	(1,985)	1,500
Future exhibitions and education fund	-	-	-	-	-
Museum asset development fund	1,120	-	-	3,533	4,653
Education outreach fund	1,106	-	-	(1,106)	-
General funds	1,193	16,510	(15,766)	363	2,300
	26,982	16,510	(15,766)	-	27,726
Total funds	27,754	17,170	(16,201)	-	28,723

Restricted funds

Arts Council England support is comprised of the National Portfolio Organisations (NPO) grant and funding via the Museum Estate and Development Fund (MEND) grant programme. NPO funding provides support for a diverse range of Museum programmes and activities. MEND funding is for essential work to lifts and chillers at the Covent Garden site.

The Collections Development fund (CDF) was established in 2012/13 following the auction of 400 surplus posters. This fund can only be used for collections acquisitions and conservation.

LTM Friends supports a range of Museum programmes and activities including vehicle restoration and Acton community projects.

The Luke Rees-Pulley Charitable Trust (LRPCT) funds the Impact and Evaluation Manager role and a Learning Officer role.

The Q stock fund will be used for future conservation work on this heritage asset.

Kusuma Trust UK supports the pilot Inspire Engineering Careers project.

The Art Fund Reimagine grant supports the Progressing Participatory Practice programme.

The Elizabeth Line legacy funding supports the capture of oral history relating to the project. The DCMS/Wolfson grant supports the forthcoming Photography Gallery at Covent Garden.

£10k towards the Poster Gallery has been received from The Finnis Scott Foundation.

Designated funds

The Capital fund represents the net book value of the Museum's tangible fixed assets. It is written down by the value of depreciation and increased by any additions to the Museum's fixed assets.

Other designated funds carried forward totalled £25.4m (2022: £25.8m).

b) Analysis of group net assets between funds

	Unrestricted funds £000	Restricted funds £000	Total funds £000
Fund balances at 31 March 2023:			
Fixed assets	19,273	-	19,273
Current assets	11,083	997	12,080
Current liabilities	(2,578)	-	(2,578)
Long term liabilities	(52)	-	(52)
Total net assets at 31 March 2023	27,726	997	28,723
Total net assets at 31 March 2022	26,982	772	27,754

17. Operating leases

	2023 £000	2022 £000
Within one year	802	802
Between two and five years	3,204	3,208
Over five years	11,849	12,651
Total	15,855	16,661

On 17 September 2018 the London Transport Museum entered into a new building contract at Albany House. The new contract is a licence fee arrangement, between TfL and London Transport Museum, which expires on 18 December 2024.

While the Albany House licence fee is in substance an operating lease, as the terms are cancellable, there is no requirement to disclose this as an operating lease. Under this contract there is a rent-free period of 15 months and this is accounted for on a straight-line basis, over the term of the licence. The annual rental is £316k.

18. Capital commitments

Capital commitments at the end of the year not otherwise included in the accounts are as follows:

	2023 £000	2022 £000
Cubic foyer	-	32
Cycle hire vehicle interpretation point	-	9
Online library	-	7
Elizabeth Line display	-	6
Ticketing System	26	-
Total capital commitments	26	54

19. Share capital

	2023 £	2022 £
Authorised		
1 ordinary share of £1	1	1
Allotted, issued and fully paid up		
1 ordinary share of £1	1	1

As permitted by FRS 102 and SORP 2019, because no new equity shares have been issued, the Museum has not produced a separate statement of changes in equity for the reporting period.

20. Pensions

Background

The Museum offers retirement plans to its employees. The majority of the Museum's staff are members of the Public Sector Section of the TfL Pension Fund, which is a final salary scheme established under trust. Benefits are based on an employee's length of service and final pensionable pay. The Fund's Trustee is the TfL Trustee Company Limited, a wholly owned subsidiary of TfL. Under the rules of the Fund, its 18 Trustee Directors are nominated in equal numbers by TfL and on behalf of the Fund's membership.

Every three years, the TfL Pension Fund actuary makes valuations and recommends the level of contributions to be made by the participating employers to ensure the long-term solvency of the Fund. The latest available valuation of the Fund was carried out as at 31 March 2021 by the Actuary, a partner of consulting actuaries Willis Towers Watson, using the projected unit method. A revised Schedule of Contributions was agreed between the Trustee and the employers following the formal funding valuation of the Public Sector Section.

Under the valuation report, the Fund held a surplus of £179m as at 31 March 2021. Assets totalled £13,085m and the defined benefit obligation totalled £12,906m. A revised Schedule of Contributions was agreed between the Trustee and the employers following the formal funding valuation. This set out a future service contribution rate of 27.3 per cent for the employers and five per cent for members.

The underlying assets and defined benefit obligation of the TfL Pension Fund cover a number of Group entities and cannot be readily split between each undertaking. No contractual agreement is in place to allocate the total net surplus between the member entities. Thus, in accordance with IAS 19, the TfL Corporation, as the Scheme sponsor, has recognised the total net defined benefit surplus in its own accounts.

As at the Balance Sheet date, no allocation of the surplus of the Fund has been made between the various TfL Group companies, including London Transport Museum. Should this position change in future, an

allocation may be made, and the Museum may, at that point, become liable for its share of the deficit or surplus. There are no present plans for such an allocation to be made.

Further information regarding the TfL Pension Fund can be found in the TfL Annual Report and Statement of Accounts.

Accounting

The Museum's ultimate parent, Transport for London, and the Museum's fellow subsidiaries participate in the Public Sector Section of the TfL Pension Fund. Because the Museum is unable to identify its share of the underlying assets and liabilities on a consistent and reasonable basis, as permitted by FRS 102, the Museum treats contributions to the Public Sector Section as if they were contributions to a defined contribution plan. The Museum's contributions to the Fund of £1,016,325 (2021: £981,987) have been charged to the Consolidated Statement of Financial Activities.

Other pension schemes

Pension contributions of £7,236 (2022: £19,262) have been made to the London Pension Fund Authority Pension Fund, a funded multi-employer defined benefit scheme, administered by the London Pension Fund Authority. The underlying assets and defined benefit obligation of the London Pension Fund Authority Pension Fund cover a number of TfL Group entities and cannot be readily split between each undertaking. The TfL Corporation has recognised the TfL Group's share of the net defined benefit obligation in its own accounts.

LTM also made employer contributions to two defined contribution schemes totalling £6,212 (2022: £18,854).

21. Related party transactions

London Transport Museum Limited is a wholly owned charitable subsidiary company of Transport Trading Limited (TTL), which in turn is a wholly owned subsidiary company of Transport for London (TfL). TfL provides financial assistance to the Museum in the form of grants for Museum operations and, in addition, certain divisions of TfL provide financial support to the Safety and Citizenship (STARS) Programme and other Museum activities as agreed on a project-by-project basis.

In line with paragraph 33.1A of FRS 102, the Museum, as a wholly owned subsidiary of TTL, is not required to disclose transactions with other wholly owned members of the group headed by TfL.

Museum staff are provided with passes that allow free or discounted travel on TfL services for themselves and a nominee. TfL also offers Museum Trustees and non-executive Directors of London Transport Museum (Trading) Limited (LTM(T)L) restricted travel privileges.

TfL Group companies receive discounts on the hire of Museum facilities, and all TfL staff receive free entry to the Museum and discounts in the Museum shop.

The Museum also entered into transactions with other related parties during the year as set out below.

Party	Nature of relationship	Transaction	2023 Income £000	2023 Expenditure £000	2023 Debtor £000	2023 Creditor £000
LTM Friends	Sam Mullins is a Trustee of LTM Friends	Grant awarded during the year and reimbursement of volunteer expenses	105	6	105	6

During 2021/22 the Museum entered into transactions with other related parties as set out below.

Party	Nature of relationship	Transaction	2022 Income £000	2022 Expenditure £000	2022 Debtor £000	2022 Creditor £000
LTM Friends	Sam Mullins is a Trustee of LTM Friends	Grant awarded during the year and reimbursement of volunteer expenses	105	6	105	6
International Association of Transport and Communications Museums (IATM)	Sam Mullins is the President of the IATM	IATM contribution towards communications, webinar and office support from LTM	2	-	2	-
SS Great Britain Trust	Sam Mullins is Vice Chair of SS Great Britain	Payment of expenses for attendance at annual board awayday	-	1	-	-
UKTV Media Limited	Marcus Arthur is Chief Executive Officer of UKTV	Income for additional venue hire event costs	3	-	-	-

In addition to the financial transactions summarised above, the Museum also provides London Transport Museum Friends with office and IT facilities, and support for marketing and other activities.

Sir Peter Hendy and Phil Swallow are also Patrons of the Museum.

A number of Museum Trustees, Directors of LTM(T)L and key management personnel of TfL, also received leaving and thank you gifts of LTM(T)L retail merchandise during the year.

Andy McWilliams and Rebecca Crook, Enterprise board members received a Moquette Cube each (retail price -£200) as a leaving gift. Sadiq Khan, Mayor of London received a Christmas jumper (retail price- £38).

A number of key management personnel of TfL which is a related entity also received gifts. Andy Byford, Commissioner, Andy Lord Chief Operating Officer and Mark Wild all received an Elizabeth line T-shirt (retail price-£30). Andy Lord also received a Christmas jumper (retail price- £38).

Our supporters

Corporate members

Leader

Abellio*
ABM*
Alexander Dennis*
Arriva London*
Arup
Balfour Beatty*
Capita*
CDER Group (JBW Group)
CGI
Clear Channel*
ComfortDelGro*
Cubic Transportation Systems*
EPC*
GB Railfreight*
Jacobs
Marston Holdings*
Motorola Solutions*
MTR Elizabeth Line
Palantir
QBE*
Siemens
Sopra Steria*
Stadler Rail*
Stagecoach*
Telent Technology Services*
Thales UK*
Worldline
Zenobe

Driver

Computacenter
Go-Ahead Group*
Keolis UK*
Mastercard*
Mott MacDonald*
Uber boats by Thames Clipper
Wabtec

Member

2CV*
Addleshaw Goddard
BAI Communications*
BDB Pitmans*
BYD
CPCS Transcom (formerly First Class Partnerships)*
ESP Utilise Group
Flowbird

Gowling WLG*
Morgan Sindall Infrastructure*
RATPDev*
Sacker & Partners*
Scheidt & Bachmann
Trapeze Group*
Trueform
Yunex Traffic
Virgin Media 02

* denotes three-year membership

Supporters and sponsors

Major supporters

Transport for London
Arts Council England
The National Lottery Heritage Fund
The Wolfson Foundation
DCMS/Wolfson Museums and Galleries Improvement Fund
London Transport Museum Friends
Luke Rees-Pulley Charitable Trust

Museum supporters

Global - Global Gallery
Cubic Transportation Systems - Cubic Theatre and Foyer
Siemens Mobility - Inspire Engineering

Interchange thought leadership

Gowling WLG
Thales Ground Transportation Systems

Content partners

Mott MacDonald – Decarbonising Transport

Climate Crossroads

ABM
Cubic Transportation Systems
Mott MacDonald
Mastercard
Sopra Steria

Enjoyment to Employment

Siemens Mobility
ABM
Mastercard
Telent Technology Services
Thales Ground Transportation Systems
Transport for London

Education supporters

Kusuma Trust

Luke Rees-Pulley Charitable Trust
Royal Commission for the Exhibition of 1851

Heritage and interpretation supporters

Art Fund
Department for Levelling Up, Housing and Communities – Windrush Day Grant
The Finnis Scott Foundation
London Transport Museum Friends

Future Engineers supporters and content partners

Alstom
DCMS/Wolfson Museums and Galleries Improvement Fund
Luke Rees-Pulley Charitable Trust
Cubic Transportation Systems
Jacobs
Mastercard
Microsoft

Patrons

Mark Allatt
Ian Arthurton
Sir David Bell
David Brown
Mike Brown MVO FRICS FCILT
Paul Butler
Roger Cooke
Leon Daniels OBE
Anna Delvecchio
Steve Edge
Martin Elms
Jane Fogg
Phil Fortey
Garcia J Hanson
Graham Hayden
Peter, Lord Hendy of Richmond Hill
Bill Hiron
Adrian Hollands
David Humphrey
Tony Hocking
Ken and Daphne Lousvet
Rupert Lyons
John Marshall
Richard Meads MBE
Peter and Susan Oakden
Ian Ross
Paul Ross
Paul Sainthouse
John A. Self OBE
Mike and Pat Sutcliffe
Phil and Caroline Swallow
Tony Vroon
Richard West
Nicholas Woolf OBE and Fiona Woolf DBE
Mark Yexley

We also have a number of Patrons who wish to remain anonymous.

LONDON TRANSPORT MUSEUM LIMITED

England & Wales - Charity number 1123122

Accounts

London Transport Museum Limited

Annual report and financial statements 2021/2022

Registered Office
5 Endeavour Square
London E20 1JN

Registered in England and Wales
Company number: 06495761
Charity number: 1123122

Contents

Strategic Report	3
Message from the Trustees	3
Our purpose and principles	4
Strategic framework	4
Achievements and performance	6
Context of the coronavirus uncertainty	6
Key successes and learnings from 2021/22	7
Future plans	9
Financial review	10
Trustees' Report	11
Structure, governance and management	11
Reserves policy	16
Disclosure of information to auditors	19
Trustees' statement	20
Trustees and advisers	21
Independent Auditor's report	23
Consolidated statement of financial activities for the year ended 31 March 2022	27
Balance sheets as at 31 March 2022	28
Notes to the financial statements	29
Our supporters	46

Strategic Report

Message from the Trustees

Following the previous year when the pandemic struck and we were closed 125 days, 2021/22 has been a year of strong recovery. The Museum has been open without interruption since 17 May 2021 and with our staff base protected by support from the Culture Recovery Fund (CRF) and Transport for London (TfL), we have been able to bring all activity back to life. While a return to the levels of business last seen in the successful year of 2019/20 has not yet been possible, our recovery has been generally well ahead of expectation in several key areas – admissions, corporate membership, retail - and indeed ahead of the pack in terms of London museums. This was recognised in March 2022 when London Transport Museum (LTM) won the London Visitor Attraction of the Year award.

Although it is much easier to close down operations than to restart them, we emerged in May 2021 with key developments in place. From enhanced digital delivery across all programmes, new and authentic web content, upgraded museum galleries, our people and culture protected, through to a renewed sense of purpose. Despite restrictions on museum capacity and the Omicron variant cramping our Christmas business, admissions numbers reached 222,800 (tracking at 66 per cent of the equivalent days in 2019/20) while our retail and online shop returned to modest profitability. In-person Hidden London tours resumed, and YouTube Hidden London Hangouts reached new levels of views, while venue hire activity bounced back sharply. Our corporate membership not only saw 100 per cent retention, an achievement in itself, but 10 new members were recruited within the year. The STARS team transferred schools delivery to digital delivery and back again to a hybrid mix. Our Interchange thought leadership programme was delivered successfully online and did much to influence the retention of members.

The tenacity and commitment of the Museum's staff group has been applied with energy and agility to the recovery, learning lessons about hybrid programmes, the power of experiences and reaping the benefits of a strong position with domestic audiences in the staycation market of 2021. The support of the CRF and TfL, the collaborative, open and honest leadership of the executive team and the ready support of the Trustee group have powered business recovery and provided a platform for rebuilding.

So, it is hugely gratifying to be able to report that we ultimately end the year with a surplus of £889k as well as a clutch of industry awards, including the London Visitor Attraction of the Year. Overall income increased to £15.4m (2021: £11.7m) with the resumption of Museum activities. We owe a massive debt of gratitude to Arts Council England, the Department for Culture Media and Sport, HM Treasury, Transport for London, LTM Friends, members, donors, volunteers and followers for standing by us. By doing so, our remarkable group of people have been given the opportunity to recover across our portfolio of activities and lay the groundwork for a sustainable future.

Keith Ludeman, Chair and Sam Mullins OBE, Director and CEO

Our purpose and principles

Our purpose

Igniting curiosity to shape the future.

Our work is guided by four principles:

- **For everyone**
Everyone feels the Museum, collections and experiences are for them.
- **Entrepreneurial and playful**
Everything we do is creative, dynamic and resourceful.
- **Relevant and authentic**
We are a window on the past, present and future of how transport keeps London working and growing.
- **Dedicated and personal**
We go the extra mile to deliver.

Strategic framework

Our strategic aims

We have four strategic aims to face the challenges of the future. In setting London Transport Museum's aims and planning our activities, the Trustees have carefully considered the Charity Commission's guidance on public benefit.

Content – being the world's leading museum of urban transport

We conserve and enhance our world class collection, making it accessible for exhibitions, education, and events. We are a window on the past, present and future of transport in London. The idea of 'content' for us includes our collection and the need to hand it on in great shape to future generations.

LTM believes that our stories, collection and experiences can help everyone to understand more of the world they live in. We think about 'content' as all forms of communication on all platforms. We aim to reach ever wider audiences in London, the UK and the world.

Experiences – create experiences that delight and inspire

Our aim is to stimulate creativity from an early age and inspire the next generation to realise their potential. We have exciting learning and public programming that delivers engaging initiatives on and offsite and, increasingly, on our digital platforms. We are committed to provoking debate and imagination about transport in the future of London.

People make their own meanings and we support this by helping our visitors, audiences and customers make connections through unique experiences. In the overall experience, from planning a visit to the memories they take away, our aim is to delight and inspire people. Delighting our customers is also essential to our future financial prosperity; we depend on this income stream for a significant portion of our revenue.

People – nurture a culture that's united behind our purpose

We develop the individual skills of our people, sharpen the capability of our organisation and build a workplace that promotes employees' creativity. We strive to partner and collaborate with like-minded and forward-looking organisations. We are investing significantly in LTM's technological capability to expand our reach further in the future.

One of our principles is that everyone feels the Museum, collections and experiences are for them. Our priority is to broaden our reach, build awareness, support and influence for LTM as widely as possible in all

our communications and public-facing activities. We aim to increase the diversity of our staff, visitors and our volunteers to support this aim.

We are committed to creating a culture that supports our purpose and encourages behaviour that is inclusive, collaborative, courageous and active. We continue to give attention to increasing the ethnic diversity of our workforce and to create an inclusive culture where everyone is treated fairly and equally. Our intent is for a culture where everyone can realise their potential. We are also committed to addressing poor performance where found and to improving leadership capability.

We have continued to invest time and energy this year embedding the strategic framework to guide all that we do and believe it has given added structure and support during this year of recovery. It supported our strategic priorities for recovery.

We consider Reach, Quality, Impact and Value-for-Money for all our activities and regularly report progress of the top performance indicators to the Board within our LTM Dashboard.

Money – generate the funds that make a difference

We aim to grow revenue in creative new ways and increase our financial headroom, year on year. We operate a successful business-like charity.

Financial sustainability for LTM requires reserves to fund capital investment, and this depends on the success of key income streams to fund our purpose. Our main income streams are from visitors, fundraising and our Enterprise businesses including retail, venue hire, corporate membership, commercial sponsorship, catering and Hidden London. During 2021/22 we continued to receive significant emergency funding from the Government via the Culture Recovery Fund.

To achieve financial sustainability, it is essential that we charge admission fees to visitors to Covent Garden, the Museum Depot at Acton and for participation in our offsite experiences such as Hidden London and Heritage excursions. These are reviewed annually and benchmarked to ensure they remain affordable to Londoners and all visitors. After three years of no increase, admissions were increased with effect from 4 April 2022.

Although the Museum charges admission fees, various measures are taken to ensure that charges are not a barrier to participation. These include free entry to the Museum for anyone aged 17 or under, for carers accompanying disabled visitors, and reduced admission charges for senior citizens, students and those in receipt of state benefit assistance. We offer a community bursary programme to encourage visits from those living near to the Depot and to the Museum in Covent Garden and have plans to promote this locally. Museum admission tickets are valid for one year to encourage return visits and increase value for money for visitors. Many of the Museum's outreach programmes are free to participants. The TfL-funded STARS programmes engage tens of thousands of pupils each year and are delivered at no cost to the schools taking part. We also provide free content through our website and other media channels for people who do not visit LTM in person.

Achievements and performance

Looking back, we successfully laid the groundwork in 2019/20 with investments in our people, programmes, frameworks and ways of working which helped us to weather the storm of the global crisis over the past 25 months. We continued to shape our own path to recovery throughout 2021/22.

Our achievements this year are all the more significant given the ongoing uncertainty. This year marked the first of a three-year plan to recover, rebuild and reset. We continued with the six key strategic priorities (We're Open, Digital, Young People, Hidden London, Culture, Environmental Responsibility) to fuel recovery.

We have actively worked on creating a more manageable pace, eliminating complexity and simplifying communication. This year we are shortening our report on the past year's achievements to focus on our learnings. The world has changed and so has LTM.

We continue to include many of our Dashboard indicators, which are reported biannually to Trustees. The Dashboard is a selection of the performance indicators considered to give the Executive and Trustees a more rounded insight into LTM's progress. LTM developed a success framework to ensure that all activity considered Reach, Quality, Impact and Value/Income (RQIV). LTM has used the RQIV framework to set targets and monitor performance for projects, teams and individuals and is continuing to develop and integrate the framework into all our work.

This success framework continues to be relevant as we recover the many areas of our complex operations. Relevant measures have been included in the summary.

Context of the coronavirus uncertainty

A successful recovery

The onset of the coronavirus pandemic in March 2020 threatened the very existence of the Museum. With 80 per cent of income from self-generated sources, derived primarily from visitors, tours, retail and corporate support, the lockdown and closure of the Covent Garden Museum, Acton Depot, guided tour programme, STARS outreach to schools and volunteering support led to a £7m loss of income and potential shut down.

This existential threat was headed off by an early guarantee of support from parent company TfL and government financial support in the form of the Coronavirus Job Retention Scheme (CJRS) and Culture Recovery Fund (CRF). This enabled a recovery based on the success of 2019/20, rather than severe retrenchment and a return to the lesser scale of the 1990s Museum.

In 2020/21, the Museum was only open for 125 days and other activities were severely reduced by restrictions imposed during the pandemic, which led to an operating loss, mitigated by emergency support from TfL and central government through the CJRS and CRF via Arts Council England (ACE).

Even though the Museum was only open from 17 May 2021 and activities were severely reduced by coronavirus restrictions, a strong recovery has been made in 2021/22. The significance of £1.3m CRF emergency support should be noted in reaching this result.

LTM achieved a successful recovery during 2021/22 and we expect to start the five-year plan, our 'reset' year from April 2023, with a return to an operating surplus (before depreciation) in 2022/23.

The culture of LTM remains strong and continues to be an organisation where innovation is encouraged, our charitable aims well embedded, and our people pull together to create high quality experiences, content and product for our visitors, audiences and customers.

Financial response

The financial year started with the very welcome news that we had been successful in our application for Cultural Recovery Fund (CRF) Round 2; the Government's fund to support cultural organisations and heritage sites through the coronavirus crisis. Although the Museum remained closed for the first six weeks of this year, CRF support gave us the confidence and capacity to plan a post-pandemic recovery strategy and gradually re-introduce a full programme of activity.

We took a cautious approach to budgeting not knowing how quickly visitor numbers and trading activities would take to recover. We opened the Covent Garden café with reduced trading hours and slowly reintroduced Hidden London in-person tours.

By autumn of 2021 we were successfully welcoming back visitors at 72 per cent of the 2019/20 equivalent days, as well as delivering a surplus across most income generating activities. This strong trading performance was fuelled by the ongoing support of our corporate members and sponsors who remained loyal to the Museum despite the prolonged closure and cessation of in-person events. We were also able to continue with the successful delivery of a wide range of digital programmes such as the STARS educational programme, Hidden London Hangouts, and the Thought Leadership series.

In late 2021 the new Omicron variant temporarily slowed our progress; this was especially noticeable at the Covent Garden shop where the usual six-week runup to Christmas was curtailed by noticeably lower footfall. Fortunately, we were once again successful in our bid to the CRF Round 3 which helped us to navigate what proved to be a temporary setback.

The year was not without its challenges and the impact of a TfL-wide pay and recruitment freeze imposed by central government had a detrimental impact on staff welfare and our ability to recruit and retain. Financial uncertainty was further compounded by TfL's funding position and the reliance on short-term funding agreements from the Department for Transport (DfT). Funding uncertainty also had repercussions for our Capital Programme and the stop/start nature of the work meant that the Museum fell further behind in plant replacements and essential repairs to the fabric of the buildings at three sites: Covent Garden, Acton, and Clapham South.

The agility and tenacity of all our staff across LTM and support of TfL colleagues allowed us to successfully negotiate the pitfalls of the year with a surplus of £889k. We move forward to 2022/23 with a healthy level of reserves to invest in our future and confidence in the resilience of our income generating activities.

We are deeply grateful to Arts Council England (ACE) for continued support through the National Portfolio Funding and Cultural Recovery Fund and to our parent organisation, TfL, for its outstanding moral and financial support throughout the crisis. TfL continued to provide essential services to the Museum without disruption including Finance and Human Resources support as part of core operations despite the challenges it has faced this year and the furlough of a significant proportion of its staff.

Page 10 sets out the financial review of the year's performance.

Key successes and learnings from 2021/22

Whilst the last 25 months overall have been an incredibly challenging time for the Museum, we have learned much which we are carrying forward into the rebuild plans for 2022/23.

The LTM working culture and governance

New appointments to both boards have strengthened the purpose and capacity of our governance group. We will return to regular in-person meetings to develop our contact with board members and involve them earlier in investment decisions, strategy development and major projects through informal groups and committees.

The pandemic and periodic lockdowns have tested our staff culture and internal communications. The weekly LTM Life bulletin is here to stay as both an internal and stakeholder communications medium, enabling us to bring together staff, volunteers, contractors, Friends, Patrons and board members in our well-informed, committed and agile working culture. Investment in a creative and committed staff group culture has also been fostered through collaborative work on equality, diversity and inclusion and is reflected in a positive improvement in key Viewpoint survey scores such as staff engagement, wellbeing, inclusion and, importantly, confidence in a shared vision for the future.

To respect staff wellbeing, we paced carefully the early development of the strategic People Plan. We delivered an interesting (virtual) summer programme in 2021 of optional learning sessions which allowed everyone to explore the issues of diversity, inclusion and equality in their own way. We formed two working groups and sounding boards in the autumn and are now moving at a consistent but considered pace. This has helped us to establish a solid base for further work to deliver the outcomes agreed in the People Plan.

Through closure and constraint, we continued to pilot and test quickly, as with Hidden London Hangouts, Climate Change Takeover Day, a new VR experience, digital delivery to schools and tours and learned that perfection was the enemy of the good.

In developing the Legacies: London Transport's Caribbean Workforce exhibition, a collaborative way of working has significantly developed our participatory practice. Establishing an Advisory Board, partly enabled by relationships built by our Documentary Curator activity, and then working collaboratively with them has been a first. This was essential in enabling LTM to explore a sensitive but key topic with people with lived experience of the subject, and to preclude the Museum imposing an 'expert' narrative. This process is already being followed in the Progressing Participatory Practice and Acton Access projects in 2022/23.

To retain the customer loyalty and support we have garnered during the pandemic, we need better customer data management through a CRM system and a slicker ticketing system. This demands consistent support from TfL Tech & Data for systems integration, video production and to support hybrid working.

Content, programming and digital

The move to digital has accelerated, but real experiences will remain highly valued post-pandemic, so we think in hybrid terms and need to build the capacity for multi-platform delivery. Hybrid programming makes efficient and multiple use of our fresh and authentic content across strands of activity such as in Hidden London, with tours, virtual tours, YouTube Hangouts and web content.

The importance of timely investment and sound project management in a new website and web shop pre-pandemic is now being extended to the ticketing and CRM project. Online bookings have significantly reduced queues in the Covent Garden Piazza while the online booking experience has been improved following negative visitor feedback.

Gallery enhancements have continued with London 2030, the Legacies exhibition, new Vehicle Interpretation Points, digital screens, and a winter wonderland including a working electric sleigh. These have kept the galleries looking fresh.

Audiences and visitors

In May 2021, we reopened and stayed open. The Museum, Shop, Depot and Contact Centre operated daily, in a safe and secure way, ensuring our visitors were comfortable in our environment and had fun. During a year when other visitor attractions closed, vastly reduced their footprint or cut back their hours – London Transport Museum was there seven days a week with open arms. Our integrated approach to online and offline marketing supported a strong return of visitors.

With international travel restrictions still in place, our efforts focused on encouraging domestic visits from London and the rest of the UK. Customer research undertaken between July and Sept 2021 tells us that our work resulted in a 14 per cent increase in visits from inner London supported by tailored sales offers for local residents, and a 14 per cent increase in visits from the rest of the UK when compared with the same period in 2019/20. During the summer months, our programme focused on creating a greener future for London, with interactive activities on offer for children and young people at both the Museum and Depot. This programming supported a 13 per cent increase in visits from families with children aged 5-10 and an overall increase in families visiting of 11 per cent when compared with the same period in 2019/20. Dwell time and value for money scores increased. We prioritised the return of our Early and Evening Explorer events for families with special education needs and disabilities (SEND). Dedicated SEND slots were also introduced into our Depot Open Days too.

In early 2022, the Museum launched its brand-new exhibition, Legacies: London Transport's Caribbean Workforce. This exhibition, created in collaboration with an Advisory Board of people with lived experience of this history, tells the story of the men and women who journeyed from the Caribbean to join London Transport in the 1950s and 60s and how their legacy has shaped the capital as we know it. Targeted communications and marketing efforts aimed to reach people and communities connected to this heritage and those interested finding out more about the people behind London's transport history. A new relationship was established with The Voice, and high-profile broadcast coverage was secured with both BBC London and ITV London. The exhibition has been supported by family programming during February half-term and a new session for primary schools. This has ensured we are engaging our family and schools audience with this important story too. Between July and September, the Museum saw an 8 per cent increase in visitors from a black and minority ethnic background when compared to the full year performance in 2019/20. We

have a number of funding streams supporting the increased participation of London's Caribbean community in connection with the exhibition.

Learning, young people and STARS

Successes from the last year in STARS include the rapid pivot to digital delivery, upskilling our team to use more channels to reach schools, increasing our agility and flexibility, and building relationships with the boroughs. Our learnings are that we need to increase our ability to leverage our data on schools to cross-promote our programmes and to understand how our work intersects with other TfL departments to address disadvantaged or marginalised communities.

The successful relaunch of the schools programme reaching over 7,500 children and adults included an entirely new virtual offer, the overhaul of onsite sessions, the completion of the highly successful Engineering Your Neighbourhood project and significant new activity linked to environmental sustainability.

Enterprise

Stock delays caused by global shipping issues meant some key lines were late to arrive and undoubtedly cost us retail sales. 'Hero' products are hugely important for Christmas sales. This year we are working further ahead on product development and as a result have already identified our key Christmas 2022 products. As part of our own 'green journey' we are also identifying more opportunities to source retail products in the UK and reduce their carbon footprint.

Hidden London has been a fast-developing tours business for four years. The swift move to virtual delivery and the development of the Hangouts on YouTube, followed by the 'Secrets of the London Underground' (SOTLU) TV series, demonstrated the capacity to stretch into content from across London's transport history beneath a popular brand. This approach has informed the second SOTLU series to be broadcast from early May 2022.

Future plans

The strategy for the next two years supports the rebuilding our businesses and focused investment in key strategic priorities - the people, projects, and systems which provide a sound platform to rebuild business lines and reset from 2023 onwards. Activity this year will inform our thinking and planning within the 'new' market conditions post-pandemic and inform a new five-year plan from April 2023.

Following the pandemic, the reshaping of our city centres along greener and more sustainable lines towards zero net carbon by 2030 is an immediate political imperative and a high priority for Londoners, our corporate members and our visitors. LTM has embarked upon its own 'green journey' to reach zero net carbon as an organisation by 2030, aiming for a leadership position within the cultural sector.

The six strategic priorities for 2020/21 to drive our recovery continue to be relevant to rebuilding in the coming year: We're Open, Move to Digital, Young People, Hidden London, Environmental Responsibility, and the working culture to deliver on these priorities. This aligns with the strategic priorities of TfL and ACE.

Key drivers include:

- **Being green**
The shift in focus towards a more sustainable and greener future cuts across all that we do. Last year we created two programmes of work: Green Journey and Climate Crossroads. These two programmes – looking inwards to how we work as an organisation and outwards to the content and programming we share externally – represent a significant shift in our organisational philosophy.
- **Focus on impact**
We have made a renewed commitment to making a discernible impact on people's lives and futures. All programming is aligned to the three key impact areas as outlined in our ambitious Learning vision and strategy, the environment, social mobility and sense of place.
- **Focus on relevance**
We will be championing a new way of working – participatory practice – that will deliver a step change and help LTM become more relevant and inclusive to our audiences. The collaborative

approach to developing the Legacies exhibition has led to a rich and innovative way of working that we will extend to all content and programming in the coming year.

Over the last three years we have put considerable energy into developing the People Plan strategy and programme as a collaborative means to becoming an even more inclusive organisation. This year we will be ramping up our efforts to include our audiences and evolve our approach to commissioning and developing content.

Financial review

In response to the coronavirus emergency the Museum deviated from the original five-year plan and adopted a short-term model focusing on survival for 2020/21 and recovery for 2021/22.

The recovery year proved successfully mainly thanks to exceptional support of £1.3m received from the Arts Council England Cultural Recovery Fund.

The year's result was also favourably affected by a comprehensive review of rent and rates and resolution of historic overcharging, which led to a one-off credit of £359k.

As a result of the above, the Museum ended the year with a net surplus of £889k after adjusting for depreciation.

Reconciliation of operating surplus to SOFA net surplus	Unrestricted £000s	Restricted £000s	Total £000s
Operating surplus	2,265	174	2,439
Depreciation/amortisation	(1,550)	-	(1,550)
Capital income	-	-	-
Net surplus	715	174	889

Overall income increased to £15.4m (2021: £11.7m) as a result of the resumption of Museum activities.

Grants and donations decreased to £6.6m (2021: £7.8m) following the extraordinary events of 2021 where the Museum needed to call up significant emergency funding from the Culture Recovery Fund, the Coronavirus Job Retention Scheme and Transport for London. However, self-generated income increased, with income from charitable activities increasing to £4.4m (2021: £1.2m) as we welcomed back visitors and were able to move towards a full programme of activities. Income from trading activities also saw a strong recovery as retail and Hidden London bounced back from the effects of a prolonged shutdown, with £4.4m of revenue (2021: £2.7m).

Total expenditure increased to £14.5m (2021: £12.7m) as we reopened the Museum and increased output of charitable activities. The cost of fundraising activities decreased to £0.8m (2021: £1.5m) following a change in methodology of allocation of support costs which are now apportioned on a direct cost basis rather than a headcount basis.

For the second year running we significantly reduced and delayed capital investment from our original plans, given the uncertainty faced throughout the year. Capital expenditure totalled just £0.6m (2021: £0.5m) in essential and committed works, causing the capital fund to reduce to £20.1m (2021: £21.0m) as depreciation exceeded investment. The Capital fund forms the majority of the Museum's reserves and represents the net book value of the Museum's fixed assets, rather than liquid funds readily available for use.

Non-capital funds increased to £6.6m (2021: £5.9m), in line with the Museum's revised reserves policy.

Trustees' Report

Structure, governance and management

Legal status and governing documents

London Transport Museum Limited (LTM) is a registered charity incorporated on 6 February 2008 as a company limited by shares; one share is issued and is owned by Transport for London (TfL). It is governed by its Memorandum and Articles of Association. Under the Greater London Assembly (GLA) Act 1999, TfL has the power to provide and maintain a museum of transport artefacts, records and other exhibits. While it is common for charities to incorporate as companies limited by guarantee, the Transport for London (Specified Activities) Order 2000 requires TfL to carry out museum activities through a company limited by shares.

Under section 5.1 of the LTM Memorandum of Association, the property and funds of the Museum must be used only for promoting the objects of the Museum, no dividend may be paid to TfL.

When London Transport Museum Limited was established in 2008, a series of written agreements was put in place between TfL and LTM. These set out an umbrella agreement for the continued provision and maintenance of the Museum, covering many aspects of the operation and funding of LTM, and the long-term relationship between the parties. Beneath this there is a funding agreement and an Intellectual Property agreement, while the Museum collection is owned by TfL and subject to a management agreement between the Museum and TfL.

As a wholly owned subsidiary company within the TfL Group, the Museum has access to substantial support and advice from other Group functions in areas such as accounting, taxation, property, marketing, internal audit, information technology, human resources and contracts. The Museum occupies premises which are owned or leased by TfL Group companies and is given access to TfL assets such as disused stations and the Underground network for heritage rail operations. Varying financial arrangements apply to the various Group services, many of which are supplied at no cost to the Museum.

LTM is governed by a Board of up to thirteen Trustees, all of whom are non-executive with the exception of the Managing Director (usually described as the Director & CEO) who is an ex officio Trustee and accountable to the Board of Trustees.

LTM has a wholly owned subsidiary, London Transport Museum (Trading) Limited (LTM(T)L) which operates retail, corporate hire and other non-charitable activities to generate funds to further the Museum's objects. Under a Deed of Covenant, all the profits of LTM(T)L are distributed to LTM.

LTM(T)L is governed by a Board of Directors drawn from the Museum's Trustees and staff, along with a majority of independent non-executive directors. Further information about LTM(T)L can be found in the Notes to the Financial Statements.

A copy of this document can be obtained from <https://www.ltmuseum.co.uk/about-us/governance>

Organisation

LTM is governed by a Board of Trustees. Day-to-day management of the Museum is delegated to the Managing Director (CEO), Sam Mullins OBE, and through him to the Chief Operating Officer (COO), Elizabeth McKay, and Senior Leadership Team (SLT), employees and volunteers. The SLT is made up of the Chief Financial Officer (CFO) and four Assistant Director (AD) posts, each with distinct functional responsibilities.

The Trustees and SLT as a group are collectively considered to represent the 'key management personnel' of the charity, those persons having authority and responsibility for planning, directing and controlling the day-to-day activities of the charity.

Trustees

There are up to thirteen Trustees of LTM at any time, up to three of whom are nominated by TfL and may be members, officers or employees of TfL or the Greater London Assembly. The Board is chaired by Keith Ludeman. The Managing Director of LTM is automatically a Trustee by virtue of his office, and there are up to nine independent Trustees unconnected with TfL.

The Board meets at least four times a year for formal business and once a year for a day of strategic review. Trustees also serve on various Board committees (see below) which meet regularly throughout the year. In addition, Trustees attend Museum events and activities, meet informally, and visit other museums and heritage organisations to widen their knowledge and experience of the cultural sector.

The Board has a Nominations Committee to offer advice and make recommendations regarding the appointment of independent Trustees. We use public advertisement, personal recommendation and external search to recruit Trustees with expertise and experience that will support the strategy and operation of the Museum in areas such as community outreach, education, museum practice, commercial transportation, finance and governance, retail operations and public relations.

Trustees serve a three-year term following which they may be elected for another three years. The Articles of Association make allowance for a second extension of up to three more years in exceptional circumstances. Other than the Managing Director, who is an employee of LTM, the Trustees receive no remuneration, but TfL offers Trustees (and non-executive Directors of LTM(T)L) certain travel concessions. If these are not sufficient, Trustees may claim travel expenses for attending meetings.

The LTM Board is clear about the charity's aims and ensures that these are being delivered effectively and sustainably. The Trustees adopted the revised Charity Code of Governance for Larger Charities in January 2019.

The Directors of the charitable company are its Trustees for the purpose of charity law and throughout this report are collectively referred to as the Trustees.

Four Trustee meetings were scheduled during 2021/22 and attendance was 80 per cent.

Trustee	April 2021	July 2021	October 2021	February 2022	Total
M Arthur	1	-	1	1	3
M Dix CBE*	1	1	N/A	N/A	2
S Dwesar	1	-	N/A	N/A	1
V Everitt*	1	1	1	1	4
B Ferris CBE	1	-	1	1	3
P Hendy CBE	-	-	-	1	1
W Hull*	-	1	1	1	3
K Ludeman	1	1	1	1	4
C Major	1	-	-	1	2
S Mullins OBE	1	1	1	1	4
O Nwofor*	N/A	N/A	1	1	2
G Powell*	N/A	N/A	N/A	N/A	N/A
P Rosser	1	1	1	1	4
A Smith	1	1	-	1	3
L Williams MBE	1	1	1	1	4
Total	11	8	9	12	40

* nominated by TfL

There have been some changes to the Trustees in 2021/22.

We welcomed Obi Nwofor and Gareth Powell to the Board in October 2021 and March 2022 respectively. Obi is Senior Operating Officer at TfL and as such is one of the TfL nominated Trustees. Gareth is Chief Customer and Strategy Officer and Deputy Commissioner at TfL and another TfL nominated Trustee.

Sandeep Dwesar, Michèle Dix and Vernon Everitt retired from the Board during the year.

At 31 March 2022, there were 12 Trustees. More information and short biographies of the Trustees can be found on the Museum website: <https://www.ltmuseum.co.uk/about-us/governance>

Trustee induction and training

New Trustees undergo an orientation programme to brief them on their obligations under charity and company law, the content of the Memorandum and Articles of Association, the committee and decision-making processes, the business plan and recent performance of the Museum. During their induction they are invited to spend time with the LTM Managing Director and meet senior staff and are provided with relevant reference material.

Committees

The Board of Trustees has four committees:

- The Audit and Risk Committee assists and advises the Board of Trustees of LTM and the Directors of LTM(T)L on audit matters, oversees the relationship with TfL Internal Audit and external auditors, and the Museum's risk management process. The committee's activities include detailed review of the Annual Accounts and consideration of Internal Audit Reports.
- The Finance Committee assists and advises the Trustees on issues relating to financial matters including financial objectives, financial strategy, budgeting and reporting. The committee reviews budgets and plans and scrutinises performance information including management accounts. During the year additional Special Finance Committees were convened to monitor the impact of coronavirus on the Museum's finances.
- The Nominations Committee advises the Board on issues relating to the mix of skills, background and knowledge represented by the Board, succession planning for Trustees, and Trustee recruitment. In particular, the Committee makes recommendations to the Board regarding the appointment of independent Trustees.
- The Remuneration Committee reviews the level and structure of remuneration for the Chief Executive and other members of LTM's Senior Leadership Team on behalf of the Board. The committee also oversees matters related to the setting of the Museum's pay ranges, the gender pay gap and the annual pay review for all staff.

Relationship with TfL

When London Transport Museum Limited was established in 2008, a series of written agreements was put in place between TfL and LTM. These set out an umbrella agreement for the continued provision and maintenance of the Museum, covering many aspects of the operation and funding of LTM, and the long-term relationship between the parties. Beneath this there is a funding agreement and an Intellectual Property agreement, while Items in the Museum collection owned by TfL are subject to a management loan agreement between the Museum and the parent company.

As a wholly owned subsidiary company within the TfL Group, the Museum has access to support and advice from other Group functions in areas such as accounting, taxation, property, marketing and contracts. The Museum receives substantial support from parts of the TfL Group such as Finance, Human Resources (HR), Internal Audit and Payroll. The Museum occupies premises which are owned or leased by TfL Group companies and is given access to TfL assets such as disused stations. Varying financial arrangements apply to the various Group services, many of which are supplied at no cost to the Museum. Further details can be found in the Notes to the Financial Statements.

The Museum generally adopts TfL's HR, Procurement and other policies unless a Museum-specific policy has been agreed by the Board and takes precedence. Examples of Museum policies include safeguarding, reserves, and sponsorship.

Employment policies

At the end of March 2022, the Museum directly employed 113 full-time equivalents, excluding staff employed via agencies.

The Museum is part of the TfL Framework for Consultation and Collective Bargaining. Pay negotiations for the majority of staff are conducted between the TfL Company Council for Collective Bargaining and the recognised trades unions which are the National Union of Rail, Maritime and Transport Workers (RMT) and the Transport Salaried Staff Association (TSSA). The Museum retains responsibility for the distribution of base pay budgets and the level and distribution of performance awards. As part of TfL's review of its Framework, LTM is seeking to devolve greater responsibility for consultation and collective bargaining to Museum management working with local TU representatives.

Pay and remuneration of the Museum's key management personnel, (including the Managing Director but excluding the Trustees who are volunteers and receive no remuneration) is subject to the TfL Senior Management Reward Framework which uses base pay to recognise an individual's overall value to the organisation in relation to internal and external job markets, and performance awards to reward individual contribution within the overall context of organisational performance. The framework is underpinned by TfL's Performance Management and Competency frameworks, linking performance and behavioural assessment directly with pay and performance awards. Pay and remuneration of the Museum's key management personnel is overseen by the Remuneration Committee.

As part of the TfL group, Museum staff receive certain staff benefits including free or discounted travel on public transport services operated by TfL. Staff are also entitled to join the TfL Pension scheme.

Charitable objectives and public benefit

When reviewing the Museum's aims, objectives and achievements, and in planning future activities, the Trustees of LTM have had due regard to the public benefit guidance published by the Charity Commission. We believe that LTM upholds the principles of public benefit against the two key aspects established by the Charity Commission:

- 1. Benefit aspect: That the Museum has beneficial purposes and that any detriment or harm that results from those purposes does not outweigh the benefit.**

LTM's purposes as a charity are to advance the heritage of transport in London and to educate the public about the history of transport in London through the provision, operation and maintenance of a transport museum for the public benefit. LTM also seeks to educate the public about the wide role of transport in the life and work of London past, present and future, and to help develop the skills and employability of our beneficiaries, particularly with regard to transport and engineering.

The Museum provides clear and identifiable benefits to the public in three categories of activity: access and museum operations, education and engagement, and heritage and collections.

LTM does no harm or detriment through its charitable activities. The health and safety of staff and visitors are taken very seriously, and the Museum operates safety management systems to reduce and manage risks. We seek to manage our impact on the environment, for example, we use photovoltaic solar panels on the Museum roof.

- 2. Public aspect: That the Museum delivers benefits to the public in general, and that these benefits are not unduly restricted and do not give rise to more than incidental personal benefit.**

LTM delivers benefits to visitors onsite, offsite and online: at the Museum in Covent Garden and the Depot in Acton; to school children and audiences across Greater London who take part in our educational, community and engagement activities at the Museum and elsewhere; to users of our website and audiences who engage with our content on social media channels. Our audience development and community outreach work, our skills development work, and our employability programmes engage with people who would not normally visit museums and galleries and help inspire the next generation of engineers and transport professionals.

Exceptionally, the Museum at Covent Garden was closed at the beginning of the financial year, reopening in May 2021. Under normal circumstances, the Museum at Covent Garden is fully accessible, and we welcome visitors on all but three days of the year. We have resumed most of 'usual' activity including special early morning events for families with children who have special educational needs, and our schools' programmes throughout term time.

In normal times, our visitors come from across London and the world. Our usual practice to take our heritage vehicles out onto the roads and rails, make historic disused stations publicly accessible, visit schools and work with local communities across the Capital has all resumed with the exception of heritage vehicle outings. We loan objects to other institutions to extend our reach and increase access to our collections. Our comprehensive, free online resources are available 24 hours a day and include access to information about exhibits in our gallery as well as thousands of objects not normally on public display.

Where the Museum delivers private benefits to individuals or companies, these are subject to appropriate commercial arrangements undertaken through a subsidiary company to generate funds for the Museum. No LTM or TfL staff receive private benefit other than in an incidental way and, with the exception of Sam Mullins OBE who receives a salary in respect of his position as the Museum's Managing Director, the Board members receive no payments for their role as Trustees of the Museum.

Safeguarding

London Transport Museum aims to promote opportunities for children and young people to engage with the richness of our collection, enjoy education and employment opportunities through the Museum and our wider transport community, and to participate in the debate about the future of London.

At London Transport Museum, we are committed to excellence in the safeguarding of children, young people and vulnerable adults who engage with all our activities including our collections, programmes, education and employment initiatives. We believe that the welfare of children and vulnerable adults is paramount, and that all children and vulnerable adults, whatever their age, culture, disability, gender, racial origin, religious beliefs or sexual identity have the right to protection.

We will ensure that all concerns and allegations of abuse will be taken seriously and responded to swiftly and appropriately and that our staff, volunteers, associates and Trustees will be trained and know how to respond to concerns raised.

London Transport Museum will promote a positive ethos of collaboration with children and/or vulnerable adults. We will take every reasonable step to ensure that all children and vulnerable adults engaged with our services are safe and protected.

We keep our Safeguarding Policy and procedures under regular review to ensure that we exemplify best practice. We undertake a substantial ongoing programme of training and communication.

Fundraising

London Transport Museum actively pursues funding from the corporate sector, trusts, foundations, statutory and industry funders and from individuals to fund our charitable activity and extend our community and audience reach. We seek to establish relationships with those who have good reason to support the Museum, particularly, those who are willing and able to work collaboratively with the Museum in the long-term. This includes, but is not exclusive to, the transport industry and companies who do business with Transport for London.

Before entering into a partnership or relationship, the Museum will assess any potential harm a partnership could have on London Transport Museum, Transport for London, Museum audiences and stakeholders.

The decision on whether to develop a partnership or relationship will be based on the following criteria:

- **Brand alignment** – is the relationship with a potential sponsor/donor consistent with our organisational values, mission and plan?
- **Reputational risk** – could the sponsor/donor relationship bring either London Transport Museum or TfL into disrepute?
- **Nature and scale of risk** – what are the risks/likelihood of the risks, versus the potential benefits?

- **Funding need** - does the relationship deliver on a real need for the organisation?
- **Value of the partnership** – what is the value of the partnership to London Transport Museum compared with the investment the Museum will need to put in to secure and manage it? Will the partnership deliver value to the Museum in the long term?
- **Financial stability** – are we confident that the sponsor/donor will honour the terms of the relationship, contractual and otherwise?

The above assessments are made by Museum staff. We do not employ the services of professional fundraisers or commercial participants.

Other than via admission charges for entry to the Museum, only a relatively small amount of our fundraising activity is aimed at the general public. We do not undertake street collections, telephone campaigns or employ any fundraising techniques that would constitute an unreasonable intrusion on a person's privacy or are unreasonably persistent or place undue pressure on a person to give money or other property. We maintain a database of subscribers to our email newsletter, and where we collect personal information this is managed in line with current data protection legislation. If an individual has agreed to receive our newsletter, we will send regular updates that will include information about the Museum's work, as well as our events, special offers and fundraising activities. Further information about how LTM uses personal information can be found in our privacy statement: <https://www.ltmuseum.co.uk/privacy>

The Museum has voluntarily subscribed to the scheme for fundraising regulation in England, Wales and Northern Ireland by the Fundraising Regulator. We also pay for membership of the Institute of Fundraising for key members of the Museum's fundraising team.

We have received no complaints regarding our fundraising in 2021/22. The Trustees are content that all donations are in line with the Museum's policies.

Information transparency

Data relating to London Transport Museum, including details of reports, expenditure and Freedom of Information requests can be found by visiting the TfL Transparency pages on the TfL website: <https://tfl.gov.uk/corporate/transparency>

Reserves policy

The total held in reserves at 31 March 2022 is £27.8m (2021: £26.9m) of which £27.0m (2021: £26.1m) is unrestricted, including £20.1m (2021: £21.0m) which comprises the non-cash Capital fund.

The charity has three types of reserves:

1. General reserves are unrestricted funds which provide working capital and help deal with unplanned and unexpected expenditure or loss of funding.
2. Designated reserves are unrestricted funds set aside by the Trustees for a specific purpose.
3. Restricted reserves are reserves which have been created when donors or funders restrict the use of funds for a particular purpose.

The Museum has no endowment funds.

General reserves

General reserves ('free reserves' or 'general unrestricted funds') are funds not designated or restricted to a particular purpose, nor represented by fixed assets. In assessing the suitability of the adequacy of the level of free reserves, the Trustees have had regard to the Museum's diverse income streams, cashflow requirements, the level of other designated funds, the organisation's operational risks and the importance of TfL funding and support in the context of the Museum as a subsidiary company of TfL. An assessment has been made of the risk associated with each of the Museum's income streams in the short to medium term, considering the certainty of the income, the targets for growth and the likely level of fluctuation that could occur. Expenditure has also been examined to identify the risk of potential increases.

The target range for general reserves is between £1.1m to £2.3m. The year-end level of general reserves is £1.2m (2021: £2.5m). A reserves transfer of £3.1m has been made to designated reserves.

Designated reserves

The Museum holds four designated reserves funds.

1. Museum Asset Development Fund

To contribute towards the cost of asset renewals and other future capital expenditure associated with the Museum's premises, facilities and fixed assets.

The Museum's capital expenditure needs are variable and although external capital grants are usually sought, they can be difficult to secure and are unlikely to meet project costs in full. The target level for the fund is set at between £1m and £2m. The level of the Museum Asset Development fund at year end is £1.1m (2021: £1.1m).

2. Strategic Development Fund

To enable the Museum to fund important projects such as gallery and exhibition improvement and educational programmes. This enables the Museum to plan ahead for long lead-time exhibitions and educational programmes by providing some level of cover for the costs of such activities as the Museum cannot always wait until it raises all the funds for a project before committing to that project. Although there is no target level for this fund, Trustees have agreed a comprehensive LTM Gallery Masterplan which sets out a five-year outline of major projects and costs. At year end this fund was merged with the Future Exhibition Fund and augmented by a further transfer of £2.0m from the General Fund. The level of the Strategic Development Fund at year end is £3.5m (2021: £1.0m).

3. Capital Fund

To represent the net book value of the Museum's tangible and intangible fixed assets.

The majority of these assets were transferred to LTM from TfL on 1 April 2008, and have been subsequently depreciated, added to with capital purchases and reduced by asset disposals. Reserves equivalent to the net balance sheet value of the assets are set aside in a designated fund as they do not represent funds readily available for other purposes. From this, the value of the fund equals the net book value of the tangible fixed assets. The level of the Capital Fund at year end is £20.1m (2021: £21.0m).

4. Education Outreach Fund

To bridge the uncertainties of TfL funding and the financial year versus academic year, enabling a year's programme to be offered in advance to schools without fear of cancellation. A transfer of £1.1m was made from the General Fund. The level of the Education Outreach Fund at year end is £1.1m (2021: nil).

Restricted reserves

The largest restricted fund is the Collections Development fund (CDF) which was established in 2012 following the auction of 400 surplus posters. The Museums Accreditation scheme requires that the disposal of any collection object creates an obligation to spend the income in a way which benefits the remaining collection. Accordingly, the Collections Development fund can only be used for acquisitions and conservation.

The Heritage Lottery Fund, Arts Council England and Luke Rees-Pulley Charitable Trust are all important supporters of LTM projects and programmes. Where the restricted funds supplied by these organisations only meet a proportion of project expenditure, transfers are made from general funds to meet the remaining cost; where projects are anticipated to be covered by restricted funds, but expenditure has occurred ahead of grant receipt, the fund will show a negative balance. Further details concerning restricted funds can be found in the notes to the financial statements. The Museum has £0.6m (2021: £0.7m) net reserves in funds subject to restrictions.

Risk management

In October 2019 the Museum changed the categorisation of risks into Level 1 (strategic) risks and Level 2 (operational, asset, programme, and project) risks. This approach follows the risk categorisation adopted in TfL and is clear and easy to use and understand by LTM staff and Trustees.

An exercise to identify strategic risks was included in the annual Board awayday in November 2021. As a result, the strategic risks were revised and include three additional new strategic risks (Infrastructure: Location and Condition; Reputation and Salience; Readiness and Resilience). The new strategic risks have been considered as part of developing the forward plan – and will continue to inform and challenge our thinking.

The major risks to which the Museum is exposed are regularly reviewed and the Trustees' risk management strategy includes the following actions:

- Periodic risk reviews by the Managing Director and Senior Leadership Team, advised and assisted, where necessary, by specialist TfL personnel;
- New this year, the introduction of an annual review of strategic risks at the Trustee Awayday;
- The review of Level 1 risks by the LTM Audit and Risk Committee;
- Regular consideration of risk by the Trustees;
- Maintenance of the Risk Map for Level 1 risks and the Risk Register for Level 1 and Level 2 risks;
- Maintenance of procedures designed to minimise any potential impact on the Museum should those risks materialise;
- Maintenance of systems and procedures to mitigate risks identified in the Risk Map and Risk Register; and
- Regular audits of Museum operations carried out by TfL's Internal Audit department.

The Museum's strategic risks are identified as those with a potential impact that is rated 'High' or 'Very High', and which have a 'High' or 'Very High' likelihood of occurring. Two risks currently fall into the critical category:

- **Staff**
The museum is unable to attract and retain sufficient staff which significantly impacts services. Pressures from workload, fatigue, salary freezes, and uncertainty has an impact on health and morale.
- **Infrastructure: location and condition**
The age and condition of museum accommodation and infrastructure impacts services. Extreme weather damages buildings and impedes access due to transport links. Long term uncertainty with the future of leases at CG and the Depot limit future prospects.

To mitigate these risks, the Trustees and/or Leadership Team have undertaken the following actions:

- Committed to an ambitious People Plan including focus on improving an inclusive culture. Slowing the pace of work and focusing on wellbeing. Improving our working spaces and environments and being flexible in respect of working practices for those that can work remotely. We have agreed with TfL to bring more HR recruitment responsibilities into LTM to simplify and speed up processes. Focussing on creating opportunities for stretching and broadening individual opportunities, especially in light of TfL's policy for ongoing wage freezes;
- Maintained a programme of regularly revised budgets and regular reviews and reforecasts;
- Developed a solid and prudent programme to return to investment in our buildings and infrastructure. This is funded by a combination of external funding and reserves;
- Made a commitment to focus on all sites, including Hidden London, to future proof our footprint and buildings;
- Established a Finance working group with senior TfL Finance colleagues; and
- Established an investment sub-committee with Trustees to ensure alignment on crucial and essential investment.

Disclosure of information to auditors

The Trustees who held office at the date of approval of this Trustees' Report confirm that, so far as they are each aware, there is no relevant audit information of which the Museum's auditors are unaware; and each Trustee has taken all the steps that they ought to have taken as a Trustee to make themselves aware of any relevant information and to establish that the Museum's auditors are aware of that information.

Trustees' statement

Statement of responsibilities of the Trustees of London Transport Museum Limited in respect of the Trustees' Annual Report and the Financial Statements

The Trustees are responsible for preparing the Strategic Report, the Trustees' Annual Report and the Financial Statements in accordance with applicable law and regulations.

Company law requires the Trustees to prepare financial statements for each financial year. Under that law they are required to prepare the group and parent company financial statements in accordance with UK Accounting Standards and applicable law (UK Generally Accepted Accounting Practice), including FRS 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland.

Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the group and charitable company and of the group's excess of expenditure over income for that period. In preparing each of the group and charitable company financial statements, the Trustees are required to:

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

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that its financial statements comply with the Companies Act 2006. They have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the group and to prevent and detect fraud and other irregularities.

This report was approved by the Board of Trustees on 14 July 2022 and signed on its behalf by:

Keith Ludeman
Chair of Trustees
London Transport Museum Limited

Trustees and advisers

Trustees and Directors

Board of Trustees

Keith Ludeman (Chair)
Sam Mullins OBE (Managing Director)
Marcus Arthur
Sandeep Dwesar (resigned 30 July 2021)
Michèle Dix CBE* (resigned 5 October 2021)
Vernon Everitt* (resigned 26 January 2022)
Bill Ferris CBE
Sir Peter Hendy CBE

Winsome Hull*
Christine Major
Obi Nwofor* (from 6 October 2021)
Gareth Powell* (from 1 March 2022)
Pam Rosser
Andrew Smith
Liz Williams MBE

* nominated by TfL

Audit and Risk Committee

Andrew Smith (Chair)
Michèle Dix CBE
Sandeep Dwesar
Keith Ludeman
Sam Mullins OBE
Obi Nwofor
Pam Rosser

Finance Committee

Keith Ludeman (Chair)
Marcus Arthur
Bill Ferris
Vernon Everitt
Winsome Hull
Sam Mullins OBE
Andrew Smith

Nominations Committee

Keith Ludeman (Chair)
Vernon Everitt
Sam Mullins OBE
Gareth Powell
Liz Williams MBE

Remuneration Committee

Liz Williams MBE (Chair)
Vernon Everitt
Keith Ludeman
Sam Mullins OBE
Gareth Powell

Directors of London Transport Museum (Trading) Limited

Marcus Arthur (Chair)
Sam Mullins OBE (Managing Director)
Sophie Bancroft
Rebecca Crook
Sandeep Dwesar (resigned 30 July 2021)
Bill Ferris CBE

Andy McWilliams
Vincent Nolan
Kathy Quashie (resigned 17 May 2021)
Pam Rosser
Rikesh Shah
Phil Swallow

Advisers

Auditors

Moore Kingston Smith LLP
6th Floor
9 Appold Street
London EC2A 2AP

Legal advisers

TfL In-House Legal Department
Endeavour Square
London E20 1JN

Bankers

HSBC
2nd Floor
62-76 Park Street
London SE1 9DZ

Company secretary

Howard Carter

Museum Senior Leadership Team

To whom day-to-day management is delegated:

- Sam Mullins – Museum Director
- Elizabeth McKay - Chief Operating Officer
- Molly Jackson - Assistant Director - Commerce
- Chris Nix - Assistant Director - Collections and Engagement
- Geoff Rowe - Assistant Director – Customers and Resourcing
- Claire Williamson - Assistant Director - Marketing & Development
- Ruth Brockbank - Chief Financial Officer (maternity leave)
- Kim Lassemillante – Chief Financial Officer (from 20 October 2021)

Independent Auditor's report

To the shareholder of London Transport Museum Limited

Opinion

We have audited the financial statements of London Transport Museum Limited (the 'Parent Charitable Company') and its subsidiaries (the 'Group') for the year ended 31 March 2022 which comprise the Group Statement of Financial Activities, the Group Summary Income and Expenditure Account, the Group and Parent Charitable Company Balance Sheets and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the Group's and the parent charitable company's affairs as at 31 March 2022 and of the Group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and;
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs(UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the audit of the financial statements section of our report. We are independent of the Charitable Company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Group's and Parent Charitable Company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The Trustees are responsible for the other information contained in the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other

information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Strategic Report and the Trustees' Annual Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic Report and the Trustees' Annual Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the Group and Parent Charitable Company and their environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the Trustees' Annual Report.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- the Parent Charitable Company has not kept adequate and sufficient accounting records, or returns adequate for our audit have not been received from branches not visited by us; or
- the Parent Charitable Company's financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement set out on page 20, the Trustees (who are also the Directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the group and parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the group or Parent Charitable Company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may

involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the group and Parent Charitable Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Trustees.
- Conclude on the appropriateness of the Trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the group and parent charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group or Parent Charitable Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit report.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the Charitable Company and considered that the most significant are the Companies Act 2006, the Charities Act 2011, the Charity SORP, and UK financial reporting standards as issued by the Financial Reporting Council.
- We obtained an understanding of how the Charitable Company complies with these requirements by discussions with management and those charged with governance.
- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.
- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.
- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

There are inherent limitations in the audit procedures described above. We are less likely to become aware of instances of non-compliance with laws and regulations that are not closely related to events and transactions reflected in the financial statements. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

Use of our report

This report is made solely to the Charitable Company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the Charitable Company's members those matters which we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to any party other than the charitable company and Charitable Company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Neil Finlayson
Senior Statutory Auditor
for and on behalf of Moore Kingston Smith LLP
14 July 2022

6th Floor
9 Appold Street
London
EC2A 2AP

Consolidated statement of financial activities for the year ended 31 March 2022

		Unrestricted Funds 2022 £000	Restricted Funds 2022 £000	Total Funds 2022 £000	Unrestricted Funds 2021 £000	Restricted Funds 2021 £000	Total Funds 2021 £000
	Note						
INCOME FROM:							
Donations and legacies							
Core grants		3,360	-	3,360	4,358	-	4,358
Other grants and donations		2,579	655	3,234	2,375	1,059	3,434
	4	5,939	655	6,594	6,733	1,059	7,792
Charitable activities							
Education and engagement		2,204	-	2,204	721	-	721
Access and museum operations		2,191	-	2,191	464	-	464
Heritage and collections		-	-	-	-	10	10
	5	4,395	-	4,395	1,185	10	1,195
Other trading activities							
	6	4,412	-	4,412	2,685	-	2,685
Other income							
		2	-	2	11	-	11
Investments							
		2	-	2	10	-	10
Total income		14,750	655	15,405	10,624	1,069	11,693
EXPENDITURE ON:							
Raising funds							
Trading operations	7	3,751	-	3,751	2,296	-	2,296
Other fundraising activities		849	-	849	1,329	120	1,449
	8	4,600	-	4,600	3,625	120	3,745
Charitable activities							
Education and engagement		4,002	292	4,294	3,384	454	3,838
Access and museum operations		3,544	6	3,550	3,371	310	3,681
Heritage and collections		1,889	183	2,072	1,321	144	1,465
	8	9,435	481	9,916	8,076	908	8,984
Net loss on disposal of fixed assets							
		-	-	-	-	-	-
Total expenditure	8	14,035	481	14,516	11,701	1,028	12,729
Net (expenditure)/income		715	174	889	(1,077)	41	(1,036)
Transfers between funds	16	154	(154)	-	43	(43)	-
Net movement of funds in year		869	20	889	(1,034)	(2)	(1,036)
Reconciliation of funds							
Total funds brought forward		26,113	752	26,865	27,147	754	27,901
Total funds carried forward	16	26,982	772	27,754	26,113	752	26,865

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

Balance sheets as at 31 March 2022

		Group 2022 £000	Group 2021 £000	Museum 2022 £000	Museum 2021 £000
	Note				
Fixed assets					
Intangible fixed assets	11	329	357	329	357
Tangible fixed assets	12	19,749	20,642	19,749	20,642
Investments		-	-	-	-
		20,078	20,999	20,078	20,999
Current assets					
Stock		560	738	-	-
Debtors	13	1,612	788	1,832	1,952
Cash at bank and in hand	14	8,905	7,453	7,955	6,428
		11,077	8,979	9,787	8,380
Current liabilities					
Creditors falling due within one year	15	(3,399)	(3,105)	(2,111)	(2,514)
Net current assets		7,678	5,874	7,676	5,866
Total assets less current liabilities		27,756	26,873	27,754	26,865
Non-current liabilities					
Creditors falling due after one year	15	(2)	(8)	-	-
Net assets		27,754	26,865	27,754	26,865
Funds					
Share capital	19	-	-	-	-
Restricted funds	16	772	752	772	752
Unrestricted funds	16	26,982	26,113	26,982	26,113
Total funds		27,754	26,865	27,754	26,865

The notes on pages 29 to 45 form part of these accounts.

These financial statements were approved by the Trustees on 14 July 2022 and signed on their behalf by:

Keith Ludeman
Chair of Trustees
London Transport Museum Limited

Notes to the financial statements

I. Basis of preparation

a) Statement of compliance

The financial statements have been prepared in accordance with:

- the Companies Act 2006
- the Charities Act 2011
- Accounting and Reporting by Charities: Statement of Recommended Practice (SORP 2019)
- United Kingdom Accounting Standards and generally accepted accounting practice, including Financial Reporting Standard 102 (FRS 102), the Financial Reporting Standard applicable in the United Kingdom and the Republic of Ireland.

London Transport Museum Limited is a 'public benefit entity' under FRS102.

b) Basis of measurement

The accounts are made up to 31 March 2022 and have been prepared under the accruals concept and in accordance with the historical cost accounting convention.

The financial statements have been prepared on a going concern basis which assumes the charitable company will continue in operational existence for a period of at least twelve months from the date of approval of these financial statements. The Trustees continue to review all available information on the Museum's financial position, cash reserves and projections, committed and essential costs, available support packages and the performance of the Museum. The Museum has obtained a commitment from TfL to support the Museum as a going concern. In light of the available liquid and unrestricted reserves, existing income streams, and the support receivable from TfL, the Trustees have continued to adopt the going concern basis in preparing the annual report and accounts. The Trustees consider the Museum to be a going concern at the date of signature for the foreseeable future and to continue to meet its liabilities as they fall due for payment.

The financial statements have been prepared to give a 'true and fair' view and comply with the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and the Republic of Ireland (effective 1 January 2019).

The principal accounting policies adopted in the preparation of the financial statements are set out below.

c) Group financial statements

These financial statements consolidate the results of the Museum charity and its wholly owned subsidiary London Transport Museum (Trading) Limited on a line-by-line basis. Neither a separate statement of financial activities nor an income and expenditure account are presented for the Museum charity itself following the exemptions afforded by section 408 of the Companies Act 2006.

The functional currency of the Museum is the Pound Sterling and amounts in these accounts have been presented as rounded to £'000. Amounts denominated in foreign currencies have been converted to Sterling at rates of exchange ruling on the transaction dates. Amounts held in foreign currencies as at the balance sheet date have been translated into Sterling at rates of exchange ruling at the balance sheet date.

2. Uses of estimates and judgements

The preparation of Financial Statements in compliance with UK accounting standards requires the use of certain critical accounting estimates. It also requires Trustees and management to exercise judgement in applying the Museum's accounting policies.

Items in the Financial Statements where these judgements and estimates have been made include amounts for goods, facilities and services donated for the Museum's use. Where the benefit is quantifiable, and the goods and services would otherwise have had to be purchased, such items are recognised in the financial statements as both income and expenditure at a reasonable estimate of their value to the charity in the period in which they are donated.

As per SORP 2019 section 1.38, measurement issues, including attributing an economic value to the contribution of general volunteers, prevent the value of services provided by volunteers being incorporated into these financial statements. Further details of the contribution made by volunteers can be found in the body of the Trustees' Annual Report.

The most significant judgment and estimate in the accounts is the value placed on the net assets transferred from TfL under the Transfer Scheme at 1 April 2008 when the charity was formed. These assets were valued at £28.74m, this being the written down value of the assets in the accounts of TfL as at 31 March 2008.

As at 31 March 2022, no estimates or assumptions made are considered to have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

3. Accounting policies

a) Income

Income is included in the Statement of Financial Activities when all the following criteria are met:

- control over the rights or other access to the economic benefit has passed to the Museum ('entitlement')
- it is more likely than not that the economic benefits associated with the transaction or gift will flow to the Museum ('probable')
- the monetary value or amount of the income can be measured reliably, and the costs incurred for the transaction and the costs to complete the transaction can be measured reliably ('measurement')

Income from donations, grants and fundraising includes items that provide core funding or are of a general nature. These are recognised upon receipt. Such income would only be deferred when:

- The donor specifies that the grant or donation must only be used in future accounting periods; or
- The donor has imposed conditions which must be met before the Museum has unconditional entitlement.

Income from corporate supporter memberships, commercial trading, sponsorships and other similar activities where benefits are delivered by the Museum or its subsidiary trading company, is recognised as the related goods and services are provided.

Investment income is recognised on a receivable basis.

It is the current Investment Policy of the Museum to invest surplus funds in short-term cash deposits within the UK.

Income from charitable activities includes income received under contract or where entitlement to grant funding is subject to specific performance conditions which is recognised as the related goods or services are provided.

b) Expenditure

All expenditure (except capital expenditure) is included in the Statement of Financial Activities inclusive of any irrecoverable VAT. Expenditure is recognised when a liability is incurred and is classified under the following principal categories:

- Costs of raising funds includes the costs of commercial trading and the operating costs of the fund-raising department.
- Costs of charitable activities include expenditure associated with the operation of the Museum and its educational and public programmes, and the management and development of the Museum's collections and exhibitions.

Where costs relate directly to an activity they have been allocated against that activity. Support costs (including governance costs) that relate to more than one activity have been allocated to activity cost categories on the basis of direct costs in each area of activity (see Note 7).

c) Tangible and intangible fixed assets

Individual fixed assets over £10,000 are capitalised at cost.

Tangible and intangible fixed assets are depreciated or amortised on a straight-line basis over their estimated useful lives as follows:

Plant, software and equipment	3 – 10 years
Buildings and refurbishments	10 – 35 years

Structural improvements to the fabric of the Museum at Covent Garden are depreciated over the remaining life of the lease for the building. Other building work is capitalised if it is considered that future economic benefits in excess of the originally assessed standard of performance will flow as a result of that work.

d) Heritage assets

Heritage assets are those assets of historical, artistic or scientific importance that are held to advance the preservation, conservation and educational objects of the Museum. The Museum collections consist of over 500,000 items which are on loan from TfL. Assets on loan are not capitalised within these financial statements although expenditure relating to their use and maintenance is included in the Statement of Financial Activities.

e) Operating leases

Costs relating to operating leases are charged to the Statement of Financial Activities on a straight-line basis over the life of the lease.

f) Stock

Stock is valued at the lower of cost or net realisable value. Cost includes only the purchase price of the items. Provision is made for obsolete and slow-moving items where appropriate. All stocks relate to the Museum's retail activities.

g) Funds structure

Restricted funds are funds to be used for particular purposes laid down by the donors or which have been raised for a specific purpose.

Unrestricted funds are funds available for use at the discretion of the Trustees in furtherance of the Museum's charitable objectives.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The purposes and uses of the funds held in each of these categories are given in Note 16.

h) Pensions

The Museum participates in a pension scheme operated by TfL providing benefits based on final pensionable pay. The assets of the scheme are held separately from those of the Museum. The charity is unable to identify its share of the underlying assets and liabilities of the scheme on a consistent and reasonable basis and therefore, as permitted by the multi-employer exemption in FRS 17 'Retirement Benefits', it is accounted for as if it were a defined contribution scheme. As a result, the amount charged to the Statement of Financial Activities represents the contributions payable to the scheme in respect of the accounting period. The disclosures required under FRS 102 are given in Note 20.

Except in so far as disclosed in Note 20, the Museum has taken advantage of the exemption set out in section 33 of FRS 102 not to disclose any transactions with other TfL Group undertakings.

j) Taxation

The Museum is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

k) Cash flow

The Museum has taken advantage of the exemption, under FRS 102 paragraph 1.12(b), from preparing a statement of cash flows, on the basis that it is a wholly owned subsidiary undertaking of Transport Trading Limited and its cash flows are included within the consolidated financial statements of that company which are publicly available.

l) Financial instruments

Financial assets held by the Museum are classified as “loans and debtors” within the scope of sections 11 and 12 of FRS 102.

Financial liabilities within the scope of sections 11 and 12 of FRS 102 are classified as financial liabilities measured at amortised cost.

The Museum determines the classification of its financial instruments at initial recognition and re-evaluates this designation at each financial year end. When financial instruments are recognised initially, they are measured at fair value, being the transaction price plus any directly attributable transactional costs. The subsequent measurement of financial instruments depends on their classification as follows:

- **Trade and other debtors**

Trade and other debtors are recognised initially at fair value and subsequently at amortised cost. For trade debtors this is after an allowance for estimated impairment. The allowance is based on objective evidence that the Museum will not be able to recover all amounts due, through a review of all accounts and prior experience of collecting outstanding balances. Changes in the carrying amount of the allowance are recognised in the Statement of Financial Activities.

The fair value of trade and other debtors is estimated as the present value of future cash flows, discounted at the market rate of interest at the reporting date. This fair value is determined for disclosure purposes

- **Cash and cash equivalents**

Cash at bank and in hand comprises cash balances and bank deposits with original maturities of less than or equal to three months.

- **Trade creditors and other payables**

Trade creditors and other payables are recognised initially at fair value and subsequently at amortised cost using the effective interest method.

4. Donations and legacies

	2022 Unrestricted £000	2022 Restricted £000	2022 Total £000	2021 Total £000
Legacies	50	-	50	-
Grants from TfL	3,360	-	3,360	4,358
Other grants				
Cultural Recovery Fund	1,325	-	1,325	1,750
Coronavirus job retention scheme	-	-	-	578
Arts Council funding	-	333	333	272
Donated services				
Central services from TfL	300	-	300	315
Other	105	-	105	-
Benefit dinners	489	-	489	-
Other donations	310	322	632	519
Total	5,939	655	6,594	7,792

5. Charitable activities

a) Analysis by source of income

	2022 Unrestricted £000	2022 Restricted £000	2022 Total £000	2021 Total £000
Museum admissions	2,191	-	2,191	464
STARS income	2,154	-	2,154	668
Grants for youth engagement activity	-	-	-	53
Other charitable income	50	-	50	10
Total	4,395	-	4,395	1,195

b) Analysis by type of charitable activity

	2022 Education and engagement £000	2022 Access and museum operations £000	2022 Heritage and collections £000	2022 Total £000	2021 Total £000
Museum admissions	-	2,191	-	2,191	464
STARS income	2,154	-	-	2,154	668
Grants for youth engagement activity	-	-	-	-	53
Other charitable income	50	-	-	50	10
Total	2,204	2,191	-	4,395	1,195

6. Other trading activities

	2022	2021
	£000	£000
Retail turnover	2,752	1,653
Other turnover		
Venue hire	231	50
Hidden London	538	97
Commercial sponsorship	395	373
Corporate membership	480	502
Other revenue	16	10
Total turnover	4,412	2,685

7. Expenditure

a) Direct and apportioned costs

	2022	2022	2022
	Direct	Support	Total
	costs	costs	
	£000	£000	£000
Cost of goods sold	1,182	-	1,182
Other trading subsidiary costs	2,337	232	2,569
Other fundraising activities	352	497	849
Costs of raising funds	3,871	729	4,600

Education and engagement	1,776	2,518	4,294
Access and museum operations	1,469	2,081	3,550
Heritage and collections	857	1,215	2,072
Charitable activities	4,102	5,814	9,916

Total	7,973	6,543	14,516
--------------	--------------	--------------	---------------

	2021	2021	2021
	Direct costs	Support	Total
	costs	costs	
	£000	£000	£000
Cost of goods sold	674	-	674
Other trading subsidiary costs	1,622	-	1,622
Other fundraising activities	307	1,141	1,449
Costs of raising funds	2,603	1,141	3,745

Education and engagement	1,344	2,493	3,837
Access and museum operations	751	2,930	3,681
Heritage and collections	416	1,050	1,466
Charitable activities	2,511	6,473	8,984

Total	5,114	7,614	12,729
--------------	--------------	--------------	---------------

b) Support costs allocation

	2022 Education and engagement £000	2022 Access and museum operations £000	2022 Heritage and collections £000	2022 Raising funds £000	2022 Total £000
Premises and facilities	1,663	1,374	802	551	4,390
Finance and management	568	469	274	112	1,423
Marketing	147	122	71	29	369
Systems	82	68	40	16	206
Design and presentation	38	31	18	7	94
Governance	20	17	10	14	61
Total 2022	2,518	2,081	1,215	729	6,543

	2021 Education and engagement £000	2021 Access and museum operations £000	2021 Heritage and collections £000	2021 Raising funds £000	2021 Total £000
Premises and facilities	1,405	1,652	592	643	4,292
Finance and management	829	974	349	379	2,531
Marketing	127	149	53	59	388
Systems	43	50	18	19	130
Design and presentation	89	105	38	41	273
Total 2021	2,493	2,930	1,050	1,141	7,614

8. Net expenditure

This is stated after charging:

	2022 £000	2021 £000
Depreciation	1,515	1,501
Amortisation	36	24
Auditor's remuneration		
Audit – Museum	32	24
Audit – Trading company	10	6
Other non-audit services	-	-
Operating lease costs	816	813

9. Trading subsidiary

The Museum has a single subsidiary company, London Transport Museum (Trading) Limited (LTM(T)L), company number 06527755, having an issued share capital of £1, wholly owned by London Transport Museum Limited.

LTM(T)L undertakes retail operations, venue hire, commercial sponsorships, the Museum corporate membership scheme and Hidden London activities.

LTM(T)L profit and loss account for the year ended 31 March 2022

	2022 £000	2021 £000
Turnover	4,412	2,685
Cost of goods sold	(1,182)	(674)
Gross profit	3,230	2,011
Operating expenses	(2,569)	(1,622)
Profit from ordinary activities before taxation	661	389
Tax on ordinary activities	-	-
Total comprehensive income for the year	661	389

LTM(T)L balance sheet as at 31 March 2022

	2022 £000	2021 £000
Current assets		
Stock	560	738
Debtors	471	463
Cash and cash equivalents	951	1,022
Total current assets	1,982	2,223
Creditors falling due within one year	(1,980)	(2,215)
Net current assets	2	8
Total assets less current liabilities		
Creditors falling due after more than one year	(2)	(8)
Net assets	-	-
Capital and reserves		
Profit and loss account	-	-
Share capital	-	-
Equity shareholder's funds	-	-

10. Staff costs and staff numbers

a) Total remuneration

	2022	2021
	£000	£000
Wages and salaries	4,087	4,080
Social security costs	434	420
Pension costs	1,054	1,012
Total	5,575	5,512

During the year there were no redundancies (2021: nil) and no severance payments (2021: nil).

The number of employees whose employee benefits (excluding employer's pension contributions) amounted to over £60,000 in the year is given below.

	2022	2021
£60,000 - £70,000	2	4
£70,001 - £80,000	2	-
£80,001 - £90,000	-	1
£90,001 - £100,000	2	1

b) Key management personnel

The key management personnel of the Museum comprise the Trustees and the Senior Leadership Team (see Trustees and advisers pages 21 to 22). The total employee benefits including employer's pension and national insurance contributions of the key management personnel were £746,972 (2021: £666,184).

The Managing Director is the only Director employed by the Museum and received emoluments, including salary, fees, benefits in kind and other emoluments, totalling £112,547 (2021: £101,580). The Museum made nil contributions to the TfL Pension Fund, a defined benefit scheme, on behalf of the Managing Director for the year (2021: nil). The Managing Director did not receive any emoluments in his role as a Trustee (2021: nil).

Other than the Managing Director, one Trustee (Winsome Hull) received employee benefits from the Museum of £246 (2021: nil) for participation on an Advisory Board for the Legacies exhibition.

TfL-nominated Trustees are also employees of TfL, a related party.

TfL Trustee and role	Remuneration	Employer's pension contributions	Other benefits	Total
Michèle Dix CBE* Managing Director, Crossrail 2	£136,746	-	£907	£137,653
Vernon Everitt Managing Director, Customers, Communication & Technology	£271,478	-	£354,563	£626,041
Winsome Hull Senior Business Strategy Manager	£83,667	£18,760	£784	£103,211
Obi Nwofor Senior Operating Officer	£90,350	£31,853	£1,740	£123,943
Gareth Powell* Chief Customer & Strategy Officer	£378,067	£7,836	£2,227	£388,130

* salary, fees and allowances include an allowance paid as a result of the individual opting out of part or all of the benefits provided by the TfL Savings for Retirement Plan or TfL Pension Fund.

No reimbursements of Trustees' expenses were made in the year (2021: nil).

c) The average number of full-time equivalent employees was:

	2022	2021
Education and engagement	20.3	23.4
Access and museum operations	29.1	27.5
Heritage and collections	10.2	9.9
Activities to generate funds	24.2	20.5
Support functions	24.4	24.9
Total	108.2	106.2

II. Intangible fixed assets

	Software £000	Assets under construction £000	Total £000
Group and Museum			
Cost			
At 1 April 2021	310	70	380
Additions	6	27	33
Transfers	(25)	-	(25)
Disposals	-	-	-
Reclassifications	-	-	-
At 31 March 2022	291	97	388
Amortisation			
At 1 April 2021	(23)	-	(23)
Charge for the year	(36)	-	(36)
Amortisation on disposal	-	-	-
Reclassifications	-	-	-
At 31 March 2022	(59)	-	(59)
Net book value			
At 1 April 2021	286	70	356
At 31 March 2022	232	97	329

12. Tangible fixed assets

	Property and buildings £000	Plant and equipment £000	Assets under construction £000	Total £000
Group and Museum				
Cost				
At 1 April 2021	36,657	2,121	35	38,813
Additions	229	88	280	597
Transfers	-	-	25	25
Disposals	-	-	-	-
Reclassifications	-	-	-	-
At 31 March 2022	36,886	2,209	340	39,435
Depreciation				
At 1 April 2021	(16,598)	(1,573)	-	(18,171)
Charge for the year	(1,364)	(151)	-	(1,515)
Depreciation on disposal	-	-	-	-
Reclassifications	-	-	-	-
At 31 March 2022	(17,962)	(1,724)	-	(19,686)
Net book value				
At 1 April 2021	20,059	548	35	20,642
At 31 March 2022	18,924	485	340	19,749

13. Debtors

	Group 2022 £000	Group 2021 £000	Museum 2022 £000	Museum 2021 £000
Trade debtors	463	262	75	7
Amounts due from TfL group	449	74	835	1,515
Other debtors	53	-	53	-
Prepayments and accrued income	647	452	869	430
	1,612	788	1,832	1,952

14. Cash at bank and in hand

	Group 2022 £000	Group 2021 £000	Museum 2022 £000	Museum 2021 £000
Current accounts and in hand	3,865	2,408	2,955	1,428
Short-term deposit accounts	5,040	5,045	5,000	5,000
	8,905	7,453	7,955	6,428

15. Creditors

a) Amounts falling due within one year

	Group	Group	Museum	Museum
	2022	2021	2022	2021
	£000	£000	£000	£000
Trade creditors	524	138	401	321
Amounts due to TfL group	-	128	55	-
Taxation and social security	64	54	-	17
Other creditors and accruals	1,831	1,036	1,643	882
Deferred income	980	1,749	12	1,294
	3,399	3,105	2,111	2,514

b) Amounts falling due after one year

	Group	Group	Museum	Museum
	2022	2021	2022	2021
	£000	£000	£000	£000
Deferred income	2	8	-	-
	2	8	-	-

c) Deferred income

	Group	Group	Museum	Museum
	2022	2021	2022	2021
	£000	£000	£000	£000
Brought forward	1,757	1,580	1,294	1,108
Utilised in year	(1,749)	(1,561)	(1,294)	(1,108)
Deferred in year	974	1,738	12	1,294
Carried forward	982	1,757	12	1,294
Amounts falling due within one year	980	1,749	12	1,294
Amounts falling due after one year	2	8	-	-

16. Statement of group funds

a) Total funds

	1 April 2021 £000	Income £000	Expenditure £000	Transfers £000	31 March 2022 £000
Restricted					
Arts Council England	-	332	(313)	-	19
Collections Development fund	573	-	(16)	-	557
LTM Friends	1	105	(89)	-	17
Luke Rees-Pulley Charitable Trust	15	109	(15)	(15)	94
Met 1 train	98	-	-	(98)	-
Met 353 carriage	38	-	-	(38)	-
Q stock	24	-	-	-	24
Untangling the Tracks exhibition	3	-	-	(3)	-
Windrush Day grant	-	21	(21)	-	-
Royal Commission of 1851	-	21	(21)	-	-
Kusuma Trust	-	37	(6)	-	31
Art Fund	-	30	-	-	30
	752	655	(481)	(154)	772
Unrestricted funds					
Designated funds					
Capital fund	20,999	-	-	(921)	20,078
Museum strategic development fund	985	-	-	2,500	3,485
Future exhibitions and education fund	500	-	-	(500)	-
Museum asset development fund	1,120	-	-	-	1,120
Education outreach fund	-	-	-	1,106	1,106
General funds	2,509	14,750	(14,035)	(2,031)	1,193
	26,113	14,750	(14,035)	154	26,982
Total funds	26,865	15,405	(14,516)	-	27,754

Restricted funds

Arts Council England support is comprised of the National Portfolio Organisations (NPO) grant and restricted funding for the How to Make a Poster project. NPO funding provides support for a diverse range of Museum programmes and activities.

The Collections Development fund (CDF) was established in 2012/13 following the auction of 400 surplus posters. This fund can only be used for collections acquisitions and conservation.

LTM Friends supports a range of Museum programmes and activities including the library management system (LMS) project, vehicle restoration and Acton community projects.

The Luke Rees-Pulley Charitable Trust (LRPCT) funds the Impact and Evaluation Manager role and a Learning Officer role.

The Q stock fund will be used for any future conservation work on this heritage asset.

The Met 1 train and Met 353 carriage funds were for conservation work on these heritage assets. These funds were fully spent, and the projects completed, several years ago. Transfers to the General Fund have been made to adjust for the remaining fund balance.

The Untangling the Tracks exhibition was funded through unrestricted sponsorship income. A transfer to the General Fund has been made to correct the remaining balance.

The Department for Levelling Up, Housing and Communities Windrush Day grant funded work towards the Legacies exhibition.

The Royal Commission of 1851 supports the Museum's Engineering Your Neighbourhood project.

Kusuma Trust UK supports the pilot Inspire Engineering Careers project.

The Art Fund Reimagine grant supports the Progressing Participatory Practice programme.

Designated funds

The Capital fund represents the net book value of the Museum's tangible fixed assets. It is written down by the value of depreciation and increased by any additions to the Museum's fixed assets.

The designated funds carried forward totalled £25.8m (2021: £23.6m).

b) Analysis of group net assets between funds

	Unrestricted funds £000	Restricted funds £000	Total funds £000
Fund balances at 31 March 2022:			
Fixed assets	20,078	-	20,078
Current assets	10,305	772	11,077
Current liabilities	(3,399)	-	(3,399)
Long term liabilities	(2)	-	(2)
Total net assets at 31 March 2022	26,982	772	27,754
Total net assets at 31 March 2021	26,113	752	26,865

17. Operating leases

	2022 £000	2021 £000
Within one year	802	813
Between two and five years	3,208	3,208
Over five years	12,651	13,456
Total	16,661	17,477

On 17 September 2018 the London Transport Museum entered into a new building contract at Albany House. The new contract is a licence fee arrangement, between TfL and London Transport Museum, which expires on 18 December 2024, with a review of rent in March 2022.

While the Albany House licence fee is in substance an operating lease, as the terms are cancellable, there is no requirement to disclose this as an operating lease.

Under this contract there is a rent-free period of 15 months and this is accounted for on a straight-line basis, over the term of the licence. The annual rental is £316k subject to review in March 2022.

18. Capital commitments

Capital commitments at the end of the year not otherwise included in the accounts are as follows:

	2022 £000	2021 £000
Cubic foyer	32	-
Cycle hire vehicle interpretation point	9	-
Online library	7	-
Elizabeth line display	6	-
Gallery	-	1
Phase 2 online shop platform project	-	6
Covent Garden LTM lift project	-	92
Total capital commitments	54	99

19. Share capital

	2022 £	2021 £
Authorised		
1 ordinary share of £1	1	1
Allotted, issued and fully paid up		
1 ordinary share of £1	1	1

As permitted by FRS 102 and SORP 2019, because no new equity shares have been issued, the Museum has not produced a separate statement of changes in equity for the reporting period.

20. Pensions

Background

The Museum offers retirement plans to its employees. The majority of the Museum's staff are members of the Public Sector Section of the TfL Pension Fund, which is a final salary scheme established under trust. Benefits are based on an employee's length of service and final pensionable pay. The Fund's Trustee is the TfL Trustee Company Limited, a wholly owned subsidiary of TfL. Under the rules of the Fund, its 18 Trustee Directors are nominated in equal numbers by TfL and on behalf of the Fund's membership.

Every three years, the TfL Pension Fund actuary makes valuations and recommends the level of contributions to be made by the participating employers to ensure the long-term solvency of the Fund. The latest available valuation of the Fund was carried out as at 31 March 2021 by the Actuary, a partner of consulting actuaries Willis Towers Watson, using the projected unit method. A revised Schedule of Contributions was agreed between the Trustee and the employers following the formal funding valuation of the Public Sector Section.

Under the valuation report, the Fund held a surplus of £179m as at 31 March 2021. Assets totalled £13,085m and the defined benefit obligation totalled £12,906m. A revised Schedule of Contributions was agreed between the Trustee and the employers following the formal funding valuation. This set out a future service contribution rate of 27.3 per cent for the employers and five per cent for members.

The underlying assets and defined benefit obligation of the TfL Pension Fund cover a number of Group entities and cannot be readily split between each undertaking. No contractual agreement is in place to allocate the total net surplus between the member entities. Thus, in accordance with IAS 19, the TfL Corporation, as the Scheme sponsor, has recognised the total net defined benefit surplus in its own accounts.

As at the Balance Sheet date, no allocation of the surplus of the Fund has been made between the various TfL Group companies, including London Transport Museum. Should this position change in future, an allocation may be made, and the Museum may, at that point, become liable for its share of the deficit or surplus. There are no present plans for such an allocation to be made.

Further information regarding the TfL Pension Fund can be found in the TfL Annual Report and Statement of Accounts.

Accounting

The Museum's ultimate parent, Transport for London, and the Museum's fellow subsidiaries participate in the Public Sector Section of the TfL Pension Fund. Because the Museum is unable to identify its share of the underlying assets and liabilities on a consistent and reasonable basis, as permitted by FRS 102, the Museum treats contributions to the Public Sector Section as if they were contributions to a defined contribution plan. The Museum's contributions to the Fund of £1,016,325 (2021: £981,987) have been charged to the Consolidated Statement of Financial Activities.

Other pension schemes

Pension contributions of £19,262 (2021: £7,458) have been made to the London Pension Fund Authority Pension Fund, a funded multi-employer defined benefit scheme, administered by the London Pension Fund Authority. The underlying assets and defined benefit obligation of the London Pension Fund Authority Pension Fund cover a number of TfL Group entities and cannot be readily split between each undertaking. The TfL Corporation has recognised the TfL Group's share of the net defined benefit obligation in its own accounts.

LTM also made employer contributions to two defined contribution schemes totalling £18,854 (2021: £5,734).

21. Related party transactions

London Transport Museum Limited is a wholly owned charitable subsidiary company of Transport Trading Limited (TTL), which in turn is a wholly owned subsidiary company of Transport for London (TfL). TfL provides financial assistance to the Museum in the form of grants for Museum operations and, in addition, certain divisions of TfL provide financial support to the Safety and Citizenship (STARS) Programme and other Museum activities as agreed on a project-by-project basis.

In line with paragraph 33.1A of FRS 102, the Museum, as a wholly owned subsidiary of TTL, is not required to disclose transactions with other wholly owned members of the group headed by TfL.

Museum staff are provided with passes that allow free or discounted travel on TfL services for themselves and a nominee. TfL also offers Museum Trustees and non-executive Directors of London Transport Museum (Trading) Limited (LTM(T)L) restricted travel privileges.

TfL Group companies receive discounts on the hire of Museum facilities, and all TfL staff receive free entry to the Museum and discounts in the Museum shop.

The Museum also entered into transactions with other related parties during the year as set out below.

Party	Nature of relationship	Transaction	2022 Income	2022 Expenditure	2022 Debtor	2022 Creditor
			£000	£000	£000	£000
LTM Friends	Sam Mullins is a Trustee of LTM Friends	Grant awarded during the year and reimbursement of volunteer expenses	105	6	105	6
International Association of Transport and Communications Museums (IATM)	Sam Mullins is the President of the IATM	IATM contribution towards communications, webinar and office support from LTM	2	-	2	-
SS Great Britain Trust	Sam Mullins is Vice Chair of SS Great Britain	Payment of expenses for attendance at annual board awayday	-	1	-	-
UKTV Media Limited	Marcus Arthur is Chief Executive Officer of UKTV	Income for additional venue hire event costs	3	-	-	-

During 2020/21 the Museum entered into transactions with other related parties as set out below.

Party	Nature of relationship	Transaction	2021 Income	2021 Expenditure	2021 Debtor	2021 Creditor
			£000	£000	£000	£000
LTM Friends	Sam Mullins is a Trustee of LTM Friends	Grant awarded during the year	10	-	-	-

In addition to the financial transactions summarised above, the Museum also provides LTMF with office and IT facilities, and support for marketing and other activities.

Sir Peter Hendy and Phil Swallow are also Patrons of the Museum.

A number of Museum Trustees, Directors of LTM(T)L and key management personnel of TfL, also received leaving and thank you gifts of LTM(T)L retail merchandise during the year.

Michèle Dix, a Trustee, received a moquette cube (retail price £240) as a leaving gift. Sandeep Dwesar, a non-executive Director of LTM(T)L received a moquette otto blanket chest (retail price £470) as a leaving gift. Gareth Powell, a Trustee, received five Elizabeth line badges and a badge gift set (total retail price £45).

A number of key management personnel of TfL which is a related entity also received gifts. Andy Byford, Commissioner, received two Elizabeth line face masks (total retail price £16) and Christmas knitwear (£35), to advertise LTM(T)L retail merchandise. Andy Lord, Chief Operating Officer, received free socks (retail price £40) as a thank you for speaking at a corporate supporters' event.

Our supporters

Corporate members

Leader

Abellio*
ABM*
Alexander Dennis*
Arriva London*
Arup
Balfour Beatty*
Capita*
CDER Group (JBW Group)
Clear Channel*
ComfortDelGro*
Cubic Transportation Systems*
EPC*
GB Railfreight*
Jacobs
Marston Holdings*
Motorola Solutions*
MTR Elizabeth Line
QBE*
Siemens
Skanska – Part-time
Sopra Steria*
Stadler Rail*
Stagecoach*
Telent Technology Services*
Thales UK*
Worldline
* denotes three-year membership

Driver

Computacenter
Go-Ahead Group*
Keolis UK*
Mastercard*
Mott MacDonald*
Wabtec

Member

2CV*
Addleshaw Goddard
BAI Communications
BDB Pitmans
BYD
First Class Partnerships*
ESP Utilise Group
Gowling WLG*
Morgan Sindall Infrastructure*
RATPDev*
Sacker & Partners*
Scheidt & Bachmann
Trapeze Group*
Yunnex Traffic

Supporters and sponsors

Major supporters

Transport for London
Arts Council England
The National Lottery Heritage Fund
DCMS/Wolfson Museums and Galleries
Improvement Fund
London Transport Museum Friends
Luke Rees-Pulley Charitable Trust

Museum supporters

Global - Global Gallery
Cubic Transportation Systems - Cubic Theatre
and Foyer
Siemens - Inspire Engineering

Interchange thought leadership

Gowling WLG
Thales UK

Content partners

RIA
Jacobs – Rethinking Sustainable Cities
PTV Group – Rethinking Sustainable Cities

Climate Crossroads

Cubic
Mott MacDonald
Mastercard
Sopra Steria

Enjoyment to Employment

Siemens
Costain
Mastercard
Telent Technology Services
Thales UK
Transport for London

Education supporters

Kusuma Trust
Luke Rees-Pulley Charitable Trust
Royal Commission for the Exhibition of 1851

Heritage and interpretation supporters

Art Fund
London Transport Museum Friends

Legacies: London Transport's Caribbean Workforce exhibition supporter

Department for Levelling Up, Housing and
Communities – Windrush Day Grant

Untangling the Tracks exhibition supporters

Thameslink Programme Partners:
Department for Transport
Network Rail
Siemens
Southeastern
Govia
Thameslink Railways

London's Transport at War Gallery supporters

DCMS/Wolfson Museums and Galleries
Improvement Fund
Charles Hayward Foundation
John S Cohen Foundation
London Transport Museum Friends

Digging Deeper gallery supporters

Biffa Award
Association of Independent Museums (AIM)
Mott MacDonald
London Transport Museum Friends

Future Engineers supporters and content partners

Bombardier Transportation
DCMS/Wolfson Museums and Galleries
Improvement Fund
Luke Rees-Pulley Charitable Trust
Cubic Transportation Systems
Jacobs
Mastercard
Microsoft

Patrons

Mark Allatt
Ian Arthurton
Sir David Bell
David Brown
Mike Brown MVO FRICS FCILT
Paul Butler
Roger Cooke
Leon Daniels OBE
Anna Delvecchio
Steve Edge
Martin Elms
Jane Fogg
Phil Fortey
Garcia J Hanson
Graham Hayden
Sir Peter Hendy CBE
Bill Hiron
Adrian Hollands
David Humphrey
Tony Hocking
Ken and Daphne Lousvet
Rupert Lyons
John Marshall
Richard Meads MBE
Peter and Susan Oakden
Ian Ross
Paul Ross
Paul Sainthouse
John A. Self OBE
Mike and Pat Sutcliffe
Phil and Caroline Swallow
Tony Vroon
Richard West
Nicholas Woolf OBE and Fiona Woolf DBE
Mark Yexley

We also have a number of Patrons who wish to remain anonymous.

LONDON TRANSPORT MUSEUM LIMITED

England & Wales - Charity number 1123122

Accounts



LONDON TRANSPORT MUSEUM

Annual Report 2020/21

Charity number:
1123122
Company number:
06495761

Registered address:
5 Endeavour Square
London
United Kingdom
E20 1JN

London Transport Museum Annual Report 2020/21 incorporating the strategic report, annual report of the Trustees and financial statements for the year ended 31 March 2021

CONTENTS

Page

STRATEGIC REPORT

1	Introduction to London Transport Museum	1
2	Message from the Trustees	2
3	Our purpose and principles	3

Achievements and performance

4	Coronavirus response	6
5	Content – Being the world’s leading museum of urban transport	7
6	Experiences – Create experiences that delight and inspire	9
7	People – Nurture a culture that’s united behind our purpose	10
8	Money – Generate the funds that make a difference	11
9	Future plans	12
10	Financial review	15

ANNUAL REPORT OF THE TRUSTEES

11	Structure, governance and management	16
12	Trustees statement	24
13	Trustees and advisers	25
14	Independent auditor’s report	27
15	Financial statements	30

STRATEGIC REPORT

1. Introduction to London Transport Museum

London Transport Museum Limited (LTM) is a registered charity incorporated on 6 February 2008 as a subsidiary company of Transport for London (TfL) limited by shares. It is governed by its Memorandum and Articles of Association. Under the GLA Act 1999, TfL has the power to provide and maintain a museum of transport artefacts, records and other exhibits. While it is common for charities to incorporate as companies limited by guarantee, the Transport for London (Specified Activities) Order 2000 requires TfL to carry out museum activities through a company limited by shares. Under section 5.1 of the LTM Memorandum of Association, the property and funds of the Museum must be used only for promoting the objects of the Museum; no dividend is payable to TfL.

When London Transport Museum Limited was established in 2008, a series of written agreements was put in place between TfL and LTM. These set out an umbrella agreement for the continued provision and maintenance of the Museum, covering many aspects of the operation and funding of LTM, and the long-term relationship between the parties. Beneath this there is a funding agreement and an Intellectual Property agreement, while the Museum collection is owned by TfL and subject to a management agreement between the Museum and TfL.

As a wholly-owned subsidiary company within the TfL Group, the Museum has access to substantial support and advice from other Group functions in areas such as accounting, taxation, property, marketing, internal audit, information technology, human resources and contracts. The Museum occupies premises which are owned or leased by TfL Group companies and is given access to TfL assets such as disused stations and the Underground network for heritage rail operations. Varying financial arrangements apply to the various Group services, many of which are supplied at no cost to the Museum.

LTM is governed by a Board of up to thirteen trustees, all of whom are non-executive with the exception of the Managing Director (usually described as the Director & CEO) who is an ex officio trustee and accountable to the Board of Trustees.

LTM has a wholly-owned subsidiary, London Transport Museum (Trading) Limited (LTM(T)L) which operates retail, corporate hire and other non-charitable activities to generate funds to further the Museum's objects. Under a Deed of Covenant, all the profits of LTM(T)L are distributed to LTM.

LTM(T)L is governed by a Board of Directors drawn from the Museum's trustees and staff, along with a majority of independent non-executive directors. Further information about LTM(T)L can be found in the Notes to the Financial Statements.

A copy of this document can be obtained from <https://www.ltmuseum.co.uk/about-us/governance>

2. Message from the Trustees

When the pandemic struck and the Museum closed on 17 March 2020, the success story of the previous year was brought to a juddering halt. As the whole country locked down and learned rapidly to work from home, the Museum faced an existential crisis. With four-fifths of our income self-generated, the Museum and shop closed for all but ten weeks of the year, no guided tours or schools programme, no volunteering, the economy in rapid recession and the virus rampant in our city, we stared over the edge into an abyss. The plunge into insolvency was prevented first by moral and financial support from TfL – themselves in a similar state – and by us mobilising funds from corporate support, our online shop and a public appeal. Government funding, first through the furlough scheme and then the Culture Recovery Fund, stabilised our position by midway through the year and enabled a recovery to be planned and initiated.

So, it is hugely gratifying to be able to report that we ultimately end the year with our reputation enhanced and our finances in better shape than might reasonably have been expected. The LTM's trustees and executive leadership have been severely tested and proved agile, creative, resilient and incredibly tenacious during a year of unprecedented challenge. While financial survival was only possible through the strong bond with TfL and emergency funding from government, the massive threat that arose in the early weeks of the epidemic brought out the commitment and energy of the Museum's staff group and applied it first to survival and then recovery. The collaborative, open and honest leadership of the Executive and the support of the trustees has not only kept the Museum in business but helped it to emerge from the third lockdown in mid-May 2021 with key developments in place. We have a clear strategic focus, enhanced digital delivery, fresh and authentic content, upgraded museum galleries and new web content. All of this is equipping us to face the uncertain future pace of economic and social recovery.

The narrative of this year as presented in this annual report is a story we never expected to tell, yet as Chair and Director, we end the year in a strong position and with a renewed respect for the capability and tenacity of our colleagues. We owe a massive debt of gratitude to Arts Council England, the Department for Culture Media and Sport, HM Treasury, Transport for London, LTM Friends, members, donors, volunteers and followers for sticking by us, and by doing so, giving our remarkable group of people the time and backing to plan for recovery.

Keith Ludeman, Chair and Sam Mullins OBE, Director and CEO

3. Our purpose and principles

Our purpose

Igniting curiosity to shape the future.

Our work is guided by four principles:

For everyone

Everyone feels the Museum, collections and experiences are for them.

Entrepreneurial and playful

Everything we do is creative, dynamic and resourceful.

Relevant and authentic

We are a window on the past, present and future of how transport keeps London working and growing.

Dedicated and personal

We go the extra mile to deliver.

Strategic Framework

Our strategic aims

We have four strategic aims to face the challenges of the future. In setting London Transport Museum's aims and planning our activities, the Trustees have carefully considered the Charity Commission's guidance on public benefit.

Content – Being the world's leading museum of urban transport

We conserve and enhance our world class collection, making it accessible for exhibitions, education, and events. We are a window on the past, present and future of transport in London. The idea of 'content' for us includes our collection and the need to hand it on in great shape to future generations.

LTM believes that our stories, collection and experiences can help everyone to understand more of the world they live in. We think about 'content' as all forms of communication on all platforms. We aim to reach ever wider audiences in London, the UK and the world.

Experiences – Create experiences that delight and inspire

Our aim is to stimulate creativity from an early age and inspire the next generation to realise their potential. We have exciting learning and public programming that delivers engaging initiatives on and offsite and, increasingly, on our digital platforms. We're committed to provoking debate and imagination about transport in the future of London.

People make their own meanings and we support this by helping our visitors, audiences and customers make connections through unique experiences. In the overall experience, from planning a visit to the memories they take away, our aim is to delight and inspire people. Delighting our customers is also essential to our future financial prosperity; we depend on this income stream for a significant portion of our revenue.

People – Nurture a culture that's united behind our purpose

We develop the individual skills of our people, sharpen the capability of our organisation and build a workplace that promotes employees' creativity. We strive to partner and collaborate with like-minded and forward-looking organisations. We are investing significantly in LTM's technological capability to expand our reach further in the future.

One of our principles is that everyone feels the Museum, collections and experiences are for them. Our priority is to broaden our reach, build awareness, support and influence for LTM as widely as possible in all our communications and public-facing activities. We aim to increase the diversity of our staff, visitors and our volunteers to support this aim.

We are committed to creating a culture that supports our purpose and encourages behaviour that is inclusive, collaborative, courageous and active. We continue to give attention to increasing the ethnic diversity of our workforce and to create an inclusive culture where everyone is treated fairly and equally. Our intent is for a culture where everyone can realise their potential. We are also committed to addressing poor performance where found and to improving leadership capability.

We have continued to invest time and energy this year embedding the strategic framework to guide all that we do and believe it has given added structure and support during this difficult year. We consider Reach, Quality, Impact and Value-for-Money for all our activities and regularly report progress of the top performance indicators to the Board within our LTM Dashboard.

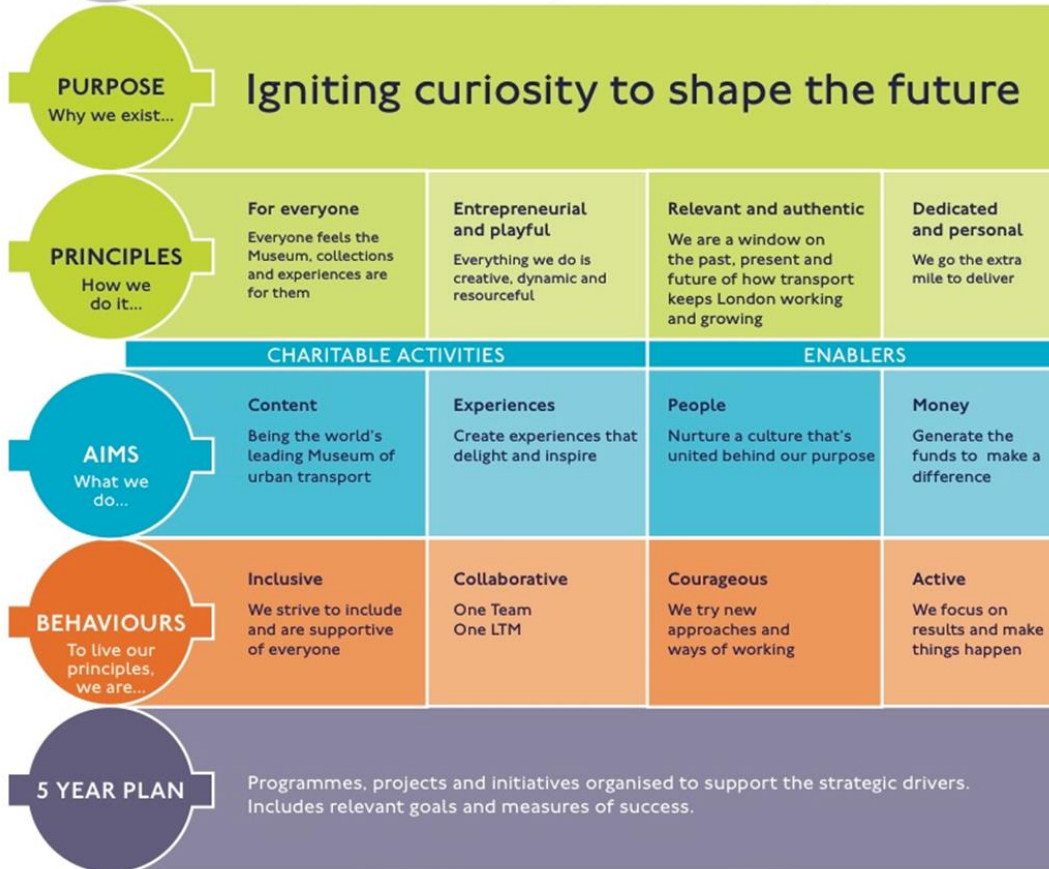
Money – Generate the funds that make a difference

We aim to grow revenue in creative new ways and increase our financial headroom, year on year. We operate a successful business-like charity.

Financial sustainability for LTM requires reserves to fund capital investment, and this depends on the success of key income streams to fund our purpose. Our main income streams are from visitors, fundraising and our Enterprise businesses including retail, venue hire, corporate membership, commercial sponsorship, catering and Hidden London. During 2020/21 we have also received significant emergency funding from the government via the Culture Recovery Fund and the Coronavirus Job Retention Scheme (CJRS).

To achieve financial sustainability, it is essential that we charge admission fees to visitors to Covent Garden, the Acton Depot and for participation in our offsite experiences such as Hidden London and Heritage excursions. These are reviewed annually and benchmarked to ensure they remain affordable to Londoners and all visitors.

Although the Museum charges admission fees, various measures are taken to ensure that charges are not a barrier to participation. These include free entry to the Museum for anyone aged 17 or under, for carers accompanying disabled visitors, and reduced admission charges for senior citizens, students and those in receipt of state benefit assistance. We offer a community bursary programme to encourage visits from those living near to the Depot and to the Museum in Covent Garden and have plans to expand it further. Museum admission tickets are valid for one year to encourage return visits and increase value for money for visitors. Many of the Museum's outreach programmes are free to participants. The TfL-funded STARS programmes engage tens of thousands of pupils each year and are delivered at no cost to the schools taking part. We also provide free content through our website and other media channels for people who do not visit LTM in person.



Achievement and performance

Looking back, we had successfully laid the groundwork in 2019/20 with investments in our people, programmes, frameworks and ways of working that helped us to weather the storm of the global crisis and continue to adapt and manoeuvre to shape our own path to recovery.

Our achievements this year are all the more significant given the context of existential threat and ongoing uncertainty. The first phase of the Museum's Route to Recovery programme emerged early in the summer and served us well as we adapted to disruption and uncertainty. We swiftly identified five strategic priorities (We're Open, Digital, Young People, Hidden London, Culture) with a sixth, Environmental Responsibility, emerging in January. The second phase of Routes to Recovery saw us through the long winter of a third lockdown.

We developed key drivers which remained relevant throughout the year and are continuing to guide our future plans: safe and balanced risk; financially savvy and focused on sustainability; entrepreneurial, innovative, and playful; keeping it simple; pacing ourselves. These drivers shaped our focus on welcoming, reassuring and engaging our visitors – onsite, offsite and online.

As with the last two years, we report on the key achievements of the year under the headings of our strategic framework: Content; Experiences; People; Money.

We also include many of our Dashboard indicators, which are reported biannually to Trustees. The Dashboard is a selection of the performance indicators considered to give the Executive and Trustees a more rounded insight into LTM's progress. LTM developed a success framework to ensure that all activity considered Reach, Quality, Impact and Value/Income (RQIV). LTM has used the RQIV framework to set targets and monitor performance for projects, teams and individuals and is continuing to develop and integrate the framework into all our work.

This success framework continues to be relevant as we recover the many areas of our complex operations. Some of the definitions of the measures have been revised to reflect the pandemic crisis, e.g. financial sustainability is now focused on maintaining the reserves within target range rather than tracking ahead of the 5-year plan and achieving an operating surplus. Relevant measures have been included in the summary.

4. Coronavirus response

Routes to Recovery

The coronavirus crisis totally disrupted our carefully made plans for 2020/21. We took the decision to close the Museum, café, shop, Acton Depot, and all events and tours at the close of business on 17 March 2020. On 20 March the UK Chancellor announced the temporary Coronavirus Job Retention Scheme, to support UK employers whose operations were severely affected by coronavirus. Once it was clear that LTM, as part of TfL, would be allowed to avail itself of this scheme, LTM moved to furlough over 85 per cent of staff. The 'bare bones' staffing cohort remaining in post focused on income generation, completing essential projects, keeping the Museum's profile high online, basic maintenance and security of the sites, planning for recovery and leadership and governance.

Within the first months after closure the Museum Executive had developed new ways of working virtually, established regular communication with all staff, trustees, and stakeholders, identified new strategic priorities to weather the crisis, broadened the responsibilities for the 'bare bones' group; pivoted a significant amount of content and activity to digital channels, and devised guidelines and a framework for recovery. We began working on what became stage one of the 'Routes to Recovery' plan.

Once the end of the first lockdown was announced, we were in a position to move quickly to execute stage one and opened first at the Depot on 19 August with a newly created, coronavirus-safe experience that ran for 10 days. We welcomed visitors back to the Covent Garden Museum on 7 September with a new visitor experience and the introduction of After Dark evening events. We continued to deliver the newly developed Hidden London virtual tours and launched a transport-themed walking tour of Covent Garden. Our shop and café reopened with the Museum and we were gradually rebuilding visitors to about 40 per cent of our pre-pandemic levels.

We closed the Museum for a second lockdown in November and after reopening in December for only twelve days, we were obliged to close again on the evening of 15 December for a third, prolonged lockdown that lasted past the end of the financial year. Stage two of 'Routes to Recovery' became a refocus on digital development and delivery during the long winter months, in parallel with planning for a third reopening once the UK roadmap for opening indoor attractions in England allowed it.

Despite the catastrophic disruption to our plans, the Museum staff demonstrated impressive resilience and creativity. We have pivoted to seize new opportunities and ways of delivering our charitable purpose, particularly with digital content and delivery, and have demonstrated an entrepreneurial and playful approach to recovery that has helped us to pull through. Staff have worked at pace to secure new sources of funding and income generation, and re-structured our commercial and fundraising strands.

The culture of LTM remains strong and continues to be an organisation where innovation is encouraged, our charitable aims well embedded, and our people pull together to create high quality experiences, content and product for our visitors, audiences and customers.

Financial response

We entered the year with uncertainty over how the pandemic would impact our finances and therefore took swift action to minimise our cost base and maximise available income and funding sources. We introduced additional Finance Committee and Board meetings to monitor our financial position and pandemic response, and established a Finance Working Group with TfL.

The CJRS allowed us to access valuable financial support from April 2020 totalling £0.6m. Early in March 2020 we suspended all non-essential spend, introduced a recruitment freeze, paused non-committed and non-essential capital works and reviewed all spend requests through the Senior Leadership Team. We introduced a series of additional re-budgets throughout the year, to facilitate our response to rapidly changing circumstances and inform our funding applications. We accessed savings on major contracts including security, cleaning and our Albany House office space, and exited part of our lease.

Our non-furloughed staff worked at pace to retain and secure existing and new income sources. We are deeply grateful to all our existing and new corporate sponsors and members who continued their support of LTM this year, as we pivoted our Thought Leadership series to digital delivery. Over 700 supporters gave generously to our new coronavirus fundraising appeal and payroll giving scheme. Our commercial lines, whilst significantly affected by the closure of Museum sites and in-person activity, quickly adapted their business models to focus on available opportunities, including online retail trading and commercial filming opportunities. Our Hidden London programme found opportunities to reach a new global audience through the launch of Hidden London Hangouts, a new Patreon scheme offering access to exclusive online content, and the introduction of digital virtual tours.

The agility and innovation of all our staff across LTM has allowed us to rapidly cut our costs and identify income opportunities. Nonetheless, the impact of closure for all but ten weeks of the year left a gap in our finances that required additional support.

We were delighted to receive a £1.75m grant through the first round of the Culture Recovery Fund; the government's £1.57bn fund established in partnership with the Department for Digital, Culture Media and Sport, HM Treasury and Arts Council England to support cultural organisations and heritage sites through the crisis. This support has allowed us to safeguard our survival, protect our sites and assets, continue the delivery of our charitable programmes, support our staff and freelancers, and plan for our future.

We are also deeply grateful to our parent organisation, Transport for London, for its practical and financial support to LTM throughout the crisis, including an emergency grant of £0.9m in Autumn 2020. TfL continues to provide essential services to the Museum without disruption including Finance and Human Resources support as part of core operations despite the challenges it has faced this year and the furlough of a significant proportion of its staff.

We continue to review all guidance and available support measures. Whilst 2021/22 will continue to be a year of recovery, we expect the financial impact to be significantly reduced. Section 10 sets out the financial review of the year's performance.

5. Content - Being the world's leading museum of urban transport

- Permanent gallery - Work continued on the War Gallery redevelopment, despite the Museum's closure, with *London's Transport at War* opening on 17 October 2020. The new gallery, which has been completely transformed, reveals the crucial role London's transport has played in global conflicts, from keeping civilians safe on the Home Front to supporting efforts on the front lines. It introduces visitors to the people behind these stories and features new posters, photographs, safety notices and wartime objects from the Museum's collection.
- Interchange - The Interchange programme continued to be delivered virtually in partnership with sponsors Gowling WLG and Thales. The latest Interchange report, *Rethinking Sustainable Cities: This is all in the air*, launched to an audience of 100 industry leaders at a virtual event in March. The event was chaired by Professor Greg Clark and saw TfL Commissioner Andy Byford join a thought-provoking panel discussion alongside Councillor Susan Aitken, Leader of Glasgow City Council, Rikhard Manninen, Head of Urban Planning at the City of Helsinki and Donald Morrison, Senior Vice President of People & Places Solutions at Jacobs. Looking ahead to COP26 and how we achieve a green future, the report explores how equality and social inclusion must go hand in hand with climate protection and economic growth to ensure the long-term success of sustainable cities.
- New Website and Content - After the successful launch of the new LTM website in October, phase 2 project work commenced on the website in November. Phase 1 included a new stories section, new ways to explore the Collection with a slider tool to search by date, new event calendar and improved accessibility to meet Government legislation. Phase 2 included the API integration of the Museum Shop website, meaning we can now 'pull' products directly through to the site to display, development of gated content to allow us to display content to certain users, and new interactives and games to help us engage with our family audiences. The Curatorial team authored, edited and published new web stories ranging from James Greathead's tunnelling shield to a hidden history of a corner of the Northern line extension.
- Themed Digital Content - To keep the momentum throughout the closure at the start of the year, the Marketing team continued to roll out weekly themes across our digital channels. Popular themes have been food and canteens, colour, Victorian transport and *Hidden London: the Exhibition*. We have been using a variety of website Stories, blogs, 360 photography, games and collection records to keep people engaged with our content and this approach has helped with our internal planning processes too. This themed content has helped to keep the museum 'alive' throughout three lockdowns – from Billy Brown of London Town Easter activities immediately following the first lockdown through to LGBT+ History Month and Women's History Month, in February and March respectively, when the Museum shared collection records and significant stories to celebrate and mark these important moments.
- New Exhibition and Media Programme - The opportunity and collaboration with Central Saint Martins (CSM) began in December and the entire project was conceived, developed and delivered by teams working virtually, in

less than four months, a remarkable achievement. The project explored sustainable cities and the impact and development of local communities. CSM students focused their research and creative response on four London neighbourhoods (Kings Cross St Pancras, Walthamstow Central, Brixton and Acton) which they bring to life in short films imagined as a week in London life in 2030 and to illustrate the concept of the 15-minute city. The project included the production of a media programme which includes a vast range of social media activities across the main platforms. *London 2030* exhibition and media programme launched in May 2021 as part of reopening.

- Digital Content from Volunteers – In 2020/21 volunteers have contributed 3,134 hours, most of which have been during site closures. Volunteers have shown incredible loyalty to LTM during the pandemic and have been keen to re-engage with us. As a result, we developed a digital and remote volunteering offer to generate content for our social channels and adapting traditional volunteer roles to allow research and content creation to be done from home. We now have an ever-growing number of volunteers creating digital content, from videos on favourite posters in the collection to blog content and assisting on research projects. Our aim is to begin recruiting new volunteers in 2021-22 to work on digital content remotely, supporting our plan to work with diverse audiences.
- Conservation - Curatorial staff continued to plan and conduct relevant onsite visits in a safe manner, to arrange conservation work on specific collection items and heritage assets and conduct safe cleaning of several areas of collections on display. For example, a specialist conservator conserved the Rainbow Crossing in advance of its display at the Museum. However, with Museum closure, work was paused on most Friends-funded conservation projects.
- Curatorial - With staff back from furlough in the autumn, we were able to re-start meetings of the Collections Development Group, assessing potential acquisitions to the collection. Our Documentary Curators obtained approval for the fourth year of their programme, including projects on disability and accessibility, TfL's role in housing development, the impact of coronavirus on London's transport and the Elizabeth line. Curators continued the project looking at the legacies of London Transport's direct recruitment in the Caribbean in today's TfL, linked to the forthcoming exhibition.
- New Exhibition - Work started on a new exhibition, *Legacy of Caribbean Recruitment*, looking into the long-term legacies of London Transport's recruitment in the Caribbean on today's TfL. As part of forward planning we have identified a larger footprint in the gallery for this exhibition, assembled an advisory board and extended the programme timeline with opportunities for content refreshes in the coming years. In June 2020 one of TfL's staff network groups, Raising Awareness of Culture and Ethnicity (RACE), organised a virtual exhibition to mark Windrush Day. This exhibition was focused on, and for, TfL employees. It included several original poems and pieces of writing reflecting on the Windrush Generation and their influence on transport workers of today. Subsequently, and with permission, London Transport Museum preserved the poems as part of its collection. Seven of the poem and prose readings have been animated in a typographic style and will be displayed on screens to mark Windrush 2021. They will remain as a prelude to the *Legacy of Caribbean Recruitment* exhibition until it is installed, opening February 2022.
- Gallery Improvements - At the Museum a new display of a TfL LGBTQ+ Rainbow Crossing accompanied by photos and film has been installed as part of a wider shift to blend physical visits with online content. An expanded digital display on the history of Pride in London is in development, ready for use in September.
- Clapham South Investment - Work resumed in January 2021 on the project to restore and upgrade the deep-level shelter. New high-security doors have replaced those damaged in a break-in during lockdown. Progress has been made with enabling infrastructure and preparation for major works in 2021-22 to upgrade the site to safeguard the fabric of the building, make it safer for staff and visitors, more operationally economic and a better visitor experience. A substantial piece of electrical conservation work since January has removed a large quantity of incongruous electrical installation from the entrance passageway, upgraded systems and transformed the space back to its near original appearance.
- Hidden London filming - The filming of the Yesterday TV series *The Secrets of the London Underground* was completed. The six-part series, hosted by Tim Dunn and LTM's own Siddy Holloway will be aired from 13 July this year. Tim's series *Railway Architecture* regularly attracts audiences of over 400,000. The Yesterday TV PR and Marketing team will start promotional activity in June, about a month before the series goes out. The LTM marketing team are working with the Yesterday team on press releases, social media activity, websites, competitions, a private view screening and other activity. It is a wonderful opportunity to widen awareness and market Virtual Tours and Hangouts, membership and merchandise.
- Library - The priority for the Library team was the Friends-funded project to acquire a Library Management System (LMS). The LMS project and the safe reopening of the Library at Albany House will be the key priorities for 2021.

6. Experiences - Create experiences that delight and inspire

- Reach - LTM outperformed museum sector peers and attracted around 40 per cent of our usual visitors during the periods we were open. Total onsite reach at Covent Garden was 40,197 for the year, just over 10 per cent of what we achieved in 2019/20. The total number of visits to LTM onsite, offsite and online was 746,001, down from 1,673,709 the year before. Our definition of 'offsite reach' for Hidden London and Stars has been updated to reflect the inclusion of virtual formats as well as physical delivery. The only reach measure that grew this year was social media followers, up to 147,929 from 124,424 the year before. These Dashboard KPIs are reported biannually to Trustees.
- Routes to Recovery, phase one - LTM reopened to visitors after the first lockdown with an innovative programme comprised of a new Depot Experience in August, a coronavirus-safe one-way route and new activities at Covent Garden from 7 September, a transport-themed walking tour of Covent Garden from Hidden London, and a newly created format of After Dark evening events. Phase one demanded much operational preparation: risk assessments; development and delivery of 'staff handbook – guidance for returning to work' for all staff; development and delivery of Customer Services training at the Museum and Depot; preparation of the Depot for the summer event, including movement of vehicles, collections and retail stock and ensuring that the site was clean, safe and presentable; providing staffing and supporting the delivery of the Depot summer event including site management.
- Depot - A new offer was created to encourage visitors to return to LTM in August. This trove of transport treasures is usually only open for special weekend events and the August opening offered a unique experience for visitors eager to escape the first lockdown. A special family-friendly trail took families on a journey through the Depot to discover the stories behind our collection and visitors received a special, sealed activity pack. The Family Fun event was hugely successful selling over 87 per cent of the tickets and generating over £50k income. The event saw retail take its first in-person sales of the 2020/21 financial year with sales over the ten days well above forecast. After the months of lockdown, the shop was a real attraction, several new lines were on sale and we saw a high basket spend. It was a bold and confident offer to reopen the Depot (and shop) at the end of the summer and it set the tone for our recovery. The Depot event was successfully repeated during October half-term.
- After Darks - Another innovation within the Routes to Recovery offer was the creation of the 'After Dark' series which opened the Museum exclusively to adults on a Thursday evening with the enticement of a free drink and the opportunity to participate in a guest-hosted quiz, starting with TfL Commissioner Andy Byford and Historic England CEO Duncan Wilson and continuing with a range of interesting partners and organisations. The format proved popular and events sold out in the autumn, reaching a new young adult audience (150 tickets per event).
- After Darks (Virtual) - In February 2021, the Thursday evening After Dark programme went virtual. We have run events since in collaboration with external partners including: All The Stations Special, Fontastical Games Special and London Drawing, reaching over 1,100 people. These free, virtual events have aimed to keep the Museum after Dark Thursday evening slot warm in people's minds, engage with experience seeking adults during lockdown and encourage donations and general support for the Museum. After Dark resumed onsite following reopening the Museum in May.
- Hidden London Hang Outs - Closure, stoppage of tours and lockdown created a need to reinvent the format and accelerated the development of a digital offer for Hidden London. Quick out of the blocks were the Hangouts, a weekly show on YouTube. The informal approach of the weekly show and its accessibility on our YouTube channel has grown a considerable following for the team in its first year (108,000 views) and the launch of a dedicated Patreon channel in January has already built a paying fan base with over 73 subscribers and growing. Creation of the weekly Hangouts has been a success story of lockdown and an example of agile creativity.
- Hidden London Virtual Tours - Four tours have been developed since the launch of the virtual tour programme in July (King William Street, Brompton Road, Kingsway Tram Tunnel, Aldwych). Nearly 5,000 tickets were sold with approximately 11 per cent of participants joining from 23 countries from Austria to Romania, with most overseas participants from the US, Canada and Australia.
- STARS (Virtual Delivery to schools) - Necessity was the mother of invention for the STARS team, which created a programme from scratch that could be delivered virtually to London schools on various IT platforms. It was a significant undertaking to reinvent a programme that had been carefully crafted over years, but it was up and running by October. Similarly, the Youth Travel Ambassador team and Junior Citizenship teams pivoted to run live streaming events that also went live in October.
- STARS (Virtual Delivery direct to students) - The announcement of the reinstatement of lockdown measures in January 2021 and pupils returning to home learning saw the teams focus again on providing resources to support

travel education and increase awareness of safe, sustainable and active travel in this environment. The whole STARS team focused on providing Safety and Citizenship live, virtual in-school presentations (VISP) to home-based learners. By the end of the financial year, over 32 per cent of eligible primary schools have had or have booked a session to prepare them for independent travel by the close of the academic year.

- **Apprentice and Young Volunteers** - The Learning team continued to support our apprentice to complete his NVQ and Gold Arts Award by end of March 2021, when the apprenticeship finished and he is now seeking employment in community and youth work roles. In spite of the challenges of the past year, we have also managed to deliver two Young Volunteer Projects: the first with The Link in Thamesmead saw young people creating soundscapes and learning about radio/podcasting. They were subsequently commissioned to produce a podcast for the collection by our Contemporary Collecting team. The second project was delivered with young people in Newham resulting in a podcast produced by young people, which explores their perspectives on the impact of regeneration and major infrastructure projects on the borough.
- **Young Freelancers** - LTM continued to support our team of young freelancers for an additional period to see them through to the end of 2020. They have worked in Development, Curatorial, Learning and Customer Services contributing over 240 hours of work across the Museum.
- **Under-5s** - Whilst we haven't been able to deliver in-person Under-5s' activity, we have distributed over 300 activity packs via children's centres to families in the Acton area and delivered our first virtual Under-5s' session. Between January and March, we ran three collaborative projects with primary schools (Artsmark) to support the development of a digital offer.
- **Schools Programme** - 230 children from 7 schools participated in our pilot KS2 virtual session (Bus for the Future) during British Science Week. We have created four pre-recorded broadcasts hosted on You Tube for KS3 and KS2 exploring engineering and the climate crisis. Work continues to develop a KS1 virtual offer (The Mystery Bus) which will go live in June 2021. We have kicked off the funded Engineering Your Neighbourhood project in Acton, partnering with Ark Priory Primary Academy to deliver a project focused on unlocking the local engineering story of Acton to support cross-curricular learning and inspire young children to consider the variety and potential of engineering careers.
- **Community Programme** - With the community Learning Officer back from furlough we have resumed activity building partnerships in the Acton area. We are part of critical local networks such as the Cultural Education Partnership and the Arts & Health Alliance and we are building our own community access scheme at the Depot, enabling local community organisations to make use of this valuable cultural resource to support their users. We distributed over 300 activity packs via children's centres to families in the Acton area. We also have projects in development, one with Ealing Integrated Youth Services to support a small number of young people on an Arts Award project aiming to build confidence and raise aspirations and another, focused on Covent Garden, working with Holborn Community Association to enable young people to use the Museum as inspiration for their own film-making project.
- **Awards** - Our entry to the Museum + Heritage Awards was a success, seeing our Hidden London exhibition crowned Best Temporary Exhibition of the Year in 2020. The Museum's new website was also shortlisted for Best Deployment of a CMS at the 2021 UK Dev Awards and Best Non-Profit Campaign at this year's Global Agency Awards.

7. People - Nurture a culture that's united behind our purpose

- **Purpose** - This year we've continued to embed our purpose, igniting curiosity to shape the future, in everything we do and have asked staff for feedback. Staff confidence that 'LTM has a vision for the future' has increased again this year, up from 54 per cent to 56 per cent, which is significant given the high level of uncertainty this year. It speaks well of the success over the previous years to embed the strategic framework, our quick response to develop new priorities, the Routes to Recovery plan, and regular communication.
- **Staff** continue to be engaged with the Museum's work and plans, with total engagement up from 65 per cent to 70 per cent and wellbeing up 60 per cent to 64 per cent. Volunteer satisfaction also increased, from 84 per cent to 87 per cent.
- **Within the Audience Development Strategy and the D&I initiative**, the Museum set targets to increase the diversity of our visitors, prioritising ethnic diversity and socio-economic classifications. No BDRC surveys with visitors were conducted this year but will resume for 2021-22.
- **For staff**, we aim to create an inclusive culture, where everyone can realise their potential. Progress achieving this is partly measured by an inclusion index, a new measure added to the annual staff survey in 2018-19. This year's score is 62 per cent, an increase from 54 per cent in 2019-20 and up from 50 per cent the year before. These

results are very encouraging during a year when many staff were furloughed and the majority of our opportunities to meet have been conducted on virtual platforms. These measures form part of regular progress reports to the Board.

- **Listen and Learn** - A listening exercise was commissioned by LTM from an external expert, Full Colour, and held with all staff in July. The need for a consultation and forum for discussion was originally prompted by the upset and concerns following the murder of George Floyd in May 2020. Following discussion and further reflection, the SLT developed a management response which was shared with all staff and trustees, along with the full findings of the report, in September. We have balanced the need to take the steps to make changes with the other challenges we have faced as an organisation. We recognised the need for achievable progress and made three strong commitments which are underway. These commitments include reviewing the nature of all non-permanent contracts, improving how we tell the story of transport in London to better reflect the contribution of people of colour, and skilling up all managers.
- **People Plan** - In February the Board approved a strategic People Plan for 2021, a plan that addresses all aims and actions relating to staff, HR, and culture issues and will guide our work for at least the next 18 months. It is a format used by TfL to bring together various challenges in order to focus a department or division on specific actions that can be achieved in a year. It is short, direct and achievable. The LTM plan is informed by the findings from the annual staff survey (Viewpoint) and the recommendations from the Listen and Learn initiative. Two new working groups have been created to take this plan forward to deliver in 2021.

8. Money - Generate the funds that make a difference.

- As outlined, 2020/21 was an extraordinary year. What should have marked the third year of our Five-year plan required a complete reinvention of our operating plans, and a revised understanding and definition of financial sustainability. For this current year and the foreseeable future, our financial sustainability measure is focused on maintaining our reserves within target range.
- The model we had developed, based on an incredibly lean and successful operating model and high self-generated funding, meant the impact of the crisis initially hit us hard. Turnover was severely restricted by government rules precluding shop, Hidden London, depot, café and venue hire activity for almost the entire year. However, the businesses adapted wherever possible, by finding new income sources (digital tours, site filming opportunities), reopening during available windows, and re-booking customers onto alternatives or converting into donations.
- We received highly welcome support from TfL, Arts Council England, the Culture Recovery Fund and government support schemes - with a total value over £3 million. Such support reflected a significant vote of confidence in our work, our value and our long-term potential.
- At the same time, we sought to minimise our cost base wherever possible, in particular taking advantage of the Coronavirus Job Retention Scheme and delaying non-essential capital and project investment.
- **Hidden London** - The team successfully created a virtual offer that is engaging audiences and will help fuel Hidden London's return to growth in the coming year. Despite the loss of physical tours for the entirety of the year resulting in a loss for 2020/21, the team successfully created a virtual offer and plans are in place to return to positive net contribution in 2021/22 and to outperform 2019/20 by the following year.
- **Corporate Membership** - We were very pleased to retain and renew current and new members despite the economic challenges faced by our partners, resulting in net contribution achieved of £373k. Our Interchange Programme moved online, allowing us to engage with more of our membership.
- **Sponsorship** - As with our membership programme, we were delighted to retain and welcome existing and new sponsors for our programmes, delivering a net contribution of £293k.
- **Retail** - The Covent Garden shop was closed for all but ten weeks of the year, resulting in a loss for 2020/21; the team pivoted rapidly into online activity in response. The new online shop launched at the beginning of July with enhanced functionality and a clean, fresh aesthetic using new product photography and graphics that link closely to the Museum's new main website. Sales have been particularly strong; up 57per cent on the prior year. The online shop achieved a net positive contribution of £77k.
- **Individual Giving** - Two contactless podiums and card readers were installed in the Museum and are ready to accept customer donations. New digital screens have been installed and templates designed to enable us to promote ways to give and improve acknowledgement of our supporters and donors. This is part of a communications project to raise awareness of the Museum as a charity and our charitable impact.

- Venue Hire - Despite restrictions on any gatherings and events for the entirety of the year, we pivoted to identify major filming opportunities, including Warner Bros filming at Acton in December 2020.
- Fundraising Dinner - The annual dinner was cancelled following the exploration of alternative dates and in the context of such uncertainty. The next dinner is scheduled to take place in November 2021.

9. Future plans

The next two years represent the third phase of the Museum's Route to Recovery, as we recover and rebuild a viable and sustainable future. While the features of the 'new normal' will emerge, this will be to an uncertain timetable in an unpredictable context, so a two-year recovery and rebuild of our businesses has been developed, with an organisational reset and new five-year plan to be developed from the autumn of 2022.

The strategy proposed for the next two years maintains the Museum's recovery and invests only in key strategic priorities - the people, projects, and systems which provide a sound platform to rebuild business lines and later reset and re-deliver the charity's purpose from 2023 onwards.

Following the pandemic, the reshaping of our city centres along greener and more sustainable lines towards zero net carbon by 2030 is an immediate political imperative and a high priority for Londoners, our corporate members and our visitors. We have made 'Climate Crossroads' the over-arching theme for all our public and corporate programmes in the coming year. LTM will embark upon its own 'Green Journey' to reach zero net carbon as an organisation by 2030, aiming for a leadership position within the cultural sector.

Our strategy for 2021/22 is to sustain and adapt our organisation to thrive once more in new circumstances and indeed to 'recover better' as the situation permits. Our purpose and strategic framework remains as before and shapes all our work:

The five strategic priorities of 2020/21 continue to be relevant to our recovery in the coming year: We're Open, Move to Digital, Young People, Hidden London and the working culture to deliver on these priorities. Given the importance of a green recovery to the future of London, the UK and the world, we've added 'Environmental Responsibility' as a sixth priority focus of our work for the coming two years. This is also in line with TfL's strategic priorities as well as those of ACE. These six priorities guide our investment decisions and focus for the two-year plan.

Key highlights include:

Content

- Exhibition and Media Programme - *London 2030*, a collaboration with Central Saint Martins, opens on 17 May with the reopening of the Museum. The project explores the drivers of changes necessary to create a radical but feasible vision of the future of London.
- Digital Content - We will continue to pivot capacity and content into our digital channels to create a blended offer of real and virtual experiences. For Covent Garden, we have expanded up our digital displays with new 'spaces' dedicated to showcase our stories, programmes and collections to enhance the visitor experience. We upgraded the vehicle information points (VIPs) to much larger touchscreens and new software which will provide greater depth of interpretation as well as the capability to create trails and more engaging programmes for the future. For our learning offers we will continue to develop and deliver more content online.
- Interchange - We are developing the new Interchange sustainability series, which will focus on how the UK can develop a green industrial strategy that prioritises the environment as well as economic growth, and explore the ways different industries and sectors can work together to effect positive change. We will also examine how our workforce is equipped with the right skills required to deliver a greener future. Jacobs has confirmed its support as our Sustainability Series partner for a second year in 2021.
- Exhibitions - *Legacies of Caribbean Recruitment*, in development with the support of an advisory group, will open in February 2022. The ambition for this exhibition has grown in recent months and will claim a prominent space on the ground floor of the gallery and include ongoing content refreshment to remain as part of the permanent gallery.

Experiences

- We're Open - we expect to steadily increase our visitor numbers throughout the year from a 30 per cent starting point to 60 per cent by year end, in line with TfL passenger modelling and cultural sector research. Our target is to

welcome back a total of 159,000 visitors to Covent Garden by the end of the year. Our ambition is to realise a recovery of our total reach onsite, offsite and online to over 1,166,000 - nearly double that achieved in 2020/21.

- Reopening Experience - Our key messaging is to ensure visitors understand we are a safe, well organised, stimulating and fun day out, representing good value for money. We are highlighting the new elements of the Museum experience people will have to look forward to when they return, which includes the new Central Saint Martin's London 2030 display, new Rainbow Crossing, new Windrush poetry videos and updated Vehicle Interpretation Points. Shortly after reopening in Covent Garden, we roll straight into May half term with activities at the Museum and at the Acton Depot with an offer themed to museum gaming.
- Hidden London - For Hidden London, we will continue to develop our virtual offerings alongside the reintroduction of physical tours later in the year. We introduced a tiered membership offer on Patreon for the HL Hangouts in January and aim to promote and grow the membership base in 2021/22. We will expand the virtual tours programme with new locations and other topics to scale up this income stream. We will target the internationally based audience (currently 11 per cent of participants). We'll continue to innovate with new experiences with a pilot VR experience for children via a collaboration with Musemio, a tech start-up. We plan to add Hidden Histories and In Conversation strands to the virtual tours, repurposing lecture material with expert guests.
- Clapham South - A modest investment is underway at Clapham South Deep Shelter to enable distanced physical tours. Our current plan, subject obviously to government restrictions, is to launch the new family 'Blitz' experience in October half-term and during weekends and holidays.
- Amplifying our reach - The Hidden London brand and offer will be promoted through *The Secrets of the London Underground* on Yesterday TV which will be broadcast from 13 July 2021, with promotion commencing in June and use of the digital content integrated into future marketing efforts.
- Young People - We will keep our work with young people very much alive and relevant to current needs with a focus on the theme of employability and by increasing focus online and targeted to local visitors, especially at the Acton Depot. We have two departments with defined strands of work and audiences focused on this priority area: the Learning team and the TfL-funded STARS team. The future for TfL-funded STARS delivery will be planned once the TfL funding situation and brief is clear.
- Learning programme - There are four strands of work in an overall programme to deliver the strategy: public programming for adults and families; local community programme focused on Acton; young people's programme and primary and secondary school programmes.
 - In 2021-22, across all programme areas we will be producing a blend of digital and in person experiences to maximise reach and ensure we can flexibly respond to changing circumstances – this is a particular priority in the schools programmes where supporting schools to make up for lost learning is critical.
 - We will also be strengthening our local engagement in Acton, building new partnerships for Under-5's activity, delivering a funded primary school engineering project (Engineering Your Neighbourhood) and opening the depot more frequently for adult and family audiences.
- Supporting young people towards and into employment is also critical across programme areas, but is a particular focus for Route into Work where we will be diversifying the employability support, we offer and seeking to support recruitment for more entry level opportunities with employers across the TfL supply chain.
- Digital Experiences - The pivot to digital during lockdown has been vital and proved highly beneficial. As in-person experiences return, LTM needs to maintain a blended approach, using digital content to excite interest in real experience, generate income and support and extend real experiences through digital means. This will require ongoing investment in digital capacity, skills and knowledge within current staff numbers.
- Retail - With lockdown easing and confidence returning, we anticipate a shift in expenditure by consumers back to experiences rather than things. However, our goal is to continue to grow the scale of online, with a focus on improving profitability. Vintage originals will be a particular focus and we are adding new features to the website. Exclusively developed, intrinsically LTM product is key for our success and there are some very exciting products in development for 2021. Cotton pyjamas in Routemaster moquette design and 'Socks in the Box the Ultimate collection' (a selection of 12 of our bestselling socks) are just two examples. We have demonstrated the importance of well-designed products to drive sales and product development will continue to be a key part of our Retail strategy.
- Project Guardian - With the media focus on the issue of personal safety and unwanted sexual attention as a result of the murder of Sarah Everard and the many reports of sexual harassment and abuse experienced by young people that have been shared through the Everyone's Invited website, there has been a renewed interest in the Project Guardian sessions delivered by the Museum's Safety and Citizenship team. The project is currently

paused until September as it was judged to be too sensitive to deliver virtually. The team is exploring with TfL the opportunity to expand this important and needed programme.

People

- **People Plan** - We are rolling out the People Plan this year, embracing key strands such as anti-racism, inclusivity, and attitudes towards women, to continue to support our people and nurture our unique culture.
- **Volunteers** - We are currently reviewing how volunteers will begin returning to site in 2021. This is a complex task due to coronavirus restrictions and remote-working, though we anticipate a phased return as the year progresses, working in consultation with volunteer line managers and programming requirements.
- **Digital Investment** - A significant and important project this year will increase all lines of business by developing an integrated back office including a new ticketing system and customer relationship software. The project will be delivered over the coming two years.
- **Environmental Responsibility** - A key focus for 2021/22 is the shaping of our strategy and plans to support a green recovery as we shift increasing attention to the challenges of sustainability and the climate crisis. This priority requires a joined-up approach from all departments and is both internally and externally focused. Our internal goal is for LTM to be carbon neutral by 2030 – LTM's 'green journey.' LTM working groups are formed and work is underway to identify key targets, activity, milestones for LTM's 'green journey.' Our externally focused activity and fundraising drive are using the theme 'Climate Crossroads' to summarise the programme and galvanise support; this campaign launches in the summer.
- **New Ways of Working (NWOW)** - Being mindful of the evolving preferences for working, the creation of a new balance between remote and office-based work is an early priority as we develop our new ways of working. This will progress in incremental steps into 2022 once the easing of restrictions and the encouragement to return to offices commences. Our vision is that our working spaces will evolve and support a variety of activities that reflect a new 'hybrid' or 'blended' approach. This may include zones for collaborative meetings, zones for individual task work and improved meeting spaces that have the technology to support participants onsite and joining remotely.

Money

- Our aim for the coming year has been to identify the core financial requirement to recover, rebuild and reset. We have prioritised the protection of our core charitable purpose and our commitments to our audiences and beneficiaries. We have targeted careful management of expenditure, and preservation of income and future income potential, including via essential capital investment to maintain our sites and assets to a safe and acceptable standard. In reviewing our staff complement we have ensured this reflects a structure that delivers our revised priorities without overstretching our staff and teams.
- Whilst we have found savings in limiting activity and costs to essential activity, our admissions, public programming and commercial income lines will take some time to return to pre-pandemic levels. We continue to review our admissions prices and discount structure and have benefited from the temporary VAT reduction on admissions. We anticipate our Enterprises arm overall will take two years to return to pre-pandemic levels of contribution.
- **Capital Investment** - Having weathered the crisis over the last year, by suspending all non-essential or non-committed projects, LTM has developed a prudent investment plan for the next two years. It is vital for recovery and future success to 'un-pause' our investment pipeline and major project plans, albeit adapted to ongoing uncertainty, our new priorities and proceeding at a slower pace. We are targeting our investment only on those projects that deliver long-term charitable benefit, income potential and/or essential and safety-compliant building work.

10. Financial review

2020/21 would have marked the third year of the Five-year plan developed by the Museum to increase its self-generated income and secure its long-term financial sustainability. The impact of coronavirus on our planned budget and activity was comprehensive, requiring us to adopt a new short-term model focused initially on survival for 2020/21, whilst the potential impact of the crisis remained uncertain.

Thanks to the significant financial support of TfL and the Culture Recovery Fund, the rapid move by all staff to adapt businesses and activities to a new operating model and the suspension of all non-essential work, recruitment and capital investment, we have been successful in retaining as much income as possible and in cutting back costs to the core essentials. The year's result was also favourably affected by a comprehensive review of historic debts and accruals, predominantly owed within the TfL Group, leading to the agreement of a one-off credit of £0.6m.

As a result of the above, the Museum ended the year with a net deficit of £1.0m, including an operating surplus of £0.4m.

Reconciliation of operating surplus to SOFA net deficit	Unrestricted	Restricted	£000
Operating surplus	447	(9)	438
Depreciation / amortization	(1,524)	0	(1,524)
Capital income	0	50	50
Net deficit	(1,077)	41	(1,036)

Income fell to £11.7m (2020: £16.0m), with the impact most strongly felt in charitable activities (primarily onsite admissions, STARS school outreach and public programming activities), and in commercial activities. This was a direct result of the necessary closure of all Museum sites for most of the year, and suspension of all in-person activity.

Grants and donations saw a rise to £7.8m (2020: £4.2m) due to the receipt of significant emergency funding from the Culture Recovery Fund, the Coronavirus Job Retention Scheme and Transport for London.

Expenditure was successfully reduced to £9.0m (2020: £11.7m) across costs of raising funds and costs of charitable activities. Other fundraising activities cost has risen due to higher support costs allocated to all areas from the cost of staff pension and salary top-ups whilst on furlough which has been shared across the entire organisation via support costs, rather than coded directly to the staff members' normal areas of operation. The cost of fundraising, not including the support cost allocation, was £0.3m.

We significantly reduced and delayed capital investment from our original plans, given the uncertainty faced throughout the year. Capital expenditure totalled just £0.5m (2020: £1.3m) in essential and committed works, causing the capital fund to reduce to £21.0m (2020: £22.1m) as depreciation exceeded investment. The Capital fund forms the majority of the Museum's reserves and represents the book value of the Museum's fixed assets, rather than liquid funds readily available for use.

Non-capital funds stayed level at £5.9m (2020: £5.9m), in line with their target.

Annual report of the Trustees

11. Structure, governance and management

Legal status and governing documents

London Transport Museum Limited (LTM) is a registered charity incorporated on 6 February 2008 as a company limited by shares; one share is issued and is owned by Transport for London (TfL). It is governed by its Memorandum and Articles of Association. Under the Greater London Assembly (GLA) Act 1999, TfL has the power to provide and maintain a museum of transport artefacts, records and other exhibits. While it is common for charities to incorporate as companies limited by guarantee, the Transport for London (Specified Activities) Order 2000 requires TfL to carry out museum activities through a company limited by shares.

Under section 5.1 of the LTM Memorandum of Association, the property and funds of the Museum must be used only for promoting the objects of the Museum, no dividend may be paid to TfL.

LTM has a wholly-owned subsidiary, London Transport Museum (Trading) Limited (LTM(T)L) which operates retail, corporate hire and other non-charitable activities to generate funds to further the Museum's objects. Under a Deed of Covenant, all the profits of LTM(T)L are distributed to LTM.

Organisation

LTM is governed by a Board of Trustees. Day-to-day management of the Museum is delegated to the Managing Director (CEO), Sam Mullins OBE, and through him to the Chief Operating Officer (COO), Elizabeth McKay, and Senior Leadership Team (SLT), employees and volunteers. The SLT is made up of the Chief Financial Officer (CFO) and four Assistant Director (AD) posts, each with distinct functional responsibilities.

The Trustees and SLT as a group are collectively considered to represent the 'key management personnel' of the charity - i.e. those persons having authority and responsibility for planning, directing and controlling the day-to-day activities of the charity.

Trustees

There are up to thirteen Trustees of LTM at any time, up to three of whom are nominated by TfL and may be members, officers or employees of TfL or the Greater London Assembly. The Board is chaired by Keith Ludeman. The Managing Director of LTM is automatically a Trustee by virtue of his office, and there are up to nine independent Trustees unconnected with TfL.

The Board meets at least four times a year for formal business and once a year for a day of strategic review. Trustees also serve on various Board committees (see below) which meet regularly throughout the year. In addition, Trustees attend Museum events and activities, meet informally, and visit other museums and heritage organisations to widen their knowledge and experience of the cultural sector.

The Board has a Nominations Committee to offer advice and make recommendations regarding the appointment of independent Trustees. We use public advertisement, personal recommendation and external search to recruit Trustees with expertise and experience that will support the strategy and operation of the Museum in areas such as community outreach, education, museum practice, commercial transportation, finance and governance, retail operations and public relations.

Trustees serve a three-year term following which they may be elected for another three years. The Articles of Association make allowance for a second extension of up to three more years in exceptional circumstances. Other than the Managing Director, who is an employee of LTM, the Trustees receive no remuneration, but TfL offers Trustees (and non-executive Directors of LTM(T)L) certain travel concessions. If these are not sufficient, Trustees may claim travel expenses for attending meetings.

The LTM Board is clear about the charity's aims and ensures that these are being delivered effectively and sustainably. The Trustees adopted the revised Charity Code of Governance for Larger Charities in January 2019.

Four Trustee meetings were scheduled during 2020/21 and attendance was over 95 per cent

Trustee	Apr-20	Jul-20	Oct-20	Jan-21	Total meetings attended
M Arthur	1	1	1	1	4
M Dix CBE*	1	-	1	1	3
S Dwesar	1	-	1	1	3
V Everitt*	1	1	1	1	4
B Ferris OBE	1	1	1	1	4
P Hendy CBE	1	1	1	1	4
W Hull*	N/A	N/A	1	1	2
K Ludeman	1	1	1	1	4
C Major	N/A	N/A	N/A	1	1
S Mullins OBE	1	1	1	1	4
P Rosser	N/A	N/A	1	1	2
A Smith	1	1	1	1	4
P Swallow	1	N/A	N/A	N/A	1
L Williams MBE	1	1	1	1	4
Total meetings attended	11	8	12	13	44

*Nominated by TfL

There have been some changes to the Trustees in 2020/21.

We were delighted to welcome Winsome Hull and Pam Rosser to the Board in October 2020. Winsome is Senior Business Strategy Manager at Transport for London and as such is TfL's nominated Trustee. Pam is an e-commerce consultant working with global retail and entertainment brands. We were delighted to welcome Christine Major in February 2021. Christine is the CEO of GLUU, a senior EdTech professional with 18 years' experience.

Phil Swallow retired from the Board during the year.

At 31 March 2021, there were 13 Trustees. More information and short biographies of the Trustees can be found on the Museum website:

<https://www.ltmuseum.co.uk/about-us/governance>

Trustee induction and training

New Trustees undergo an orientation programme to brief them on their obligations under charity and company law, the content of the Memorandum and Articles of Association, the committee and decision-making processes, the business plan and recent performance of the Museum. During their induction they are invited to spend time with the LTM Managing Director and meet senior staff and are provided with relevant reference material.

Committees

The Board of Trustees has four committees:

- The Audit and Risk Committee assists and advises the Board of Trustees of LTM and the Directors of LTM(T)L on audit matters, oversees the relationship with TfL Internal Audit and external auditors, and the Museum's risk management process. The committee's activities include detailed review of the Annual Accounts and consideration of Internal Audit Reports.
- The Finance Committee assists and advises the Trustees on issues relating to financial matters including financial objectives, financial strategy, budgeting and reporting. The committee reviews budgets and plans and scrutinises performance information including management accounts. During the year additional Special Finance Committees were convened to monitor the impact of coronavirus on the Museum's finances.
- The Nominations Committee advises the Board on issues relating to the mix of skills, background and knowledge represented by the Board, succession planning for Trustees, and Trustee recruitment. In particular, the Committee makes recommendations to the Board regarding the appointment of independent Trustees.
- The Remuneration Committee reviews the level and structure of remuneration for the Chief Executive and other members of LTM's Senior Leadership Team on behalf of the Board. The committee also oversees matters related to the setting of the Museum's pay ranges, the gender pay gap and the annual pay review for all staff.

Relationship with TfL

When London Transport Museum Limited was established in 2008, a series of written agreements was put in place between TfL and LTM. These set out an umbrella agreement for the continued provision and maintenance of the Museum, covering many aspects of the operation and funding of LTM, and the long-term relationship between the parties. Beneath this there is a funding agreement and an Intellectual Property agreement, while Items in the Museum collection owned by TfL are subject to a management loan agreement between the Museum and the parent company.

As a wholly-owned subsidiary company within the TfL Group, the Museum has access to support and advice from other Group functions in areas such as accounting, taxation, property, marketing and contracts. The Museum receives substantial support from parts of the TfL Group such as Finance, Human Resources (HR), Internal Audit and Payroll. The Museum occupies premises which are owned or leased by TfL Group companies and is given access to TfL assets such as disused stations. Varying financial arrangements apply to the various Group services, many of which are supplied at no cost to the Museum. Further details can be found in the Notes to the Financial Statements.

The Museum generally adopts TfL's HR, Procurement and other policies unless a Museum-specific policy has been agreed by the Board and takes precedence. Examples of Museum policies include safeguarding, reserves, and sponsorship.

Employment policies

At the end of March 2021, the Museum employed 107 people (full-time equivalents) directly (excluding staff employed via agencies).

The Museum is part of the TfL Framework for Consultation and Collective Bargaining. Pay negotiations for the majority of staff are conducted between the TfL Company Council for Collective Bargaining and the recognised trades unions which are the National Union of Rail, Maritime and Transport Workers (RMT) and the Transport Salaried Staff Association (TSSA). The Museum retains responsibility for the distribution of base pay budgets and the level and distribution of performance awards. As part of TfL's review of its Framework, LTM is seeking to devolve greater responsibility for consultation and collective bargaining to Museum management working with local TU representatives.

Pay and remuneration of the Museum's key management personnel, (including the Managing Director but excluding the Trustees who are volunteers and receive no remuneration) is subject to the TfL Senior Management Reward Framework which uses base pay to recognise an individual's overall value to the organisation in relation to internal and external job markets, and performance awards to reward individual contribution within the overall context of organisational performance. The framework is underpinned by TfL's Performance Management and Competency frameworks, linking performance and behavioural assessment directly with pay and performance awards. Pay and remuneration of the Museum's key management personnel is overseen by the Remuneration Committee.

As part of the TfL group, Museum staff receive certain staff benefits including free or discounted travel on public transport services operated by TfL. Staff are also entitled to join the TfL Pension scheme.

Charitable objectives and public benefit

When reviewing the Museum's aims, objectives and achievements, and in planning future activities, the Trustees of LTM have had due regard to the public benefit guidance published by the Charity Commission. We believe that LTM upholds the principles of public benefit against the two key aspects established by the Charity Commission:

- (1) *Benefit aspect: That the Museum has beneficial purposes and that any detriment or harm that results from those purposes does not outweigh the benefit.*

LTM's purposes as a charity are to advance the heritage of transport in London and to educate the public about the history of transport in London through the provision, operation and maintenance of a transport museum for the public benefit. LTM also seeks to educate the public about the wide role of transport in the life and work of London past, present and future, and to help develop the skills and employability of our beneficiaries, particularly with regard to transport and engineering.

The Museum provides clear and identifiable benefits to the public in three categories of activity: access and museum operations, education and engagement, and heritage and collections.

LTM does no harm or detriment through its charitable activities. The health and safety of staff and visitors are taken very seriously, and the Museum operates safety management systems to reduce and manage risks. We seek to manage our impact on the environment, for example, we use photovoltaic solar panels on the Museum roof.

- (2) *Public aspect: That the Museum delivers benefits to the public in general, and that these benefits are not unduly restricted and do not give rise to more than incidental personal benefit.*

LTM delivers benefits to visitors onsite, offsite and online: at the Museum in Covent Garden and the Depot in Acton; to school children and audiences across Greater London who take part in our educational, community and engagement activities at the Museum and elsewhere; to users of our website and audiences who engage with our content on social media channels. Our audience development and community outreach work, our skills development work, and our employability programmes engage with people who would not normally visit museums and galleries and help inspire the next generation of engineers and transport professionals. Exceptionally, the Museum at Covent Garden has been shut to the public for most of this financial year due to the pandemic as part of the nation's efforts to combat the spread of coronavirus. Under normal circumstances, the Museum at Covent Garden is fully accessible, and we welcome visitors on all but three days of the year. Due to the national restrictions and lockdowns we have not been able to run the usual special early morning events for families with children who have special educational needs, and our schools' programmes that would normally run throughout term time.

In normal times, our visitors come from across London and the world. Our practice is to take our heritage vehicles out onto the roads and rails, make historic disused stations publicly accessible, visit schools and work with local communities across the Capital. We also loan objects to other institutions to extend our reach and increase access to our collections. Our comprehensive, free online resources are available 24 hours a day and include access to information about exhibits in our gallery as well as thousands of objects not normally on public display.

Where the Museum delivers private benefits to individuals or companies, these are subject to appropriate commercial arrangements undertaken through a subsidiary company to generate funds for the Museum. No LTM or TfL staff receive private benefit other than in an incidental way and, with the exception of Sam Mullins OBE who receives a salary in respect of his position as the Museum's Managing Director, the Board members receive no payments for their role as Trustees of the Museum.

Safeguarding

London Transport Museum aims to promote opportunities for children and young people to engage with the richness of our collection, enjoy education and employment opportunities through the Museum and our wider transport community, and to participate in the debate about the future of London.

At London Transport Museum, we are committed to excellence in the safeguarding of children, young people and vulnerable adults who engage with all our activities including our collections, programmes, education and employment initiatives. We believe that the welfare of children and vulnerable adults is paramount, and that all children and vulnerable adults, whatever their age, culture, disability, gender, racial origin, religious beliefs or sexual identity have the right to protection.

We will ensure that all concerns and allegations of abuse will be taken seriously and responded to swiftly and appropriately and that our staff, volunteers, associates and Trustees will be trained and know how to respond to concerns raised.

London Transport Museum will promote a positive ethos of collaboration with children and/or vulnerable adults. We will take every reasonable step to ensure that all children and vulnerable adults engaged with our services are safe and protected.

We keep our Safeguarding Policy and procedures under regular review to ensure that we exemplify best practice. We undertake a substantial ongoing programme of training and communication.

Relationship with other charities and organisations

The Museum is an instinctively collaborative organisation that seeks to work with like-minded partners from the private, public, educational and not-for-profit sectors to achieve mutually beneficial goals and enhance the delivery of public benefit. A list of our education and engagement partnerships is included in this statement.

We are fortunate to be supported by the London Transport Museum Friends (LTMF), an independent charity (no. 285108) established in 1982 which has charitable objectives to advance '...public education in the history of transport and in particular by assisting and encouraging the work and activities of the London Transport Museum'. Museum Director Sam Mullins OBE is also a Trustee of LTMF, and the Museum provides office space and other support to the Friends.

Fundraising

London Transport Museum actively pursues funding from the corporate sector, trusts, foundations, statutory and industry funders and from individuals to fund our charitable activity and extend our community and audience reach. We seek to establish relationships with those who have good reason to support the Museum, particularly, those who are willing and able to work collaboratively with the Museum in the long-term. This includes, but is not exclusive to, the transport industry and companies who do business with Transport for London.

Before entering into a partnership or relationship, the Museum will assess any potential harm a partnership could have on London Transport Museum, Transport for London, Museum audiences and stakeholders.

The decision on whether to develop a partnership or relationship will be based on the following criteria:

- *Brand alignment* – Is the relationship with a potential sponsor/donor consistent with our organisational values, mission and plan?
- *Reputational risk* – Could the sponsor/donor relationship bring either London Transport Museum or TfL into disrepute?
- *Nature and scale of risk* – What are the risks/likelihood of the risks, versus the potential benefits?
- *Funding need* - Does the relationship deliver on a real need for the organisation?
- *Value of the partnership* – What is the value of the partnership to London Transport Museum compared with the investment the Museum will need to put in to secure and manage it? Will the partnership deliver value to the Museum in the long term?
- *Financial stability* – Are we confident that the sponsor/donor will honour the terms of the relationship, contractual and otherwise?

The above assessments are made by Museum staff. Although the Museum may occasionally use third party websites, such as Virgin Money, to collect donations, we do not employ the services of professional fundraisers or commercial participators.

Other than via admission charges for entry to the Museum, only a relatively small amount of our fundraising activity is aimed at the general public. We do not undertake street collections, telephone campaigns or employ any fundraising techniques that would constitute an unreasonable intrusion on a person's privacy or are unreasonably persistent or place undue pressure on a person to give money or other property. We maintain a database of subscribers to our email newsletter, and where we collect personal information this is managed in line with current data protection legislation. If an individual has agreed to receive our newsletter, we will send regular updates that will include information about the Museum's work, as well as our events, special offers and fundraising activities. Further information about how LTM uses personal information can be found in our privacy statement:

<https://www.ltmuseum.co.uk/privacy>

The Museum has voluntarily subscribed to the scheme for fundraising regulation in England, Wales and Northern Ireland by the Fundraising Regulator. We also pay for membership of the Institute of Fundraising for key members of the Museum's fundraising team.

We have received no complaints regarding our fundraising in 2020/21. The Trustees are content that all donations are in line with the Museum's policies.

Information transparency

Data relating to London Transport Museum, including details of reports, expenditure and Freedom of Information requests can be found by visiting the TfL Transparency pages on the TfL website:

<https://tfl.gov.uk/corporate/transparency/>

Reserves policy

The total held in reserves at 31 March 2021 is £26.8m (2020: £27.9m) of which £26.1m (2020: £27.1m) is unrestricted, including £21.0m (2020: £22.1m) which comprises the non-cash Capital fund.

The charity has three types of reserves:

- (i) General reserves are unrestricted funds which provide working capital and help deal with unplanned and unexpected expenditure or loss of funding.
- (ii) Designated reserves are unrestricted funds set aside by the Trustees for a specific purpose.
- (iii) Restricted reserves are reserves which have been created when donors or funders restrict the use of funds for a particular purpose.

The Museum has no endowment funds.

Reserves

General reserves

General reserves (i.e. 'free reserves' or 'general unrestricted funds') are funds not designated or restricted to a particular purpose, nor represented by fixed assets. In assessing the suitability of the adequacy of the level of free reserves, the Trustees have had regard to the Museum's diverse income streams, cashflow requirements, the level of other designated funds, the organisation's operational risks and the importance of TfL funding and support in the context of the Museum as a subsidiary company of TfL. An assessment has been made of the risk associated with each of the Museum's income streams in the short to medium term, considering the certainty of the income, the targets for growth and the likely level of fluctuation that could occur. Expenditure has also been examined to identify the risk of potential increases.

The target range for general reserves is between £1.1m to £2.3m. The year-end level of general reserves is £2.5m (2020: £2.5m). Given the draw on reserves anticipated in 2021/22 as a result of LTM's further financial recovery from the pandemic, no transfer to designated reserves has been made at year end.

Designated reserves

It is historically the Trustees' policy to hold four designated reserves funds.

1. To enable the Museum to plan for major exhibitions and educational programmes, in advance of securing external sponsorship or other funding, by setting aside funds to cover the cost of such activities should external income not be forthcoming and the costs unable to be met from general reserves. This enables the Museum to plan ahead for long lead-time exhibitions and educational programmes by providing some level of cover for the costs of such activities as the Museum cannot always wait until it raises all the funds for a project before committing to that project. The target level for the fund is set at £0.5m. The level of the Future Exhibitions fund at year end is £0.5m (2020: £0.5m).
2. To contribute towards the cost of asset renewals and other future capital expenditure associated with the Museum's premises, facilities and fixed assets.
The Museum's capital expenditure needs are variable and although external capital grants are usually sought, they can be difficult to secure and are unlikely to meet project costs in full. The target level for the fund is set at between £1m and £2m. The level of the Museum Asset Development fund at year end is £1.1m (2020: £1.1m).
3. To support the Museum's strategic development plans.
This fund was created to address the important strategic challenges facing the Museum, including the rolling planned gallery and exhibition improvement (rather than a disruptive Museum-wide refit) to ensure that the Museum's galleries are kept up to date and maintain a high-quality visitor experience by incorporating the latest interactive technologies and replacing worn out or ageing infrastructure.

This fund does not have a target level set. The level of the Museum Strategic Development fund at year end is £1.0m (2020: £1.0m) which the Trustees consider is necessary and sufficient to cover further gallery improvements before returning the museum to a level of operating profit to fund these improvements.

4. To represent the net book value of the Museum's tangible fixed assets.

The majority of these assets were transferred to LTM from TfL on 1 April 2008, and have been subsequently depreciated, added to with capital purchases and reduced by asset disposals. Reserves equivalent to the net balance sheet value of the assets are set aside in a designated fund as they do not represent funds readily available for other purposes. From this, the value of the fund equals the net book value of the tangible fixed assets. The level of the Capital Fund at year end is £21.0m (2020: £22.1m).

In April 2020 the Trustees temporarily authorised the release of as much of the designated funds as required to ensure the General fund did not fall below an appropriate minimum considered to be £4m, being six months' essential operating costs, whilst the Museum ascertained the impact of the developing crisis on its operations and viability. Following the stabilisation of the Museum's financial position, the receipt of funding support from the furlough scheme, the Culture Recovery Fund and Transport for London and the increased understanding of the pandemic's effect on the Museum's business areas, the Trustees have withdrawn this temporary concession.

Restricted reserves

The largest restricted fund is the Collections Development Fund (CDF) which was established in 2012 following the auction of 400 surplus posters. The Museums Accreditation scheme requires that the disposal of any collection object creates an obligation to spend the income in a way which benefits the remaining collection. Accordingly, the Collections Development Fund can only be used for acquisitions and conservation. The Heritage Lottery Fund, Arts Council England and Luke Rees-Pulley Charitable Trust are all important supporters of LTM projects and programmes. Where the restricted funds supplied by these organisations only meet a proportion of project expenditure, transfers are made from general funds to meet the remaining cost; where projects are anticipated to be covered by restricted funds, but expenditure has occurred ahead of grant receipt, the fund will show a negative balance. Further details concerning restricted funds can be found in the notes to the financial statements. The Museum has £0.7m (2020: £0.8m) net reserves in funds subject to restrictions.

Risk management

In October 2019 the Museum changed the categorisation of risks into Level 1 (Strategic) risks and Level 2 (Operational, asset, programme, and project) risks. This approach follows the risk categorisation adopted in TfL and is clear and easy to use and understand by LTM staff and Trustees.

The major risks to which the Museum is exposed are regularly reviewed and the Trustees' risk management strategy includes the following actions:

- Periodic risk reviews by the Managing Director and Senior Leadership Team, advised and assisted, where necessary, by specialist TfL personnel;
- The review of Level 1 risks by the LTM Audit and Risk Committee;
- Regular consideration of risk by the Trustees;
- Maintenance of the Risk Map for Level 1 risks and the Risk Register for Level 1 and Level 2 risks;
- Maintenance of procedures designed to minimise any potential impact on the Museum should those risks materialise;
- Maintenance of systems and procedures to mitigate risks identified in the Risk Map and Risk Register;
- Regular audits of Museum operations carried out by TfL's Internal Audit department.

The strategic risks have been revised as a result of coronavirus. The coronavirus pandemic presented a major risk to the London Transport Museum in 2020/21, including the closure of the Museum for the majority of the financial year and its unknown potential impact on the Museum's finances. The ongoing impact of the pandemic on the Museum's income is included in the Level 1 risks in 2021/22.

The Museum's strategic risks are identified as those with a potential impact that is rated 'High' or 'Very High', and which have a 'High' or 'Very High' likelihood of occurring. Two risks currently fall into the critical category:

- Visitor Income - Reduction in visitor-based income due to closure, social distancing restrictions, visitor sentiment and concerns about personal safety and economic uncertainty
- TfL/LTM relationship and funding – While the relationship between the Museum and TfL is extremely strong and supportive, the uncertainty in the long-term funding settlement with TfL has kept this as a critical strategic risk

As in the previous year, to mitigate these risks, the Trustees and/or Leadership Team have undertaken the following actions:

- Maintained a programme of regularly revised budgets and regular reviews and reforecasts

- Developed a new visitor offer to attract new audiences, including Acton Depot programmes, Hidden London virtual offer and Museum After Darks and continuing investment in digital content, communication and infrastructure.
- Undertaken targeted marketing and targeted offers to encourage visits and support the return of customer confidence
- Established a Finance working group with senior TfL Finance colleagues
- Continue excellent communication and collaboration between LTM and TfL leaders at all levels

Disclosure of information to auditors

The Trustees who held office at the date of approval of this Trustees' Report confirm that, so far as they are each aware, there is no relevant audit information of which the Museum's auditors are unaware; and each Trustee has taken all the steps that they ought to have taken as a Trustee to make themselves aware of any relevant information and to establish that the Museum's auditors are aware of that information.

12. Trustees' statement

STATEMENT OF RESPONSIBILITIES OF THE TRUSTEES OF LONDON TRANSPORT MUSEUM LIMITED IN RESPECT OF THE TRUSTEES' ANNUAL REPORT AND THE FINANCIAL STATEMENTS

The Trustees are responsible for preparing the Strategic Report, the Trustees' Annual Report and the financial statements in accordance with applicable law and regulations.

Company law requires the Trustees to prepare financial statements for each financial year. Under that law they are required to prepare the group and parent company financial statements in accordance with UK Accounting Standards and applicable law (UK Generally Accepted Accounting Practice), including FRS 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland.

Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the group and charitable company and of the group's excess of expenditure over income for that period. In preparing each of the group and charitable company financial statements, the Trustees are required to:

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

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that its financial statements comply with the Companies Act 2006. They have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the group and to prevent and detect fraud and other irregularities.

This report was approved by the Board of Trustees on 14 July 2021 and signed on its behalf by:

Keith Ludeman, Chair of Trustees
London Transport Museum Limited
Company registration number 06495761
Charity number 1123122

13. Trustees and advisers

Directors and Trustees

The Directors of the charitable company are its Trustees for the purpose of charity law and throughout this report are collectively referred to as the Trustees.

Board of Trustees

Keith Ludeman (Chair)	Liz Williams MBE
Sam Mullins, OBE (Managing Director)	Bill Ferris OBE
Marcus Arthur	Pam Rosser (from 29/10/2020)
Michèle Dix CBE*	Winsome Hull (from 29/10/2020) *
Vernon Everitt*	Christine Major (from 04/02/2021)
Sir Peter Hendy CBE	
Sandeep Dwesar	
Andrew Smith	

* Nominee of Transport for London

Audit and Risk Committee

Finance Committee

Andrew Smith (Chair)	Keith Ludeman (Chair)
Michèle Dix CBE	Sam Mullins OBE
Keith Ludeman	Marcus Arthur
Sam Mullins OBE	Andrew Smith
Pam Rosser	Bill Ferris OBE
Sandeep Dwesar	Winsome Hull
Anne McMeel (<i>TfL Observer only</i>)	Vernon Everitt
Rachel Shaw (<i>TfL Observer only</i>)	Trevor Sandford (<i>Temporary TfL Observer only</i>)
Mushtaq Ali (<i>TfL Observer only</i>)	

Nominations Committee

Remuneration Committee

Keith Ludeman (Chair)	Liz Williams MBE (Chair)
Vernon Everitt	Vernon Everitt
Liz Williams MBE	Keith Ludeman
Sam Mullins OBE	Sam Mullins OBE

Directors of London Transport Museum (Trading) Limited

Marcus Arthur (Chair)	Andy McWilliams
Vincent Nolan	Sam Mullins, OBE
Bill Ferris CBE	Phil Swallow (start 12/06/2020)
Sandeep Dwesar	Sophie Bancroft (start 18/11/2020)
Rebecca Crook	Rikesh Shah (start 18/11/2020)
Pam Rosser	Julie Dixon (<i>TfL Observer only</i>)
Kathie Quashie	

Auditors**Principal Legal Advisers**

Moore Kingston Smith LLP	TfL In-House Legal Department
Devonshire House	Endeavour Square
60 Goswell Road	London E20 1JN
London EC1M 7AD	

Principal Bankers**Company Secretary**

HSBC	Howard Carter
2 nd Floor, 62-76 Park Street	
London SE1 9DZ	

Museum Senior Leadership Team, to whom day-to-day management is delegated:

Elizabeth McKay - Chief Operating Officer

Molly Jackson - Assistant Director - Commerce

Chris Nix - Assistant Director - Collections and Engagement

Geoff Rowe - Assistant Director – Customers and Resourcing

Claire Williamson - Assistant Director - Marketing & Development

Ruth Brockbank - Chief Finance Officer

14. Independent auditor's report to the shareholder of London Transport Museum Limited

Opinion

We have audited the financial statements of London Transport Museum Limited for the year ended 31 March 2021 which comprise the Consolidated Statement of Financial Activities, including the Summary Income and Expenditure Account, the Group and Parent Charitable Company Balance Sheets and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 'The Financial Reporting Standard Applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the company's affairs as at 31 March 2021 and of its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs(UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the audit of the financial statements section of our report. We are independent of the company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Emphasis of matter

We draw attention to note 1b) to the financial statements which explains the impact of the Covid-19 pandemic on the charity group's activities and financial position. Our opinion is not modified in this respect.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemption in preparing the trustees' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 28, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the company.

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the company and considered that the most significant are [the Companies Act 2006, UK financial reporting standards as issued by the Financial Reporting Council, and UK taxation legislation]
- We obtained an understanding of how the company complies with these requirements by discussions with management and those charged with governance.

- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.
- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.

Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Trustees.
- Conclude on the appropriateness of the Trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Use of our report

This report is made solely to the company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken for no purpose other than to draw to the attention of the company's members those matters which we are required to include in an auditor's report addressed to them. To the fullest extent permitted by law, we do not accept or assume responsibility to any party other than the company and company's members as a body, for our work, for this report, or for the opinions we have formed.

.....
Neil Finlayson (Senior Statutory Auditor)
 for and on behalf of Moore Kingston Smith LLP, Statutory Auditor

16 July 2021

Devonshire House
 60 Goswell Road
 London
 EC1M 7AD

15. Financial statements

Consolidated statement of financial activities including income and expenditure account - Year ended 31 March 2021

	NOTE	Unrestricted Funds 2021 £000	Restricted Funds 2021 £000	Total Funds 2021 £000	Unrestricted Funds 2020 £000	Restricted Funds 2020 £000	Total Funds 2020 £000
INCOME FROM:							
Donations, grants and fundraising							
Core grants		4,358	-	4,358	3,129	-	3,129
Other grants and donations		2,375	1,059	3,434	956	73	1,029
	4	6,733	1,059	7,792	4,085	73	4,158
Charitable activities							
Education and engagement		721	-	721	1,380	254	1,634
Access and museum operations		464	-	464	4,557	76	4,633
Heritage and collections		-	10	10	72	113	185
	6	1,185	10	1,195	6,009	443	6,452
Commercial activities	5	2,685	-	2,685	4,598	-	4,598
Other income	7	11	-	11	475	212	687
Investments (bank interest)		10	-	10	56	-	56
Total income		10,624	1,069	11,693	15,223	728	15,951
EXPENDITURE ON:							
Raising funds							
Trading operations		2,296	-	2,296	3,357	-	3,357
Other fundraising activities		1,329	120	1,449	1,076	20	1,096
	8a	3,625	120	3,745	4,433	20	4,453
Charitable activities							
Education and engagement		3,384	454	3,838	4,556	301	4,857
Access and museum operations		3,371	310	3,681	4,650	157	4,807
Heritage and collections		1,321	144	1,465	1,829	118	1,947
	8a	8,076	908	8,984	11,035	576	11,611
Total expenditure	8a	11,701	1,028	12,729	15,468	596	16,064
Net (expenditure)/income		(1,077)	41	(1,036)	(245)	132	(113)
Transfers between funds	16a	43	(43)	-	34	(34)	-
Net movement of funds in year		(1,034)	(2)	(1,036)	(211)	98	(113)
Reconciliation of funds							
Total funds brought forward		27,147	754	27,901	27,358	656	28,014
Total funds carried forward	16a	26,113	752	26,865	27,147	754	27,901

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure are derived from continuing activities.

Balance sheets as at 31 March 2021

	Note	2021 Group	2020 Group	2021 Museum	2020 Museum
		£000	£000	£000	£000
Tangible Fixed Assets	12(a)	20,642	22,058	20,642	22,058
Intangible Fixed Assets	12(b)	357	-	357	-
Total Fixed Assets		20,999	22,058	20,999	22,058
Current Assets					
Stock		738	815	-	-
Debtors	13	788	1,397	1,952	2,264
Cash	14	7,453	7,569	6,428	6,554
		8,979	9,781	8,380	8,818
Creditors					
Falling due within one year	15a	(3,105)	(3,919)	(2,514)	(2,975)
		(3,105)	(3,919)	(2,514)	(2,975)
Net Current Assets		5,874	5,862	5,866	5,843
Total assets less current liabilities		26,873	27,920	26,865	27,901
Creditors					
Falling due after more than one year	15b	(8)	(19)	-	-
Net Assets		26,865	27,901	26,865	27,901
Represented by					
Restricted funds	16a	752	754	752	754
Called up share capital	18		-		-
Unrestricted Funds					
Designated funds					
Capital Fund		20,999	22,058	20,999	22,058
Future Exhibitions and Education Fund		500	500	500	500
Museum Asset Development Fund		1,120	1,120	1,120	1,120
Museum Strategic Development Fund		985	985	985	985
General unrestricted fund		2,509	2,484	2,509	2,484
	16a	26,113	27,147	26,113	27,147
Total		26,865	27,901	26,865	27,901

These financial statements were approved by the Trustees on 14 July 2021 and signed on their behalf by:

Keith Ludeman, Chair of Trustees
London Transport Museum Limited
Company registration number 06495761
Charity number 1123122

The notes on pages 32 to 59 form part of these accounts.

Notes to the financial statements

1. Basis of preparation

a) Statement of compliance

The financial statements have been prepared in accordance with:

- the Companies Act 2006
- the Charities Act 2011
- Accounting and Reporting by Charities: Statement of Recommended Practice (SORP 2015)
- United Kingdom Accounting Standards and generally accepted accounting practice, including Financial Reporting Standard 102 (FRS 102), the Financial Reporting Standard applicable in the United Kingdom and the Republic of Ireland.

London Transport Museum Limited is a 'public benefit entity' under FRS102.

b) Basis of measurement

The accounts are made up to 31 March 2021 and have been prepared under the accruals concept and in accordance with the historical cost accounting convention.

The financial statements have been prepared on a going concern basis which assumes the charitable company will continue in operational existence for a period of at least twelve months from the date of approval of these financial statements. The Trustees continue to review all available information on the Museum's financial position, cash reserves and projections, committed and essential costs, available support packages and the performance of the Museum as it reopens its activities to the public. The Museum has obtained a commitment from TfL to support the Museum as a going concern. In light of the available liquid and unrestricted reserves, existing income streams, and the support receivable from TfL, the Trustees have continued to adopt the going concern basis in preparing the annual report and accounts. The Trustees consider the Museum to be a going concern at the date of signature for the foreseeable future and to continue to meet its liabilities as they fall due for payment.

The financial statements have been prepared to give a 'true and fair' view and comply with the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and the Republic of Ireland (effective 1 January 2015).

The principal accounting policies adopted in the preparation of the financial statements are set out below.

c) Group financial statements

These financial statements consolidate the results of the Museum charity and its wholly-owned subsidiary London Transport Museum (Trading) Limited on a line by line basis. Neither a separate statement of financial activities nor an income and expenditure account are presented for the Museum charity itself following the exemptions afforded by section 408 of the Companies Act 2006.

The functional currency of the Museum is the Pound Sterling and amounts in these accounts have been presented as rounded to £'000. Amounts denominated in foreign currencies have been converted to Sterling at rates of exchange ruling on the transaction dates. Amounts held in foreign currencies as at the balance sheet date have been translated into Sterling at rates of exchange ruling at the balance sheet date.

Notes to the financial statements continued

2. Uses of estimates and judgements

The preparation of Financial Statements in compliance with UK accounting standards requires the use of certain critical accounting estimates. It also requires Trustees and management to exercise judgement in applying the Museum's accounting policies.

Items in the financial statements where these judgements and estimates have been made include amounts for goods, facilities and services donated for the Museum's use. Where the benefit is quantifiable, and the goods and services would otherwise have had to be purchased, such items are recognised in the financial statements as both income and expenditure at a reasonable estimate of their value to the charity in the period in which they are donated.

As per SORP 2015 section 1.38, measurement issues, including attributing an economic value to the contribution of general volunteers, prevent the value of services provided by volunteers being incorporated into these financial statements. Further details of the contribution made by volunteers can be found in the body of the Trustees' Annual Report.

The most significant judgment and estimate in the accounts is the value placed on the net assets transferred from TfL under the Transfer Scheme at 1 April 2008 when the charity was formed. These assets were valued at £28.74m, this being the written down value of the assets in the accounts of TfL as at 31 March 2008.

As at 31 March 2021, no estimates or assumptions made are considered to have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

3. Accounting Policies

a) Income

Income is included in the Statement of Financial Activities when all the following criteria are met:

- control over the rights or other access to the economic benefit has passed to the Museum ('entitlement')
- it is more likely than not that the economic benefits associated with the transaction or gift will flow to the Museum ('probable')
- the monetary value or amount of the income can be measured reliably, and the costs incurred for the transaction and the costs to complete the transaction can be measured reliably ('measurement')

Notes to the financial statements continued

Income from donations, grants and fundraising includes items that provide core funding or are of a general nature. These are recognised upon receipt. Such income would only be deferred when:

- The donor specifies that the grant or donation must only be used in future accounting periods; or
- The donor has imposed conditions which must be met before the Museum has unconditional entitlement.

Income from corporate supporter memberships, commercial trading, sponsorships and other similar activities where benefits are delivered by the Museum or its subsidiary trading company, is recognised as the related goods and services are provided.

Investment income is recognised on a receivable basis.

It is the current Investment Policy of the Museum to invest surplus funds in short-term cash deposits within the UK.

Income from charitable activities includes income received under contract or where entitlement to grant funding is subject to specific performance conditions which is recognised as the related goods or services are provided.

b) Expenditure

All expenditure (except capital expenditure) is included in the Statement of Financial Activities inclusive of any irrecoverable VAT. Expenditure is recognised when a liability is incurred and is classified under the following principal categories:

- Costs of raising funds includes the costs of commercial trading and the operating costs of the fund-raising department.
- Costs of charitable activities include expenditure associated with the operation of the Museum and its educational and public programmes, and the management and development of the Museum's collections and exhibitions.

Where costs relate directly to an activity they have been allocated against that activity. Support costs (including governance costs) that relate to more than one activity have been allocated to activity cost categories on the basis of staff numbers in each area of activity (see Note 8).

c) Tangible and intangible fixed assets

Individual fixed assets over £10,000 are capitalised at cost.

Tangible and intangible fixed assets are depreciated or amortised on a straight-line basis over their estimated useful lives as follows:

Plant, software and equipment	3 – 10 years
Buildings and refurbishments	10 – 35 years

Structural improvements to the fabric of the Museum at Covent Garden are depreciated over the remaining life of the lease for the building (25 years). Other building work is capitalised if it is considered that future economic benefits in excess of the originally assessed standard of performance will flow as a result of that work.

Notes to the financial statements continued

d) Heritage assets

Heritage assets are those assets of historical, artistic or scientific importance that are held to advance the preservation, conservation and educational objects of the Museum. The Museum collections consist of over 500,000 items which are on loan from TfL. Assets on loan are not capitalised within these financial statements although expenditure relating to their use and maintenance is included in the Statement of Financial Activities.

e) Operating leases

Costs relating to operating leases are charged to the Statement of Financial Activities on a straight-line basis over the life of the lease.

f) Stock

Stock is valued at the lower of cost or net realisable value. Cost includes only the purchase price of the items. Provision is made for obsolete and slow-moving items where appropriate. All stocks relate to the Museum's retail activities.

g) Funds structure

Restricted funds are funds to be used for particular purposes laid down by the donors or which have been raised for a specific purpose.

Unrestricted funds are funds available for use at the discretion of the Trustees in furtherance of the Museum's charitable objectives.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The purposes and uses of the funds held in each of these categories are given in Note 16.

h) Pensions

The Museum participates in a pension scheme operated by TfL providing benefits based on final pensionable pay. The assets of the scheme are held separately from those of the Museum. The charity is unable to identify its share of the underlying assets and liabilities of the scheme on a consistent and reasonable basis and therefore, as permitted by the multi-employer exemption in FRS 17 'Retirement Benefits', it is accounted for as if it were a defined contribution scheme. As a result, the amount charged to the Statement of Financial Activities represents the contributions payable to the scheme in respect of the accounting period. The disclosures required under FRS 102 are given in Note 19.

i) Related party transactions

Except in so far as disclosed in Note 20, the Museum has taken advantage of the exemption set out in section 33 of FRS 102 not to disclose any transactions with other TfL Group undertakings.

Notes to the financial statements continued

j) Taxation

The Museum is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

k) Cash flow

The Museum has taken advantage of the exemption, under FRS 102 paragraph 1.12(b), from preparing a statement of cash flows, on the basis that it is a wholly-owned subsidiary undertaking of Transport Trading Limited and its cash flows are included within the consolidated financial statements of that company which are publicly available.

l) Financial instruments

Financial assets held by the Museum are classified as "loans and debtors" within the scope of sections 11 and 12 of FRS 102.

Financial liabilities within the scope of sections 11 and 12 of FRS 102 are classified as financial liabilities measured at amortised cost.

The Museum determines the classification of its financial instruments at initial recognition and re-evaluates this designation at each financial year end. When financial instruments are recognised initially, they are measured at fair value, being the transaction price plus any directly attributable transactional costs. The subsequent measurement of financial instruments depends on their classification as follows:

- **Trade and other debtors**

Trade and other debtors are recognised initially at fair value and subsequently at amortised cost. For trade debtors this is after an allowance for estimated impairment. The allowance is based on objective evidence that the Museum will not be able to recover all amounts due, through a review of all accounts and prior experience of collecting outstanding balances. Changes in the carrying amount of the allowance are recognised in the Statement of Financial Activities.

The fair value of trade and other debtors is estimated as the present value of future cash flows, discounted at the market rate of interest at the reporting date. This fair value is determined for disclosure purposes.

- **Cash and cash equivalents**

Cash at bank and in hand comprises cash balances and bank deposits with original maturities of less than or equal to three months.

- **Trade creditors and other payables**

Trade creditors and other payables are recognised initially at fair value and subsequently at amortised cost using the effective interest method.

Notes to the financial statements continued

4. Donations, grants and fundraising

	2021 Unrestricted £000	2021 Restricted £000	2021 Total £000	2020 Total £000
Grants from TfL	4,358	-	4,358	3,129
Donated services				
Central services from TfL	315	-	315	288
Donations				
Cultural Recovery Fund	1,750	-	1,750	-
Coronavirus job retention scheme	-	578	578	-
Arts Council funding	-	272	272	-
Benefit dinners	-	-	-	381
Gift Aid and other donations	310	209	519	360
Total	6,733	1,059	7,792	4,158

5. Commercial activities

	2021 Unrestricted £000	2021 Restricted £000	2021 Total £000	2020 Total £000
Retail sales	1,653	-	1,653	2,930
Other trading activities				
Venue hire	50	-	50	612
Hidden London	97	-	97	-
Catering income	-	-	-	95
Commercial sponsorships	373	-	373	345
Corporate memberships	502	-	502	599
Other miscellaneous income	10	-	10	10
Total	2,685	-	2,685	4,598

Notes to the financial statements continued

6. Income from charitable activities

(a) Analysis by source of income

Group and Museum	2021 Unrestricted £000	2021 Restricted £000	2021 Total £000	2020 Total £000
Museum admissions	464	-	464	3,104
Safety and Citizenship income (STARs)	668	-	668	1,265
Arts Council funding	-	-	-	250
Heritage vehicle events and station tours	-	-	-	1,430
Grants for youth engagement activity	53	-	53	37
Other miscellaneous charitable income	-	10	10	366
Total	1,185	10	1,195	6,452

Arts Council income is shown under donations, grants and fundraising income from 2020-21.

(b) Analysis by type of charitable activity

Group and Museum	2021 Education and engagement £000	2021 Access and museum operations £000	2021 Heritage and collections £000	2021 Total £000	2020 Total £000
Museum admissions	-	464	-	464	3,104
Safety and Citizenship income (STARs)	668	-	-	668	1,265
Arts Council funding	-	-	-	-	250
Heritage vehicle events and station tours	-	-	-	-	1,430
Grants for youth engagement activity	53	-	-	53	37
Other miscellaneous charitable income	-	-	10	10	366
Total	721	464	10	1,195	6,452

Notes to the financial statements continued

7. Other income

	2021	2021	2021	2020
	Unrestricted	Restricted	Total	Total
	£000	£000	£000	£000
Other miscellaneous income	11	-	11	687
Total	11	-	11	687

8. Expenditure

(a) Direct and apportioned costs

	2021	2021	2021	2020
	Direct costs	Apportioned support costs	Total	Total
	£000	£000	£000	£000
Cost of goods sold	674	-	674	1,140
Other trading subsidiary costs	1,622	-	1,622	2,217
Other fundraising activities	307	1,141	1,449	1,096
Costs of raising funds	2,603	1,141	3,745	4,453
Education and engagement	1,344	2,493	3,837	4,857
Access and museum operations	751	2,930	3,681	4,807
Heritage and collections	416	1,050	1,466	1,947
Charitable activities	2,511	6,472	8,984	11,611
Total	5,115	7,614	12,729	16,064

Notes to the financial statements continued

(b) Shared support cost allocation

	2021	2021	2021	2021	2021
	Education and engagement	Access and museum operations	Heritage and collections	Raising funds	Total
	£000	£000	£000	£000	£000
Premises & facilities	1,405	1,651	592	643	4,291
Finance & management	829	974	349	379	2,531
Marketing	127	149	53	59	388
Systems	43	50	18	19	130
Design & presentation	89	105	38	41	273
Total 2021	2,493	2,929	1,050	1,141	7,613
Total 2020	2,501	2,225	1,108	873	6,707

Support costs have been allocated to activity cost categories on the basis of staff numbers in each area of activity (see Note 3b).

9. Net Expenditure

This is stated after charging:

	2021	2020
	£000	£000
Depreciation	1,501	1,369
Auditor's remuneration		
Audit – Museum	24	19
Audit - subsidiary trading company	6	6
Other services	-	4
Operating lease rentals - buildings	801	800
Operating lease rentals - office equipment	2	3
Operating lease rentals – plant	10	10

Notes to the financial statements continued

10. Trading subsidiary

The Museum has a single subsidiary company, London Transport Museum (Trading) Limited (LTM(T)L), having an issued share capital of £1, wholly owned by London Transport Museum Limited.

LTM(T)L undertakes retail operations, venue hire, commercial sponsorships and the Museum corporate membership scheme.

LTM(T)L Profit and Loss Account

	2021	2020
	£000	£000
Turnover	2,685	4,598
Cost of goods sold	(674)	(1,145)
Gross profit	2,011	3,453
Operating expenses	(1,622)	(2,212)
Profit from ordinary activities before taxation	389	1,241
Tax on ordinary activities	-	-
Total comprehensive income for the year	389	1,241

Notes to the financial statements continued

LTM(T)L Balance Sheet

At 31st March 2021

	2021	2020
	£000	£000
Current assets		
Stock	738	815
Debtors	463	374
Cash	1,022	1,014
	2,223	2,203
Creditors		
Falling due within one year (including to LTM)	(2,215)	(2,184)
Net current assets	8	19
Creditors		
Falling due after one year	(8)	(19)
Net assets	-	-
Share capital and reserves		
Share capital	-	-
Profit and loss reserve	-	-
Total equity shareholder's funds	-	-

Notes to the financial statements continued

11. Staff costs and staff numbers

(a) Total remuneration

	2021	2020
Group and Museum	£000	£000
Wages and salaries	4,080	4,185
Social security costs	420	452
Pension costs	1,012	869
Total	5,512	5,506

The Managing Director is the only paid director and received emoluments from the Museum, including salary, fees, benefits in kind and other emoluments totalling £101,580 (2020: £98,725). In addition, the Museum made contributions totalling £Nil (2020: £15,702) to the TfL Pension Fund, a defined benefit scheme, on behalf of the Managing Director for the year.

During the year there were no redundancies (2020: Nil) and no severance payments (2020: Nil).

The number of employees whose employee benefits (excluding employer's pension contributions) amounted to over £60,000 in the year is given below.

	Group 2021	Group 2020
	No.	No.
£60,000 - £69,999	4	2
£70,000 - £79,999	-	1
£80,000 - £89,999	1	1
£90,000 - £99,999	1	1

Contributions to the defined benefit pension scheme made in respect of the five highest paid employees amounted to £85,191.36 (2020: five employees, £87,261.69).

(b) Other than the Managing Director, who received emoluments as a staff member, none of the Trustees received any remuneration for their services. The Managing Director did not receive any emoluments in his role as a Trustee (2020: none). Reimbursements of Trustees' expenses totalling £Nil were made in the year (2020: £421).

Notes to the financial statements continued

(c) The average number of persons (full-time equivalents) employed during the year was:

	Group	Group
	2021	2020
	FTE	FTE
Education and engagement	23.4	25.2
Access and museum operations	27.5	22.4
Heritage and collections	9.9	11.2
Activities to generate funds	20.5	22.5
Support functions		
Premises & facilities	2.3	2.0
Finance & management	13.1	12.3
Marketing	8.0	8.0
Systems	0.5	1.0
Design & presentation	1.0	0.5
	106.2	105.1
Plus seconded staff	-	0.9

(d) As at 31 March, Museum staff had earned entitlement to annual leave not yet taken equivalent to an estimated total value of £200,930 (2020: £153,207). This has been incorporated in the Statement of Financial Activities.

(e) The key management personnel of the Museum comprise the Trustees and the Senior Management Team (see Report section 13 above). The total employee benefits (including employer's pension and national insurance contributions) of the key management personnel was £662,060 (2020: £647,881).

Notes to the financial statements continued

12. Tangible and intangible assets

(a) Tangible fixed assets

	Property and buildings	Assets under construction	Total Property and buildings	Plant and equipment	Total
	£000	£000	£000	£000	£000
Group and Museum					
Cost					
At 1 April 2020	36,433	174	36,607	2,121	38,728
Additions	224	-	224	-	224
Transfers	-	-	-	-	-
Disposal	-	-	-	-	-
Reclassification	-	(139)	(139)	-	(139)
At 31 March 2021	36,657	35	36,692	2,121	38,813
Accumulated depreciation					
At 1 April 2020	(15,248)	-	(15,248)	(1,422)	(16,670)
Charge for the year	(1,350)	-	(1,350)	(151)	(1,501)
Disposal	-	-	-	-	-
At 31 March 2021	(16,598)	-	(16,598)	(1,573)	(18,171)
Net book value at 31 March 2021	20,059	35	20,094	548	20,642
Net book value at 31 March 2020	21,185	174	21,359	699	22,058

Notes to the financial statements continued

b. Intangible fixed assets

	Information Technology	Assets under construction	Total
	£000	£000	£000
Group and Museum			
Cost			
At 1 April 2020	-	-	-
Additions	310	70	380
Transfers	-	-	-
Disposal	-	-	-
At 31 March 2021	310	70	380
Accumulated amortisation			
At 1 April 2020	-	-	-
Charge for the year	(24)	-	(24)
Amortisation on disposal	-	-	-
At 31 March 2021	(24)	-	(24)
Net book value at 31 March 2021	287	70	357
<i>Net book value at 31 March 2020</i>	<i>-</i>	<i>-</i>	<i>-</i>

Notes to the financial statements continued

13. Debtors

	2021	2020	2021	2020
	Group	Group	Museum	Museum
	£000	£000	£000	£000
Trade debtors	262	666	7	316
Amounts due from subsidiary	-	-	671	-
Amounts due from TfL group	-	-	381	-
Prepayments and accrued income	452	731	430	707
TfL group debtors	74	-	74	-
Amounts owed by subsidiary undertakings	-	-	389	1,241
Total	788	1,397	1,952	2,264

14. Cash

	2021	2020	2021	2020
	Group	Group	Museum	Museum
	£000	£000	£000	£000
Held in current accounts and in hand	2,408	1,636	1,428	654
Held in short-term deposit accounts	5,045	5,933	5,000	5,900
Total	7,453	7,569	6,428	6,554

The majority of the cash balance is held to meet future expenditure relating to the Museum's restricted and designated reserves (with the exception of the Capital Fund which is represented by the value of the Museum's fixed assets).

Notes to the financial statements continued

15. Creditors

(a) Creditors: amounts falling due within one year

	2021	2020	2021	2020
	Group	Group	Museum	Museum
	£000	£000	£000	£000
Trade creditors	138	121	321	116
TfL Group creditors	128	128	-	-
Taxation	54	44	17	23
Accruals	1,036	2,065	882	1,728
Deferred income	1,749	1,561	1,294	1,108
Total	3,105	3,919	2,514	2,975

Deferred income includes income relating to corporate sponsorship, corporate membership, and *Hidden London* ticket sales received in advance – see note 15 (c) for a further breakdown of deferred income.

(b) Creditors: amounts falling due after one year

	2021	2020	2021	2020
	Group	Group	Museum	Museum
	£000	£000	£000	£000
Deferred income	8	19	-	-
Total	8	19	-	-

Notes to the financial statements continued

(c) Deferred income

	2021	2020	2021	2020
	Group	Group	Museum	Museum
	£000	£000	£000	£000
Brought forward	1,580	1,527	1,108	1,030
Utilised in year	1,561	1,486	1,108	1,030
Deferred in year	1,738	1,539	1,294	1,108
Carried forward:				
Amount due within one year	1,749	1,561	1,294	1,108
Amount due after one year	8	19	-	-

Notes to the financial statements continued

16. Statement of group funds

(a) The movements on funds are as follows:

Group and museum	1 April 2020	Income	Expenditure	Transfers	31 March 2021
	£000	£000	£000	£000	£000
Unrestricted Funds					
Designated funds					
Capital fund	22,058	-	-	(1,059)	20,999
Museum strategic development fund	985	-	-	-	985
Future exhibitions and education fund	500	-	-	-	500
Museum asset development fund	1,120	-	-	-	1,120
Total designated funds	24,663	-	-	(1,059)	23,604
General funds	2,484	10,624	(11,701)	1,102	2,509
Total unrestricted funds	27,147	10,624	(11,701)	43	26,113
Restricted funds					
Arts Council England	(17)	272	(255)	-	-
Acton miniature railway	-	1	-	-	1
Collections Development Fund	577	-	(4)	-	573
Friends		10	(10)	-	-
Coronavirus Job Retention Scheme	-	671	(671)	-	-
Luke Rees-Pulley Charitable Trust	58	52	(52)	(43)	15
Met 1 Train	98	-	-	-	98
Met 353 Carriage	38	-	-	-	38
People's Postcode Route Into Work	-	6	(6)	-	-
Q Stock	17	7	-		24
Untangling the Tracks exhibition	13	-	(10)		3
War Gallery	(30)	50	(20)		-
Total restricted funds	754	1,069	(1,028)	(43)	752
Total funds	27,901	11,693	(12,729)	-	26,865

Notes to the financial statements continued

Designated funds

The Capital fund represents the net book value of the Museum's tangible fixed assets. It is written down by the value of depreciation and increased by any additions to the Museum's fixed assets.

The funds carried forward totaled £23.6m (2020: £24.6m).

Restricted funds

The Collections Development Fund (CDF) was established in 2012/13 following the auction of 400 surplus posters. The Fund can only be used for collections acquisitions and conservation.

Arts Council England provides support for a diverse range of Museum programmes and activities.

The Luke Rees-Pulley Charitable Trust (LRPCT) supports several Museum initiatives including family resource packs, play activities for children, a learning officer and an apprentice.

The Coronavirus Job Retention Scheme provided funding for costs of staff placed on furlough during the year.

The Met 353 Carriage Fund, Q Stock Fund and Met 1 Train Fund will be used for any future conservation work on these heritage assets.

The Untangling the Tracks exhibition and War Gallery exhibition covers funding of these gallery spaces at Covent Garden.

(b) Analysis of group net assets between funds

	Unrestricted	Restricted	Total
	funds	funds	funds
Fund balances as at 31 March 2021 represented by:	£000	£000	£000
Fixed Assets	20,999	-	20,999
Current assets	8,227	752	8,979
Current liabilities	(3,105)	-	(3,105)
Long term liabilities	(8)	-	(8)
Total net assets	26,113	752	26,865
Total net assets 31 March 2020	27,147	754	27,901

Notes to the financial statements continued

17. Operating leases

At 31 March 2021, the future minimum operating lease payments for the Museum and the Group are as follows:

	2021	2020
	£	£
Within 1 Year	813	814
Between 2 and 5 Years	3,208	3,211
Over 5 Years	13,456	14,256

On 17 September 2018 the London Transport Museum entered into a new building contract at Albany House. The new contract is a licence fee arrangement, between TfL and London Transport Museum, which expires on 18 December 2024, with a review of rent in March 2022. As this new contract is a licence fee, there is no requirement to report it as an operating lease. Under the new contract there is a rent-free period of 15 months and this is accounted for on a straight-line basis, over the term of the licence. The annual rental is £316k subject to review in March 2022.

There has been no change to the operating leases held for plant and office equipment.

18. Called up share capital

	2021	2020
	£	£
Authorised		
1 ordinary share of £1	1	1
Allotted, issued and fully paid up		
1 ordinary share of £1	1	1

As permitted by FRS 102 and SORP 2015, because no new equity shares have been issued, the Museum has not produced a separate statement of changes in equity for the reporting period.

19. Pensions

Background

The Museum offers retirement plans to its employees. The majority of the Museum's staff are members of the Public Sector Section of the TfL Pension Fund, which is a final salary scheme established under trust. Benefits are based on an employee's length of service and final pensionable pay. The Fund's Trustee is the TfL Trustee Company Limited, a wholly-owned subsidiary of Transport for London. Under the rules of the Fund, up to 13 Trustee directors are nominated in equal numbers by Transport for London and on behalf of the Fund's membership.

The TfL Pension Fund's Actuary makes valuations and recommends the level of contributions to be made by the participating employers to ensure long-term solvency of the Fund. The latest formal funding valuation of the Fund was carried out as at 31 March 2018 by the Actuary, a partner of consulting actuaries Willis Towers Watson, using the projected unit method. A revised Schedule of Contributions was agreed between the Trustee and the employers following the previous valuation, as at 31 March 2018, of the TfL Pension Fund.

Under the valuation report, the deficit of the Fund was £603m as at 31 March 2018. Assets totalled £10,312m and the defined benefit obligation totalled £10,924m. Employer's contributions from 1 April 2019 until 31 March 2020 represented future service contributions at the rate of 26.9 per cent. From 1 April 2020 until 31 March 2026, employer contributions will rise to 33.3 per cent, comprising the future service contribution of 26.9 per cent, plus additional deficit recovery payments at 6.4 per cent of pensionable pay. Additional contingent payments may be made from 1 April 2020 if the funding position deteriorates. The recovery plan states that the expectation is that the funding shortfall will be eliminated by March 2026.

The underlying assets and defined benefit obligation of the TfL Pension Fund cover a number of Group entities and cannot be readily split between each undertaking. No contractual agreement is in place to allocate the total net obligation between the member entities. Thus, in accordance with IAS 19, the TfL Corporation, as the Scheme sponsor, has recognised the total net defined benefit obligation in its own accounts.

As at the Balance Sheet date, no allocation of the deficit of the Fund has been made between the various TfL Group companies, including London Transport Museum. Should this position change in future, an allocation may be made, and the Museum may, at that point, become liable for its share of the deficit. There are no present plans for such an allocation to be made.

Further information regarding the TfL Pension Fund can be found in the TfL Annual Report and Statement of Accounts.

Accounting

The Museum's ultimate parent, Transport for London, and the Museum's fellow subsidiaries participate in the Public Sector Section of the TfL Pension Fund. Because the Museum is unable to identify its share of the underlying assets and liabilities on a consistent and reasonable basis, as permitted by FRS 102, the Museum treats contributions to the Public Sector Section as if they were contributions to a defined contribution plan. The Museum's contributions to the Fund of £981,987 (2020: £815,533) have been charged to the Consolidated Statement of Financial Activities.

Other pension schemes

Pension contributions of £7,458 (2020: £7,073) have been made to the London Pensions Fund Authority for a member of staff who joined the Museum from a TfL Group company. LTM also made employer contributions to two AVC schemes (Standard Life and Winterthur Life) totalling £5,734 (2020: £17,423).

Notes to the financial statements continued

20. Related and connected party transactions

TRANSPORT FOR LONDON

London Transport Museum Limited is a charitable subsidiary company of Transport Trading Limited (TTL), a Transport for London Group company. TfL provides financial assistance to the Museum in the form of grants for Museum operations and, in addition, certain divisions of TfL provide financial support to the Safety and Citizenship (STARS) Programme and other Museum activities as agreed on a project by project basis.

The Museum receives benefits from the activities of TfL Group functions such as Finance, Human Resources, Internal Audit and Payroll. Where management fees are levied upon the Museum by TfL and TTL for services provided these are applied at the same rates as for all other TfL Group companies. Where services are donated by TfL which are reasonably quantifiable and measurable, these are included in the Statement of Financial Activities at their estimated gross value and an equivalent amount is included as income under the appropriate heading.

A summary of transactions with TfL which are included in the Financial Statements is given below:

Related party transactions with TfL	2021	2021	2020	2020
	Income	Expenditure	Income	Expenditure
	£000	£000	£000	£000
Core grant and capital grant	4,358	-	3,129	-
Other income	976	(9)	1,552	-
Group services supplied	-	-	-	196
Group services/other benefits donated	315	315	288	288

As at 31 March 2021, no amounts remained outstanding in relation to the above transactions.

In addition to these amounts, a number of other arrangements exist between LTM and TfL for which no financial entries are made:

TfL undertakes some maintenance work on LTM's operational heritage vehicles and provides the Acton Depot site free of charge to the Museum. The Depot is contiguous with, and connected to, Ealing Common railway depot and is occasionally used by London Underground for road to rail access and shunting.

LTM is also given access to TfL property, including non-operational stations, for Hidden London tours. The Museum has been allowed to install poster frames, which are used for Museum marketing purposes, at a number of London Underground stations and riverboat piers.

In 2016, the rent review for the Museum's premises at Covent Garden, on which TfL holds the lease, was concluded and the rent increased by 11 per cent. TfL has chosen not to pass this increase on to the Museum. This rental expenditure is not included in the table above but is treated as direct expenditure by the Museum and accounted for accordingly in the Statement of Financial Activities. As part of the Covent Garden rent agreement, the next rent review is expected to be due in January 2022.

Notes to the financial statements continued

Museum staff are provided with passes that allow free or discounted travel on TfL services for themselves and a nominee. TfL also offers Museum Trustees and non-executive Directors of London Transport Museum (Trading) Limited restricted travel privileges.

TfL Group companies receive discounts on the hire of Museum facilities, and all TfL staff receive free entry to the Museum and discounts in the Museum shop.

OTHER RELATED PARTIES

Other material related party transactions in the year	2021	2021	2020	2020
	Income	Expenditure	Income	Expenditure
	£000	£000	£000	£000
London Transport Museum Friends	10	-	96	-
Interserve	-	-	-	-

London Transport Museum Friends (LTMF)

Although some Museum Trustees and senior managers may act as trustees of other charities, the Museum does not direct, and is not under the direction of, trustees of any other charity and therefore these charities are not considered to be related parties. However, given the close relationship with the London Transport Museum Friends, we have chosen to disclose transactions with that organisation. In addition to the financial transactions summarised above, the Museum also provides LTMF with office and IT facilities, and support for marketing and other activities.

There are no other related party transactions.

21. Capital commitments

Capital commitments at the end of the year not otherwise included in these accounts in 2020/21 is as follows:

2020/21		2019/20	
Gallery	£1,350	Main Website	£129,725
Phase 2 online shop platform project	£5,850	Shop Website	£70,540
Covent Garden LTM Lift Project	£91,788		
Total capital commitments	£98,988	Total capital commitments	£200,265

Notes to the financial statements continued

22. Charity information

The Museum is a company and registered charity incorporated in England and Wales and domiciled in the United Kingdom. The Museum's charity registration number is 1123122 and its company registration number is 06495761. The address of the Museum's registered office is 5 Endeavour Square, London E20 1JN.

The Museum is a wholly-owned subsidiary undertaking of Transport Trading Limited. For more information about the administration and organisation of the Museum see the section 'Structure, Governance and Management' in the Annual Report of the Trustees.

London Transport Museum Limited is a public benefit entity. LTM's Memorandum of Association states 'the property and funds of the Charity must be used only for promoting the Objects and no dividends shall be paid to the Member'.

Notes to the financial statement continued

16. Corporate members

Leader

ABM*
Alexander Dennis*
Arriva London*
Balfour Beatty*
Bombardier Transportation UK*
Capita*
CDER Group (JBW Group)
Clear Channel*
ComfortDelGro*
Cubic Transportation Systems*
EPC*
FirstGroup UK Bus*
Fujitsu
GB Railfreight*
Go-Ahead Group* (part-year)
Govia Thameslink Railway
Jacobs
Microsoft
Marston Holdings*
Motorola Solutions*
Quinn Infrastructure Services
QBE*
Siemens
Skanska
Southeastern
Sopra Steria* (part-time)
Stadler Rail*
Stagecoach*
Telent Technology Services*
Thales UK*
Worldline

Driver

HDI*
Go-Ahead Group* (part-year)
Keolis UK*
Mastercard*
Mott MacDonald*

Member

2CV*
BAI Communications
BDB Pitmans
Briggs Marine
BYD
Computacenter UK
Deloitte*
DLA Piper
Engie
First Class Partnerships*
Gowling WLG*
J Murphy & Sons*
Lonsdale Rail
Morgan Sindall Infrastructure*
RATPDev*
Sacker & Partners*
Sopra Steria (part-time)
Transport Planning Associates*
Trapeze Group*

*denotes three-year membership

Notes to the financial statements continued

17. Supporters and sponsors

Major Supporters

Transport for London
The National Lottery Heritage Fund
Arts Council England
DCMS/Wolfson Museums and Galleries Improvement Fund
London Transport Museum Friends
Luke Rees-Pulley Charitable Trust

Museum Supporters

Global - *Global Gallery*
Cubic Transportation Systems - *Cubic Theatre and Foyer*
Siemens - *Inspire Engineering*

Interchange thought leadership

Gowling WLG
Thales UK

Content Partners

RIA
Jacobs – Rethinking Sustainable Cities
PTV Group – Rethinking Sustainable Cities

Untangling the Tracks exhibition Supporters

Thameslink Programme Partners:
Department for Transport
Network Rail
Siemens
Southeastern
Govia Thameslink Railways

London's Transport at War Gallery Supporters

DCMS/Wolfson Museums and Galleries Improvement Fund
Charles Hayward Foundation
John S Cohen Foundation
London Transport Museum Friends

LTM Futures Fellow

Josef Hargrave, Arup

Year of Engineering Partners

Digging Deeper Gallery Supporters

Biffa Award
Association of Independent Museums (AIM)
Mott MacDonald
London Transport Museum Friends

Future Engineers Supporters and Content Partners

Bombardier Transportation
DCMS/Wolfson Museums and Galleries Improvement Fund
Luke Rees-Pulley Charitable Trust
Cubic Transportation Systems
Jacobs
Mastercard
Microsoft

Enjoyment to Employment

Siemens
Bombardier Transportation
Costain
Mastercard
telent Technology Services
Transport for London

Education Supporters

Luke Rees-Pulley Charitable Trust
Gwyneth Forrester Trust
People's Postcode Trust
Royal Commission for the Exhibition of 1851

Heritage Supporters

London Transport Museum Friends
The Hendy and Pendle Charitable Trust

Notes to the financial statements continued

Patrons

Mark Allatt
Ian Arthurton
Sir David Bell
David Brown
Mike Brown MVO
Paul Butler
Roger Cooke
Leon Daniels OBE
Anna Delvecchio
Denis Dunstone
Steve Edge
Martin Elms
John Farrow
Jane Fogg
Phil Fortey
Garcia J Hanson
Graham Hayden
Sir Peter Hendy CBE
Bill Hiron
Adrian Hollands
David Humphrey
Tony Hocking

Ken and Daphne Lousvet
Rupert Lyons
Guy Marriott
John Marshall
Richard Meads MBE
Andrew and Sarah Miles
Steve Norris
Peter and Susan Oakden
Michael Glyn Owen
Ian Ross
Paul Ross
Paul Sainthouse
John A. Self OBE
Stephen Shewmaker
Mike and Pat Sutcliffe
Phil and Caroline Swallow
Tim O'Toole CBE
Tony Vroon
Richard West
Nicholas Woolf OBE
Mark Yexley

*We also have a number of Patrons who wish to remain anonymous.

London Transport Museum
Covent Garden Piazza
London WC2E 7BB
Tel +44 (0)20 7379 6344

London Transport Museum Ltd
Charity number 1123122
Company number 6495761
Registered address:
5 Endeavour Square
London E20 1JN

London Transport Museum (Trading) Ltd
Company number 6527755
Registered address:
5 Endeavour Square
London E20 1JN

ltmuseum.co.uk