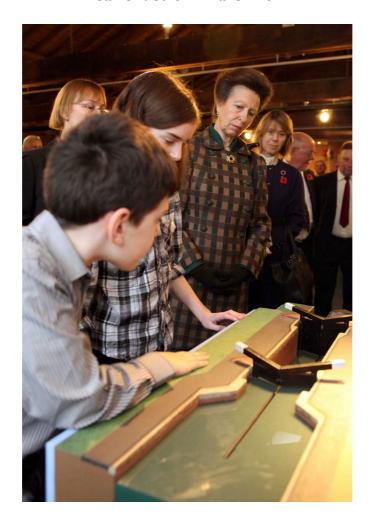


Annual Report and Accounts 2010-11

Year ended 31st March 2011



The Canal Museum Trust Registered Charity No. 277484

Annual Report and Accounts 2010-11

Introduction

The Trust's objectives are to advance public education regarding inland waterways through the operation of a museum. The trust operates in accordance with its constitution of 1979, as modified in 2001. Members of the Council of Management are elected annually from the membership of the Trust, which is open to everyone.

During the financial year the main activity of the Trust was, as in previous years, the management and development of the London Canal Museum.

2010-11 was a year in which an exceptional number and range of improvement projects was delivered. Leading these was our new major exhibition project *Water and Locks*. We also carried out a significant re-lighting project on the ground floor, replaced our retail and collection management computer systems, and upgraded and lit our external signage (a particularly complex project due to planning and technical considerations). We moved from an inefficient manual staff information system to a modern Intranet that we created inhouse, and we carried out two significant redecoration projects. We achieved silver status in the Green Tourism Business Scheme. Despite all this we also managed to financially support two boats in the National Collection, in a sponsorship agreement. We do not expect to achieve the same number of projects in every year but we are proud of the number of improvements that were delivered in 2010-11.

The Trust's policy with respect to reserves to be held is to maintain a minimum of £15,000 of reserves as a contingency reserve. In particular this is necessary in case of any need for unforeseen building maintenance expenditure. The Trust retains further sums as may be considered necessary for future maintenance and development projects.

In Memoriam

The trustees and all the museum's staff were greatly saddened by the death of our Treasurer, Alison Jessup, on 6th May 2010. Alison was a long-serving member of the Council of Management and had devoted a great deal of her time to the financial management of the Trust. A professional accountant, her dedication to the museum was exemplified by her determination to continue giving advice and to carry out her responsibilities as best she could until almost the end of her illness, signing cheques in her hospital bed on occasions. She is greatly missed.



Permanent Exhibitions



The undoubted highlight of the year was the formal opening by H.R.H The Princess Royal, the Trust's Patron, of the new permanent exhibition Water and Locks. The opening followed several years of preparatory work. The exhibition includes a working model canal lock, in which simulated water is raised and lowered mechanically by the winding of a handle by the visitor. Gates are mechanically interlocked with the water level, to simulate

the real-life conditions of lock gates, which can only be opened when there is an even pressure of water on both sides. The exhibition includes a dramatically large panel incorporating a lenticular image comparing canals with rivers and explaining the differences between them. Further panels include the history of locks, the supply of water to canals, and the role of lock keepers. The historical panel includes an image of a drawing by Leonardo Da Vinci, specially licensed from the Biblioteca Ambrosiana in Milan, showing his drawing of a mitre gate.

The exhibition also includes a new "flip book" providing additional detail on a range of more specialised topics for the interested visitor, and redisplay of some artefacts that were previously on show. A model of a lock paddle helps to explain how locks work, in association with a real paddle post on which some of the mechanism has been recreated.



Ground Floor Lighting Scheme

A new lighting scheme was implemented on the ground floor, raised level, to achieve three objectives:

- A reduction in energy use by the adoption of the latest LED lighting technology in place of the only remaining halogen exhibition lighting in the museum
- 2. An improvement in accessibility for visuallyimpaired visitors by the reduction of glare
- 3. A general improvement in the lighting of the exhibitions in this part of the museum for the benefit of all visitors.

In addition, the opportunity was taken to tidy the electrical trunking on the ceiling of the ground floor, rationalising and reducing it, so as to improve the appearance of the area.



Special Events

We again hosted a performance by the Mikron Theatre Company, who tour the country by boat.

We continued to provide a regular programme of guided tunnel boat trips during the summer months. These featured a commentary by a museum member of staff, as well as a trip through the Islington Tunnel for a combined boat trip and museum ticket price.



At the end of October 2010 we again took part in another joint operation with Camden Canals and Narrowboat Association. Large numbers of children enjoyed a boat trip through Islington Tunnel and various activities in the museum associated with Halloween. The event attracted around 300 people in total. (Picture: Story-telling at Halloween)

Temporary exhibitions were staged during the year including:

- Wartime Waterways London's Canals in World War II, an in-house exhibition
- 175 Years of the Brent Reservoir, an exhibition on loan from Church Farmhouse Museum
- Scenes and Images, an exhibition of works of art and photography by Maryam Hashemi and Tim Lewis.

Signage

The museum completed a complicated signage project involving two separate elements:

- The replacement of the ageing and deteriorating wooden sign that hung over New Wharf Road, with a new, brighter, more modern sign reflecting the museum within and the provision of lighting to the above, for the first time.
- The lighting of the painted name "London Canal Museum" on the rear elevation, by illuminating the rolled steel joist on which it is painted.

The first of these was in part a maintenance necessity, due to the old sign's declining condition. The opportunity to make improvements to enhance the museum's external image was once not to be missed, however. The second of these sub-projects was aimed at increasing our visibility to the large numbers of visitors to the new King's Place development on the other side of Battlebridge Basin, many of whom attend the concert venue during the hours of darkness. Both signs are



fitted with "intelligent" electronic time switches that determine the hours of operation in accordance with the season, in both cases switching off at a predetermined time so as not to use energy overnight. LED technology has been used for the whole scheme to minimise electricity use.

Education



The museum's Education Officer ran a busy programme of school visits and workshops and a programme for National Science Week, involving several hundred children who all enjoyed a boat trip as well as a science related educational workshop, drawing on the museum's resources and the canal as a theme.

Approximately 1200 school children visited the museum during the year from a range of schools, drawn both from London and outside. Whilst at the museum, schools were well supported by the volunteer members of the education team, who led towpath walks, guided boat trips and conducted small group activities in the galleries. The team also extended the number of Family Activity Days, offering additional fun and creative activities in both the October half-term and the Easter Holidays.

Self-supporting activities for younger children and their families, standing alongside the preexisting Henrietta Trail for the older ones, were developed to be available in the Activity Zone on the ground floor.

Youth Involvement

The Trust received a grant from Mediabox to undertake its first Youth Participation Project. Aimed at young people with learning difficulties living in the local boroughs of Islington and Hackney, the scheme took the form of a summer filming project based at the Museum, but also taking place a various points along the towpath and the canal itself.

As a youth-led endeavour, the young participants themselves decided what issues they wished to highlight and to this end, the film has focussed largely on the local politics of canal users, as well as the issues such as litter and graffiti that plague their everyday environment. Following on from the initial planning and the engagement of both a Youth and Media Mentor and volunteers to help guide the project, 3 months of workshops on filming, photography, editing and drama, as well as boat trips along the canal itself, finally culminated in a short docudrama entitled 'The Cut'.

Following a period during which the film was shown in the museum, it is now available online on the museum's YouTube channel.

Finance

The trustees are pleased that the museum has continued to be strong financially notwithstanding the current economic picture in the country as a whole. There was a small reduction in income from venue hire, which is the largest source of income, attributed to the economic recession. This resulted in a slightly lower total income for the year than in the previous year, which had been exceptionally good.

Total incoming resources were £137,642. The Trustees consider this to have been a very satisfactory result in the economic climate; the museum is weathering the economic storm well. It was particularly pleasing to note that income from admission charges increased to over £34,000, the highest ever figure.

The implementation of the Water and Locks project in October 2010, and of several other projects that are detailed in these pages resulted in a large reduction in the financial reserves. This was intentional, the reserves having been built up for that purpose. Nonetheless the year ended with cash-in-bank at £41,875, which is considered a healthy figure at the end of a year in which so many major projects had been implemented.

Marketing

The museum continued to take part in the joint promotion with the Association of Train Operating Companies to provide "two for one" admission to rail passengers. This promotion has been a success over several years.

A targeted advertising campaign was run to support the museum to create awareness amongst potential visitors. Several leading tourist titles were used including Time Out Guides and London Planner, Welcome to London and Pocket London. The museum also took space in the prestigious annual London City Guide published on behalf of Visit London and on the VisitBritain official map of London.

Once again we produced a comprehensive "What's On" leaflet and distributed it mainly through public libraries, detailing our extensive programme of events. During the year we expanded our social media presence by creation of dedicated Facebook business pages, and we began participation in other social networks, having used Twitter for some time previously.

Visitor numbers for the 12 months ending 31st March 2011 were 17,023, or 12,338 excluding attendees at private events.

Retail System

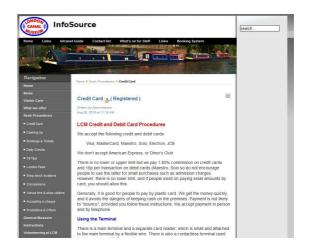
The Trust undertook a major project to replace the ageing retail till system that had given good service for many years. The old system had been designed and written by a volunteer who had since moved away from the London area and technical support for the system was therefore very limited. The Trustees recognised that this created vulnerability, with a significant risk of a major problem in the event of system failure. The museum's accounting as well as customer service in the shop and for admission of visitors is founded upon the retail system. In addition, the old system was not as user-friendly as today's volunteers have come to expect and presented us with a higher training need than would a modern system.

Following a careful evaluation, a standard retail product used in many shops and a major museum, from which a favourable reference was obtained, was selected and purchased. The new system uses touch-screen technology and is very easy for staff to learn and use. It provides a range of shop stock management tools that were not previously available. An implementation plan for this major operational change was made including a few weeks of enhanced staff training and support. The new system is fully supported by the supplier, a UK based retail specialist, and remote access from their offices enables problems to be resolved rapidly if they arise.

Intranet

Following on from the introduction of the retail system, the path was opened up to enable us to create an Intranet for the museum. Because the new retail system runs on a Windows-based computer, access to other browser-based services became possible at the shop counter. Previously this would have required a second computer for which space was not available.

An intern carried out most of the project work to create and add content to the



Intranet, now called "InfoSource". It runs internally on our network attached storage device using a free content management system "Mambo". Several people within the museum are able to update entries. The Intranet has over 150 pages of information. It replaced a paper file system that had become unwieldy, complicated, and very difficult to use. We recognised that before we could expect staff to offer well-informed advice and help to customers, we had to provide them with clear information on which to draw and the Intranet has been the means to achieve that.

Topics include:

- Building management issues
- Health and safety
- Customer services
- What we offer to customers
- Instructions for unusual events or situations
- Staff contact information and rota

The introduction of the Intranet was a major step forward in the efficiency of the day-to-day running of an increasingly busy visitor attraction and the briefing of the volunteers who staff it.

Care of Collection

The major project in 2010/2011 was the renewal of software used to catalogue the Museum's collections. The new Adlib system enables volunteers to search the artefact and archival holdings with greater precision; the facility to connect digital images to records has the potential to improve conservation management and security.

Digitisation of the photographic holdings has continued; the images generated form the core of the Museum's new digital archive.

Several acquisitions and donations of photographic and bibliographic items have extended the scope of the research materials available in the Library. These included a set of Thomas Shepherd prints of the Regent's Canal, a Regent's Canal share certificate, and a Grand Junction Canal cast iron bridge sign in excellent condition. Some of these items are unsuitable for display, but will support future research for exhibitions.



Boat Sponsorship



The Trust continued to sponsor two boats in the National Collection Ferrett and Ilkeston by providing funding largely for the purchase of materials in a partnership of three organisations, the Boat Museum Society, the National Waterways Museum and ourselves. During the year there was significant progress on the restoration of Ilkeston, a 1912 horse boat that once traded between London and the north of England. We were pleased to be able to help with the care and upkeep of these two boats, which would

otherwise have been at some risk of deterioration due to the financial pressures on The Waterways Trust.

Building Maintenance

Following the lighting scheme referred to elsewhere, a maintenance project was undertaken to have the ceiling of the whole of the ground floor gallery repainted. This was a substantial task as access is difficult in parts of the gallery and extensive scaffolding was needed to facilitate this work. Work was carried out during the evenings so that museum visitors could continue to be admitted during normal hours with very little inconvenience to them.



A further painting project was carried out to redecorate the staircases and landings between the staff entrance and the second floor. This area is not open to the public although parts are seen by guests during private functions. The area had not been fully decorated for a considerable time.

Green Museum

The Trust was delighted to achieve, in October 2010, Silver status in the Green Tourism Business Scheme as a result of considerable work to improve the museum's friendliness to

the environment and reduce our "carbon footprint". The museum had for the previous two years been a "bronze" status member of the scheme.

Measures taken included the re-lighting scheme described under "permanent exhibitions" and a new electricity supply contract with a "green" electricity supplier. Further work was carried out including the fitting of an electric hand dryer in a toilet, reducing the need for paper towels, and the

specification of eco-friendly cleaning products.

Staffing

London

The trust's employed staff remained stable with one part-time Education Officer and one part-time Volunteering Manager employed.

The museum's team of volunteers are committed to the aims and objectives of the museum. They enable the museum to open six days per week and to offer wide-ranging activities to all our visitors. The Trustees are grateful to all the volunteers for their continued support.

The aim of the volunteer programme for 2010-11 was to achieve greater workforce stability. Volunteer number grew over the year, across all areas of the museum. In particular the Front of House team grew to 25 people. This was made possible by developing recruitment material, attending a recruitment fair, advertising online and by holding an open day.

In addition to the development of an Intranet we also established a newsletter for volunteers, one of whom was appointed as editor. The newsletter was sent out on a monthly basis, and contained information about developments, forthcoming events, new instructions, general reminders and updates. Past editions of the newsletter were made available in the Intranet.

A skills assessment of our Front of House volunteers was undertaken in November 2010. This enabled us to understand the areas in which volunteers required more support and training and it influenced the development of a training and induction programme.

Two core training sessions were developed and run in March 2010: H&S-Prevention through Observation & Dealing with Emergencies and Customer Care'.

These training sessions were open to all the volunteers in the museum and were also an opportunity for volunteers to socialise and get to know each other. The courses were designed to be part of the future training programme and to run regularly.

The trustees recognised the need to bring a social element to their volunteering programme in order to improve teamwork and cohesion, fostering a community spirit. A start was therefore made on a programme of social events for volunteers. Volunteers were surveyed for their thoughts and comments, with a view to implementation in 2011-12.

Community Support

The museum is part of more than one community, and was able to offer support to these communities by the provision of free or heavily discounted meeting space. We hosted meetings for:

- Inland Waterways Association (canal community)
- Friends of the Regent's Canal (canal community)
- Basin moorings residents (local and canal community)
- Residents of neighbouring property (local community)
- Waterway Recovery Group (canal community)

CHARITY REGISTERED NUMBER:277484

THE CANAL MUSEUM TRUST

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31st MARCH 2011

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LEGAL AND ADMINISTRATIVE INFORMATION

Registered Charity Number: 277484

Chairman: M Sach

Treasurer: M Gee

Trustees M Sach

R Squires M Tucker T Lewis W Davidson M Gee M Hashemi K Doyle

Secretary: T Lewis

Registered Office: 12-13 New Wharf Road

London NI 9RT

Accountants: SBM & Co

Chartered Accountants 117 Fentiman Road

Vauxhall London SW8 IJZ

Bankers: Cooperative Bank plc

Delf House Southway Skelmersdale WN8 6WT

Solicitors: Farrer & Co

66 Lincoln's Inn Fields

London WC2A 3LH

INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF THE CANAL MUSEUM TRUST FOR THE YEAR ENDED 31 MARCH 2011

I report on the accounts, which are set out on pages 14 to 19

Respective responsibilities of the Trustees and examiner

The trustees are responsible for the preparation of the accounts. The trustees consider that an audit is not required for this year under section 43(2) of the Charities Act 1993 (the 1993 Act) and that an independent examination is needed. Having satisfied myself that the charity is not subject to an audit under company law and is eligible for independent examination, it is my responsibility to:

Examine the accounts under section 43 of the 1993 Act; follow the procedures laid down in the general directions given by the Charity Commission (under section 43(7)(b) of the Act, as amended); and state whether particular matters have come to my attention.

Basis of independent examiner's report

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

Independent examiner's statement

In connection with my examination, no matter has come to my attention:

- 1. Which gives me reasonable cause to believe that in any material respect the requirements
 - to keep accounting records in accordance with section 41 of the Act; and
 - to prepare accounts which accord with the accounting records and to comply with the accounting requirements of the Act

have not been met; or

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

Pauline B McAlpine

SBM & Co. Chartered Accountants

117 Fentiman Road, London, SW8 IJZ

Dated: 10 January 2012

BALANCE SHEET AT 31 MARCH 2011

	Note	2	2011	2	010
		£	£	£	£
Current assets					
Stocks	5	11,728		12,059	
Debtors	6	5,800		3,667	
Bank Accounts		35,719		73,063	
		53,247		88,789	
Creditors					
Amounts falling due within					
one year	7	5,279		2,150	
Net current assets			47,968		86,639
Total assets less current liabilities			47,968		86,639
Net assets			£ 47,968		£ 86,639
Capital funds					
Unrestricted funds			47,968		86,639
Total funds			£ 47,968		£ 86,639

Approved by the trustees on 10 January 2012

M Sach – Chairman

M Gee - Treasurer

The annexed notes form part of these financial statements.

STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 MARCH 2011

	Unrest'd Funds £	Rest'd Income Funds £	Total Funds 2011 £	Total Funds 2010 £
Incoming resources	-	~	~	~
Incoming Resources from generated funds:				
Voluntary income	1,105	4,770	5,825	1,866
Activities to generate funds	92,825	-	92,825	102,282
Investment income	603	-	603	589
	94,533	4,770	99,303	104,737
Incoming resources from charitable activities	38,339	-	38,339	36,028
Total incoming resources	132,872	4,770	137,642	140,765
Resources expended				
Costs of generating funds	22,347	-	22,347	26,250
Charitable activities	148,146	4,770	152,916	103,541
Governance costs	1,050	-	1,050	1,310
Total resources expended	171,543	4.770	176,313	131,101
Net movement in funds	(38,671)		(38,671)	9,664
Total funds brought forward	£ 86,639	£ -	£ 86,639	£ 76,975
Total funds carried forward	£ 47,968	£ -	£ 47,968	£ 86,639

Details of incoming resources and resources used are given in the notes to the financial statements.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2011

Accounting policies

The accounts have been prepared under the historical cost convention.

Incoming resources

All incoming resources are included in the SOFA on a receivable basis.

Resources expended

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with use of the resources.

Tangible fixed assets and depreciation

The Canal Museum Trust owns the freehold property in which the London Canal Museum is situated. In the absence of a professional valuation, the costs of obtaining which the trustees consider would outweigh the benefits to the Trust, the freehold property has not been capitalised in the financial statements.

In addition, the museums artifacts, exhibition materials and fittings are capitalised but written off to income and expenditure in the year of purchase.

Stocks

Stocks are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow moving stocks.

Fund accounting

General funds are unrestricted funds, which are available for use at the discretion of the trustees for particular purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes. The cost of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund as set out in the notes to the financial statements.

Taxation

As a registered charity the Museum Trust benefits from rates relief and is generally exempt from Income Tax and Capital Gains Tax, but not from VAT. When applicable, irrecoverable VAT is shown as a separate expense in the Statement of Financial Activities rather than included in the cost of those items to which it relates. The trustees consider the cost of the detailed calculations and additional record keeping required to allocate VAT irrecoverable under the partial exemption regime would exceed the potential benefit

2. Investment Income

	2011 £	2010 £
Interest	603	589

NOTES TO THE FINANCIAL STATEMENTS (Continued) FOR THE YEAR ENDED 31 MARCH 2011

3. Staff costs

	2011 £	2010 £
Salaries Employers' NICs	18,425 1,198	12,178 586
	£19,623	£12,764

No employee received remuneration exceeding £60,000.

The average number of employees during the year, employed in the operation of the charity was 2 (2010:2)

£3,420 of staff costs was charged against the restricted fund.

4. Restricted Fund

The restricted fund represents a grant received in the year from Mediabox for an education project. The movement on the fund was:

	2011 £
Grant received Staff costs Other costs	4,770 (3,420) (1,350)
	-

5. Stocks

	2011 £	2010 £
Shop stock for resale	11,728	12,059

6. **Debtors and prepayments**

Amounts falling due within one year:

	2011	2010
	£	£
Other debtors	1,652	-
VAT repayable	4,148	3,667
	£5,800	£3,667

NOTES TO THE FINANCIAL STATEMENTS (Continued) FOR THE YEAR ENDED 31 MARCH 2011

7. Creditors

	Amounts falling due within one year:- Accruals and deferred income		2011 £ 5,279	2010 £ 2,150
8.	Incoming resources			
		Unrest'd Funds 2011 £	Total Funds 2011 £	Total Funds 2010 £
	Voluntary Income	-	-	~
	Donations	1,105	1,105	1,866
	Activities for generating funds			
	Shop receipts Moorings Museum Hire	16,750 14,699 61,376	16,750 14,699 61,376	20,134 12,234 69,914
		92,825	92,825	102,282
	Incoming resources from charitable activities			
	Admissions Subscriptions Boat trips Other	34,266 160 2,697 1,216 ————————————————————————————————————	34,266 160 2,697 1,216 ————————————————————————————————————	30,854 155 4,928 91 36,028
	Investment income			
	Interest	603	603	589
9.	Costs of generating funds	2011 £	2011 £	2010 £
	Opening stock Shop purchases Closing stock Costs associated with museum hire Boat hire	12,059 11,401 (11,728) 5,672 4,943		13,300 13,893 (12,059) 6,252 4,864
			22,347	26,250

NOTES TO THE FINANCIAL STATEMENTS (Continued) FOR THE YEAR ENDED 31 MARCH 2011

10. Charitable activities

10.	Charitable activities			
		2011	2011	2010
		£	£	£
	Development projects	22,573		1,711
	Conservation and artefacts	208		1,804
	Museum improvements	24,551		18,114
	Education projects	7,414		2,492
	Salaries	16,203		12,764
	Equipment and IT	14,685		2,192
	Exhibitions	510		591
	Premises costs	12,215		11,228
	Tug upkeep	764		586
	Building maintenance	10,855		18,451
	Catering	1,670		326
	Advertising	17,878		20,953
	Cleaning	5,019		4,720
	Printing, stationery and postage	992		1,115
	Telephone	949		1,046
	Travel	3,882		2,089
	Sponsorship	4,726		-
	Sundry	2,315		2,547
	Bank and credit card charges	737		812
			148,146	103,541
11.	Governance costs			
		2011	2011	2010
		£	£	£
	Accountancy	1,050		1,000
	Bank charges	-		310
			1,050	1,310