Registered number: 00744229
Charity number: 313615

THE TRAMWAY MUSEUM SOCIETY

(A company limited by guarantee)

DIRECTORS' REPORT AND FINANCIAL STATEMENTS

FOR THE PERIOD ENDED 31 DECEMBER 2025

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THE TRAMWAY MUSEUM SOCIETY
(A company limited by guarantee)

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THE TRAMWAY MUSEUM SOCIETY

(A company limited by guarantee)

REFERENCE AND ADMINISTRATIVE DETAILS OF THE SOCIETY, ITS DIRECTORS AND ADVISERS FOR THE PERIOD ENDED 31 DECEMBER 2025

Patron	HRH The Duke of Gloucester, KG, GCVO
President	J Hardy (retired 30 August 2025) P Hobson (appointed 30 August 2025)
Vice-Presidents	M C Crabtree IEng, MIET C Heaton K R Rigg ACIB
Directors	A M Pendleton, Chairman I D Pleace, FCA, MSc, BSc(Econ), Vice Chairman P M Benham, MBE, FCILT[1] D Frodsham P R Milton[1] D P Webb, BSc N J Sturgess, BA (hons), MA, AMA G P Wigglesworth (resigned 26 March 2026) A J C Brown[1] P J Whiteley A D Roberts, BPharm (appointed 8 November 2025) P Maddocks, BSc, CEng, FICE (appointed 30 January 2026) [1] Non-member director
Company registered number	00744229
Charity registered number	313615
Museum premises and registered office	The National Tramway Museum Crich Matlock Derbyshire DE4 5DP
Arts Council England Registered Museum no.	508
Secretary	N J Sturgess
Auditors	Bates Weston Audit Ltd Statutory Auditors Chartered Accountants The Mills Canal Street Derby DE1 2RJ
Bankers	Barclays Bank PLC Leicester

CHAIRMAN'S STATEMENT
FOR THE PERIOD ENDED 31 DECEMBER 2025

This period has been one of considerable activity and strategic progress. We have navigated challenges, celebrated landmark achievements, and laid important groundwork for the future. The dedication of our staff and volunteers has been exceptional, allowing us to deliver a rich programme of events, advance critical engineering projects, and enhance the visitor experience across the site.

Throughout the 2025 season, marketing activity focused on increasing awareness of the National Tramway Museum to both returning visitors and new audiences. A combination of digital marketing, media relations, partnerships and creative content helped strengthen the Museum's profile regionally and nationally.

Towards the end of 2025 and into 2026, a major achievement was the delivery of the Museum's rebrand. This complex and wide-ranging project requiring the coordination of many different elements, from the new logo and visual identity through to signage, leaflets, a new website, merchandise and staff uniforms, badges etc. Delivered alongside the day-to-day demands of preparing for a new season of a busy visitor attraction, this represented a significant amount of work, and early feedback suggests that it has established a strong and recognisable identity for the Museum, providing a positive foundation for its future development.

Conservation Workshop

The Workshop team of staff and volunteers continues to deliver critical support across the museum, despite acute succession planning challenges following recent retirements. To streamline operations, the engineering function has been reorganised, merging the Permanent Way (PWay), Overhead Line Equipment (OLE), and DC power supply teams into the Workshop under the day–to–day management of the Senior Engineering Supervisor, with strategic oversight from the Technical Support Group. Regulatory compliance and safety initiatives remain a core focus, with ongoing PUWER upgrades to machine tool guards, successful COSHH material rationalisation—including moving painting operations to a newly ventilated, dedicated storage room—and extensive ROGS–compliant competency assessments for safety–critical staff. Workshop capabilities have also been enhanced by the installation of a new hydraulic lifting platform to facilitate traction motor maintenance.

Major rolling stock restoration projects have advanced significantly during the period. Assembly of the timber framework and galvanised bodyside panelling for Blackpool 298 is well underway, with overhauled wheelsets and motors successfully returned by external contractors. Work on Blackpool 645 (Access Tram 2) has proved more extensive than anticipated, requiring comprehensive body pillar replacements, a newly manufactured pantograph tower, and bespoke in–house engineering to re-bore the vehicle's axle box housings for oversize roller bearings. Routine and reactive maintenance also continued smoothly, including the swift adaptation of Blackpool 166 for the late Geoffrey Claydon's ceremonial funeral cavalcade, emergency truck repairs to Oporto 273, and the successful motor overhaul of Blackpool 762, which will now assist with driver training. Additionally, the museum's ongoing asbestos eradication programme successfully ensured that all tramcars currently in active service are completely free of asbestos materials.

Operational footprint and procurement pressures have intensified, with no new acquisitions or loans recorded, and the Board authorising the disposal of Halle 902 and the body of Blackpool Rail Grinder No 2. Depot and workshop storage has reached a critical capacity limit following last year's Birkenhead acquisitions, severely impacting workshop productivity and creating complex logistical constraints. Sourcing components remains increasingly difficult and costly due to the scarcity of imperial–sized materials and a dwindling network of engineering contractors willing to undertake heritage reverse–engineering. Despite these supply chain pressures, the team successfully adapted two replica road vehicles into internal mobile refreshment kiosks, and continues to provide valuable external leadership through the UKTram Heritage Tramway Committee, collaborating with peer organisations on national competence, safety management, and asbestos replacement strategies.

CHAIRMAN'S STATEMENT (CONTINUED)
FOR THE PERIOD ENDED 31 DECEMBER 2025

Tramway Infrastructure

Work has continued on the essential upgrade of the overhead line equipment (OLE) to replace life–expired infrastructure. Following the planting of seventeen traction poles during the previous period, current winter work has focused on transferring the OLE to these new structures and replacing further critical poles. Notably, five additional poles were planted, including the successful replacement of highly deteriorated feeder structures at Wakebridge and three other high–priority assets across the site. Comprehensive planning is now in place to remove all remaining life–expired hardware over the next three to four winters, with priorities systematically determined by structural analysis using eddy current testing to measure residual steel thickness.

The museum has also established a valuable, strategic partnership with VolkerRail to inspect and maintain the track network. By the 30th April 2026, four site visits had been completed, covering routine monthly inspections and track repairs at the south end of the interlace. A formal Memorandum of Understanding has been agreed, creating a symbiotic relationship where the museum benefits from professional inspections and minor repairs at no cost, whilst VolkerRail utilises the museum's heritage standing to demonstrate modern track technology. While the main running line remains in good overall condition, vigilant maintenance continues to address specific areas of wear. This includes the cost–effective replacement of the condemned south points at Glory Mine with plain rail, allowing capital to be better directed away from expensive point castings and towards higher–priority renewals on the street track and depot fan.

Progress at the Wakebridge substation has moved at a slower pace than anticipated, following the condemnation and subsequent full rewiring of the building's domestic electrical system. Capital upgrades have advanced, however, with the new 11kV to 415VAC transformer now fully installed and handed over to the local electricity supplier, removing the operational health and safety burden of managing high–voltage infrastructure directly. Work is currently underway on the AC switchgear installation and electrical safety enhancements highlighted by the Office of Rail and Road (ORR), while the traction supply continues to be carefully managed from Town End during periods of heavy traffic.

Special Events

The 2025 events season delivered a varied and competitive public programme, balancing established favourites with innovative new formats, despite facing significant weather–related challenges. The season opened strongly with the Easter Eggstra event, which achieved a substantial year–on–year increase to 3,476 visitors and met its self–funding targets, though persistent rain impacted Easter Monday attendance. Similar adverse weather affected Classic Motorcycle Day—which continues to be fully sponsored by Derwent Waste Management—and Dinosaur Day, though the latter still drew over 1,000 resilient attendees. Well–established seasonal draws like Magical May and the Seaside event performed strongly, while the multi–era Past Times weekend and the school holiday Discovery activities (integrated with the national Rail 200 celebrations) successfully maintained the museum's mid–season competitiveness. The August Bank Holiday Teddy Bears Picnic generated the highest single–day attendance of the year, and a highly successful trial of the ticketed 'Haunted Heritage' paranormal evening sold out rapidly, prompting the scheduling of two further dates for 2026.

Strategic adjustments have been implemented across the portfolio to optimize financial viability, resource allocation, and site capacity. Due to declining attendance and the retirement of long–term external partners, the Steampunk event has been discontinued for 2026, and the 'Build It' Lego mosaic activity has reached the end of its budget cycle. Conversely, the end–of–season 'Tramlight' illuminated event was successfully rebooted with an expanded lantern trail and strong visitor feedback; however, internal reviews indicate that any future iterations will require dedicated capital investment to address site–wide lighting safety, high delivery costs, and critical overspill car parking vulnerabilities during inclement weather. General storage constraints have also reached a critical threshold, with overcrowding in damp stores threatening event assets, highlighting an urgent requirement for improved infrastructure.

The department is managing key personnel transitions alongside broader volunteering structural shifts. Gary Barwell was appointed Deputy Events Manager in August, initiating a formal succession plan ahead of the current Manager's retirement in 2026. This dual leadership has greatly improved operational oversight across the expansive site on event days. Operational delivery relies heavily on a vital pool of casual freelance event assistants shared with the learning department, alongside dedicated volunteers. However, reflecting the rising average age of the volunteer cohort, participation is now primarily concentrated in weekday preparation and workshop groups rather than active event–day stewarding. In response to these changing demographics, operational structures are being updated to reflect that event–day management is driven by the professional core staff, underscoring the long–term need for targeted staffing investment to sustain the museum's extensive event portfolio.

Marketing and Public Relations

Marketing and Public Relations continue to play a vital role in supporting the Museum's growth, profile and visitor engagement. The following is a summary of activities from Head of Marketing Lauren Coop:

Throughout the 2025–26 season, a combination of digital marketing, media relations, partnerships and creative content helped strengthen the Museum's profile regionally and nationally.

Our programme of events continued to generate strong public interest, supported by regular advertising, press activity and social media promotion. Press releases and media engagement secured coverage across local and regional outlets, helping to maintain a strong public presence throughout the year.

Digital platforms remain one of the Museum's most valuable marketing tools. Facebook continued to perform strongly, with our audience growing to over 57,000 followers and page reach totalling 6.71 million people during the year, an increase of 46% on the previous year. Video content continued to perform particularly strongly, regularly attracting around 500,000 views per month during the open season and helping to introduce the Museum to new audiences. Instagram also continued to grow steadily, reaching almost 6,000 followers and achieving 240,300 views between mid-August and 31st March. One collaboration video with Visit Leicester achieved 1.1 million views and over 15,100 likes, highlighting the value of partnership working and destination marketing.

The launch of the Museum's new website marked a significant milestone and has provided a much-improved experience for visitors, alongside a stronger platform for ticket purchasing, promoting events, memberships, education and commercial activity. Across both the old and new websites, the Museum attracted 248,000 visitors between April 2025 and March 2026. Work has also continued on improving online content, visitor information and digital engagement to support future growth.

The Museum continues to work closely with local attractions, tourism organisations and accommodation providers through schemes such as Derbyshire Days Out, connecting us with 14 other attractions and helping to encourage new visitors to the Museum. In addition, 180 accommodation vouchers were redeemed during the season.

Alongside visitor marketing, efforts have also supported commercial opportunities across the site, including the café, gift shop, driver experiences and venue hire, helping to diversify income streams and encourage repeat visits.

Looking ahead, the focus will remain on growing audiences, increasing digital engagement, developing collaborative opportunities and continuing to position the National Tramway Museum as one of the region's leading heritage attractions.

CHAIRMAN'S STATEMENT (CONTINUED)
FOR THE PERIOD ENDED 31 DECEMBER 2025

External Funding

During 2025, the Museum carried out the majority of the Foundations First project work funded by the National Lottery Heritage Fund. The overall value of the project is £88,080, and this included important audience development research, support for the Volunteer Co-ordinator role, and business planning. The project puts the Museum in a strong position to build its relationship further with the Lottery with a view to developing larger scale projects.

In the same year, we also received grant support from the Belper-based Vernon Robert Bowmer Charitable Trust for volunteering development, and through public funding from Museum Development Midlands (Arts Council England). Individuals have contributed generously to development projects, including the new Access tram, the beginning of the project fund for the new on-site store, and sponsoring the repainting of traction poles. The Subscriber Plus fund, supported by regular standing orders from members, resulted in the refurbishment and restoration of key features of the Museum in the public eye – the Bowes Lyon bridge, the depot gates, lampposts and the bandstand at Victoria Park.

Finally, the Museum continues to benefit from substantial legacies left to the Society by members and well-wishers.

Catering

2025 saw the official opening of the new Tram Stop Café on the 5th April by Claire Ward, Mayor of the East Midlands. Since its opening we have brought in new equipment to allow us to prepare and serve different menu items, and as a result catering income has increased significantly through the season. Realising the challenge of increased footfall in the café, the winter close-down saw work carried out on two pre-owned 'heritage' vans to convert them into sales outlets, selling ice creams and soft drinks in one and hot drinks and snacks in the other. In addition, they have had electronic payment terminals fitted so that visitors don't have to queue up twice to pay and order their food. These were rolled out early in 2026 and can be found in Stephenson's Place.

Curatorial Team

The work of our Curatorial Team contributes extensively to the Museum's credentials as an educational charity. During the period, staff and volunteers have been busy with collections care, documentation, enhancing displays, assisting with research enquiries, and supporting wider museum events, such as 'Discovery Week' and 'Tram Weekend'.

During the last year, donations of historic material have continued. One significant collection of books, photographs and documents came from the late Geoffrey Claydon, an early and significant member of the Tramway Museum Society.

New displays created during the year include 'Trams Through The Lens' - a showcase of a selection of images from our photographic archive, which have also been reproduced as souvenir prints for sale.

Volunteering

Building on the progress outlined in the 2025 report, over the closed period the induction process and pack has been overhauled and refreshed. Reflecting standards found in the wider voluntary sector, the new 'Welcome Pack' has been updated to clearly outline the purpose and values of the organisation firmly grounding the role of volunteers in both the past and present.

CHAIRMAN'S STATEMENT (CONTINUED)
FOR THE PERIOD ENDED 31 DECEMBER 2025

Continued tracking and analysis of new volunteers has provided both quantitative and qualitative data which has been used to inform and amend our processes. This has included greater staff involvement in the recruitment and onboarding of new volunteers and staff feedback has been positive in this respect. Our staff now feel more engaged in the recruitment process allowing for a proactive rather than reactive approach. We recruited 48 volunteers in 2025 and since the beginning of 2026 we have seventeen volunteers at various stages of the recruitment process.

Rebranding, and the move to a new website provider has made the search for volunteering opportunities more user friendly; the website now presents us in a much better light as a modern and diverse place to volunteer. Addressing previous frustration around communication with volunteers, March 2025 saw the launch of 'Crich Connected', a dedicated newsletter for volunteers and volunteers have been kept updated with the branding changes during the closed period.

Looking forward to 2026 and beyond, it is imperative that we continue to develop existing and new volunteering opportunities that meet the needs of the organisation and potential volunteers. Sector research demonstrates that traditional long-term commitment is in decline with people requiring opportunities that fit around busy lifestyles; being 'time poor' is often cited as a barrier to participation.

Moving forward, an increasing focus will be placed on Diversity, Equity and Inclusion to break down barriers to participation and exploring ways that we can offer more flexible and 'micro volunteering' opportunities.

People

2025 saw some important people changes at the museum including Neil Rowland, who retired from his role as a Electrical Engineer in the workshop, and Peter Bird who took well-deserved retirement from his role as Rolling Stock Engineer.

With the departure of Matt Self as Tramway Operations & Visitor Experience Manager (TOVEM) at the start of the season we were joined by Jason Hardy, who moved from his volunteering role in Traffic to take on a new position of Tramway Operations & Facilities Manager (TOFM), taking on responsibility for Traffic and the site buildings and facilities.

Events continue to be a major attraction for visitors to site so the production of a suitable calendar of events and their direction in the build-up and delivery is quite a challenge. Knowing that Candi would be retiring as Events Manager near the beginning of the 2026 season we brought in Gary Barwell in Summer 2025 as continuity in events is key to their success. 2026 will see the return of a favourite 1940s event, and we continue to look at different themes to attract regulars back to the museum and also others trying us for the first time.

Lauren Coop, who had been working for us for a year in a marketing support role with Amanda Blair, took on a full-time role as Head of Marketing.

Along with the changes in the workshop, Andy Parry was appointed Engineering Supervisor, heading up the engineering needs of the rolling stock, PWay and OLE. To ensure we maintain our discipline around Health & Safety, alongside his volunteering and project management of Blackpool 645, Dean Sharp has joined the team as Safety Standards and Competency Manager.

Christmas also saw the retirement of Andrew Watkins as Financial Controller after 18 years at the museum. In December we welcomed Ann-Marie Fearn to the team who will be with us in 2026 as Interim Finance Director.

CHAIRMAN'S STATEMENT (CONTINUED)
FOR THE PERIOD ENDED 31 DECEMBER 2025

At President's evening on Saturday 30th August, Jason Hardy handed over the Society Presidency to Paul Hobson.

I would like to thank the team of staff and volunteers who have helped with the production of this Review.



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A M Pendleton
Chairman

Date: 22/09/2026

DIRECTORS' REPORT
FOR THE PERIOD ENDED 31 DECEMBER 2025

The Directors of the Board present their report and financial statements of the Society for the nine months ended 31 December 2025 and confirm the latter comply with the requirements of the Companies Act 2006 and the Charities SORP.

Reference and administrative information

The Society, which is registered as a charity, owns and maintains the Crich Tramway Village (renamed National Tramway Museum in Feburary 2026) at Crich, Derbyshire, (the Museum), which is devoted to tramways and allied interests. It is not liable to corporation tax or income tax.

The Directors of the Board (who act as directors under Company law and trustees under Charity law) are set out on page 1.

At the Annual general Meeting on 8 November 2025 Adrian Roberts was appointed, and on 30 January 2026 Peter Maddocks also joined the Board.

The Society's financial year end has changed to 31 December to ensure that each financial year contains only one operating season.

Structure, governance and management

Governing document

The Society is governed by the Memorandum and Articles of Association, as last amended by Special Resolution of the Society on 8 November 2025. The Society is a company limited by guarantee and does not have any share capital.

Recruitment and training of Board Members

Voting members of the Society may stand for appointment as Member Directors to the Board. Any two voting members may propose another voting member. The individual must be 18 or over and any such proposal must be in writing and be received by the Society no later than 42 days prior to the Annual General Meeting. If the number of candidates is fewer than or equal to the number of relevant posts available, all such candidates are deemed automatically elected. In the event of there being more candidates than posts available, a vote is held with each member having the right to vote entitled to cast his or her vote in favour of as many candidates as there are vacant posts. Casual vacancies may be filled by the Board but the individual appointed must retire and seek election at the next Annual General Meeting.

The Board also has the power to appoint up to three Non-Member Directors who are neither members of the Society nor employees.

Following election, newly elected directors receive an induction by the person appointed as Secretary and another director. The induction includes a detailed introduction and explanation of Board proceedings and content. Key areas are explained in detail, such as Finance, Personnel, Collection, Operations and Health & Safety.

All directors serve for an initial period of three years and thereafter for no more than two further consecutive periods of three years, Directors may not be eligible for re-election or re-appointment until a period of at least two years has elapsed, unless authorised by the Board if it is deemed to be in the interests of the Society.

Organisational structure

Ultimate responsibility for all decisions made by the Society rests with the Board. These decisions are made on the recommendations of individual Society officers, in particular the Chief Executive Officer, or the relevant

standing committees which are currently Finance, Collections Management, Development, Health & Safety, Membership and Tramcar Conservation. All such officers, and committees, are accountable to the Board and report on a regular basis.

A subsidiary company, Tramway Museum Services (R&C) Limited, traded throughout the period from premises under licence from the Society. The subsidiary is wholly owned by the Society and hence the subsidiary's board is directly accountable to the Board of the Society.

Arrangements for setting pay and remuneration of key management personnel

A Board sub-committee chaired by the C.E.O. sets the pay and remuneration of key management personnel via an annual review in consultation with the recognised Trade Union.

Principal Risks and Uncertainties

The Board has identified the following four key areas of Business Risk;

- Personnel - including Board Members, employees and volunteers;
- Financial - including Visitor numbers, misappropriation and reserve policy;
- Operational - including the Tramcar fleet, accidents and regulation; and
- Infrastructure - including buildings and visitor facilities, the tramway and the site.

Systems have been put in place to oversee all of these areas and these are reviewed on a regular basis. Full details are available in the "Business Risk Register" freely available to all members on request and held in electronic form on the Society's server accessible to all system users.

Objectives and activities

Objectives

The principal objectives of the Society are:

- To maintain for the benefit of the nation an operating tramway museum;
- To promote the permanent preservation of tramway vehicles and equipment, and items of general transport interest (either historic, scientific or educational) and to work as necessary with other institutions, societies and bodies, having similar aims, in any part of the world; and
- To promote and further the study of and research into tramways and other forms of transport.

The objectives of the Society are interpreted through the Mission Statement which, as noted last year, are still under review as part of the Society's strategy development and against which steady progress has been made. Key objectives for the coming year include the continuing improvement to facilities at Crich, the recruitment, training and retention of more volunteers, obtaining grant funding and increasing customer numbers.

Strategies

The Society receives no core funding and must therefore operate within its earned income, subscriptions, donations and grants. The Board has sought to continue to maximise earned income, take advantage of fiscal benefits and control costs. To contribute to the Society's sustainability the Board also continues to seek donations and grants for its development.

DIRECTORS' REPORT (CONTINUED)
FOR THE PERIOD ENDED 31 DECEMBER 2025

Principal activities

The main activities undertaken by the Society in achieving its objectives include the operation of the Museum, education, tramcar restoration and a tramway archive and research library. In accordance with the established accounting policies set out on pages 22 to 26 the financial results do not take account of the significant voluntary input at all levels of operation of the Museum. Whilst a financial evaluation of this input is difficult, it is estimated that the amount of voluntary input is equivalent to approximately 21 full time equivalent members of staff.

Public Benefit

When planning activities for the year the Board has considered the Charity Commission general guidance on public benefit. In particular it has considered how the planned activities will contribute towards the aims and activities they have set.

As explained in the Objectives and activities section, the Society exists to preserve items of national heritage for the nation and promote these items.

During the nine-month period, paying customer numbers were 62,795 (year to 31 March 2025: 63,985) with an additional 43,455 (year to 31 March 2025: 44,451) of free admissions. The Society offers reduced admission price for children as well as a family ticket to make the collection accessible to as many people as possible. Wheelchairs are freely available for less able customers and a smoothway around the Museum is available to enhance accessibility for wheelchair and pushchair users.

The preservation and demonstration of tramway vehicles are central to the Society's objectives and restoration work continued on several historic tramcars during the period.

The Society is custodian of archives relating to tramways and other forms of transport, of national and international importance, which is made freely available to members of the public wishing to carry out research.

The Society employs education staff who work closely with schools to support teachers in their delivery of several areas of the national curriculum by way of facilitating school visits and offering themed workshops.

Further information about how the Society delivers public benefit in meeting its charitable objectives is provided throughout this report.

Achievements and performance

Whilst the busy open season covered most of the nine-month period of these accounts, considerable work went on in the background. Across the Museum there has been greater focus on inter-departmental working, delivering various projects which are covered in the Chairman's Statement.

Financial review

The main source of income continues to be the paying customers of the Museum. Total customer income combining admissions, retail and catering takings was £1,834,240 (2024: £1,741,606).

In the nine-month period paying customers were 62,795. Including March 2025 paying customers were 65,736, compared to 63,793 on a calendar basis in 2024. Unrestricted donations and membership subscriptions provided a further £246,573 towards the Society's general funds. After costs of generating funds of £641,929 and charity governance costs of £20,518, the net unrestricted incoming resources available for charitable activities was £1,468,248. Of this amount £833,071 was used for Museum operation including admission expenses, workshop and other tramway costs, exhibitions and education. A further £454,268 was spent on the Museum site itself including infrastructure costs, publicity and promotion, and Society membership expenses. £100,508 was used to fund collection and curatorial activities.

Following the requirements of Financial Reporting Standard 102 (FRS 102) Retirement Benefits, the Society's share of the defined benefit staff pension scheme operated by Derbyshire County Council has improved from a £521,000 surplus to a £613,000 surplus. The corresponding pension asset on the balance sheet has been restricted to nil as disclosed at note 23.

Restricted income from donating bodies totalled £159,914 in the period. Restricted expenditure in the period of £190,302 included tramcar restoration £78,000, site costs £74,000 and exhibitions £10,000.

The Museum continues to operate successfully its admission scheme incorporating 12-month season tickets. This has allowed the Museum to reclaim £142,000 of Gift Aid in the period (year to 31 March 2025: £95,000).

The membership of the Society at 31 December 2025 was 1,127.

Reserves policies

At 31 December 2025 the level of free reserves after any recognised pension deficit was £567,840 (see note 19) including the designated funds which are shown in note 17. In the period a new fund was established for Tramcar Storage, funded by legacies.

The level of free reserves should cover four months revenue expenditure. Taking account of the need to fund the Museum over the winter months and given the significant impact that an unforeseen event could have upon the future of the Museum, these free reserves are sufficient at present to provide this cover.

Plans for the future

Further traction pole replacement work will be carried out during the closed season.

Work will continue on our new access tram which will launch mid-September 2026, and on Blackpool 298.

Since the year end, the Poulson Room has been upgraded to make it a more flexible space with letting potential, and planning work continues for a new tram depot.

Directors' responsibilities

The Board is responsible for preparing the Report of the Board and the financial statements in accordance with applicable law and regulations.

Company law requires the Board to prepare financial statements for each financial year. Under that law the Board has elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law).

Under company law the Board must not approve the financial statements unless they are satisfied that they give a true and fair view of the affairs of the Society and its subsidiary company (the Group) and of the income and expenditure of the Group for that period. In preparing those financial statements, the Board is required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent; and
- prepare the financial statements on a going concern basis unless it is inappropriate to presume that the Society will continue in business.

The Board is responsible for keeping adequate accounting records that are sufficient to show and explain the Society's transactions and disclose with reasonable accuracy at any time the financial position of the Society and enable them to ensure that the financial statements comply with the Companies Act 2006. It is also responsible

for safeguarding the assets of the Society and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Board is, individually, aware:

- there is no relevant audit information of which the Society's auditor is unaware; and
- the Board has taken all steps that it ought to have taken to make itself aware of any relevant audit information and to establish that the auditor is aware of that information.

The Board is responsible for the maintenance and integrity of the corporate and financial information included on the Society's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Going Concern

It is the view of the Board of Directors that it is appropriate to adopt the Going Concern basis in producing these financial statements. The Directors have reached this conclusion having reviewed financial forecasts which pay due regard to the financial risks posed by the necessity to carry out work to the overhead line, as well as the broader economic context of cost of living pressures.

Freehold land and buildings

The freehold land and buildings are carried in the Balance Sheet at cost and exclude the value of substantial amounts of unpaid labour, part volunteer, part Government Employment Support Schemes, not funded by the Society. The reinstatement value for insurance purposes of the buildings is about £14,000,000 in excess of the book value. Due to the historical nature of some of the buildings, and the specialised nature of the Museum complex and its unusual location, the Board does not feel able to place a market value on the property.

Auditor

Bates Weston Audit Limited have expressed their willingness to continue in office and a resolution to reappoint them will be proposed at the Annual General Meeting.

Approved by order of the members of the board of Directors and signed on their behalf by:

.....

A M Pendleton
Chairman

Date: 22/09/2026

INDEPENDENT AUDITOR'S REPORT TO THE DIRECTORS OF THE TRAMWAY MUSEUM SOCIETY

Opinion

We have audited the financial statements of The Tramway Museum Society (the parent charitable company) and its subsidiaries (the Group) for the period ended 31 December 2025 which comprise the Consolidated statement of financial activities, the Consolidated balance sheet, the Society balance sheet, the Consolidated statement of cash flows and the related notes, 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 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 of the parent charitable company's affairs as at 31 December 2025 and of the Group's incoming resources and application of resources, including its income and expenditure for the period 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 Group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council'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 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 Group's or the 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 Directors 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 Directors are responsible for the other information contained within 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 this gives rise to 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.

INDEPENDENT AUDITOR'S REPORT TO THE DIRECTORS OF THE TRAMWAY MUSEUM SOCIETY (CONTINUED)

Opinion 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 Directors' report including the Strategic report for the financial period for which the financial statements are prepared is consistent with the financial statements.
- the Directors' report and the Strategic report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Directors' report including the Strategic report.

We have nothing to report in respect of the following matters in relation to which 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 financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Directors

As explained more fully in the Directors' responsibilities statement, the Directors (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 Directors 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 Directors are responsible for assessing the Group's and the 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 Directors either intend to liquidate the Group or the 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 the 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:

Based on our understanding of the charitable company and industry in which it operates, we considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006 and Charities Act 2011. Audit procedures performed by the engagement team included:

- Enquiry of management around actual and potential litigation and claims;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;
- Performing audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for bias.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our Auditor's report.

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 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 anyone other than the charitable company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.

Wayne Thomas FCA (Senior Statutory Auditor)
for and on behalf of
Bates Weston Audit Ltd
Statutory Auditors
Chartered Accountants
The Mills
Canal Street
Derby
DE1 2RJ

Date: 25/09/2026

THE TRAMWAY MUSEUM SOCIETY
(A company limited by guarantee)

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)
FOR THE PERIOD ENDED 31 DECEMBER 2025

	Note	Unrestricted funds 9 months ended 31 December 2025 £	Restricted funds - Revenue 9 months ended 31 December 2025 £	Restricted funds - Capital 9 months ended 31 December 2025 £	Total funds 9 months ended 31 December 2025 £	*Total funds 12 months ended 31 March 2025 £*
Income from:						
Donations and legacies	4	**246,573**	**159,914**	**-**	**406,487**	*574,328*
Charitable activities	5	**1,246,104**	**-**	**-**	**1,246,104**	*1,190,202*
Other trading activities	6	**588,136**	**-**	**-**	**588,136**	*551,404*
Investments		**29,363**	**10,738**	**-**	**40,101**	*54,171*
Total income		**2,110,176**	**170,652**	**-**	**2,280,828**	*2,370,105*
Expenditure on:						
Raising funds	7	**641,929**	**-**	**-**	**641,929**	*633,679*
Charitable activities	8	**1,387,847**	**134,612**	**55,690**	**1,578,149**	*2,093,694*
Total expenditure		**2,029,776**	**134,612**	**55,690**	**2,220,078**	*2,727,373*
Net movement in funds before other recognised gains/(losses)		**80,400**	**36,040**	**(55,690)**	**60,750**	*(357,268)*
Other recognised gains/(losses):						
Actuarial gains on defined benefit pension schemes	24	**63,000**	**-**	**-**	**63,000**	*153,000*
Pension surplus not recognised	24	**(92,000)**	**-**	**-**	**(92,000)**	*(179,000)*
Net movement in funds		**51,400**	**36,040**	**(55,690)**	**31,750**	*(383,268)*

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT) (CONTINUED)
FOR THE PERIOD ENDED 31 DECEMBER 2025

	Note	Unrestricted funds 9 months ended 31 December 2025 £	Restricted funds 9 months ended 31 December 2025 £	Restricted funds - class ii 9 months ended 31 December 2025 £	Total funds 9 months ended 31 December 2025 £	*Total funds 12 months ended 31 March 2025 £*
Reconciliation of funds:						
Total funds brought forward		**2,670,021**	**1,123,980**	**1,789,447**	**5,583,448**	*5,966,716*
Net movement in funds		**51,400**	**36,040**	**(55,690)**	**31,750**	*(383,268)*
Total funds carried forward		**2,721,421**	**1,160,020**	**1,733,757**	**5,615,198**	*5,583,448*

The Consolidated statement of financial activities includes all gains and losses recognised in the period.

The notes on pages 23 to 52 form part of these financial statements.

THE TRAMWAY MUSEUM SOCIETY
(A company limited by guarantee)
REGISTERED NUMBER: 00744229

CONSOLIDATED BALANCE SHEET
AS AT 31 DECEMBER 2025

	Note		31 December 2025 £		31 March 2025 £
Fixed assets					
Tangible assets	13		**3,887,338**		*4,036,361*
			3,887,338		*4,036,361*
Current assets					
Stocks	15	**73,079**		*86,149*	
Debtors	16	**112,834**		*365,743*	
Cash at bank and in hand		**1,721,440**		*1,481,479*	
		1,907,353		*1,933,371*	
Current liabilities					
Creditors: amounts falling due within one year	17	**(179,493)**		*(386,284)*	
Net current assets			**1,727,860**		*1,547,087*
Total assets less current liabilities			**5,615,198**		*5,583,448*
Total net assets			**5,615,198**		*5,583,448*

CONSOLIDATED BALANCE SHEET (CONTINUED)
AS AT 31 DECEMBER 2025

	Note		31 December 2025 £		*31 March 2025 £*
Charity funds					
Restricted funds:					
Restricted funds - Revenue	18	**1,160,020**		*1,123,980*	
Restricted funds - Capital	18	**1,733,757**		*1,789,447*	
Total restricted funds	18		**2,893,777**		*2,913,427*
Unrestricted funds	18		**2,721,421**		*2,670,021*
Total funds			**5,615,198**		*5,583,448*

The Directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements were approved and authorised for issue by the Directors and signed on their behalf by:

.....

A M Pendleton
Chairman
Date: 22/09/2026

The notes on pages 23 to 52 form part of these financial statements.

THE TRAMWAY MUSEUM SOCIETY
(A company limited by guarantee)
REGISTERED NUMBER: 00744229

SOCIETY BALANCE SHEET
AS AT 31 DECEMBER 2025

	Note		31 December 2025 £		*31 March 2025 £*
Fixed assets					
Tangible assets	13		**3,887,338**		*4,036,361*
Investments	14		**2**		*2*
			3,887,340		*4,036,363*
Current assets					
Stocks	15	**56,665**		*56,665*	
Debtors	16	**874,000**		*786,791*	
Cash at bank and in hand		**919,329**		*986,233*	
		1,849,994		*1,829,689*	
Current liabilities					
Creditors: amounts falling due within one year	17	**(178,654)**		*(357,864)*	
Net current assets			**1,671,340**		*1,471,825*
Total assets less current liabilities			**5,558,680**		*5,508,188*
Total net assets			**5,558,680**		*5,508,188*

SOCIETY BALANCE SHEET (CONTINUED)
AS AT 31 DECEMBER 2025

	Note		31 December 2025 £		*31 March 2025 £*
Charity funds					
Restricted funds:					
Restricted funds - Revenue	18	**1,160,020**		*1,123,980*	
Restricted funds - Capital	18	**1,733,757**		*1,789,447*	
Total restricted funds	18		**2,893,777**		*2,913,427*
Unrestricted funds					
Designated funds	18	**835,483**		*551,864*	
General funds	18	**1,829,420**		*2,042,897*	
Unrestricted funds excluding pension reserve	18	**2,664,903**		*2,594,761*	
Total unrestricted funds	18		**2,664,903**		*2,594,761*
Total funds			**5,558,680**		*5,508,188*

The Directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements were approved and authorised for issue by the Directors and signed on their behalf by:

.....

A M Pendleton
Chairman
Date: 22/09/2026

The notes on pages 23 to 52 form part of these financial statements.

CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE PERIOD ENDED 31 DECEMBER 2025

	9 months ended 31 December 2025 £	*12 months ended 31 March 2025 £*
Cash flows from operating activities		
Net cash used in operating activities	**278,267**	*(138,621)*
Cash flows from investing activities		
Purchase of tangible fixed assets	**(38,306)**	*(944,907)*
Net cash used in investing activities	**(38,306)**	**(944,907)**
Cash flows from financing activities		
Change in cash and cash equivalents in the period	**239,961**	**(1,083,528)**
Cash and cash equivalents at the beginning of the period	**1,481,479**	*2,565,007*
Cash and cash equivalents at the end of the period	**1,721,440**	*1,481,479*

The notes on pages 23 to 52 form part of these financial statements

NOTES TO THE FINANCIAL STATEMENTS FOR THE PERIOD ENDED 31 DECEMBER 2025

1. General information

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The Tramway Museum Society (the Society) meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

The Society is able to continue to cater for significant customer levels and to support the exhibits only as a result of the activities disclosed in the accounts, combined with a major and unrecorded input of voluntary labour from its members.

The financial statements have been prepared on a going concern basis as the Directors believe that no material uncertainties exist. The Directors have considered the level of funds held and the expected level of income and expenditure for 12 months from authorising these financial statements. The budgeted income and expenditure is sufficient with the level of reserves for the Society to be able to continue as a going concern.

2. Accounting policies

2.1 Income

All income is recognised once the Society has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably, that being when the Society has been notified of the amounts and the settlement date in writing.

Donations and grants are credited to the Statement of Financial Activities (SOFA) as they become due.

Annual subscriptions are apportioned to calendar years and include the income tax reclaimable in respect of those under gift aid. Subscriptions for life membership are recognised on a straight-line basis over the expected life of the membership, reflecting the period over which member benefits are provided. Income received in advance is deferred and recognised in the period to which it relates, in accordance with the SORP (FRS 102).

Turnover comprises revenue recognised by the Society in respect of goods and services supplied during the year, exclusive of Value Added Tax.

Turnover from shop, food and drink sales is recognised at the date of supply.

Several independent organisations exist for the purpose of generating resources to be used on behalf of the Society. The activities of these organisations are recorded in these accounts only to the extent of cash received from them by the Society.

No amount is included in the financial statements for volunteer time in line with the SORP (FRS 102). Further detail is given in the Directors' Report.

2. Accounting policies (continued)

2.2 Expenditure

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required and the amount of the obligation can be measured reliably.

Expenditure is classified under the principal categories of charitable and other expenditure rather than the type of expense, in order to provide more useful information to users of the financial statements.

Expenditure includes any VAT which cannot be fully recovered and is included within the costs of activities.

Charitable expenditure and the costs of the generating funds comprise direct expenditure including direct staff costs attributable to the activity. Where costs cannot be directly attributed, including administration or support costs, they have been allocated to activities on a basis consistent with the use of the resource.

Support costs are those that assist the work of the Society but do not directly represent charitable activities and include office costs, governance costs, administrative payroll costs. They are incurred directly in support of expenditure on the objects of the Society. Where support costs cannot be directly attributed to particular headings they have been allocated to cost of raising funds and expenditure on charitable activities on a basis consistent with use of the resources.

The Museum uses many of its key exhibits as operating assets. Because the historic value of the tramcars is the prime justification for the Museum's existence, the workshop expenditure on them is at a much higher level than would be needed if purely commercial considerations applied.

All workshop costs are charged to tramway operation, except for those identified as tramcar restoration. The treatment of tramcar restoration is described in accounting policy 2.6.

2.3 Government grants

Government grants relating to tangible fixed assets are treated as deferred income and released to the Consolidated statement of financial activities upon the completion of the relevant performance-related conditions. Other grants that are not subject to performance-related conditions are credited to the Consolidated statement of financial activities as the grant proceeds are received. Grants received prior to the revenue recognition criteria being satisfied are recognised as a liability.

2.4 Basis of consolidation

The financial statements consolidate the accounts of The Tramway Museum Society and its subsidiary undertaking.

The Society has taken advantage of the exemption contained within section 408 of the Companies Act 2006 not to present its own Income and expenditure account.

2. Accounting policies (continued)

2.5 Tangible fixed assets and depreciation

The value of fixed assets represents cash paid by the Society, and does not take into account donations in kind, or members' voluntary labour.

Tangible fixed assets are carried at cost, net of depreciation and any provision for impairment.

Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Land	- Nil
Buildings	- 2% or 10% on cost
Permanent exhibition	- 10% on cost
Permanent way and overhead	- 10% on cost
Plant and equipment, including temporary buildings dependent on the anticipated life of the asset	- 10%, 20% or 33.3% on cost
Computer equipment	- 33.3% on cost
Motor vehicles	- 25% on cost

2.6 Heritage assets

The Society maintains 80 tramcars and associated artefacts in support of its objective to protect these historic vehicles for the benefit of future generations. The Directors consider that owing to the unique nature of the collection and the absence of an open market for these items, conventional valuation approaches lack sufficient reliability and costs of any valuations obtained would be excessive compared with the additional benefits derived by the Society and users of the accounts. As a result, no value has been reported for these assets in the Society's Balance Sheet.

Expenditure on major restoration

The costs of associated major repairs of tramcars is reported in the SOFA in the year they are incurred. Tramcar restoration is defined as work done on a major element of each tramcar (body, electrical, mechanical) to make it operable, or, if body only, exhibitable, for ten years. The cost of remedying defects coming to light within two years of the tramcar leaving the workshop is also charged to tramcar restoration. Although of a capital nature, the cost of tramcar restoration is written off each year to the SOFA.

2.7 Operating leases

Rentals under operating leases are charged to the Statement of Financial Activities on a straight line basis over the lease term.

2.8 Stocks

Stocks represent goods for resale and rail for future use and are valued at the lower of cost and net realisable value, after making due allowances for obsolete and slow moving items. Cost is based on the latest purchase invoice value.

Rail stock is to be used on future projects and repair work.

2. Accounting policies (continued)

2.9 Taxation

The Society is an exempt charity within the meaning of Schedule 3 of the Charities Act 2011 and is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes.

The subsidiary pays all taxable profits arising in a reporting period to the Society under the gift aid scheme.

At the reporting date there was no legal obligation in place for the subsidiary to make this gift aid payment, although prior to the reporting date the subsidiary's board had indicated its intention to pay the taxable profits to the Society in respect of the reporting period. The payment is expected to be made within 9 months of the end of the reporting date.

The accounting policy for gift aid payments results in the subsidiary recognising a taxation charge on its profits for the year. However, the application of the exception under paragraph 29.14A of FRS 102 provides relief in respect of the accounting for the tax charge. This results in an overall £nil charge for tax in the SOFA. This exception is only applicable as it is probable that the gift aid payment will be made by the subsidiary to the Society within 9 months of the reporting date.

2.10 Pensions

The Society participates in the Derbyshire County Council local government pension scheme which is a defined benefit plan. Under defined benefit plans, the employer's obligation is to provide the agreed benefits to current and former employees, and actuarial risk (that benefits will cost more or less than expected) and investment risk (that returns on assets set aside to fund the benefits will differ from expectations) are borne, in substance, by the employer. The Society recognises a liability for its obligations under the defined benefit plan net of plan assets. This net defined benefit liability is measured as the estimated amount of benefit that employees have earned in return for their service in the current and prior periods, discounted to determine its present value, less the fair value of plan assets. The calculation is performed by a qualified actuary using the projected unit credit method. Where the calculation results in a net asset, recognition of the asset is limited to the extent to which the Society is able to recover the surplus either through reduced contributions in the future or through refunds from the plan.

The Society also operates a defined contribution pension scheme. Contributions payable to the company's pension scheme are charged to profit or loss in the period to which they relate.

2. Accounting policies (continued)

2.11 Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the Directors.

General funds are unrestricted funds which are available for use at the discretion of the Directors in furtherance of the general objectives of the Group and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Directors for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

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

Investment income, gains and losses are allocated to the appropriate fund.

3. Critical accounting estimates and areas of judgment

Estimates and judgments are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions:

The present value of the Local Government Pension Scheme defined benefit liability depends on a number of factors that are determined on an actuarial basis using a variety of assumptions. The assumptions used in determining the net cost or income for pensions include the discount rate. Any changes in these assumptions, which are disclosed in the notes to these financial statements, will impact the carrying amount of the pension liability. Furthermore a roll forward approach which projects results from the latest full actuarial valuation performed at 31 March 2022 has been used by the actuary in valuing the pensions liability at 31 December 2025. Any differences between the figures derived from the roll forward approach and a full actuarial valuation would impact on the carrying amount of the pension liability.

Critical areas of judgment:

Legacy income is only recognised where entitlement has been established, there is probability of receipt and the amount recoverable can be estimated with sufficient accuracy. The position on each legacy is reviewed following receipt of correspondence from the executors, which substantially determines whether the income recognition criteria has been satisfied.

NOTES TO THE FINANCIAL STATEMENTS FOR THE PERIOD ENDED 31 DECEMBER 2025

4. Income from donations and legacies

	Unrestricted funds 9 months ended 31 December 2025 £	Restricted funds - Revenue 9 months ended 31 December 2025 £	Total funds 9 months ended 31 December 2025 £	*Total funds 12 months ended 31 March 2025 £*
Government grants				
	-	-	-	-
NLHF - Foundation First	-	25,163	**25,163**	*43,357*
Other restricted funds under £5k	-	7,160	**7,160**	-
	-	32,323	**32,323**	*43,357*
Donations and legacies	218,945	127,507	**346,452**	*471,290*
Members' subscriptions	12,668	-	**12,668**	*41,198*
Sundry receipts	14,960	84	**15,044**	*18,483*
	246,573	127,591	**374,164**	*530,971*
	246,573	159,914	**406,487**	*574,328*
Total 2025	*249,303*	*325,025*	*574,328*	

Members' subscriptions include a one-off adjustment of £27,000 to recognise life membership over its expected term.

NOTES TO THE FINANCIAL STATEMENTS FOR THE PERIOD ENDED 31 DECEMBER 2025

5. Income from charitable activities

	Unrestricted funds 9 months ended 31 December 2025 £	Total funds 9 months ended 31 December 2025 £	*Total funds 12 months ended 31 March 2025 £*
Admission	1,241,174	**1,241,174**	*1,186,205*
Education	3,375	**3,375**	*3,000*
Library income	1,555	**1,555**	*997*
	1,246,104	**1,246,104**	*1,190,202*
Total 2025	*1,190,202*	*1,190,202*	

6. Income from other trading activities

Income from non charitable trading activities

	Unrestricted funds 9 months ended 31 December 2025 £	Total funds 9 months ended 31 December 2025 £	*Total funds 12 months ended 31 March 2025 £*
Retail	234,838	**234,838**	*236,897*
Catering	353,298	**353,298**	*314,507*
	588,136	**588,136**	*551,404*
Total 2025	*551,404*	*551,404*	

NOTES TO THE FINANCIAL STATEMENTS FOR THE PERIOD ENDED 31 DECEMBER 2025

7. Expenditure on raising funds

	31 December 2025 £	*31 March 2025 £*
Retail costs	**194,060**	*196,515*
Catering costs	**378,961**	*343,235*
Fundraising costs	**30,721**	*45,267*
Administration	**38,186**	*48,662*
	641,928	*633,679*

8. Analysis of expenditure on charitable activities

Summary by fund type

	Unrestricted funds 9 months ended 31 December 2025 £	Restricted funds 9 months ended 31 December 2025 £	Total 9 months ended 31 December 2025 £	*Total 12 months ended 31 March 2025 £*
Admission and customer costs	833,071	40,572	**873,643**	*934,854*
Collections and research	100,508	74,579	**175,087**	*332,922*
Museum costs	454,268	75,151	**529,419**	*825,918*
	1,387,847	190,302	**1,578,149**	*2,093,694*
Total 2025	*1,756,819*	*336,875*	*2,093,694*	

8. Analysis of expenditure on charitable activities (continued)

Summary by expenditure type

	Staff costs 9 months ended 31 December 2025 £	Depreciation 9 months ended 31 December 2025 £	Other costs 9 months ended 31 December 2025 £	Total 9 months ended 31 December 2025 £	*Total 12 months ended 31 March 2025 £*
Admission and customer costs	376,967	66,614	430,062	**873,643**	*934,854*
Collections and research	70,594	19,036	85,457	**175,087**	*332,922*
Museum costs	80,892	74,415	374,112	**529,419**	*825,918*
	528,453	160,065	889,631	**1,578,149**	*2,093,694*
Total 2025	*753,092*	*217,731*	*1,122,871*	*2,093,694*	

9. Analysis of expenditure by activities

	Activities undertaken directly 9 months ended 31 December 2025 £	Support costs 9 months ended 31 December 2025 £	Total funds 9 months ended 31 December 2025 £	*Total funds 12 months ended 31 March 2025 £*
Admission and customer costs	835,192	38,451	**873,643**	*934,854*
Collections and research	154,165	20,922	**175,087**	*332,922*
Museum costs	418,301	111,118	**529,419**	*825,918*
	1,407,658	170,491	**1,578,149**	*2,093,694*
Total 2025	*1,876,432*	*217,262*	*2,093,694*	

NOTES TO THE FINANCIAL STATEMENTS FOR THE PERIOD ENDED 31 DECEMBER 2025

10. Auditors remuneration

The auditor's remuneration amounts to an auditor fee of £6,950 *(2025 - £6,750)*, and accountancy and taxation work of £3,500 *(2025 - £3,375)*.

11. Directors' remuneration and expenses

During the period, no Directors received any remuneration or other benefits *(2025 - £NIL)*.

During the period ended 31 December 2025, expenses totalling £139 were reimbursed or paid directly to Directors *(2025 - £NIL)*.

In addition the Directors have personally incurred expenses which they have not reclaimed from the Society.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE PERIOD ENDED 31 DECEMBER 2025

12. Staff costs

	Group 9 months ended 31 December 2025 £	*Group 12 months ended 31 March 2025 £*	Charity 9 months ended 31 December 2025 £	*Charity 12 months ended 31 March 2025 £*
Wages and salaries	**815,817**	*963,774*	**815,817**	*963,774*
Social security costs	**90,612**	*81,973*	**90,612**	*81,973*
Pension costs	**15,339**	*31,940*	**15,339**	*31,940*
	921,768	*1,077,687*	**921,768**	*1,077,687*

All staff are employed by the Society. The costs of those working directly for the trading subsidiary are charged accordingly.

The average number of persons employed by the Society during the period was as follows:

	Group 9 months ended 31 December 2025 No.	*Group 12 months ended 31 March 2025 No.*	Charity 9 months ended 31 December 2025 No.	*Charity 12 months ended 31 March 2025 No.*
Finance and administration	**5**	*5*	**5**	*5*
Sales outlets	**20**	*15*	**20**	*15*
Others	**30**	*26*	**30**	*26*
	55	*46*	**55**	*46*

No employee received remuneration amounting to more than £60,000 in either year.

The total remuneration received by key management personnel is £174,253 (Mar 2025: £156,649). The Society considers its key management personnel comprise those who are making day-to-day delegated executive decisions.

13. Tangible fixed assets

Group and Charity

Included in cost of land and buildings is freehold land of £64,897 (March 2025: £64,897) which is not depreciated. For insurance purposes, tramcars are assessed at sums determined by the Board. Tramcars awaiting restoration are insured at a nominal £1,000 each plus inflation and other tramcars at higher figures based on the amounts spent on restoration, these figures being adjusted for inflation from time to time.

	Freehold property £	Permanent exhibition £	Permanent way and overhead £	Plant and machinery £	Motor vehicles £	Computer equipment £	Total £
Cost							
At 1 April 2025	**5,420,311**	**1,482,712**	**1,336,245**	**1,123,078**	**16,160**	**187,147**	**9,565,653**
Additions	**5,604**	**-**	**28,380**	**1,045**	**3,186**	**91**	**38,306**
At 31 December 2025	**5,425,915**	**1,482,712**	**1,364,625**	**1,124,123**	**19,346**	**187,238**	**9,603,959**
Depreciation							
At 1 April 2025	**2,085,430**	**1,432,542**	**982,655**	**831,856**	**9,662**	**187,147**	**5,529,292**
Charge for the period	**81,797**	**10,701**	**47,376**	**45,830**	**1,625**	**-**	**187,329**
At 31 December 2025	**2,167,227**	**1,443,243**	**1,030,031**	**877,686**	**11,287**	**187,147**	**5,716,621**
Net book value							
At 31 December 2025	**3,258,688**	**39,469**	**334,594**	**246,437**	**8,059**	**91**	**3,887,338**
At 31 March 2025	*3,334,881*	*50,170*	*353,590*	*291,222*	*6,498*	*-*	*4,036,361*

13. Tangible fixed assets (continued)

Group and Charity (continued)

Heritage assets not recognised in the balance sheet

The Society maintains over 80 tramcars and associated artefacts which were acquired over a period of time. Other tramway-related artefacts are also held by the Society. Restoration work is carried out in order to bring the tramcars into a display condition and once they have reached this condition they are maintained in a state of good repair.

Acquisition, disposal, preservation and management

The acquisition, disposal, preservation and management of the Society's collection are governed in accordance with the Museum's Acquisition, Disposal and Conservation policies. Collection records are maintained in accordance with the Museum standards laid out in the Museum Documentation Association's "SPECTRUM" guidelines.

Access to the Society's collections is available during advertised Museum opening times and by pre-arranged appointment. The Society's policies and procedures were overseen and approved by the Museums, Libraries and Archives Council accreditation scheme. The Society has achieved full Accredited status.

14. Fixed asset investments

Society	Investments in subsidiary companies £
Cost or valuation	
At 1 April 2025	2
At 31 December 2025	2

14. Fixed asset investments (continued)

Principal subsidiaries

The following was a subsidiary undertaking of the Society:

Name	Company number	Registered office or principal place of business	Class of shares	Holding
Tramway Museum Services (R&C) Limited	06058747	Crich Tramway Village, Crich, Matlock, Derbyshire, DE4 5DP	Ordinary	100%

The financial results of the subsidiary for the period were:

Name	Income £	Expenditure £	Profit/(Loss) for the period £	Net assets £
Tramway Museum Services (R&C) Limited	**588,136**	**(531,619)**	**56,517**	**56,519**

15. Stocks

	Group 31 December 2025 £	*Group 31 March 2025 £*	Charity 31 December 2025 £	*Charity 31 March 2025 £*
Goods for resale	**16,414**	*29,484*	**-**	*-*
Permanent way	**56,665**	*56,665*	**56,665**	*56,665*
	73,079	*86,149*	**56,665**	*56,665*

NOTES TO THE FINANCIAL STATEMENTS
FOR THE PERIOD ENDED 31 DECEMBER 2025

16. Debtors

	Group 31 December 2025 £	*Group 31 March 2025 £*	Charity 31 December 2025 £	*Charity 31 March 2025 £*
Amounts owed by group undertakings	-	-	**761,539**	*423,276*
Other debtors	**51,707**	*316,730*	**51,334**	*315,427*
Prepayments and accrued income	**59,274**	*18,503*	**59,274**	*18,503*
Tax recoverable	**1,853**	*30,510*	**1,853**	*29,585*
	112,834	*365,743*	**874,000**	*786,791*

17. Creditors: Amounts falling due within one year

	Group 31 December 2025 £	*Group 31 March 2025 £*	Charity 31 December 2025 £	*Charity 31 March 2025 £*
Trade creditors	**63,590**	*283,801*	**63,768**	*258,765*
Accruals and deferred income	**115,903**	*102,483*	**114,886**	*99,099*
	179,493	*386,284*	**178,654**	*357,864*

	Group 31 December 2025 £	*Group 31 March 2025 £*	Charity 31 December 2025 £	*Charity 31 March 2025 £*
Deferred income brought forward	**31,350**	*35,480*	**31,350**	*35,480*
Resources deferred during the period	**59,239**	*31,350*	**59,239**	*31,350*
Amounts released from previous periods	**(31,350)**	*(35,480)*	**(31,350)**	*(35,480)*
	59,239	*31,350*	**59,239**	*31,350*

Deferred income relates to advance subscriptions and prepaid tickets.

NOTES TO THE FINANCIAL STATEMENTS FOR THE PERIOD ENDED 31 DECEMBER 2025

18. Statement of funds

Statement of funds - current period

	Balance at 1 April 2025 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 December 2025 £
Unrestricted funds						
Designated funds						
Business Interruption Contingency Fund (xiii)	400,000	-	-	-	-	400,000
Mobile Elevating Work Platform (MEWP) Fund (xv)	39,471	-	(1,207)	-	-	38,264
Tramcar storage (xviii)	-	-	-	160,000	-	160,000
Tramcar repairs (xvi)	58,732	-	(19,659)	66,120	-	105,193
Site maintenance (xvii)	53,661	-	(34,700)	(18,961)	-	-
Site development (xx)	-	-	(1,175)	50,865	-	49,690
Infrastructure maintenance (xix)	-	-	(10,685)	89,826	-	79,141
Geoffrey Claydon	-	-	-	3,195	-	3,195
	551,864	-	(67,426)	351,045	-	835,483
General funds						
General funds	2,118,157	2,087,176	(1,968,350)	(351,045)	-	1,885,938
Pension reserve	-	23,000	6,000	-	(29,000)	-
	2,118,157	2,110,176	(1,962,350)	(351,045)	(29,000)	1,885,938

NOTES TO THE FINANCIAL STATEMENTS
FOR THE PERIOD ENDED 31 DECEMBER 2025

18. Statement of funds (continued)

Statement of funds - current period (continued)

	Balance at 1 April 2025 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 December 2025 £
Total Unrestricted funds	**2,670,021**	**2,110,176**	**(2,029,776)**	**-**	**(29,000)**	**2,721,421**

	Balance at 1 April 2025 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 December 2025 £
Restricted funds - Revenue						
Cabmen's Shelter	**1,760**	**16**	**-**	**-**	**-**	**1,776**
Track Fund	**11,948**	**97**	**(10,588)**	**-**	**-**	**1,457**
Subscriber Plus Fund (vi)	**10,377**	**606**	**(7,632)**	**-**	**-**	**3,351**
Legacy re TSO	**46,288**	**429**	**-**	**-**	**-**	**46,717**
Audience Development	**5,600**	**52**	**-**	**-**	**-**	**5,652**
Edinburgh 35	**20,546**	**191**	**-**	**-**	**-**	**20,737**
Blackpool 236	**7,065**	**66**	**-**	**-**	**-**	**7,131**
Manchester replica (vii)	**221,276**	**2,053**	**-**	**-**	**-**	**223,329**
Sheffield Trams (viii)	**362,636**	**3,364**	**-**	**-**	**-**	**366,000**
P.C.C. fund (ix)	**20,191**	**187**	**-**	**-**	**-**	**20,378**
Car no: 5 appeal	**6,409**	**59**	**-**	**-**	**-**	**6,468**
Heavy Restoration (xi)	**27,392**	**254**	**-**	**-**	**-**	**27,646**
Depots/Exhibitio n (xii)	**202,774**	**2,411**	**-**	**-**	**-**	**205,185**
Cadisch - Tram car acquisition and restoration	**93,640**	**869**	**-**	**-**	**-**	**94,509**
Blackpool 298 (xiii)	**-**	**32,195**	**(35,461)**	**-**	**-**	**(3,266)**

18. **Statement of funds (continued)**

Statement of funds - current period (continued)

	Balance at 1 April 2025 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 December 2025 £
Newcastle 102	-	16,622	-	-	-	16,622
Tramcar storage	22,157	2,032	(689)	-	-	23,500
NLHF Foundations First (xiv)	7,465	25,162	(32,144)	-	-	483
Access Tram 2	30,497	72,907	(41,930)	-	-	61,474
Other restricted funds under £5k	25,959	11,080	(6,168)	-	-	30,871
	1,123,980	170,652	(134,612)	-	-	1,160,020

18. **Statement of funds (continued)**

	Balance at 1 April 2025 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 December 2025 £
Restricted funds - Capital						
Barnsley Bus No. 5	**26,000**	**-**	**(4,875)**	**-**	**-**	**21,125**
Clay Cross Extension (i)	**26,719**	**-**	**(753)**	**-**	**-**	**25,966**
Workshop Extension (ii)	**163,437**	**-**	**(4,424)**	**-**	**-**	**159,013**
Library Extension (iii)	**592,647**	**-**	**(15,714)**	**-**	**-**	**576,933**
Stone Workshop (iv)	**692,894**	**-**	**(14,355)**	**-**	**-**	**678,539**
Depot Improvements (xii)	**166,022**	**-**	**(2,964)**	**-**	**-**	**163,058**
Victoria Park (v)	**66,157**	**-**	**-**	**-**	**-**	**66,157**
Woodland Walk/ Wakebridge	**27,848**	**-**	**(6,114)**	**-**	**-**	**21,734**
Holroyd Smith Exhibition	**23,680**	**-**	**(5,734)**	**-**	**-**	**17,946**
Bandstand Trackwork	**4,043**	**-**	**(757)**	**-**	**-**	**3,286**
	1,789,447	**-**	**(55,690)**	**-**	**-**	**1,733,757**
Total Restricted funds	**2,913,427**	**170,652**	**(190,302)**	**-**	**-**	**2,893,777**
Total of funds	**5,583,448**	**2,280,828**	**(2,220,078)**	**-**	**(29,000)**	**5,615,198**

18. Statement of funds (continued)

Statement of funds - prior period

	Balance at 1 April 2024 £	*Income* £	*Expenditure* £	*Transfers in/out* £	*Gains/ (Losses)* £	*Balance at 31 March 2025* £
Unrestricted funds						
Designated funds						
Business Interruption Contingency Fund (xiii)	*400,000*	-	-	-	-	*400,000*
New Cafe Fund (xiv)	*497,632*	-	-	*(497,632)*	-	-
Mobile Elevating Work Platform (MEWP) Fund (xv)	*39,471*	-	-	-	-	*39,471*
Tramcar Repairs (xvi)	*66,782*	-	-	*(8,050)*	-	*58,732*
Site Maintenance (xvii)	*106,852*	-	-	*(53,191)*	-	*53,661*
	1,110,737	-	-	*(558,873)*	-	*551,864*
General funds						
General funds	*1,948,312*	*2,010,470*	*(2,399,498)*	*558,873*	-	*2,118,157*
Pension reserve	-	*17,000*	*9,000*	-	*(26,000)*	-
	1,948,312	*2,027,470*	*(2,390,498)*	*558,873*	*(26,000)*	*2,118,157*
Total Unrestricted funds	*3,059,049*	*2,027,470*	*(2,390,498)*	-	*(26,000)*	*2,670,021*

18. Statement of funds (continued)

	Balance at 1 April 2024 £	*Income* £	*Expenditure* £	*Transfers in/out* £	*Gains/ (Losses)* £	*Balance at 31 March 2025* £
Restricted funds - Revenue						
Restricted Funds - all funds	-	*46,288*	-	-	-	*46,288*
Cabmen's Shelter	*1,777*	-	*(17)*	-	-	*1,760*
Track Fund	*11,948*	-	-	-	-	*11,948*
Subscriber Plus Fund (vi)	*36,304*	*3,420*	*(29,347)*	-	-	*10,377*
Legacy re TSO	*15,599*	-	-	*(15,599)*	-	-
Audience Development	*5,600*	-	-	-	-	*5,600*
Edinburgh 35	*20,546*	-	-	-	-	*20,546*
Blackpool 236	*7,065*	-	-	-	-	*7,065*
Manchester replica (vii)	*216,936*	*4,340*	-	-	-	*221,276*
Sheffield Trams (viii)	*355,526*	*7,110*	-	-	-	*362,636*
P.C.C. fund (ix)	*20,191*	-	-	-	-	*20,191*
Car no: 5 appeal	*6,409*	-	-	-	-	*6,409*
Heavy Restoration (xi)	*27,392*	-	-	-	-	*27,392*
Depots/Exhibition (xii)	*198,794*	*3,980*	-	-	-	*202,774*
Cadisch - Tram car acquisition and restoration	*91,800*	*1,840*	-	-	-	*93,640*
Blackpool 298 (xiii)	-	*146,434*	*(146,434)*	-	-	-
Granville King Legacy	-	*44,891*	*(44,891)*	-	-	-
Tramcar storage	-	*23,937*	*(1,780)*	-	-	*22,157*
NLHF Foundations First (xiv)	-	*43,357*	*(35,892)*	-	-	*7,465*

18. Statement of funds (continued)

Statement of funds - prior period (continued)

	Balance at 1 April 2024 £	*Income* £	*Expenditure* £	*Transfers in/out* £	*Gains/ (Losses)* £	*Balance at 31 March 2025* £
Access Tram 2	-	*14,898*	-	*15,599*	-	*30,497*
Other restricted funds under £5k	*26,244*	*2,140*	*(2,425)*	-	-	*25,959*
	1,042,131	*342,635*	*(260,786)*	-	-	*1,123,980*

	Balance at 1 April 2024 £	*Income* £	*Expenditure* £	*Transfers in/out* £	*Gains/ (Losses)* £	*Balance at 31 March 2025* £
Restricted funds - Capital						
Barnsley Bus No. 5	*32,500*	-	*(6,500)*	-	-	*26,000*
Clay Cross Extension (i)	*27,723*	-	*(1,004)*	-	-	*26,719*
Workshop Extension (ii)	*169,335*	-	*(5,898)*	-	-	*163,437*
Library Extension (iii)	*613,599*	-	*(20,952)*	-	-	*592,647*
Stone Workshop (iv)	*712,034*	-	*(19,140)*	-	-	*692,894*
Depot Improvements (xii)	*169,974*	-	*(3,952)*	-	-	*166,022*
Victoria Park (v)	*67,994*	-	*(1,837)*	-	-	*66,157*
Woodland Walk/ Wakebridge	*36,000*	-	*(8,152)*	-	-	*27,848*
Holroyd Smith Exhibition	*31,325*	-	*(7,645)*	-	-	*23,680*
Bandstand Trackwork	*5,052*	-	*(1,009)*	-	-	*4,043*
	1,865,536	-	*(76,089)*	-	-	*1,789,447*

18. Statement of funds (continued)

Statement of funds - prior period (continued)

	Balance at 1 April 2024 £	*Income* £	*Expenditure* £	*Transfers in/out* £	*Gains/ (Losses)* £	*Balance at 31 March 2025* £
Total Restricted funds	*2,907,667*	*342,635*	*(336,875)*	-	-	*2,913,427*
Total of funds	*5,966,716*	*2,370,105*	*(2,727,373)*	-	*(26,000)*	*5,583,448*

18. Statement of funds (continued)

Each restricted fund has sufficient resources to enable the fund to be applied in accordance with the restrictions imposed. A summary of the nature and purpose of each of the more significant funds is set out below.

Restricted Funds

(i) Grant received from the Heritage Lottery Fund for the extension of the existing store at Clay Cross.
(ii) Grants received from the Heritage Lottery Fund and Museums, Libraries and Archives Council (MLA) for the construction of an extension to the tramcar workshop facility, incorporating a new public viewing gallery and exhibition.
(iii) Grants received from the Heritage Lottery Fund and MLA for the extension of the library.
(iv) Grants received from the Heritage Lottery Fund for the restoration of the Stone Workshop.
(v) The development of the Victoria Park area funded by individual donations and a transfer from the Subscriber Plus Fund.
(vi) Donations received from members towards a variety of small revenue tramway related projects.
(vii) Legacy received towards the re-creation of a Manchester bogie car.
(viii) Legacy received towards the restoration of Sheffield tramcars in the collection.
(ix) Donation received for the restoration and conservation of PCC cars.
(x) Donations received for the restoration and conservation of LCC 1.
(xi) Legacy received for restoration or heavy repairs of electric tramcars.
(xii) Legacy received for extensions and improvements to tramcar accommodation and exhibitions.
(xiii) Donations received for the restoration of the Blackpool 298 tramcar.
(xiv) Grants received from the Heritage Lottery Fund for volunteering development, audience development, and business planning.

Designated Funds

(xiii) Fund designated to meet potential costs arising due to a downturn in visitor numbers.
(xiv) Fund designated to build new catering facilities.
(xv) Fund designated for a mobile self-powered platform to be used to carry out repairs and maintenance to the overhead line.
(xvi) Fund designated to meet the costs of maintaining the operational tramcar fleet.
(xvii) Fund designated to meet costs of building repairs.
(xviii) Fund designated to meet the costs of maintaining the buildings in which the tramcar fleet is stored.
(xix) Fund designated to meet costs of infrastructure repairs and renewals.
(xx) Fund designated to develop the site to support the charity's objectives.

19. Summary of funds

Summary of funds - current period

	Balance at 1 April 2025 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 December 2025 £
Designated funds	**551,864**	**-**	**(67,426)**	**351,045**	**-**	**835,483**
General funds	**2,118,157**	**2,110,176**	**(1,962,350)**	**(351,045)**	**(29,000)**	**1,885,938**
Restricted funds - Revenue	**1,123,980**	**170,652**	**(134,612)**	**-**	**-**	**1,160,020**
Restricted funds - Capital	**1,789,447**	**-**	**(55,690)**	**-**	**-**	**1,733,757**
	5,583,448	**2,280,828**	**(2,220,078)**	**-**	**(29,000)**	**5,615,198**

Summary of funds - prior period

	Balance at 1 April 2024 £	*Income* £	*Expenditure* £	*Transfers in/out* £	*Gains/ (Losses)* £	*Balance at 31 March 2025* £
Designated funds	*1,110,737*	*-*	*-*	*(558,873)*	*-*	*551,864*
General funds	*1,948,312*	*2,027,470*	*(2,390,498)*	*558,873*	*(26,000)*	*2,118,157*
Restricted funds - Revenue	*1,042,131*	*342,635*	*(260,786)*	*-*	*-*	*1,123,980*
Restricted funds - Capital	*1,865,536*	*-*	*(76,089)*	*-*	*-*	*1,789,447*
	5,966,716	*2,370,105*	*(2,727,373)*	*-*	*(26,000)*	*5,583,448*

20. Analysis of net assets between funds

Analysis of net assets between funds - current period

	Unrestricted funds 31 December 2025 £	Restricted funds - Revenue 31 December 2025 £	Restricted funds - Capital 31 December 2025 £	Total funds 31 December 2025 £
Tangible fixed assets	2,153,581	-	1,733,757	**3,887,338**
Current assets	747,333	1,160,020	-	**1,907,353**
Creditors due within one year	(179,493)	-	-	**(179,493)**
Total	2,721,421	1,160,020	1,733,757	**5,615,198**

Free reserves is equal to £567,840 being unrestricted current assets of £747,333 less unrestricted creditors of £179,493.

Analysis of net assets between funds - prior period

	Unrestricted funds 31 March 2025 £	*Restricted funds - Revenue 31 March 2025 £*	*Restricted funds - Capital 31 March 2025 £*	*Total funds 31 March 2025 £*
Tangible fixed assets	*2,246,914*	-	*1,789,447*	*4,036,361*
Current assets	*809,391*	*1,123,980*	-	*1,933,371*
Creditors due within one year	*(386,284)*	-	-	*(386,284)*
Total	*2,670,021*	*1,123,980*	*1,789,447*	*5,583,448*

Free reserves at 31 March 2025 was equal to £423,107 being unrestricted current assets of £809,391 less unrestricted creditors of £386,284.

21. Reconciliation of net movement in funds to net cash flow from operating activities

	Group 9 months ended 31 December 2025 £	*Group 12 months ended 31 March 2025 £*
Net income/expenditure for the period (as per Statement of Financial Activities)	**60,750**	*(357,268)*
Adjustments for:		
Depreciation charges	**187,329**	*256,032*
Decrease in stocks	**13,070**	*1,488*
Decrease/(increase) in debtors	**252,909**	*(136,278)*
Increase/(decrease) in creditors	**(206,791)**	*123,405*
Defined benefit pension movement	**(29,000)**	*(26,000)*
Net cash provided by/(used in) operating activities	**278,267**	*(138,621)*

22. Analysis of cash and cash equivalents

	Group 31 December 2025 £	*Group 31 March 2025 £*
Cash in hand	**1,721,440**	*1,481,479*
Total cash and cash equivalents	**1,721,440**	*1,481,479*

23. Analysis of changes in net debt

	At 1 April 2025 £	Cash flows £	At 31 December 2025 £
Cash at bank and in hand	**1,481,479**	**239,961**	**1,721,440**
	1,481,479	**239,961**	**1,721,440**

24. Pension commitments

The Society participates in the Derbyshire County Council Pension Scheme, a multi-employer defined benefit final salary scheme. The scheme is administered for the benefit of Local Authority employees and other bodies and is managed in accordance with the Local Government Pension Scheme Regulations 1997 (as amended).

Contributions to the scheme are determined with advice of independent qualified actuaries on the basis of triennial valuations using the projected unit method.

The employer's contribution rate was 8.8% of pensionable pay with an employee's contribution rate of 5.9% or 6.5% of pensionable pay.

Principal actuarial assumptions at the Balance sheet date (expressed as weighted averages):

	At 31 December 2025 %	*At 31 March 2025* %
Discount rate	**5.6**	*5.8*
Future salary increases	**3.75**	*3.8*
Future pension increases	**2.75**	*2.8*

	At 31 December 2025 Years	*At 31 March 2025* Years
Mortality rates (in years)		
- for a male aged 65 now	**21**	*20.8*
- at 65 for a male aged 45 now	**21.8**	*21.5*
- for a female aged 65 now	**23.8**	*23.8*
- at 65 for a female aged 45 now	**25.3**	*25.3*

Sensitivity analysis

	At 31 December 2025 £	*At 31 March 2025* £
Discount rate -0.1%	**16,000**	*15,000*

24. Pension commitments (continued)

The Group's share of the assets in the scheme was:

	At 31 December 2025 £	*At 31 March 2025 £*
Equities	**948,550**	*879,160*
Corporate bonds	**435,400**	*382,860*
Property	**108,850**	*99,260*
Cash and other liquid assets	**62,200**	*56,720*
Total fair value of assets	**1,555,000**	*1,418,000*

The actual return on scheme assets was 10.6% (2025 - *3.8%)*.

The amounts recognised in the Consolidated statement of financial activities are as follows:

	9 months ended 31 December 2025 £	*12 months ended 31 March 2025 £*
Current service cost	**(5,000)**	*(15,000)*
Interest income	**(61,000)**	*(66,000)*
Interest cost	**38,000**	*49,000*
Total amount recognised in the Consolidated statement of financial activities	**(28,000)**	*(32,000)*

Movements in the present value of the defined benefit obligation were as follows:

	31 December 2025 £	*31 March 2025 £*
Opening defined benefit obligation	**897,000**	*1,031,000*
Interest cost	**38,000**	*49,000*
Contributions by scheme participants	**2,000**	*4,000*
Actuarial losses/(gains)	**26,000**	*(167,000)*
Benefits paid	**(26,000)**	*(35,000)*
Current service cost	**5,000**	*15,000*
Closing defined benefit obligation	**942,000**	*897,000*

24. Pension commitments (continued)

Movements in the fair value of the Group's share of scheme assets were as follows:

	31 December 2025 £	*31 March 2025 £*
Opening fair value of scheme assets	**897,000**	*1,031,000*
Expected return on assets	**61,000**	*66,000*
Actuarial gains/(losses)	**89,000**	*(14,000)*
Contributions by employer	**11,000**	*24,000*
Contributions by scheme participants	**2,000**	*4,000*
Benefits paid	**(26,000)**	*(35,000)*
Pension surplus not recognised	**(92,000)**	*(179,000)*
Closing fair value of scheme assets	**942,000**	*897,000*

The current actuarial assumptions and movements have been disclosed above. The corresponding FRS 102 actuarial report recognises a net asset of £613,000. However, the asset has been restricted to £nil on the balance sheet at 31 December 2025 as there is no entitlement or expectation of receipt.

The group expects to contribute £3,750 to its defined benefit pension scheme to the year ended 31 December 2026.

25. Share Capital

The Society is a charitable company limited by guarantee and has no share capital. Each member undertakes to contribute a maximum of £1 to the assets of the Society, in the event of a winding up.

26. Related party transactions

K Rigg is on the board of trustees of High Peak Community and Voluntary Support. During the year ended 31 December 2025 the Society paid £NIL to a High Peak CVS staff member (March 2025: £4,113) for freelance work.

27. Controlling party

The Society has no single controlling party.