

**Trustees' Report and  
Unaudited Financial Statements  
for the Year Ended 31 March 2021  
for  
SLOUGH MUSEUM  
(A COMPANY LIMITED BY GUARANTEE)**

# **SLOUGH MUSEUM**

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## **SLOUGH MUSEUM**

### **Reference and Administrative Details for the year ended 31 March 2021**

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<b>Trustees</b>	E J Kupfermann M J C Alp H Ellams S Humphrey L Davis (appointed 19/5/2021) A T B James (appointed 6/7/2021) V Whitson (appointed 18/5/2021)
<b>Company secretary</b>	E J Kupfermann
<b>Registered office</b>	The Curve William Street Slough Berkshire SL1 1XY
<b>Registered company number</b>	04064228
<b>Registered charity number</b>	1092786
<b>Independent examiner</b>	Haines Watts Chartered Accountants 178 Buckingham Avenue Slough Berkshire SL1 4RD

## **SLOUGH MUSEUM**

### **Trustees' Report for the year ended 31 March 2021**

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The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 March 2020. The trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" (FRS102) in preparing the annual report and financial statements of the charity.

#### **Objectives and activities**

##### **Statement of Purpose**

Slough Museum holds the cultural and environmental memory of the town of Slough and the surrounding region and plays an important role in developing a sense of place for people living in the area. To fulfil this role the Museum acquires significant items that document the history and environment of the region and the history of its residents and workers, for the purposes of display, research and learning, and preservation.

In setting our objectives for the year and planning our activities, the trustees have considered the Charity Commission's guidance on public benefit, including the guidance on fee charging. In setting the level of fees, charges and concessions the trustees give careful consideration to the accessibility of its services to those organisations that seek to further the public benefit in relation to the aims of the charity.

##### **Key Aims**

- To collect, document and preserve Slough's heritage and be accessible to all.
- To create a safe and creative environment which inspires learning and enjoyment.  
To offer formal and informal learning experiences, encouraging engagement with Slough's past, present and future.
- To provide exhibitions which are representative of and relevant to Slough's diverse community.
- To inspire local people to learn about and understand Slough's heritage and their place within it.

##### **Achievement and performance**

2020 to 2021 was a very busy and productive year for Slough Museum and we achieved a great deal. We began to see the foundations appearing of building a stable future for the Museum which we can already see has been built on further from into 2021.

##### **Museum MOT**

In March 2019 we were a successful recipient of the MOT assessment from the Museum Development Office led by the Museum Development Manager Stephen Lowry. Slough Museum, supported by the MDO, created an advisory working group from stakeholders and advocates for Slough Museum to develop a radical new business model. This working group ensured all stakeholders in Slough Museum had a voice in the decision making process that was required to meet what the trustee board identified as MOT Priority 1 around Financial Planning and Sustainability.

We subsequently applied for The MDO Level Up £4000 funding bid which paid for three facilitated advisory sessions to ask our stakeholders, public, visitors, volunteers and trustees what the Museum could offer going forward to Slough and how it could survive for the future. The 1st advisory meeting was museum professional focused with a group made up of Museum Directors and funders held at The River and Rowing Museum. The 2nd advisory meeting held at The Curve was open to the public and was Slough focused. The final advisory meeting was for trustees and a decision made based on the previous two meetings on the future of Slough Museum. A position statement on the Museum was created by Steve Green from Bowles Green Consultancy in advance of the meetings and circulated to all attendees. Steve Green from Bowles Green Consultancy stopped consulting for us for ACE and HLF projects in March 2019 as the ACE project ended in December 2018. However, Steve continued on a short term networking contract for the MOT until September 2019. We also re-engaged Clare Mitchell, Collections Care and Management Consultant Mitchell Heritage as part of the MOT funding who put a Collections Development Plan together around what could be considered core collection.

The outcome of the work was a Business Plan which was made up by a Vision, Action Plan and Action budget. This has become the foundational document that the Museum operates within throughout 2020 and was again updated in early 2021 by current trustees. Out of this business plan Slough Borough Council match funded the museum 15K alongside ACE who also supported with an agreement of 15K. The Museum is still waiting for the ACE 15K which is going to arrive by the end of March 2022.

## **SLOUGH MUSEUM**

### **Trustees' Report for the year ended 31 March 2021**

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#### **Creative Junction**

In July 2019 Anna Jones and the other Director of Creative Junction offered some pro-bono work to support Slough Museum based on one day a week based on the outcome of the MOT. To do this role Anna Jones stepped down from being a trustee to become a freelance employee. The Museum match funded this pro-bono work with 2K, 1K coming from the MOT for engagement. Through this pro-bono work Anna Jones also applied for several funding bids including one to ACE called Project 202020 and one to ACE for the Museum to manage HOMESLOUGH. Project 202020 - 20 artists, 20 locations, 20 museum objects was successful, but then unfortunately due to COVID19 could not be delivered in the way intended. Even during lockdowns due to COVID19. 8 x Slough based artists visited the space to carry out research and select collection items. They worked with approx. 100 x Slough resident participants to co create pieces of music, film, visual art, and poetry inspired by objects and photographs from the Collection.

In addition, research was undertaken on site in order to design 6 x Curve Club Make with the Museum sessions - delivered online for families in partnership with Slough Libraries. The artists have been sharing the co created work through Slough Libraries Facebook Premiere as part of the regular Memory Lane slot about local history. The lockdowns did impact Project 202020 is still being delivered now in early 2022 and has been fantastic for the Museum to have a project to continue public engagement when other organisations could not. Anna Jones also managed to recruit over 100+ volunteer hours even during COVID19 using local community groups who helped to audit the collection boxes and their locations within the storage site since moving into 893 Plymouth Road.

#### **Windsor Forest College Group previously know as Langley College**

Following the death of Chris Long in late 2018 (our deepest thanks to him and condolences to this family) and a change of most of the Langley College staffing team due to a merger at the college the Museum decided to move home again in February 2019. In July 2019 the Museum moved out of Langley College on the hottest day of the year using a local removal company into a SEGRO industrial unit.

#### **SEGRO - 893 Plymouth Road and 72 Buckingham Avenue**

The Museum had been in conversation with Jaye Isherwood - the SEGRO historian who was researching a project around SEGRO's centenary celebration and she shared the Museum storage situation back to colleagues at SEGRO. The Museum had unfortunately found itself again searching for a stable new home having previously spent a year in yellow storage. The Museum subsequently moved into a new SEGRO provided storage venue back on the industrial estate where it had been previously located but not in the same building as in 2015. This move was supported by two staff who were at the time working for Wycombe Museum. We are extremely grateful to SEGRO as one of our key main funders who provided us a new storage site on a peppercorn rent and their ongoing support over the last year.

Building on this new relationship SEGRO then offered us another new space at 72 Buckingham Avenue only a few months after the relocation into 893 Plymouth Road. 72 Buckingham Avenue is a much better venue for a Museum space as it can be used as an exhibition venue and could build on other visitor outreach programmes. The space can be clearly seen from the main road on the Industrial estate for marketing reasons, it is based completely on a ground floor location and there are 14 car spaces attached to the location including a rear space for unloading. The offer of this new venue came late in the summer of 2019 and we started to do the design for a new exhibition space aiming to move early in 2020. Unfortunately, due to COVID19 this delayed our move into our new space and this will now be happening in early 2022. We signed terms and conditions on the new building in December 2021. The generosity of SEGRO is very gratefully received and they have refurbished the building to a fantastic standard for the new Museum store and pop-up. In addition the extra funding of 30K to ensure the Museum can survive in the new location in advance of April 2022 will be very welcome news to the Museum trustee board.

#### **Sale of Container**

Having a new venue for the collection storage, meant we were able to carry out the move and sale of the external container which had been located at Langley College. The sale was to the music department in Slough Borough Council for 5K which went to the Museum reserves. The move happened just in time on the week before we locked down for COVID19 in March 2020.

#### **COVID**

The Museum closed on the 17 March 2020 and the pods also at the Curve. The store reopened in the summer of 2020 for volunteers, staff and trustees, but then closed down again for around six months whilst activities carried on online. The Museum Board has continued to meet online.

## SLOUGH MUSEUM

### Trustees' Report for the year ended 31 March 2021

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#### Slough Borough Council

Slough Borough Council generously gave the Museum in 2020 some funding as part of the Cultural Strategy for the redevelopment of the Museum Website. Many of the Museum and the Curve activities that the Museum supported had been forced to move online during COVID19. Slough Borough Council wanted to support the Museum website to be fit for purpose.

#### Thanks

The Museum Chair would like to thank some key funders for 2020-21 including SEGRO, ACE, Slough Borough Council and supporter Anna Jones of Creative Junction. We are very grateful to all the trustees, contractors, volunteers, funders and stakeholders who have contributed to Slough Museum's survival since early 2019. At times it has felt like survival as a small volunteer run Museum and many of us may have had to contribute more than they might have wished at any given time in both time and effort. However, it is due to that support, time and effort that the Museum still exists today as the only heritage repository for Slough and hopefully it will continue for many more years to come.

#### Financial review

##### Reserves policy

The level of reserves held is reviewed on a regular basis by the Trustees. Reserves are required to safeguard the long-term public interest in the collections owned by the Museum in the event of a major disaster or closure due to lack of funding.

As an Accredited Museum (Accreditation Scheme replaced the Registration Scheme in 2006), Slough Museum must be able to demonstrate that it has a sound financial basis irrespective of any valuation placed on the items in the collection. In no circumstances must those items be mortgaged, offered as security for a loan or sold to raise funds for the organisation. There is also a strong presumption against disposal out of the public domain. Disposal should be undertaken only within the strategic framework of a long-term collections management policy, as a means of returning an item to its rightful owner, or improving care, access or context.

Although the Charity has negative unrestricted funds at the year end, following new funding bids awarded post year end, the unrestricted funds position is expected to improve and return to a positive position by April 2022.

#### Structure, governance and management

##### Governing document

The charity is controlled by its governing document, a deed of trust, and constitutes a limited company, limited by guarantee, as defined by the Companies Act 2006.

#### The Trustees

The Trustees who served the Charity during the year were as follows:

Ms H Ellams	(Chair)
Mr E Kupfermann	(Company Secretary)
Mr S Humphrey	
Ms M J C Alp	
L Davis	appointed 19/05/2021
A T B James	appointed 06/07/2021
V Whitson	appointed 18/05/2021

#### Governance

The Museum is governed by the Board of Trustees who agree and monitor the Business Plan and approve all the Museum's policies. Trustees are sought for the Board specifically to add value to the Charity. This is both in terms of creating a Board that is representative of the diverse community the Charity serves and one that has all of the skills and experience required to properly carry out the work of the Charity. Part-time staff and project freelancers are accountable to the Heritage Project Manager, who is line-managed by a member of the Trustee Board. Volunteers are managed by the volunteer coordinator, supported by a member of the Trustee Board.

25/01/2022

Approved by order of the board of trustees on ..... and signed on its behalf by:

*Elias*

.....  
E J Kupfermann - Secretary

**Independent Examiner's Report to the Trustees of  
Slough Museum**

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**Independent examiner's report to the trustees of Slough Museum ('the Company')**

I report to the charity trustees on my examination of the accounts of the Company for the year ended 31 March 2021.

**Responsibilities and basis of report**

As the charity's trustees of the Company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5) (b) of the 2011 Act.

**Independent examiner's statement**

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

1. accounting records were not kept in respect of the Company as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities (applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.



Jonathan Moughton  
Haines Watts  
Chartered Accountants  
178 Buckingham Avenue  
Slough  
Berkshire  
SL1 4RD

Date: 25/01/2022 .....

# SLOUGH MUSEUM

## Statement of Financial Activities (Incorporating an Income and Expenditure Account) for the year ended 31 March 2021

		Unrestricted fund £	Restricted fund £	2021 Total funds £	2020 Total funds £
	Notes				
<b>Income and endowments from</b>					
<b>Charitable activities</b>					
Slough Borough Council		-	16,500	16,500	5,000
Arts Council		-	13,500	13,500	-
MOT 2019		-	-	-	4,000
Investment income	2	-	-	-	3
<b>Total</b>		-	30,000	30,000	9,003
<b>Expenditure on</b>					
<b>Charitable activities</b>					
Establishment costs		2,421	-	2,421	2,056
Management and Administration		1,923	-	1,923	3,692
Arts Council		-	3,000	3,000	-
Governance costs		1,500	-	1,500	1,620
MOT 2019		-	-	-	7,000
<b>Total</b>		5,844	3,000	8,844	14,368
<b>NET INCOME/(EXPENDITURE)</b>		(5,844)	27,000	21,156	(5,365)
<b>Reconciliation of funds</b>					
<b>Total funds brought forward</b>		3,054	12,810	15,864	21,229
<b>Total funds carried forward</b>		(2,790)	39,810	37,020	15,864

The notes form part of these financial statements



**Balance Sheet**  
**31 March 2021**

		Unrestricted fund £	Restricted fund £	2021 Total funds £	2020 Total funds £
	Notes				
<b>Current assets</b>					
Cash at bank		210	39,810	40,020	17,364
<b>Creditors</b>					
Amounts falling due within one year	5	(3,000)	-	(3,000)	(1,500)
<b>Net current assets/(liabilities)</b>		<u>(2,790)</u>	<u>39,810</u>	<u>37,020</u>	<u>15,864</u>
<b>Total assets less current liabilities</b>		(2,790)	39,810	37,020	15,864
<b>NET ASSETS</b>		<u>(2,790)</u>	<u>39,810</u>	<u>37,020</u>	<u>15,864</u>
<b>Funds</b>	6				
Unrestricted funds				(2,790)	3,054
Restricted funds				39,810	12,810
<b>Total funds</b>				<u>37,020</u>	<u>15,864</u>

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31 March 2021.

The members have not required the company to obtain an audit of its financial statements for the year ended 31 March 2021 in accordance with Section 476 of the Companies Act 2006.

The trustees acknowledge their responsibilities for

- (a) ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and
- (b) preparing financial statements which give a true and fair view of the state of affairs of the charitable company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the charitable company.

These financial statements have been prepared in accordance with the provisions applicable to charitable companies subject to the small companies regime.

The financial statements were approved by the Board of Trustees and authorised for issue on 25/01/2022..... and were signed on its behalf by:

*Elias*

.....  
E J Kupfermann - Trustee

**Notes to the Financial Statements  
for the year ended 31 March 2021**

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**1. Accounting policies**

**Basis of preparing the financial statements**

The financial statements of the charitable company, which is a public benefit entity under FRS 102, 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) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

**Going concern**

The Trustees have reviewed and considered relevant information in making their assessment and have concluded that they can continue to adopt the going concern basis in preparing the annual report and accounts.

**Financial reporting standard 102 - reduced disclosure exemptions**

The charitable company has taken advantage of the following disclosure exemptions in preparing these financial statements, as permitted by FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland':

- the requirements of Section 7 Statement of Cash Flows.

**Income**

All income is recognised once the charitable company has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Donated services or facilities are recognised when the charitable company has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charitable company of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), the general volunteer time is not recognised and refer to the Trustees' report for more information about their contribution.

**Expenditure**

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources.

**Tangible fixed assets**

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Fixtures and fittings	- 20% on cost
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**Taxation**

The charity is exempt from corporation tax on its charitable activities.

**Fund accounting**

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

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charitable company for particular purposes. The costs of raising and administering such funds are charged against the specific fund.

**VAT**

As the majority of the charitable company's activities are classified as exempt or non-business activities for the purposes of Value Added Tax, the charitable company is unable to reclaim all the Value Added Tax which it suffers on its purchases. Expenditure in these financial statements is therefore shown inclusive of Value Added Tax.

# SLOUGH MUSEUM

## Notes to the Financial Statements - continued for the year ended 31 March 2021

### 1. Accounting policies - continued

#### Cash at bank and in hand

Cash at bank and in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

#### Financial instruments

Financial assets and financial liabilities are recognised in the balance sheet when the charitable company becomes a party to the contractual provisions of the instrument.

Trade and other debtors and creditors are classified as basic financial instruments and measured at initial recognition at transaction price. Debtors and creditors are subsequently measured at amortised cost using the effective interest rate method. A provision is established when there is objective evidence that the charitable company will not be able to collect all amounts due.

Cash and cash equivalents are classified as basic financial instruments and comprise cash in hand and at bank and bank overdrafts which are an integral part of the charitable company's cash management.

Financial liabilities and equity instruments issued by the charitable company are classified in accordance with the substance of the contractual arrangements entered into and the definitions of a financial liability and an equity instrument. An equity instrument is any contract that evidences a residual interest in the assets of the charitable company after deducting all of its liabilities.

### 2. Investment income

	Unrestricted funds	Restricted funds	2021 Total funds	2020 Total funds
	£	£	£	£
Deposit account interest	-	-	-	3

### 3. Trustees' remuneration and benefits

There were no trustees' remuneration or other benefits for the year ended 31 March 2021 nor for the year ended 31 March 2020.

#### Trustees' expenses

There were no trustees' expenses paid for the year ended 31 March 2021 nor for the year ended 31 March 2020.

### 4. Tangible fixed assets

	Fixtures and fittings £
<b>Cost</b>	
At 1 April 2020 and 31 March 2021	28,105
<b>Depreciation</b>	
At 1 April 2020 and 31 March 2021	28,105
<b>Net book value</b>	
At 31 March 2021	-
At 31 March 2020	-

**SLOUGH MUSEUM**

**Notes to the Financial Statements - continued  
for the year ended 31 March 2021**

**5. Creditors: amounts falling due within one year**

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Other creditors	3,000	1,500
	<u>3,000</u>	<u>1,500</u>

**6. Movement in funds**

	<b>At 1/4/20</b>	<b>Net movement in funds</b>	<b>At 31/3/21</b>
	<b>£</b>	<b>£</b>	<b>£</b>
<b>Unrestricted funds</b>			
General fund	3,054	(5,844)	(2,790)
<b>Restricted funds</b>			
Restricted funds	12,810	27,000	39,810
<b>TOTAL FUNDS</b>	<u>15,864</u>	<u>21,156</u>	<u>37,020</u>

Net movement in funds, included in the above are as follows:

	<b>Incoming resources</b>	<b>Resources expended</b>	<b>Movement in funds</b>
	<b>£</b>	<b>£</b>	<b>£</b>
<b>Unrestricted funds</b>			
General fund	-	(5,844)	(5,844)
<b>Restricted funds</b>			
Restricted funds	30,000	(3,000)	27,000
<b>TOTAL FUNDS</b>	<u>30,000</u>	<u>(8,844)</u>	<u>21,156</u>

**Comparatives for movement in funds**

	<b>At 1/4/19</b>	<b>Net movement in funds</b>	<b>At 31/3/20</b>
	<b>£</b>	<b>£</b>	<b>£</b>
<b>Unrestricted funds</b>			
General fund	13,419	(10,365)	3,054
<b>Restricted funds</b>			
Restricted funds	7,810	5,000	12,810
<b>TOTAL FUNDS</b>	<u>21,229</u>	<u>(5,365)</u>	<u>15,864</u>

**SLOUGH MUSEUM**

**Notes to the Financial Statements - continued  
for the year ended 31 March 2021**

**6. Movement in funds - continued**

Comparative net movement in funds, included in the above are as follows:

	<b>Incoming resources £</b>	<b>Resources expended £</b>	<b>Movement in funds £</b>
<b>Unrestricted funds</b>			
General fund	4,003	(14,368)	(10,365)
<b>Restricted funds</b>			
Restricted funds	5,000	-	5,000
<b>TOTAL FUNDS</b>	<u>9,003</u>	<u>(14,368)</u>	<u>(5,365)</u>

A current year 12 months and prior year 12 months combined position is as follows:

	<b>At 1/4/19 £</b>	<b>Net movement in funds £</b>	<b>At 31/3/21 £</b>
<b>Unrestricted funds</b>			
General fund	13,419	(16,209)	(2,790)
<b>Restricted funds</b>			
Restricted funds	7,810	32,000	39,810
<b>TOTAL FUNDS</b>	<u>21,229</u>	<u>15,791</u>	<u>37,020</u>

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	<b>Incoming resources £</b>	<b>Resources expended £</b>	<b>Movement in funds £</b>
<b>Unrestricted funds</b>			
General fund	4,003	(20,212)	(16,209)
<b>Restricted funds</b>			
Restricted funds	35,000	(3,000)	32,000
<b>TOTAL FUNDS</b>	<u>39,003</u>	<u>(23,212)</u>	<u>15,791</u>

## **SLOUGH MUSEUM**

### **Notes to the Financial Statements - continued for the year ended 31 March 2021**

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**7. Related party disclosures**

There are no related party transactions to be reported.

**8. Ultimate controlling party**

Each of the company's members undertakes to contribute to the assets of the company in the event of the company being wound up during the time that he is a member or within one year after ceasing to be a member such contributions not exceeding the sum of £10. Further details are included in the company's Memorandum and Articles of Association. There is no overall controlling party of the charitable company.