

MIGRATION MUSEUM PROJECT

England & Wales · Charity number 1153774

Details

Other names	MMP
Status	Registered
Legal form	Charitable company
Company number	08544993
Registered	2013-09-12
Register	View on the Charity Commission register

Contact

Address	Regus Ludgate House 107-111 Fleet Street London EC4A 2AB
Phone	07768551273
Email	info@migrationmuseum.org
Website	http://www.migrationmuseum.org

Activities

Objects: TO ESTABLISH AND MAINTAIN A MUSEUM DEDICATED TO THE HISTORY OF MIGRATION INTO AND OUT OF THE UNITED KINGDOM FOR THE PUBLIC BENEFIT.TO ADVANCE EDUCATION BY PROMOTING THE STUDY OF THE HISTORY OF MIGRATION AND RELATED ISSUES, INCLUDING CITIZENSHIP AND EQUALITY AND DIVERSITY, BY MEANS INCLUDING THE ESTABLISHMENT AND MAINTENANCE OF A PERMANENT COLLECTION, BY THE ORGANISATION OF TEMPORARY EXHIBITIONS, BY THE ENHANCEMENT OF REPRESENTATION OF MIGRATION WITHIN EXISTING MUSEUMS, AND BY THE DISSEMINATION OF INFORMATION THROUGH PUBLICATIONS, RESEARCH AND ACADEMIC DEBATE.

Activities: We are establishing Britain's missing Migration Museum - a moving and inspiring permanent cultural institution to explore how migration to and from the country over the ages has shaped us as individuals, communities and nations. The museum provides context and backdrop for conversations as well as support for teaching and learning about migration, and drives representation and inclusion.

Classification

- **How:** Provides Advocacy/advice/information, Acts As An Umbrella Or Resource Body
- **What:** Education/training, Arts/culture/heritage/science, Environment/conservation/heritage, Human Rights/religious Or Racial Harmony/equality Or Diversity
- **Who:** Children/young People, People Of A Particular Ethnic Or Racial Origin, The General Public/mankind

Geography

- Throughout England And Wales

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£1,838,888	£1,599,718	£818,160	21
2024-03-31	£1,481,430	£1,109,856	£578,990	17
2023-03-31	£549,294	£880,625	£207,416	15
2022-03-31	£820,590	£730,340	£538,747	14
2021-03-31	£749,331	£475,947	£448,497	10

Trustees

Name	Role	Appointed
Angela Cluff		2025-03-27
CHARLES GURASSA		2014-03-17
Eric Michael Langham		2021-09-07
Mohan Mansigani OBE		2015-07-01
Nilufar Fowler		2021-09-07
Professor David Adetayo Olusoga		2018-12-14
Professor Margot Claire Finn		2021-09-07
ROBERT WINDER		2013-12-11
Sarah Patricia Ann Caplin		2017-06-05

MIGRATION MUSEUM PROJECT

England & Wales - Charity number 1153774

Accounts

MIGRATION MUSEUM PROJECT
TRUSTEES' REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

Registered Company No: 08544993
Registered Charity No: 1153774

MIGRATION MUSEUM PROJECT

YEAR ENDED 31 MARCH 2025

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MIGRATION MUSEUM PROJECT
(A company limited by guarantee)

REFERENCE AND ADMINISTRATIVE INFORMATION

FOR THE YEAR ENDED 31 MARCH 2025

Trustees	Charles Gurassa (Chair) Mohan Mansigani OBE OStJ (Treasurer) Sarah Caplin Professor Margot Finn Nilufar Fowler Eric Langham Professor David Olusoga OBE Robert Winder Robert Pierre Angela Cluff (Appointed 27 March 2025) Kuljit Jackson (Resigned 7 September 2024) Ayesha Hameed (Resigned 7 September 2024)
Company Secretary and CEO	Sophie Henderson
Charity Registration Number	1153774
Company Registration Number	08544993
Principal Address and Registered Office	107-111 Fleet St London EC4A 2AB
Independent Auditor	Saffery LLP 71, Queen Victoria St London EC4V 4BE
Bankers	The Co-operative Bank P O Box 250 Skelmersdale WN8 6WT

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CHAIR'S FOREWORD

FOR THE YEAR ENDED 31 MARCH 2025

This has been a year of significant progress for the Migration Museum. We reflected on the end of five wonderful years in Lewisham at our Closing Celebration; a joyful opportunity to thank all of the visitors, contributors, and funders who have so generously supported us during this time.

Our Front of House team won the Best Visitor Welcome award at the 2025 Museums and Heritage Awards, a fitting recognition of the warmth and experience of our team in making visitors from all backgrounds feel comfortable and enriched by their visits throughout our time in Lewisham.

Our final exhibition in Lewisham, All Our Stories: Migration and the Making of Britain, brought together highlights from the Migration Museum's work over the past decade alongside new stories and artwork that highlighted just how central migration is to our lives. We also delivered our first community-curated exhibition Inside/Outside And All In Between, enabling us to develop new practices of co-creation and to forge even stronger links with the communities who have so generously welcomed and supported us over the last five years.

Our fundraising drive to deliver our permanent home in the City of London has continued in earnest. We were delighted to confirm the Portal Trust as our inaugural donor, with a significant gift of £0.5 million towards our award-winning learning programme and the creation of a dedicated learning suite. We received a significant new grant from the City Bridge Foundation for community engagement work, were supported by the Eastern Cluster Business Improvement District to deliver our Annual Lecture at the historic Merchant Taylors Hall, and were warmly hosted for a fundraising dinner at the Old Bailey by the Sheriff of London. We look forward to working with all our friends and supporters over the year ahead in raising the funds necessary to enable the Migration Museum to open in its new permanent home in early 2028. It's a significant challenge but, with the energy and enthusiasm that has characterised the project since its inception, one that is eminently achievable. A special thank you goes to Sukhpal Ahluwalia and family for their support in helping us create a landmark national Migration Museum with a permanent home in the heart of the City of London.

Ahead of our move to the City of London, we have continued to cultivate relationships with the City of London Corporation and representatives from across the political spectrum. We were invited by the members of the City of London Corporation to participate in their Culture and Education Strategy Committees, and Baroness Janet Whitaker hosted a Parliamentary reception in the House of Lords for our benefit, with a view to strengthening support from parliamentarians from both Houses, the Corporation of London and the Greater London Authority.

We celebrated further fundraising success in the form of a funding award from The National Lottery Heritage Fund to support the development of our collections, curatorial and interpretation strategy in advance of our move to our permanent home, working alongside national partners with collections of historic and contemporary significance to uncover migration-related heritage. And we received three-year support from the John Ellerman Foundation for our knowledge-sharing, sector-supporting Migration Network.

As we look ahead in an environment in which yet again migration issues are dominating political and public discourse, we are all the more emboldened as to the importance of delivering a permanent Migration Museum for Britain. A place where this rich, important and very human story can be explored and better understood, an inspiring, permanent cultural institution that puts Britain's migration story at centre stage - where it belongs.

Sadly Sophie Henderson, one of the founders of the Migration Museum and its Chief Executive since inception had to stand down in June 2025 for health reasons after 10 years in the role. We will be forever grateful for her inspirational leadership which has steered the project from an initial idea to the thriving cultural institution it is today.

A huge thank you is owed to all who have supported us on our journey so far, and to the brilliant team at the Museum. The successes of the last year are down to their extraordinary dedication, creativity and resilience.

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CHAIR'S FOREWORD

FOR THE YEAR ENDED 31 MARCH 2025

Finally, I would like to thank my fellow trustees for their contributions and look forward together to delivering a permanent home for Britain's missing museum.



Charles Curran

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TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2025

Introduction

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 2025. The Trustees have adopted the provisions of 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) (second edition effective 1 January 2019).

The Migration Museum Project is a private charitable company limited by guarantee. The Directors of the charitable company are its Trustees for the purpose of charity law. None of the Trustees has any beneficial interest in the company.

Objectives and Activities

Our purpose

Our mission is to deliver Britain's missing museum: a moving and inspiring cultural institution to put Britain's migration story - of the movement of people both to and from the country across the centuries - at centre stage, where it belongs. By creating a welcoming, creative environment in which to explore how migration has shaped who we are - as individuals, communities and nations; by showing how this story is relevant to each of us personally; and by building knowledge and skills to equip us to talk and live well together on the topic of migration, we can build knowledge and appreciation of our shared migration history, contribute to a better public conversation about migration, and encourage a greater sense of representation and belonging. Our vision is of a society in which each of us feels personally connected to, and owns, our migration story as an essential part of British history. Our values inform our approach to be human, innovative, conversational, open-minded and inclusive.

Work continued apace this year to prepare for and develop our permanent home. Planning was secured in 2023 for the cultural offer within a new development, being built by Dominus Real Estate in the heart of the City of London, due for completion in 2028. Since 2017, and in anticipation of opening this space, we have engaged audiences and learners and experimented in a series of temporary homes. From February 2020 to March 2025, the Museum was based at a temporary venue within a busy London shopping centre in Lewisham, welcoming more than 60,000 visitors per year, and delivering an award-winning, critically-acclaimed cultural programme of exhibitions and events, and a learning programme reaching 7,000 young people each year. Drawing on our experience of operating a museum in a non-traditional location (a shopping centre) and engaging audiences who are much more ethnically and socio-economically diverse than the average for London museums, our long-term plan is to create pop-ups in shopping centres and retail environments across the UK, so as to achieve national reach and bring our museum to where people already are.

Our ambitious vision is that our permanent London site will form part of a vibrant ecosystem consisting of national pop-up hubs, a dispersed Migration Collection of objects, artworks and stories held by us and by museums and heritage organisations across the UK, a sector-supporting knowledge and skills-sharing Migration Network, a nationally significant learning programme and a wide-reaching digital presence. All our activities are divided into workstreams designed to deliver the following organisational objectives:

- A sustainable and thriving organisation with strong delivery partnerships
- An outstanding reputation as an innovative cultural producer
- The go-to museum destination for learning about migration
- Audiences feeling connected, represented and empowered
- A key voice and facilitator in the national conversation about migration
- National and international significance

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TRUSTEES' REPORT (continued)

FOR THE YEAR ENDED 31 MARCH 2025

Achievements and Performance

1 Introduction

This has been a year of significant movement and change for the Migration Museum: celebrating all that we have learned and achieved to date, experiencing the sadness of leaving our Lewisham home, while setting our sights firmly on our arrival in the City of London and scaling up our activities to ensure a truly national presence and impact. We have been delighted to have been so warmly welcomed by so many City of London institutions and future neighbours. We were thrilled to confirm an inaugural donation to our permanent home from the Portal Trust, who are generously funding a classroom and our education programme. We received a significant new grant from the City Bridge Foundation for community engagement work, were supported by the Eastern Cluster Business Improvement District to deliver our Annual Lecture at the historic Merchant Taylors Hall, were warmly hosted for a fundraising dinner at the Old Bailey by the Sheriff of London, and invited by the members of the City of London Corporation to participate in their Culture and Education Strategy Committees. Working closely with cultural consultants Barker Langham, we further refined our interpretation planning, design work and business modelling for our permanent home.

We embarked on a new project, supported by the National Lottery Heritage Fund, to research and build a national Migration Collection for the UK with partners from across the country, delivered several hugely popular Migration Network events, shared our insights and ideas at national museums sector, education and history conferences, and made significant progress in developing a new brand and website which will dramatically increase our visibility and set us up for success as an innovative, participatory, and nationally and internationally recognised institution.

Our All Our Stories exhibition in Lewisham welcomed 33,000 visitors and showcased our 'greatest hits'; the exhibits and installations that have been most successful in their ability to inspire and delight audiences over the last ten years, alongside new commissions which reflected the full range of what a Migration Museum can do and our commitment to constantly incorporate new perspectives, artists and artforms into our work.

Our innovative Community Curators programme, leading to our *Inside/Outside* and *All In Between* exhibition, enabled us to develop new practices of co-creation and to forge even stronger links with- and celebrate the stories and talents of- the local Lewisham communities who have so generously welcomed and supported us over the last five years. We were awarded the Best Visitor Welcome award at the 2025 Museums and Heritage Awards, in recognition of the warmth and expertise of our team during the previous year - and the duration of our time in Lewisham - in making visitors from all backgrounds, feel comfortable and enriched by their visits.

We are hugely grateful to our strategic partners, without whom we could not deliver a permanent Museum in the heart of the City of London. Notably, Dominus Real Estate who has afforded the Museum a generous opportunity for a permanent home as well as providing philanthropic support. Landsec continued to provide our temporary home in Lewisham Shopping Centre free of charge. Barker Langham has provided extensive support with cultural, business and operational planning for our permanent home. Hogan Lovells LLP has been a long-standing supporter of the Migration Museum and provides pro bono legal advice in a range of areas, as well as meeting room space. And we were delighted to be offered a pro bono branding refresh by global brand agency, Landor, which, at year's end, was ongoing.

2 Permanent home

In February 2023, the Corporation of London's Planning and Transportation Committee approved planning consent for a new block of student accommodation to be built at 65 Crutched Friars in the City of London's Aldgate ward, just south of Fenchurch Street, with the Migration Museum as the proposed cultural operator. The scheme subsequently won the award for Planning Permission of the Year at the Planning Awards 2024. We are immensely thankful to Dominus for their generous support package, consisting of delivery of a brand-new building, built to the Museum's specifications so as to be fit for purpose across a range of functions, a rent and service charge free term of 60 years, underwriting of the Museum's operating costs so as to guarantee free admission for the first five years of operation, and a donation of £500,000 to kick start the

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TRUSTEES' REPORT (continued)

FOR THE YEAR ENDED 31 MARCH 2025

capital campaign. An attractive feature of the Museum will be a curated exterior courtyard, creating a porous entrance where visitors can linger, with seating, planting, commissions and events. At year's end, construction on the site was well underway, with the team able to take a hard hat tour to see the progress.

The permanent museum's operational and business plan includes a 'pay what you can' model for admissions to guarantee free access, reflecting our commitment to breaking down barriers and being a welcoming place for everybody, including those who are not habitual museum-goers. We recognise that we will have to work hard to attract these audiences to our new home in the City of London, which has a very different demographic and economic profile to our previous home borough of Lewisham, and will employ the wealth of experience we have built up engaging 'non-traditional' museum visitors at our temporary home in Lewisham from 2020. We have also built a proven track record of reaching 'high arts engaged' audience groups (according to Audience Agency segmentation) during our five years in Lewisham - visitors from the Audience Agency's 'high engagement' segments accounted for more than half of our evaluated visitors in Lewisham. The central London location of our permanent museum, with excellent transport links, will make our museum more accessible to larger numbers of visitors from across London and beyond (*see Audience Development and Community Engagement section for more details*).

Our cultural programme will incorporate an immersive core exhibition that explores the long history of migration to and from Britain; a series of changing and topical temporary exhibitions and events including performances, films, talks, day festivals, creative workshops and demonstrations; curated exhibition tours; and guided local walks exploring the rich migration history of the City and East End. We aim to attract well over 100 thousand visitors annually including 24,000 learning visitors, delivering school, college and university workshops from our state-of-the-art flexible learning suite.

Our successful funding application to the National Lottery Heritage Fund enabled us to progress our plans to better understand existing migration collections, build heritage partnerships nationally, pilot a digital model for a 'dispersed' migration collection, develop our own collections policy, and build our organisational expertise and resilience. We brought in a Collections Researcher to lead this work, and a new Digital Product Manager. We were able to benefit from the huge enthusiasm and expertise of researchers on placement, working with the White Rose Doctoral Training Partnership.

We have established a content advisory panel to support the curation of the permanent home. Members include Becky Taylor (UEA), Brian Donovan (Findmypast and EPIC The Wish Emigration Museum), Cangbai Wang (University of Westminster), Claire Alexander (University of Manchester), Martin Spafford (GCSE History teacher), Michaela Benson (University of Lancaster), Nadia Valman (QMUL), Panikos Panayi (De Montfort University) and our Trustees Robert Winder (author) and Margot Finn (UCL). David Olusoga (trustee, University of Manchester), Turi King (University of Bath) and Patrick Vernon (social commentator, campaigner and cultural historian) will also support. The group will meet three times a year. Our People Panel, which we will recruit for next year, will also serve as an advisory group.

3 Cultural Programme

Exhibitions

All Our Stories: Migration and the Making of Britain

Opening in September 2024, this exhibition set out to show visitors the breadth of what a Migration Museum can do and the many stories, questions and challenges that we can creatively illuminate and generate conversations around.

We commissioned BAFTA-nominated director and artist Osbert Parker to produce *Tapestry of Time*, a new mixed-media animated timeline, charting the long history of migration to Britain and demonstrating the cyclical nature of Britain's migration story. This was in response to considerable visitor feedback, particularly from learning groups, that they would like to see a fuller picture of migration over a long time period. It captured the many people, communities and important events that have shaped Britain from the Ice Age to the present day, and our front-of-house team reported that it significantly increased dwell time in the Museum.

Interactive Content Designer Raúl Leiva was commissioned to develop an interactive kiosk for visitors to

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TRUSTEES' REPORT (continued)

FOR THE YEAR ENDED 31 MARCH 2025

engage digitally with our collection of 7,000+ migration story discs for the first time. Visitors were encouraged to search and explore the collection, as well as voting for their favourites and even contributing their own. Using AI, integrated machine learning and key words, the interactive allowed visitors to create meaningful and intuitive connections between migration stories based on their own areas of interest and emotional resonance, enhancing the wider storytelling experience of the exhibition by encouraging consideration of the many and varied reasons behind why people migrate, different experiences of arriving and settling, and the complexities of identity and belonging. This digital kiosk was displayed alongside an evolving physical display of story discs contributed by visitors to the exhibition, all of which have become part of our growing collection.

The exhibition also featured a large fantastical depiction of an airport departures lounge by renowned artist Jiro Osuga, creative explorations of the many different types of journeys that people take to migrate, stirring personal storytelling around what people bring with them and leave behind, the experiences and media portrayal of arrivals and what it means to be settled, or unsettled, and the profound questions facing British identity today. We also showcased our own journey from our first exhibition, *100 Images of Migration*, crowdsourced and launched in partnership with *the Guardian* in 2013, to visualisations of our future permanent home, reminding visitors of how the concept of a Migration Museum has gained traction over the last decade and inviting people to share their ideas and join us on our next step.

We welcomed 33,000 visitors to *All Our Stories*, including 3,340 students through our learning programme. *All Our Stories* received extensive, positive media coverage, including a five-star review in *Londonist* and features by the news agency AFP (picked up by news organisations and publications globally), *Artnet*, the *Big Issue*, *Eastern Eye*, BBC Radio London, the *South London Press*, *Vogue Italia* and more. The exhibition also featured in, and served as a highly relevant contextual setting for, an Archive on 4 documentary on BBC Radio 4 exploring how the sea has shaped the British Isles, and a BBC London news feature on the changing face of London and its long history of immigration, which aired on BBC One.

Inside/Outside and All in Between

Alongside the public opening of *All Our Stories*, we launched the first exhibition in our new Community Space, and the first curated by our Community Curators. *Inside/Outside and All In Between* featured work by artists with lived experience of migration and a personal connection to Lewisham.

In February 2024, we engaged five Community Curators, selected from an open call with 81 applicants, to build their own skills and curate a designated space in the Museum. Each Community Curator had personal experience as a first- or second-generation migrant or refugee (from Kosovo, Bangladesh, Chile, Hong Kong, Ivory Coast and The Bahamas), a strong connection to Lewisham, no previous formal curatorial experience, and a passion to serve the local community. The group were supported to develop a concept together, and with a skills-building programme delivered in partnership with established curators, including from the Tate and National Portrait Gallery. The Community Curators launched an open call for artists with a connection to Lewisham to showcase their work responding to the exhibition's title of *Inside/Outside and All In Between* and received 137 applications, from individual artists as well as local organisations including The Albany and a group of ESOL (English for Speakers of Other Languages) students from Lewisham College.

The exhibition generated a huge buzz on its opening night and received extremely positive responses from visitors, artists and contributors. Community Curator interviews after the programme showed the positive impact of their involvement, with one commenting that it was "life-changing". Other responses to the exhibition included:

'It was a privilege to be part of something so collaboratively shaped'

'This exhibition will bring humility to how you see your own community; to how you engage and interact. But it'll also fill you with hope and a sense of possibility.'

'The most authentically community based exhibit I have ever seen. It made me cry, research, think, and enthuse - all on the same visit.'

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TRUSTEES' REPORT (continued)

FOR THE YEAR ENDED 31 MARCH 2025

Heart of the Nation: Migration and the Making of the NHS

Our first touring exhibition completed its final leg in Lewisham in July 2024. *Heart of the Nation: Migration and the Making of the NHS*, launched in the 75th anniversary year of the NHS, explored the stories and experiences of the migrant healthcare workers who have built and have sustained our health service, at all levels, since its inception in 1948. This exhibition, which won the prestigious Museums and Heritage Awards Temporary or Touring exhibition of the Year award for 2024, was also designed to be a pilot for our long-term ambition to achieve national reach and relevance through city-centre hubs across the UK. The exhibition was on show for three months each at Leicester Museum & Art Gallery and at a Migration Museum pop-up in Trinity Leeds Shopping Centre, drawing a total of 40,000 visitors, before finishing its run in Lewisham for 5 months, where we added a children's play area and a number of local stories and welcomed 16,000 visitors.

Heart of the Nation built on a digital exhibition created by the Migration Museum during the 2020 Covid-19 pandemic, and was updated and transformed into a physical exhibition with dozens of personal stories contributed by people who have come from all over the world to work at all levels of the NHS, from the 1940s to the present day, together with photography, film, newly commissioned artwork, unique artefacts and historical ephemera. The centrepiece was a newly commissioned interactive music and video installation, SPEAK, co-created and performed by seven NHS workers, exploring themes of care through singing and storytelling, in collaboration with singer-songwriter Kaia Laurielle and filmmaker Emmanuel Sugo. Visitors finished the exhibition by contributing their stories, experiences of care and messages for NHS workers who have cared for them to an evolving participatory installation. An emotional closing event featured a performance from the SPEAK choir and speeches from storytellers who featured in the exhibition.

Evaluators finalised a detailed report which has given significant insight into the ways that this type of touring project can have the most impact, and the ways that we might want to embark upon our UK-wide 'hubs' model in the future.

Events

Our exhibitions provided the backdrop for a wide variety of engaging events. *All Our Stories* was opened in London by BBC News presenter and author Reeta Chakrabarti, and artist EVEWRIGHT, and we celebrated its closing and the end of our time in Lewisham with an evening celebration for contributors and friends of the Museum who had contributed to so many of the works and projects which featured in the exhibition. We also staged a 'Thank You, Lewisham' day-long family event on Saturday 29 March 2025, attended by 804 visitors over the course of the day and with multiple workshops, talks and activities.

In November 2024, we delivered 'Roots and Routes', a free, all-day event exploring family histories and migration in partnership with The National Archives, and involving local and national organisations. It provided visitors with opportunities to build general knowledge about how to start researching family histories alongside more in-depth, specialist advice via bookable workshops, creative activities, and a talk by genealogy expert Paul Crooks. The event enabled us to deepen our relationship with The National Archives, building on a successful drop-in event we co-hosted last year, build relationships with local and national archives and genealogy specialists, and gather feedback on what our future family history offer should be. The event attracted a strong turnout, with 574 visitors - 86% of whom had visited us that day specifically to attend the event. Feedback was very positive, with the vast majority reporting feeling more knowledgeable, more confident and more enthusiastic about exploring their family history, and 80% keen to be able to access family history records and advice in our permanent home.

Sunder Katwala, director of the think tank British Future, delivered our Annual Lecture in November 2024 entitled 'Does the history of migration shape its future?' chaired by author and journalist Rafael Behr. We hosted the lecture in the Merchant Taylors' Hall in the City of London, and it was well-received, with plenty of questions and a networking drinks reception afterwards. We were extremely grateful to the Eastern City Business Improvement District for sponsoring the event.

In January, we co-hosted a day-long event with the Paul Hamlyn Foundation, attended by 85 participants. *Beyond Borders: creative visions for equitable futures* featured panel discussions and interactive workshops led by artists, activists, and organisers from the migrant justice movement, as well as tours of our exhibitions.

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TRUSTEES' REPORT (continued)

FOR THE YEAR ENDED 31 MARCH 2025

4 Audience Development and Community Engagement

Museum visitors

In Lewisham, we continued to engage general audiences who differ markedly from those of other museums and heritage sites, and who are significantly underrepresented within the sector. Visitor evaluation in consultation with The Audience Agency showed that our audiences are younger (47% aged 16-34, VS. 23% average for London museums), much more ethnically diverse (41% non-white, compared with 19% average for London museums) and much more representative of the actual population profile of both Lewisham and London.

Whilst our offer attracts a much higher proportion of 'low engagement' audiences according to the Audience Agency's Audience Spectrum segmentation compared with other London museums (41% vs 14%), we also have strong appeal (53%) to 'high engagement' segments, in line with the London population but lower than the average for London museums (65%). Most of our general audiences in Lewisham are local, with 91% coming from London and 48% from Lewisham, with 53% 'destination' visitors, vs. 47% who are passersby. Our events programme attracts a far higher proportion of 'destination' visitors: 77% of evaluated event visitors visited us specifically to attend the event.

We continued to welcome local groups, including Lewisham Education Arts Network (LEAN), Lewisham Refugee and Migrant Network, and Lewisham College ESOL and SEND (Special Educational Needs and Disabilities) groups, and hosted the Lewisham Cultural Partnership Summit, stewarded by Lewisham Council and The Albany. The Museum also played host to a number of groups from the Home Office, including welcoming Seema Malhotra, then Parliamentary Under-Secretary of State for Migration and Citizenship, and members of their Migration and Citizenship team and Windrush Unit. Tours of our exhibition and workshop sessions provided a relevant backdrop for their discussions. Other groups welcomed included LGSMigrants, Disrupt Space, OMNES Education, UCLH Arts, and London Air Ambulance.

Euro 2024 Football Campaign

Our *England without immigration* social media and out-of-home advertising campaign highlighting how migration has shaped the England men's football team, created with Wonderhood Studios to accompany the 2024 Euros, went viral, reaching more than 14m people organically on social media and significantly increasing our following on Instagram. For the quarter finals and finals, pre-, during- and post-game assets were shown on 650 screens in more than 250 pubs and venues across the country.

The campaign was long-listed in the Digital Marketing category for the Art Council England's Digital Culture Awards. It also attracted significant media coverage, including on the Today Programme on BBC Radio 4, Sky News, Euronews and The Media Leader, and was selected as Campaign and The Drum's Ad of the Day, and as one of the five best July campaigns by PR Week.

PR Moment said:

From previous Stunt Watches, I have an obvious barometer of success... whether it was being shared in Whatsapp groups and socials outside of our PR bubble, and I saw it everywhere. It triggered discussion and highlighted an important truth that rejects some of the vitriol we've consistently been told in the press and on socials.

Digital Footprint Development

Boosted by a Capital Infrastructure Grant from Arts Council England, over the next three years we aim to create a cutting-edge digital footprint for the Migration Museum reaching an online audience of at least 5 million by 2027/28. It will include a fully accessible user interface, with the ability to host interactive creative content, including our digital 'collection', reach across multiple geographic locations and drive dynamic data-driven audience engagement, including integrated ticketing, CRM, retail and donations. We aim to launch a new-look website in 2026 and to begin a movement-building project to raise engagement and awareness of the permanent home shortly after.

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TRUSTEES' REPORT (continued)

FOR THE YEAR ENDED 31 MARCH 2025

Our learning resource bank was viewed 2,500 times, and resources created by our own learning team downloaded via Teachit. Our six-part *Departures* podcast series, that accompanied our 2020-1 exhibition of the same name about the long history of British emigration, was downloaded more than 3,000 times during the year. Our online *Heart of the Nation* exhibition also continued to be popular, engaging over 8,000 users, with its accompanying Spotify playlist growing steadily to more than 10,000 followers. On social media, our followers on Instagram grew 18% during the course of the year to 27,200, boosted by our *England without immigration* campaign during Euro 2024; we doubled our follower count on LinkedIn to over 5,000 users; and our newly launched Bluesky account gained 5,000 followers. Our Tik Tok content reached 38,000 people.

Integrating Instagram's collaboration feature into our social media strategy enabled us to translate our partnerships with artists (including The Singh Twins, KV Duong and Ella Krispel), Community Curators, Migrant Makers (MorleysorLess, WildChai) and other museums and heritage organisations (British Museum) seamlessly to our digital channels. This approach has allowed us to reach new audiences, with our collaborative post with the British Museum reaching 90,000 accounts, over 90% of which were non-followers. We also won the Digital Culture Network Award for driving impressive revenue growth in our online shop using social media advertising campaigns.

5 Learning

Charity Award for Education and Training

Our Learning Team received national recognition this year, winning the Education and Training category at the prestigious Charity Awards. The judges praised the programme for its innovation, its sustainability in terms of providing teacher training on a highly relevant yet potentially contentious subject, and its focus on storytelling that centres lived experience.

Karin Woodley, chief executive of Cambridge House and one of the judges, commended the programme for approaching migration through the lens of the UK's development rather than individual populations, noting its "excellent knowledge-sharing and outcomes" in a "difficult and potentially contentious area of work". She also highlighted the rare achievement of a cross-curricular approach, training teachers to see migration as relevant across the curriculum. Charity Awards judge André Clarke, director of charity development at Lloyds Bank Foundation, described the use of storytelling as "simple and powerful," particularly in light of highly polarised and often toxic debates on migration.

Student Learning

To coincide with the launch of *All Our Stories*, we created a new interactive learning space in Lewisham, with a timeline and world map, from which we drew insights to inform design of the learning suite in our permanent home.

Over the year, the team welcomed 4,204 education visitors to Lewisham. Analysis by The Audience Agency showed:

- 64% of pupils were from state primaries (KS2), 28% from state secondaries, 8% from independent schools.
- 86% were from London, with others visiting from across the UK.
- Pupils were slightly over-represented compared with area averages in eligibility for Pupil Premium, global ethnic majority, and speaking a first language other than English.

New evaluation methods, including pre- and post-visit forms, showed that students leave with more positive attitudes towards migrants, greater knowledge of migration, and more nuanced language to discuss it.

We successfully trialled new GCSE workshops with 300 pupils, designed to build historical skills such as comparing issues over time, and expanded outreach GCSE sessions. Evaluation of GCSE sessions showed:

- 77% of students felt the workshop improved their ability to analyse historical sources.
- 100% of teachers wanted to return with their students.

MIGRATION MUSEUM PROJECT (A company limited by guarantee)

TRUSTEES' REPORT (continued)

FOR THE YEAR ENDED 31 MARCH 2025

-
- 89% said they would recommend the programme to colleagues.

Training and Professional Skills Development

We delivered teacher training with excellent feedback in Cornwall (with Princes Training Institute) and the North West (with Historic England Heritage Schools). Evaluation of the programme demonstrates the impact of our training, with 98% of teacher participants indicating that they would recommend our learning programme to others, 96% expressing that they felt supported in teaching migration-related topics, and 71% reporting an increase in their confidence in teaching the subject. One teacher reflected:

'In all of my 20 years teaching experience, I have never felt so inspired and motivated to be a force for change.. the training taught me so much in how to harness and tap into personal experiences in order to engender understanding and empathy. I sincerely hope that I can replicate and inspire this through my teaching.'

The team spoke at the Geographical Association Conference and the Schools History Project conference, and partnered with the Group for Education in Museums (GEM) to host a Migration Network webinar for museum learning practitioners. Meanwhile, Oxford University Press featured our Head of Learning as an expert in its KS3 *Migration Nation* textbook digital resources, reaching teachers nationwide.

The programme was observed as a case study in a collaborative research project led by the University of Oxford's Department of Education, University College London (UCL) and the Institute of Education, examining how schools teach empire, migration and belonging. Findings will be published in 2026. The team have also been working in partnership with the British Library (BL) to create a teacher toolkit to accompany the BL's bank of migration-related resources, including historic and contemporary records from their collection. The toolkit will explore themes such as facilitating difficult conversations, dealing with racist language and imagery in source material, and challenging myths, narratives and stereotypes. The toolkit will be published in 2026.

6 Fundraising, Development and Partnerships

Baroness Janet Whittaker hosted a Parliamentary reception in the House of Lords for our benefit, with a view to building support from parliamentarians from both Houses, the Corporation of London and the Greater London Authority. Baroness Whittaker and the Lord Speaker, Lord McFall, spoke at the reception, as did Dr Debbie Weekes-Bernard, Deputy London Mayor for Communities and Social Justice, our Trustee Professor David Olusoga OBE, and our CEO Sophie Henderson. We were able to deepen relationships with many supportive peers and MPs and to make new introductions, including Seema Malhotra, then Home Office Minister for Migration and Citizenship.

Sheriff and Alderman of the City of London Bronek Masojada and artist Jane Masojada generously hosted a fundraising and networking dinner for us at the Old Bailey. The Sheriff gave a fascinating behind-the-scenes tour and Trustee Professor David Olusoga OBE gave a rousing speech about the potential of a Migration Museum. The evening was finished with a performance of SPEAK, a new composition co-created with NHS workers from our *Heart of the Nation* exhibition by musician and songwriter Kaia Laurielle.

We developed a number of assets to share to build awareness of and excitement for the arrival of the Migration Museum at events in the City, including a promotional film to be shown at events and shared with potential backers, and sponsorship brochures and materials to launch our Founders' Circle next year. Our income was £1.4 million this year, reflecting a sustained increase in fundraising since our permanent home was announced.

Notable funding successes during the year were from Portal Trust coming on board as an inaugural donor to support our learning programme in the permanent home; National Lottery Heritage Fund to support our collections research and development; Arts Council England to support our *All Our Stories* exhibition; City Bridge Foundation to support community engagement in the City and neighbouring boroughs, including *Inside/Outside and All in Between*; Kusuma Trust for *All Our Stories*; John Ellerman Foundation for three-year support for our Migration Network; and Stelios Philanthropic Foundation for our permanent home.

Our Migrant Makers' Market concept shop, which sells products by migrant artists and makers and migrant led-brands, with migration stories attached, drove most of our earned income, which increased 29% overall

MIGRATION MUSEUM PROJECT **(A company limited by guarantee)**

TRUSTEES' REPORT (continued)

FOR THE YEAR ENDED 31 MARCH 2025

compared with last year, and also included modest income from education sales, venue hire and events. Last year, our shop won the award for Best Shop at the Cultural Enterprises Awards, with our Retail Manager, Katy Clinch also winning the Rising Star award. This year, she was invited back as a judge for the competition. Our shop performance improved over the year, despite the Museum being open fewer days, with sales increasing by 25% to £130,000.

7 Trustees, Staff and Volunteers

We were pleased to welcome Angela Cluff, a fundraising consultant specialising in Major Donors formerly with senior roles at NSPCC, where she played a leading role in creating and implementing the ground-breaking FULL STOP campaign. She is former Director of The Management Centre, Deputy Chair of Oxfam GB and a regular speaker at national and international fundraising conferences.

During the year, we recruited a new Collections Researcher and Digital Product Manager to build collections expertise and steward initiatives to increase our digital and national impact. We welcomed a Migration Network Coordinator to cover the planning and delivery of Migration Network events during the maternity leave of our Director of Partnerships.

We contracted Third House, specialists in coaching and leadership development for high-growth organisations, to work with senior leaders to build skills and confidence as we step up a gear to deliver our permanent home.

We applied for and were selected to be part of the initial cohort for the Museums Association's pilot Anti-Racist Museums Programme. Following the completion of the programme, the senior leaders who participated brought the team together for a day-long session exploring practical and emotional aspects of embedding anti-racism within our work.

We were hugely assisted by more than 50 volunteers, including students from SOAS, Goldsmiths, King's College London, UCL, Queen Mary University of London, and the Universities of Oxford, York, Westminster, Middlesex, Essex and Greenwich. Undergraduate, postgraduate and PhD placement students supplemented their studies in a range of disciplines including Museum Studies, Arts Administration and Cultural Policy, History, Geography, Mathematics, Arts Education, Art and Design, Anthropology, Sociology, Information Studies, and Digital Humanities. Our volunteers provided invaluable support, including with exhibition research and installation, digitising and archiving.

8 Financial Review

Income was consistent with the previous year, while expenditure grew slightly to reflect the increased number of staff. Funds held at year's end amounted to £818k (2024: £579k), of which £398k (2024: £312k) was restricted.

The Trustees have considered the charity's ability to continue as a going concern and have concluded that there are sufficient resources to meet its financial obligations for the foreseeable future.

Investment powers and policy

The Trustees have the power to make investments on behalf of the charity as they deem fit. The Charity's current profile indicates that investments should be held in low-risk assets. Consequently, all investments are currently held in bank account balances.

Reserves policy

The charity's income to date has largely consisted of restricted, project-based funding but as we pursue a £10m capital campaign, we require free reserves (unrestricted funds that are not designated or tied into fixed assets) to meet our fundraising costs over three years, estimated to be £2m, in addition to the capital sum required to deliver the permanent museum.

Free reserves at the end of the year were £383k (2024: £223k), in line with our target of holding free reserves equivalent to at least 3 months of expenditure (£293k). The charity intends to continue generating funds to meet its objective of increasing public awareness of the significance of Britain's migration story.

MIGRATION MUSEUM PROJECT **(A company limited by guarantee)**

TRUSTEES' REPORT (continued)

FOR THE YEAR ENDED 31 MARCH 2025

Fundraising

The Trustees take their obligations under the Charities (Protection and Social Investment) Act 2016 seriously. Fundraising is led by the Development Director and supported by two part-time Development Managers and a full-time Development Support Manager, who are employed by the Migration Museum. The fundraising team is from time to time supported by specialist freelance fundraisers with relevant experience, for example of submitting applications to the National Lottery Heritage Fund. During the year, 74% of the Museum's income came from trusts and foundations, Arts Council England and National Heritage Lottery Fund; 14% was from major donors; 11% from sales and other income; and 1% from academic funding. Fundraising mainly consists of submitting written applications for funding to grant-giving trusts and organisations and submitting bespoke proposals to major donors.

The Migration Museum did not pay the voluntary levy to register with the Fundraising Regulator and is not bound to any other voluntary registration schemes for fundraising. However the Museum complies with the Fundraising Regulator's Code of Fundraising Practice, as set out in the Museum's Ethical Fundraising Policy. This policy, last approved by the Board of Trustees in March 2024, establishes the Museum's criteria for accepting funds or support, including protection of vulnerable people, its approach to appropriate due diligence, and to consideration of naming rights in recognition of particular charitable support, and sets out all procedures to be followed where issues arise under the policy.

No complaints were received about the Museum's fundraising activities.

9 Structure, Governance and Management

Governing Document

The charitable company is governed by its Memorandum and Articles of Association, dated 24 May 2013.

Recruitment and appointment of Board of Directors

Angela Cluff was invited to join the Board of Directors. A Nominations Committee leads on further Board development according to Terms of Reference enabling it to make recommendations for recruitment to the Board, in accordance with agreed guidelines aimed at ensuring an appropriate mix of skills, experience, background and diversity relevant to the scope of all the Migration Museum's activities.

During this year Kuljit Jackson and Ayesha Hameed resigned as trustees. We thank them very much for their contributions.

Sadly our co-founder and long time inspirational Chief Executive Sophie Henderson had to stand down for health reasons this year. We will be forever grateful for her leadership, passion and professionalism which has enabled the project to evolve from an idea to the vibrant cultural institution it is today.

Trustee induction and training

The Chair of Trustees carried out individual appraisals of all Board Members.

Organisational structure

The Board of Trustees oversees the running of the charity and meets at least four times a year, with one away day. The day-to-day running of the charity is carried out by the CEO who has delegated authority for operational matters, assisted by the staff team, freelancers and volunteers. Financial matters are delegated to the CEO and staff according to the museum's Financial Policy and Procedures. The work of the charity is guided by a Risk Register and Policies (Safeguarding, Diversity and Equal Opportunities, Volunteer, Whistleblowing, Conflict of Interest, Donations and Due Diligence, and Health and Safety) that are periodically reviewed and approved by the Board of Trustees. The museum benefits from specialist Audit and Risk, Education, and Development committees, chaired by Trustees, and from further specialist committees that guide the work of the Migration Network and exhibition development. The CEO is managed by the Chair of Trustees and in turn manages the Senior Leadership Team, who supervise the staff team. All staff have fortnightly check-ins and are appraised annually by their line manager.

MIGRATION MUSEUM PROJECT **(A company limited by guarantee)**

TRUSTEES' REPORT (continued)

FOR THE YEAR ENDED 31 MARCH 2025

Related Parties

The Trustees and staff constitute the main related parties. The Trustees are not aware of the existence of any other related parties.

10 Plans for Future Periods

Over the next three years we plan to:

- Continue to host a wide range of events and engagement activities, inviting audiences to be part of our future plans, testing co-production ways of working with communities, building our learning programme, and bringing the project alive for funders, partners and supporters.
- Develop content for the permanent museum, UK-wide hubs and our digital footprint, including an opening exhibition programme, a 'dispersed' digital migration collection curated with established heritage partners across the UK, and a small physical collection of our own, driven by our mission to illuminate highly valued but underexplored and at-risk migration heritage. We will build our collections management processes to achieve industry standards such that we qualify for Arts Council England Museum Accreditation.
- Develop our learning programme so that it is national in scope, capable of reaching school children across the country, as well as focusing on the City of London's 'family of schools'. We will build academic partnerships and our reputation as a scholarly learning organisation, driven by pedagogy and committed to evaluating impact against our theory of change. We plan to develop training programmes in partnership with expert providers for public servants, corporates and others to support migration history learning and Diversity, Equity and Inclusion programmes, and a skills-building programme leading to greater opportunities and diversity in the creative industries.
- Build our digital infrastructure to enable us to reach mass audiences, including a new website that will support story-telling, learning, marketing, bookings and revenue generation.
- Build our national presence through events convened by our national knowledge- and skills-sharing Migration Network, and by establishing delivery partnerships to enable us to operate UK-wide temporary hubs.
- Consult and build partnerships with our new local communities in the City of London and adjacent boroughs, that will include City workers, students and residents within and just beyond the City's boundaries. Our initial consultation suggests that many residents living in neighbouring boroughs feel that the City is not a place for them, despite living in close proximity. We will work with the Corporation of London to deliver their 'Destination City' agenda, with and leading City arts organisations such as the Barbican Centre and The London Archives, visitor attractions including the Tower of London and St Paul's Cathedral, and a wide range of community organisations such as refugee and migrant centres, libraries and faith organisations.
- Refine the business and operational model for the permanent home through ongoing testing and research of comparators.
- Build the team and culture necessary to deliver this ambitious project, effectively managing significant organisational change that will double our staff team and annual turnover over three years.
- Build a mass awareness-raising and participatory movement in the run-up to opening our permanent home through effective public engagement, marketing, PR and branding.
- Raise the sum required to deliver the permanent Migration Museum through clearly articulated fundraising needs, supported by compelling assets.

11 Statement of Trustees' Responsibilities

The Trustees (who are also directors of the Migration Museum Project for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law

MIGRATION MUSEUM PROJECT
(A company limited by guarantee)

TRUSTEES' REPORT (continued)

FOR THE YEAR ENDED 31 MARCH 2025

and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice). Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities Statement of Recommended Practice (SORP);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

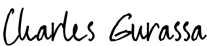
The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

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

Received and approved by the Board and signed as authorised on their behalf by:

Signed by:

.....B27AA7AC668D436.....

Charles Gurassa Chair of Trustees

MIGRATION MUSEUM PROJECT
(A Company Limited by Guarantee)
INDEPENDENT AUDITORS' REPORT TO THE MEMBERS

Opinion

We have audited the financial statements of Migration Museum Project for the year ended 31 March 2025 which comprise the Statement of Financial Activities, the Balance Sheet, statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. 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.

MIGRATION MUSEUM PROJECT
(A Company Limited by Guarantee)
INDEPENDENT AUDITORS' REPORT TO THE MEMBERS (continued)

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Annual Report which includes the Directors' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' Annual Report which includes the Directors' Report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report.

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and to take advantage of the small companies exemption in preparing the Trustees' Annual Report and the Strategic Report.

Responsibilities of trustees

As explained more fully in the Trustees' Responsibilities Statement set out on page 15, the trustees (who are also directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditors under the Companies Act 2006 and report in accordance with regulations made under that Act.

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 specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud are detailed below.

MIGRATION MUSEUM PROJECT
(A Company Limited by Guarantee)
INDEPENDENT AUDITORS' REPORT TO THE MEMBERS (continued)

Identifying and assessing risks related to irregularities:

We assessed the susceptibility of the charitable company's financial statements to material misstatement and how fraud might occur, including through discussions with the trustees, discussions within our audit team planning meeting, updating our record of internal controls and ensuring these controls operated as intended. We evaluated possible incentives and opportunities for fraudulent manipulation of the financial statements. We identified laws and regulations that are of significance in the context of the charitable company by discussions with trustees and updating our understanding of the sector in which the charitable company operates.

Laws and regulations of direct significance in the context of the charitable company include The Companies Act 2006, and guidance issued by the Charity Commission for England and Wales.

Audit response to risks identified:

We considered the extent of compliance with these laws and regulations as part of our audit procedures on the related financial statement items including a review of financial statement disclosures. We reviewed the charitable company's records of breaches of laws and regulations, minutes of meetings and correspondence with relevant authorities to identify potential material misstatements arising. We discussed the charitable company's policies and procedures for compliance with laws and regulations with members of management responsible for compliance.

During the planning meeting with the audit team, the engagement partner drew attention to the key areas which might involve non-compliance with laws and regulations or fraud. We enquired of management whether they were aware of any instances of non-compliance with laws and regulations or knowledge of any actual, suspected or alleged fraud. We addressed the risk of fraud through management override of controls by testing the appropriateness of journal entries and identifying any significant transactions that were unusual or outside the normal course of business. We assessed whether judgements made in making accounting estimates gave rise to a possible indication of management bias. At the completion stage of the audit, the engagement partner's review included ensuring that the team had approached their work with appropriate professional scepticism and thus the capacity to identify non-compliance with laws and regulations and fraud.

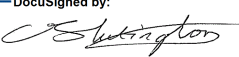
There are inherent limitations in the audit procedures described above and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. Also, the risk of not detecting a material misstatement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

A further description of our responsibilities is available 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 the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

MIGRATION MUSEUM PROJECT
(A Company Limited by Guarantee)
INDEPENDENT AUDITORS' REPORT TO THE MEMBERS (continued)

DocuSigned by:

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Cara Turlington (Senior Statutory Auditor)
for and on behalf of Saffery LLP

Statutory Auditors
71 Queen Victoria Street
London

EC4V 4BE

Date: 05 December 2025

Saffery LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

MIGRATION MUSEUM PROJECT
(A company limited by guarantee)

STATEMENT OF FINANCIAL ACTIVITIES

FOR THE YEAR ENDED 31 MARCH 2025

	Notes	Unrestricted funds £	Restricted funds £	Total 2025 £	Total 2024 £
<u>Income and endowments from:</u>					
Donations and legacies	2	687,936	715,588	1,403,524	1,340,254
Charitable activities	3	288,609	-	288,609	-
Other trading activities	4	146,735	-	146,735	141,176
Investments		20	-	20	-
Total Income		1,123,300	715,588	1,838,888	1,481,430
<u>Expenditure on:</u>					
Raising funds	5	(220,466)	-	(220,466)	(142,893)
Charitable activities	5	(754,607)	(624,645)	(1,379,252)	(966,963)
Total Expenditure	5	(975,073)	(624,645)	(1,599,718)	(1,109,856)
Net ((expenditure)/income before transfers		148,227	90,943	239,170	371,574
Gross transfers between funds	15	4,594	(4,594)	-	-
Net movement in funds		152,821	86,343	239,170	371,574
Total funds brought forward		267,346	311,644	578,990	207,416
Total funds carried forward	14	420,167	397,993	818,160	578,990

The comparative Statement of Financial Activities for the year ended 31 March 2024 is included in Note 18.

All recognised gains and losses are included in the Statement of Financial Activities.

All the charity's activities are classified as continuing.

The accompanying notes form an integral part of these financial statements.

MIGRATION MUSEUM PROJECT
(A company limited by guarantee)

Company number: 08544993

BALANCE SHEET

AS AT 31 MARCH 2025

		2025	2025	2024	2024
		£	£	£	£
Fixed Assets					
Intangible fixed assets	8		48,028		-
Current Assets					
Stock	9	37,165		44,172	
Debtors	10	259,198		100,762	
Cash at bank and in hand		550,483		516,966	
		<u>846,846</u>		<u>661,900</u>	
Creditors: amounts falling due within one year	11	(69,433)		(67,982)	
Net Current Assets			777,413		593,918
Total assets less current liabilities			825,440		593,918
Creditors: amounts falling due after more than one year	12		(7,281)		(14,928)
Total Net Assets			<u>818,160</u>		<u>578,990</u>
Funds:					
Restricted funds	15		397,993		311,644
Unrestricted funds			420,167		267,346
TOTAL FUNDS			<u>818,160</u>		<u>578,990</u>

The financial statements were approved by the board and authorised for issue on 05 December 2025 and signed on its behalf by:

Signed by:

Charles Gurassa

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Charles Gurassa
Director/Trustee

The accompanying notes form an integral part of these financial statements.

MIGRATION MUSEUM PROJECT
(A company limited by guarantee)

Company number: 08544993

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2025

		31 March 2025 £	31 March 2024 £
Cash provided by operating activities	A	90,051	231,457
Cash flows from investing activities			
Purchase of assets		(48,028)	-
Cash flows from financing activities			
Repayment of loan		(8,506)	(8,164)
Increase in cash and cash equivalents in the year		33,517	223,293
Cash and cash equivalents at the beginning of the year		516,966	293,673
Total cash and cash equivalents at year end		550,483	516,966

A Reconciliation of net movement in funds to net cash inflow from Operating Activities

	2025 £	2024 £
Net movement in funds	239,170	371,574
(Increase)/ decrease in stock	7,007	(44,172)
(Increase)/decrease in debtors	(158,436)	(100,762)
Increase/(decrease) in creditors	2,310	4,817
Net cash provided by/(used in) operating activities	90,049	231,457

B Analysis of changes in net debt	At start of year £	Cash flows £	Other non-cash changes £	At end of year £
Cash	516,966	33,517	-	550,483
Loans: amounts falling due within one year	(9,980)	8,506	(7,647)	(9,121)
Loans: amounts falling due after one year	(14,928)	-	7,647	(7,281)
	492,058	42,023	-	534,081

MIGRATION MUSEUM PROJECT
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025

1. ACCOUNTING POLICIES

1.1. Basis of accounting

The financial statements have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant note(s) to these accounts. The financial statements have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Charities Act 2011.

The charity constitutes a public benefit entity as defined by FRS 102.

The functional currency is sterling. Monetary amounts in these financial statements are rounded to the nearest £.

1.2. Going concern

The Trustees have assessed the Charity's ability to continue as a going concern and consider that there are no material uncertainties. Whilst most of the Charity's income is derived from donations, which are inherently uncertain in timing and amount, the Trustees have evaluated their ability to manage and reduce expenditure should donations not be received as anticipated. This assessment has been made for a period of one year from the date of approval of these financial statements. Accordingly, the financial statements have been prepared on a going concern basis.

1.3. Fund accounting

Unrestricted funds are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity. Designated funds are unrestricted funds earmarked by the Trustees for particular purposes.

Restricted funds are subjected to restrictions on their expenditure imposed by the donor. The purposes and uses of the restricted funds are set out in the notes to the accounts.

1.4. Income

All income is included in the Statement of Financial Activities when the charity is legally entitled to the income, there is probability of receipt and the amount can be quantified with reasonable accuracy, except as follows:

- When donors specify that income given to the charity must be used in future accounting periods, then the income is deferred to the specified period.
- When donors impose conditions which have to be fulfilled before the charity becomes entitled to use such income, the income is deferred until the preconditions for use are met.
- When donors specify that income is for a particular restricted purpose which does not amount to preconditions regarding entitlement, the income is recognised as income when receivable.

Income from investments is included in the Statement of Financial Activities in the year in which it is received.

1.5. Gifts in kind

The charity recognises gifts in kind in the form of donated services where the contribution provides a measurable benefit to the charity. The fair value of the donated services is based on what the charity would have paid in the open market for the same service.

No amounts are included in the financial statements for services donated by volunteers.

MIGRATION MUSEUM PROJECT
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025

1.6. Expenditure

Expenditure is recognised on an accrual basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered and is reported as part of the expenditure to which it relates.

Costs of raising funds include costs incurred in attracting donations and grants and costs of trading activities that raise funds.

Charitable expenditure consists of all expenditure relating to the objects of the charity. All costs are directly attributable to the activities under which they have been analysed. Support costs which cannot be directly attributed to particular projects are apportioned in proportion to the direct staff cost allocated to the project. Governance costs, which form part of Support costs include expenditure on the governance of the charity and its assets and are primarily associated with constitutional and statutory requirements.

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

1.7. Intangible fixed assets

Intangible assets are recognised when they are identifiable, the charity has control over the asset, it is probable that future economic benefits will flow to the charity, and the cost can be measured reliably. Intangible assets are initially measured at cost.

Intangible assets are held as assets under construction and not amortised until they are brought into use, at which point amortisation commence over their estimated useful life.

1.8. Stock

Stock is valued at the lower of cost and estimated selling price less costs to complete and sell, after due regard for obsolete and slow-moving stocks. Cost is determined using the first-in, first-out (FIFO) method.

1.9. Trade debtors

Trade debtors are amounts due from customers for merchandise sold or services performed in the ordinary course of business.

Trade debtors are recognised initially at the transaction price. They are subsequently measured at amortised cost using the effective interest method, less provision for impairment. A provision for the impairment of trade debtors is established when there is objective evidence that the charity will not be able to collect all amounts due according to the original terms of the receivables.

1.10. Cash and cash equivalents

Cash and cash equivalents comprise cash on hand and call deposits, and other short-term highly liquid investments that are readily convertible to a known amount of cash and are subject to an insignificant risk of change in value.

1.11. Pension schemes

The charity operates a Defined Contribution Pension Scheme for its employees. The pension costs charged in the financial statements represent the contribution payable by the charity during the year.

1.12. Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

MIGRATION MUSEUM PROJECT
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025

1.13. Estimates and judgements

In application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

2. DONATIONS AND LEGACIES

	Unrestricted	Restricted	2025	2024
	£	£	£	£
Donations and grants	381,887	645,660	1,027,547	1,243,958
Gifts in kind	306,049	-	306,049	-
Grants – Arts Council England	-	69,928	69,928	96,296
	<u>687,936</u>	<u>715,588</u>	<u>1,403,524</u>	<u>1,340,254</u>

	Unrestricted	Restricted	2024
	£	£	£
Donations and gifts	491,247	752,711	1,243,958
Grants - Arts Council England	-	96,296	96,296
	<u>491,247</u>	<u>849,007</u>	<u>1,340,254</u>

Details of the movement in restricted funds are shown in note 15.

Included within donations and gifts for the year is a total of £7,659 (£8,250 – 2024) in government grants which was contributed by Lewisham Business Support and LB Lambeth.

Gifts in kind comprise donations of professional services in relation to the establishment of a new permanent home for the migration museum.

They have been included in expenditure as follows:

	£
Legal fees	209,049
Professional fees in respect of developing the new space	97,000
	<u>306,049</u>

In addition, the charity benefitted from donated premises that housed the museum in Lewisham until February 2025 and for support on branding and advertising. No value has been included within these financial statements as it is not possible to quantify the amounts the charity would have paid without those gifts. We would like to thank our corporate supporters for their continued support

MIGRATION MUSEUM PROJECT
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025

3. INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted Funds £	Restricted Funds £	2025 £	2024 £
Museum and Gallery Exhibition Tax Relief	288,609	-	288,609	-

4. OTHER TRADING ACTIVITIES

	2025 £	2024 £
Venue hire	3,759	6,366
Shop sales	120,997	117,452
Fundraising events – Speakers and exhibitions	21,979	17,358
	<u>146,735</u>	<u>141,176</u>

In 2024 and 2025, all income from venue hire, shop sales and fundraising events were all unrestricted.

5. EXPENDITURE

	Staff costs £	Direct costs £	Support costs £	Governance costs £	Support costs reallocated £	2025 £
Raising funds						
Fundraising - general	12,500	27,899	-	-	45,568	85,967
Fundraising – shop sales	33,841	85,469	-	-	15,189	134,499
	<u>46,341</u>	<u>113,368</u>	<u>-</u>	<u>-</u>	<u>60,757</u>	<u>220,466</u>
Charitable activities:						
Exhibitions and events	307,065	200,205	-	-	106,325	613,595
Establishment of new permanent museum	261,884	367,069	-	-	136,704	765,657
Support costs	111,522	-	172,848	19,416	(303,786)	-
	<u>680,471</u>	<u>567,274</u>	<u>172,848</u>	<u>19,416</u>	<u>(60,757)</u>	<u>1,379,252</u>
Total	<u>726,812</u>	<u>680,642</u>	<u>172,848</u>	<u>19,416</u>	<u>-</u>	<u>1,599,718</u>

MIGRATION MUSEUM PROJECT
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025

5. EXPENDITURE (continued)

	Staff costs	Office costs	Other costs	Governance	2024
	£	£	£	£	£
Raising funds					
Fundraising - general	19,662	3,748	76,353	-	99,763
Fundraising – shop sales	5,174	986	36,970	-	43,130
	<u>24,836</u>	<u>4,734</u>	<u>113,323</u>	<u>-</u>	<u>142,893</u>
Charitable activities:					
Exhibitions and events	451,951	86,159	191,838	-	729,948
Support costs	138,922	26,484	58,968	12,641	237,015
	<u>590,873</u>	<u>112,643</u>	<u>250,806</u>	<u>12,641</u>	<u>966,963</u>
Total	<u>615,709</u>	<u>117,377</u>	<u>364,129</u>	<u>12,641</u>	<u>1,109,856</u>

Net income/(expenditure) is stated after charging:

Amount payable to the auditor for the audit 13,950 10,000

6. STAFF COSTS

	2025	2024
	£	£
Wages and salaries	631,002	520,710
Social security costs	63,746	52,648
Pension costs	32,064	26,149
Other staff costs	-	16,203
	<u>726,812</u>	<u>615,710</u>

No employee received emoluments of more than £60,000 in the year (2024: None)

Key management personnel received total employee benefits of £52,500 in the year (2024: £98,311)

The average monthly employee headcount during the year was as follows:

	2025	2024
	Number	Number
Administration	2	2
Project management	17	15
	<u>19</u>	<u>17</u>

7. TRUSTEES

None of the Trustees (or any persons connected with them) received any reimbursement of expenses, remuneration or benefits from the charity during the year (2024: nil).

The total of all donations received from the Trustees and their companies during the year was £111,860 (2024: £304,665).

MIGRATION MUSEUM PROJECT
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NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025

8. INTANGIBLE FIXED ASSETS

	Assets under construction
	£
At 1 April 2024	-
Additions	48,028
At 31 March 2025	<u>48,028</u>
Amortisation	
At 1 April 2024	-
Charge for the year	-
At 31 March 2025	<u>-</u>
At 31 March 2025	48,028
At 31 March 2024	<u>-</u>

The charity is currently developing a digital infrastructure platform to support its strategic expansion and audience engagement objectives. The expected completion date of the project is March 2026.

9. STOCK

	2025	2024
	£	£
Stock of finished goods for resale	<u>37,166</u>	<u>44,172</u>

10. DEBTORS

	2025	2024
	£	£
Trade debtors	9,967	31,680
Prepayments and accrued income	249,222	69,082
Other debtors	9	-
	<u>259,198</u>	<u>100,762</u>

11. CREDITORS: amounts falling due within one year

	2025	2024
	£	£
Taxes and social security costs	2,496	596
Other creditors and accruals	57,816	57,406
Loan (see note below)	9,121	9,980
	<u>69,433</u>	<u>67,982</u>

12. CREDITORS: amounts falling due After more than one year

	2025	2024
	£	£
Loan (see note below)	7,281	14,928
	=====	=====

An unsecured loan of £42,000 was received from Nesta Cultural Impact Development Fund and commenced in January 2022. It is a cultural development loan which is unsecured and is repayable over five years and bears interest at 7.5%. The balance on the loan at 31 March 2025 was £16,402 (2024: £24,908).

MIGRATION MUSEUM PROJECT
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025

13. PENSIONS AND OTHER POST-RETIREMENT BENEFIT COMMITMENTS

The charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charity in an independently administered fund. The pension costs charge represents contributions payable by the charity to the fund and amounted to £32,064 (2024: £26,149). Contributions payable at the year end was £558 (2024: £3,456).

14. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted funds	Restricted funds	2025 Total funds
	£	£	£
Fund balances at 31 March 2025 as represented by:			
Fixed assets	48,028		48,028
Current assets	448,853	397,993	846,846
Current liabilities	(69,433)	-	(69,433)
Long term liabilities	(7,281)	-	(7,281)
	420,167	397,993	818,160

	Unrestricted funds	Restricted funds	2024 Total funds
	£	£	£
Fund balances at 31 March 2024 as represented by:			
Current assets	350,256	311,644	661,900
Current liabilities	(67,982)	-	(67,982)
Long term liabilities	(14,928)	-	(14,928)
	267,346	311,644	578,990

MIGRATION MUSEUM PROJECT
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025

15. RESTRICTED FUNDS

	At 1 April 2024	Income	Expenditure	Transfers and gains	At 31 March 2025
	£	£	£	£	£
Foyle Foundation	19	-	(19)	-	-
Lewisham Homes	282	-	(282)	-	-
Nesta Cultural Impact Development Fund Grant	419	-	(419)	-	-
Paul Hamlyn Foundation	4,812	46,740	(45,056)	41,928	48,424
Rumi Foundation	65	-	(65)	-	-
Arts Council England	4	-	-	(4)	-
Arts Council England TCOB	-	-	(650)	650	-
Arts Council England HOTN	(6,398)	-	(3,720)	-	(10,118)
Arts Council England AOS	-	35,217	(39,543)	-	(4,326)
Arts Council England Digital	-	34,711	(3,648)	(48,028)	(16,965)
Creative Happenings	(29,085)	168,290	(57,140)	-	82,065
National Lottery Heritage Fund – Connecting Lewisham to its migration heritage					
Lewisham Business Support	5,687	7,660	(1,585)	-	11,762
LB Lambeth – Mayor’s Fund	9,178	-	(9,178)	-	-
Capital campaign	276,479	236,110	(249,186)	2	263,405
The Portal Trust	-	22,319	(21,882)	-	437
Kusuma Trust	318	25,435	(43,561)	-	(17,808)
Pacey and Brynberg	8,684	-	(8,699)	15	-
The Golden Bottle Trust	5,000	-	(5,000)	-	-
Linbury Trust	19,910	30,000	(41,880)	-	8,030
Dr Martens Foundation	16,270	-	(17,113)	843	-
City Bridge Foundation	-	60,000	(48,004)	-	11,996
John Elerman	-	28,606	(28,015)	-	591
George’s Fund	-	20,500	-	-	20,500
	311,644	715,588	(624,645)	(4,594)	397,993

MIGRATION MUSEUM PROJECT
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025

15. RESTRICTED FUNDS (CONTINUED)

Transfers are made into restricted funds to cover any overspend on specific projects. Transfers out of restricted funds either represent the fulfilment of a condition of purchasing fixed assets or have the express permission of the donors.

Restricted funds received/used during the year were for the following purposes:

- Foyle Foundation – to support the education programme.
- Lewisham Homes – to make the museum more appealing for families.
- Nesta Cultural Impact Development Fund (Grant) – strategic support for establishment of museum shop.
- Paul Hamlyn Foundation - towards fundraising costs
- Rumi Foundation – lead sponsor for Heart of the Nation exhibition
- Arts Council England - towards Departures and Heart of the Nation exhibitions
- Arts Council England AOS
- Arts Council England Digital - Digital infrastructure project
- Creative Happenings funding from Lewisham Council supported the museum's window display exhibits
- National Lottery Heritage Fund – Connecting Lewisham to its migration heritage – towards related project activities in Lewisham. The negative balance on the account will be redeemed with amounts receivable from the funds in the next financial year.
- Lewisham Business Support - towards non-core salary business support
- LB Lambeth – Mayors Fund
- Capital campaign - support for the fundraising and development of a permanent Migration Museum
- Pacey and Brynberg - Support for the education program of Migration Museum Project
- The Portal Trust- Support for the museum's education programme
- Kusuma Trust - Support for the museum's education programme
- Linbury Trust - Towards costs of artists' commissions (with migrant/refugee background) and related public engagement programme
- Dr Martens Foundation - Support for All Our Stories exhibition costs
- City Bridge Foundation - Grant provided in for specific use towards the capital project
- John Elerman – Towards core and delivery costs of the migration network
- George's Fund

Funds that are overdrawn at the year end are in receipt of pledges for specific future funding.

MIGRATION MUSEUM PROJECT
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025

15. RESTRICTED FUNDS (CONTINUED)

Comparative Information for the preceding period - Year Ended 31 March 2024

	At 1 April 2023	Income	Expenditure	Transfers and gains	At 31 March 2024
	£	£	£	£	£
Churchill Fellowship	1,861	14,825	(16,729)	43	-
Foyle Foundation	1,377	-	(1,358)	-	19
Lewisham Homes	282	-	-	-	282
Nesta Cultural Impact Development Fund Grant	419	-	-	-	419
Paul Hamlyn Foundation	35,530	112,740	(143,458)	-	4,812
Rumi Foundation	2,109	-	(2,044)	-	65
Arts Council England	1,526	-	(1,522)	-	4
Arts Council England TCOB	12,193	8,996	(26,343)	5,154	-
Arts Council England HOTN	-	87,300	(93,698)	-	(6,398)
Creative Happenings	6,900	-	(6,927)	27	-
National Lottery Heritage Fund – Connecting Lewisham to its migration heritage	(30,480)	128,956	(127,561)	-	(29,085)
Lewisham Business Support	18,593	7,250	(20,156)	-	5,687
LB Lambeth – Mayor’s Fund	8,178	1,000	-	-	9,178
Capital campaign	-	333,332	(56,853)	-	276,479
The Portal Trust	-	20,921	(21,152)	231	-
Kusuma Trust	-	38,451	(38,133)	-	318
Pacey and Brynberg	-	24,000	(15,316)	-	8,684
The Golden Bottle Trust	-	5,000	-	-	5,000
Linbury Trust	-	30,000	(10,090)	-	19,910
Post code places	-	16,236	(16,313)	77	-
Dr Martens Foundation	-	20,000	(3,730)	-	16,270
	58,488	849,007	(601,383)	5,532	311,644

16. SHARE CAPITAL AND CONTROL

The charity is a company limited by guarantee. In the event of the charity being wound up, the liability in respect of each member is limited to £10. The charity is controlled by the board of Trustees.

17. RELATED PARTY TRANSACTIONS

Details of transactions with trustees can be found in note 7.

There were no further related party transactions to be disclosed.

MIGRATION MUSEUM PROJECT
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

18. COMPARATIVE STATEMENT OF FINANCIAL ACTIVITIES (2024)

INCOME AND EXPENDITURE		Unrestricted funds	Restricted funds	Total 2024
	Notes	£	£	£
<u>Income and endowments from:</u>				
Donations and legacies	2	491,247	849,007	1,340,254
Charitable activities	3	117,452	-	117,452
Other trading activities	4	23,724	-	23,724
Total Income		632,423	849,007	1,481,430
<u>Expenditure on:</u>	5			
Raising funds		(142,893)	-	(142,893)
Charitable activities		(365,580)	(601,383)	(966,963)
Total Expenditure		(508,473)	(601,383)	(1,109,856)
Net income before transfers		123,950	247,624	371,574
Gross transfers between funds	12	(5,532)	5,532	-
Net movement in funds		118,418	253,156	371,574
Total funds brought forward		148,928	58,488	207,416
Total funds carried forward		267,346	311,644	578,990

MIGRATION MUSEUM PROJECT

England & Wales - Charity number 1153774

Accounts

MIGRATION MUSEUM PROJECT
TRUSTEES' REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

Registered Company No: 08544993
Registered Charity No: 1153774

MIGRATION MUSEUM PROJECT

YEAR ENDED 31 MARCH 2024

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REFERENCE AND ADMINISTRATIVE INFORMATION

FOR THE YEAR ENDED 31 MARCH 2024

Trustees	Charles Gurassa	(Chair)
	Mohan Mansigani OBE OStJ	(Treasurer)
	George Alagiah OBE	(To 24 July 2023)
	Sarah Caplin	
	Professor Margot Finn	
	Nilufar Fowler	
	Ayesha Hameed	(Resigned 7 September 2024)
	Kuljit Kaur Jackson	(Resigned 7 September 2024)
	Eric Langham	
	Professor David Olusoga OBE	
	Robert Winder	
	Robert Pierre	(Appointed 4 March 2024)
Company Secretary and CEO	Sophie Henderson	
Charity Registration Number	1153774	
Company Registration Number	08544993	
Principal Address and Registered Office	Unit 11 Lewisham Shopping Centre Molesworth St London SE13 7HB	
Independent Auditor	Saffery LLP 71, Queen Victoria St London EC4V 4BE	
Bankers	The Co-operative Bank P O Box 250 Skelmersdale WN8 6WT	

CHAIR'S FOREWORD

FOR THE YEAR ENDED 31 MARCH 2024

This last year has been one of significant progress for the Migration Museum. We have achieved record visitor numbers, record levels of income and delivered our first ever touring exhibition in Leeds and Leicester. Our education program continues to grow from strength to strength with huge demand from pupils, teachers, and exam boards to engage with the content we create to enable better informed conversations on migration. Very importantly, we have now received planning permission for a permanent home in the City of London and have now embarked on the fundraising drive to deliver this a major new national cultural institution in the capital. It is thanks to the exceptional generosity of Sukphal Ahluwalia and the Dominus Real Estate that this new home is now being built. Throughout the year we have been busier than ever, putting on a series of stimulating exhibitions, fascinating lectures, vibrant festivals and joyous events commemorating everything from the role of migration in the National Health Service to the 75th anniversary of the arrival of the Empire Windrush. A special thank you is owed to the people of Lewisham who have adopted us as one of their own.

Sadly, this year one of our brilliant colleagues and fellow trustees, George Alagiah, passed away. A wonderful man and a passionate advocate for the museum. We are ever grateful for his warmth, friendship and for his passionate support for the museum.

A huge thank you is owed to all who have supported us on our journey so far and to the brilliant team at the Museum led so ably by Sophie Henderson. The successes of the last year are down to their extraordinary dedication, creativity and resilience. Finally, I would like to thank my fellow trustees for their contributions and look forward together to delivering a permanent home for Britain's missing museum



Charles Gurassa

(Chair – Board of Trustees)

11 December 2024

Introduction

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 2024. The Trustees have adopted the provisions of 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) (second edition effective 1 January 2019).

The Migration Museum Project is a private charitable company limited by guarantee. The Directors of the charitable company are its Trustees for the purpose of charity law. None of the Trustees has any beneficial interest in the company.

Objectives and Activities

Our purpose

Our mission is to deliver Britain's missing museum: a moving and inspiring cultural institution to put Britain's migration story - of the movement of people both to and from the country - at centre stage, where it belongs. By creating a welcoming, creative environment in which to explore how migration has shaped who we are, as individuals, communities and nations, by showing how this story is relevant to each of us personally, and by building knowledge and skills to equip us to talk and live well together on the topic of migration we can build knowledge and appreciation of our shared migration history, contribute to a better public conversation about migration, and drive and a greater sense of representation and belonging. Our vision is of a society in which each of us feels personally connected to, and owns, our migration story as an essential part of British history. Our values inform our approach to be human, innovative, conversational, open-minded and inclusive.

The Migration Museum has now secured a permanent home, over 2,800 square metres spread over three floors, as the cultural offer within a new development, now being built by Dominus Real Estate in the heart of the City of London, due for completion in 2027/8. Currently the museum occupies a temporary home within a busy London shopping centre in Lewisham, welcoming more than 60,000 visitors per year, from which it delivers a lively cultural programme of exhibitions and events and a learning programme that reaches 7,000 young people each year. Drawing on our experience of delivering a museum in a shopping centre since 2020 and engaging audiences who are much more ethnically and socio-economically diverse than the average for London museums, our long-term plan is to create pop-ups in shopping centres and retail environments across the UK so as to achieve national reach and actually bring our museum to where people already are. Our ambitious vision for the permanent Migration Museum is that the London site will lie at the heart of a vibrant ecosystem consisting of national pop-up hubs, a wide-reaching digital presence, a sector-supporting information and skills sharing Migration Network and nationally significant Learning programme.

All our activities are divided into workstreams designed to deliver the following organisational objectives:

- A sustainable and thriving organisation with strong delivery partnerships
- An outstanding reputation as an innovative cultural producer
- The go-to museum destination for learning about migration
- Audiences feeling connected, represented and empowered
- A key voice and facilitator in the national conversation about migration
- National and international significance

Achievements and Performance

1 Introduction

This was a momentous year for the Migration Museum. Following a game-changing grant of planning permission that will afford the Migration Museum a permanent home, we significantly reorientated towards achieving new organisational priorities. Previously focused on running and fundraising for a relatively small pop-up museum in a shopping centre, our team's new focus became master planning and fundraising for a significant, high profile new cultural landmark in the heart of the City of London. Simultaneously we needed to sustain a lively cultural and educational showcase in Lewisham, to raise our profile and as a test-bed for ideas, and to develop a meaningful legacy for Lewisham, where we have been made to feel so welcome.

Our popular, critically acclaimed, exhibition about migrant entrepreneurs, Taking Care of Business, and a range of temporary exhibitions were on show in Lewisham for most of the year and we conducted an ambitious pilot to test the viability of pop-up hubs across the UK by taking a touring exhibition to Leicester and Leeds Trinity Shopping Centre. This touring exhibition, Heart of the Nation: Migration and the Making of the NHS was widely acclaimed and won the prestigious Museums and Heritage Award for Best Touring or Temporary Exhibition. Our Migrant Makers Market concept shop won the award for Best Shop at the Cultural Enterprise Awards, with our Retail Manager, Katy Clinch, winning the award for Rising Star.

During the year we strengthened our organisation by growing our development team, engaging a Finance Manager, adopting new administrative systems and accounting software and enlisting specialist advice in cyber security.

We are indebted to our corporate supporters, notably Dominus Real Estate who have afforded the museum a remarkable opportunity for a permanent home as well as providing philanthropic support. Landsec continue to provide our temporary home in Lewisham Shopping Centre free of charge (value £500,000), and additionally a pop-venue for our touring Heart of the Nation exhibition in Leeds Trinity Shopping Centre. Barker Langham has provided invaluable, extensive support with cultural, business and operational planning for the permanent home. Hogan Lovells LLP has been a long-standing supporter of the Migration Museum and provides pro bono legal advice in range of areas as well as office space (value £22,213). Shakespeare Martineau LLP generously provided highly enabling office facilities, enabling the whole team to work together for three months whilst the museum was closed in Lewisham and also give pro bono legal advice. And we were extremely fortunate to be offered a pro bono branding refresh by global digital agency, Landor which, at year's end, was ongoing.

2 Permanent home

In February 2023, the Corporation of London's Planning and Transportation Committee approved planning consent for a new block of student accommodation to be built at 65 Crutched Friars in the City of London's Aldgate ward, just south of Fenchurch Street, with the Migration Museum as the proposed cultural operator occupying 2,800 sq m spread over the first three floors. Planning consent was formally granted in June 2023, on completion of the S106 Agreement, with the scheme subsequently winning the award for Planning Permission of the Year at the Planning Awards 2024. We are indebted to Dominus for their generous support package, consisting of delivery of a brand-new building, built to the museum's specifications so as to be fit for purpose across a range of functions, a rent and service charge free term of 60 years, underwriting of the museum's operating costs so as to guarantee free admission for the first five years of operation, and a generous donation of £500,000 to kick start the capital campaign.

During the year there were numerous meetings between Dominus and the museum's advisers and specialist Project Managers, Fraser Randall, to discuss the spaces and infrastructure required to support the museum's functioning and deliver an ambitious programme of exhibitions and events, learning visits, an artists' studio, and a migration themed restaurant and a shop. An attractive feature of the museum will be a curated exterior courtyard, creating a porous entrance where visitors can linger, with seating, planting, sculptural commissions and events. At year's end demolition

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on the site was nearly complete, and construction just about to begin.

With support from Barker Langham, we worked on the permanent museum's operational and business plan and modelled various scenarios including a 'pay what you can' model for admissions to guarantee free access. We are committed to breaking down barriers and being a welcoming place for everybody, including those who are not habitual museum-goers and, though we will have to work hard to attract these audiences from our new home in the City, it is our firm intention to do so, bringing our wealth of experience of engaging largely non-traditional visitors since 2020 from our temporary home Lewisham.

Our assumption, based on extensive comparator and market penetration analysis, is that we will draw 140,000 visitors annually to the permanent London site, from London, across the UK and abroad. We will meet our annual operating costs (staff, overheads and cost of sales) from a combination of cultural and commercial revenues including admissions, ticketing, venue hire, education sales, retail and restaurant as well as development income from trusts, private donors, government and corporate sponsors. Our cultural programme will incorporate an immersive permanent exhibition that explores the long history of migration to and from Britain, a series of changing and topical temporary exhibitions and events including performances, films, talks, day festivals, creative workshops, demonstrations, curated exhibition tours and guided local walks exploring the rich migration history of the City and East End. We anticipate welcoming 21,000 learning visitors annually, delivering school, college and university workshops from our state-of-the-art flexible learning suite, as well as providing facilities for training, team building and away days for corporates and public servants.

During the year we undertook extensive consultation and research including interviews with 75 arts and heritage partners, community groups and education partners and we conducted a national online survey that elicited 450 respondents from the general public and 100 from educational institutions, to gain a deeper understanding of the need and demand for the Migration Museum, the potential for establishing delivery partnerships, and to learn what our audiences want from us and barriers to their engagement. We hosted a Migration Network event in Leicester to learn how we can best serve the needs of future 'hub' partners. Towards the end of the year, we were working up significant funding applications to the National Lottery Heritage Fund and others to support our ambitious plans to better understand existing migration collections, build heritage partnerships nationally, curate a 'dispersed' migration collection and a small physical collection, and build our organisational expertise and resilience. Supported by a Digital Steering Committee including our specialist trustees, we developed our plans to significantly enhance our digital offer to include storytelling and learning, signposting and promotion of the museum and movement building to support delivery of the permanent home.

3 Cultural Programme

Exhibitions

Taking Care of Business: Migrant Entrepreneurs and the Making of Britain

This popular and critically acclaimed immersive exhibition exploring the extraordinary contribution that migrant entrepreneurs have made to shaping British high streets, fashions and tastes was on show in our temporary home in Lewisham for most of the year, closing in December 2023 after an 18-month run, during which we welcomed 105,000 visitors. The exhibition provided a stimulating backdrop for learning visits from 8,000 students including 3,300 primary and 2,800 secondary school pupils, and a lively programme of events and workshops. The exhibition was complemented by our award-winning concept shop – a Migrant Makers Market selling items with migration stories attached – as well as temporary exhibitions by local artists displayed in our large front windows.

Taking Care of Business was widely covered in the media with *Time Out* identifying it as a 'Big New Exhibition':

Wander down an immersive high street filled with migrant-owned businesses ranging from a 1980s corner shop to a Chinese

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takeaway curated by Time Out's very own Food and Drink Editor Angela Hui. You'll find video installations, interactive artwork and personal accounts from well-known entrepreneurs including 'Dragons Den' contestant and Reggae Reggae Sauce owner Levi Roots and Darjeeling Express' Asma Khan. The museum's gift shop has been transformed into a Migrant Makers' Market championing Lewisham's diverse businesses for the occasion.

Harry Wallop in *The Times* wrote:

What I like about the Migration Museum's exhibition is that, alongside the famous names, the Jimmy Choos and Toni & Guys, there are lots of tales of ordinary Bangladeshis setting up curry houses, Gujaratis opening corner shops and Poles starting plumbing companies. These are not historical artefacts; they are recent case studies.

A photographic project, @morleysorless, that focused on 'fake' versions of South London institution, Morleys chicken shops, a chain originally founded by a Sri Lankan migrant to Sydenham, was featured as one of the best images of the day by the *Guardian*. The Big Issue highlighted the story of Marks and Spencer, founded in Leeds by immigrants from what is now Belarus, and the *Bradford Telegraph and Argus* highlighted a story about 1990s Bradford Daytimer Raves, which featured in a section of the exhibition focusing on underground nightclubs and entertainment created by communities who were not always accepted by the mainstream.

The exhibition was identified as one of the best in London by *The Nudge* and *The Londonist* which said:

If Britain is a 'nation of shopkeepers' then it has its brilliant migrant communities to thank for it. Set up like a parade of shops, the Migration Museum hosts a tribute to these amazing contributions to our high street, from an Italian migrant setting up the first Costa, to the many fried chicken shops that served as community hubs. Each contains lovely stories of how people felt welcome in them. A stroll down any high street bears the hallmarks of multicultural Britain and this another fab exhibition from what's fast become one of our favourite museums.

Heart of the Nation: Migration and the Making of the NHS

Concurrently with *Taking Care of Business* in Lewisham we also mounted an ambitious touring exhibition, *Heart of the Nation: Migration and the Making of the NHS*, that explored, in the NHS's 75th anniversary year, the stories and experiences of the migrant healthcare workers who have built and have sustained our health service, at all levels, since its inception in 1948. This exhibition, which won the prestigious Museums and Heritage Awards Temporary or Touring exhibition of the Year award for 2024, was also designed to be a pilot for our long-term ambition to achieve national reach and relevance through city centre hubs across the UK. The exhibition was on show for three months each in the New Walk Gallery in Leicester and Leeds Trinity Shopping Centre, drawing a total of 40,000 visitors, before returning to Lewisham towards the end of the year.

Heart of the Nation built on a digital exhibition created by the Migration Museum during the 2020 Covid 19 pandemic, and was updated and transformed into a physical exhibition with dozens of personal stories contributed by people who have come from all over the world to work at all levels of the NHS, from the 1940s to the present day, together with photography, film, newly commissioned artwork, unique artefacts and historical ephemera. The centrepiece was a newly commissioned interactive music and video installation, SPEAK, co-created and performed by seven NHS workers, exploring themes of care through singing and storytelling. Visitors finished the exhibition by contributing their stories, experiences of care and messages for NHS workers who have cared for them to an evolving participatory installation. SPEAK was independently shown on a huge screen at Outernet in London's Tottenham Court Rd during the NHS 75th anniversary week alongside a newly commissioned film and series of portraits by Rankin celebrating NHS workers.

Many aspects of the exhibition, including the stories of nurses from the Philippines, Caribbean, Ireland and East Africa, stories of multi-generational NHS careers and a specially commissioned photo-essay by Christian Sinibaldi were highlighted in a wide range of media including *the Guardian*, *the i*, *Eastern Eye*, *Dazed*, *Yorkshire Post*, *BBC Radio Leicester*,

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BBC East Midlands, BBC Asian Network, BBC Radio Leeds, Leeds TV, BBC Look North, Museums Journal, Metro and The Big Issue.

Time Out said:

The stories of the many dedicated non-British-born workers who have contributed to the NHS are lovingly told. It's a wonderful way to gain some insight into how working for such a precious but pressured organisation has impacted their lives.

And the Leicester Mercury said:

I never expected to leave Leicester's New Walk Museum in tears. But on a random Wednesday morning I did just that. When I caught wind of its new exhibition, Heart of the Nation: Migration and the Making of the NHS, I knew I had to check it out. The experience left me feeling overwhelmed, nostalgic and grateful.

All stages of the exhibition were independently evaluated, and we learned a great deal from the contrasting but complementary experiences of collaborating with an established museum in Leicester and delivering a pop-up largely on our own account in a Leeds shopping Centre. In Leicester we were supported by a generous welcome from the Leicester Museums and Galleries team and by the staffing and communications infrastructure already in place within an established institution, and our visitor numbers there were much higher in Leicester than in Leeds - 9,000 per month compared with 880. In Leeds, however, we benefited from the necessity to recruit and train a local team to manage the pop-up, resulting in a very close and effective working relationship with that team, more conversational interactions with members of the public and more profound visitor engagement.

Other exhibitions

2023 was also the 75th anniversary year of the arrival of the Empire Windrush which we marked with a temporary exhibition by long-term Migration Museum collaborator and celebrated artist, Ewewright. *About Face, Where I Begin*, explored the artist's own perspectives on growing up in Lewisham with parents from the Windrush generation. The exhibition was featured on BBC Radio London's Robert Elms Show and in the South London Press. Other temporary exhibitions included a beautiful display of artistic responses to climate refugees by artists Shorsh Saleh and Maya Ramsey and Brixton-based design and architecture studio AMWA, and an immersive exploration of the meaning of home, *Nowhere to Go but Anywhere*, by another long-term collaborator, Tribambuka.

Events

Our exhibits provided the backdrop for a wide variety of engaging events. *Heart of the Nation* was opened in London by Sathnam Sanghera, best-selling author of *Empireland* and *Empireworld*, and in Leeds by Tom Riordan, CEO of Leeds City Council, and openings in all three locations and Outernet were enlivened by speeches from exhibition contributors and performances from Kaia Laurielle, musical director of SPEAK, Lewisham and Greenwich Hospital Choir and more.

We experimented with a new kind of event, successfully piloting seven day-long festivals, attended by more than 3,000 people, supported by funding from the National Heritage Lottery Fund. *Windrush Legacies* included drumming, story-telling, film and meet-the-artist sessions, with discussions about Black British markets, Hair and Black third sector social enterprises. Simultaneously, members of the Migration Museum team engaged with school children and the public at a *Windrush 75* special event at Tilbury Docks. *Around the Table* explored food and migration with workshops on fermentation, recipe writing and illustrating with author Angela Hui, and a panel discussion about food markets and trade, chaired by food writer and MasterChef UK judge, Jimi Famurewa. *The Places That Make Us*, in partnership with the London Festival of Architecture included a Lewisham, Greenwich and Deptford migration history walking tour, creative workshops, talks and film. *The Migration Mix: A Festival of Words and Beats* featured children's book readings and workshops and a joyous Colombian dance workshop and performance by the School of Talentos dance collective. *Level Up: Insider Knowledge on Stepping into the Creative and Tech Industries* was a day of skills-building and masterclasses led by creative and tech industry professionals including advice on freelancing as a creative, introductions

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to journalism and storytelling, how to make it in the music industry, designing products, and introductions to AI and innovation. Facilitators included multi-platinum producer and record label executive Corey Johnson, founder of e-scooter start up Taur, Carson Brown, representatives from Goldsmiths' Institute for Creative and Cultural Entrepreneurship, Shado magazine, and experts on AI and drone technology from PA Consulting.

We significantly developed our offer for families by running four popular Family Fun Days each drawing 300-400 visitors and involving child-friendly interventions throughout the galleries, creative workshops making puzzles, cards, embroidery, jewellery, fridge magnets and more, story-telling and sing-along sessions.

To celebrate Refugee Week, the museum hosted a performance, games and workshops by refugee theatre group Psych Delight and we ran a variety of weekend creative workshops in the Maker Space adjoining our Migrant Makers Market that included Eid card making, silversmithing, poster making, crochet and reminiscence. We hosted a Family History Day with The National Archives, and members of the front of house team led a series of Stories in Focus short talks spotlighting particular exhibits and themes.

In Leicester we engaged a local programmer who delivered a wide variety of events to complement Heart of the Nation in partnership with local organisations such as Inspirate to coincide with their *An Indian Summer Festival*. Events in Leicester included workshops focused on care and well-being, yoga for NHS workers, a conversation with Dr Annabel Sowemimo, author of *Divided: Racism, Medicine, and why we need to Decolonise Healthcare*, and *NHS: Beats from Overseas*, a day of music to celebrate the sounds that travelled with those who came to work for the NHS.

4 Audience Development and community engagement

In Lewisham we continued to engage general audiences who differ markedly from those of other museums and heritage sites, and who are significantly underrepresented within the sector. Visitor evaluation by The Audience Agency shows that our audiences are younger, much more ethnically diverse (56% non-white compared with 19% average for London museums) and much more representative of the local population. Whilst our offer attracts a much higher proportion of 'low arts engagement' audiences (according to Arts Council England's Audience Spectrum segmentation) compared with other London museums (41% vs 14%) we also have strong appeal (53%) to 'high arts engagement' segments, in line with the London population but lower than the average for London museums (65%). Most of our general Lewisham audience is local, with 91% coming from London and 48% from Lewisham.

Our focus on new events (Festival Days and Family Fun Days) enabled us to test their reach and impact, demonstrating that visitors to these events come from further afield than general exhibition visitors, are predominantly destination driven (77%) and first-time visitors (65%), tend to come with family and friends, are motivated by experience and enjoyment as well as learning, and driven by personal recommendation (30%). These visitors rated their experience extremely highly for being enjoyable, educational and relevant and 94% said that they would be likely to visit again.

In Leicester, general audiences to Heart of the Nation, where our exhibition was based in a city-centre museum were, perhaps unsurprisingly, demographically similar to the average for East Midlands museums and heritage sites, but different from our Lewisham audiences - older, with a greater proportion from a white ethnic background, and spread more evenly across The Audience Agency spectrum including a high proportion from 'medium arts engagement' segments. Interestingly, however our events in Leicester attracted audiences who were more ethnically diverse and much closer to the demographic profile of the city of Leicester. In Leeds, our general audience was more ethnically diverse than in Leicester (though Leicester is a more ethnically diverse city) also with a higher proportion from low arts engagement segments. Just over half of our visitors in Leeds came from Leeds but we also welcomed visitors from across Yorkshire and beyond, reflecting Leeds Trinity's wide regional catchment.

In London, our exhibitions provided a relevant stimulus and backdrop for visits from groups of all kinds. Lewisham Council's Independent Advisory Group used the museum to launch their Local Community Exchange, helping to connect newly-arrived businesses in Lewisham, and we hosted the Lewisham Education and Arts Network (LEAN) AGM. We

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supported visits and away days for teams from the Home Office, GLA, Beckenham Labour Party, Hogan Lovells LLP, Liberty Human Rights, The Entrepreneur Network, Civic Power Fund and Level Up. As ever, we welcomed a very wide range of community groups for a variety of purposes: visits and reminiscence sessions for older people to reduce isolation and loneliness (including Lewisham Irish Centre elders' group and Age Concern); migrant rights and support groups (such as British Red Cross VOICES Network and Lewisham ESOL); local groups such as the Women's Institute, Lewisham Scouts South London and Maudsley Mental Health Groups; and groups for young people including Nurseries, holiday play schemes and Youth Groups.

We also welcomed groups and engaged in mutual learning visits with cultural sector partners including Polish Heritage Day, Somali Culture House, Suffolk Archives, Black Country Living Museum, Black Cultural Archives the Queer Museum and Vancouver Migration Museum.

We convened a People's Panel and People's Network, each containing 15-20 members, the majority with lived experience of migration, to gain a deeper understanding of our local audiences with a view to co-curating the museum's values and placing community engagement at the heart of all aspects of the museum's activities and approach. Through regular meetings and workshops the People's Panel acted as a critical friend for the Migration Museum, shaping its emerging practices and leading to publication of a popular and widely shared Toolkit for Co-Created Community Engagement Projects offering practical advice for organisations looking to adapt their practices and ensure that under-represented communities feel represented. Throughout this process we received guidance and skills-building from London Engagement Collaborative, a pan-London cross-sector group, and from Migration Museum trustee, Ayesha Hameed, the GLA's Principal Community Engagement Officer. Independent evaluation undertaken by Louise Doherty of Goldsmiths, University of London, found clear appetite and commitment across a diverse range of community members for working together through deeper engagement with the Migration Museum as a space and resource for local people.

Digitally, we attracted 160,000 website visitors including 7,500 to our Heart of the Nation microsite and 18,000 to our online shop. Our learning resource bank was viewed more than 2,300 times and resources created by our own learning team downloaded via Teachit. Our six-part Departures podcast, that accompanied our 2021 exhibition of the same name about the long history of British emigration, continued to be popular and was downloaded more than 4,000 times. Our Spotify playlist, developed to accompany Heart of the Nation, containing 75 songs to celebrate each year of the NHS, continued to grow steadily with more than 9,000 followers at year's end. On social media our following on Facebook and X grew steadily to 9,600 and 17,500 respectively, with followers on Instagram rising 33% to more than 22,000. We grew our profile on LinkedIn to reach 3,000 followers and launched a new Tik Tok account which reached 71,000 people, with 80,000 video views including viral views of collaborating artist Osbert Parker's High Street Repeat from the Taking Care of Business exhibition.

5 Learning

The work of the learning team is supported by a specialist committee, chaired by Migration Museum trustee Professor Margot Finn. During the year we engaged 7,600 students, from primary schools (45%), secondary schools (34%), Universities (14%), and colleges and youth groups (7%) through a combination of visits and outreach, most from London institutions but including 13% from elsewhere in the UK and 10% from abroad.

We continue to offer CPD and Initial Teacher Training to trainee teachers including from the Institute of Education and United Learning as well as reaching teachers by hosting organisations such as Lewisham's Tackling Race Inequality and delivering outreach to BA Education students. We have a particularly important role to play in supporting teachers adopting Pearson Edexcel's new optional GCSE History module, Migrants in Britain. Following a successful Migration Museum supported trial, the West Country Schools Trust has now mandated this module across its eight member schools, and we are providing CPD for 40 teachers from the Trust. We also work with the much larger Oasis Academy Trust, which has also now mandated uptake of this new module across all its 54 schools.

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The learning team welcomed nearly 700 summer school students to the museum from across London, the UK and internationally, as ever including many US university groups from Wisconsin, Florida, Georgia and Oregon, delivered workshops and school assemblies both online and in schools, and hosted youth groups such as Love to Learn, which supports young people from refugee backgrounds.

Assisted by Teach First Summer Project placements we created a downloadable GCSE History resource pack based on Heart of the Nation to support the popular Medicine Through Time GCSE History modules, offered by all exam boards, and devised activities to support learning about migration across the curriculum in subjects such as Maths, Geography and English. We produced a primary school resource to accompany Heart of the Nation based on four stories from the exhibition illustrated by local artist Jess Nash. In partnership with Oxford University's Centre on Migration Policy and Studies (COMPAS) we produced resources relating to migration histories in Camden.

We hosted work experience students from local schools in Years 10-13 for one or two week placements to learn about collecting oral histories, including from their parents and grandparents and we trialled a Young Creatives Club, for 16-21 year olds to build skills to support careers in the creative industries.

Towards the end of the year, supported by funding from the Portal Trust, we embarked on a longitudinal three year, in-depth study with three schools local to the museum's permanent home in the City to maximise and measure the Migration Museum's impact across the curriculum on teachers and learners.

6 Fundraising, Development and Partnerships

We set a fundraising target of £20m for our capital campaign, including fit-out of the new museum, professional fees, creation of a far-reaching digital footprint, and our development costs over three years. We recruited three new members to our development team to support with fundraising from Major Donors, the City and Trusts and Foundations, and to ensure excellent systems, research and communications. We constituted a Development Board, chaired by the museum's chair of trustees, Charles Gurassa, and including Sukhpal Ahluwalia founder of Dominus Real Estate, which met regularly throughout the year to focus on the capital campaign, and we worked with specialist consultants, More Partnership, to improve our case for support. Throughout the year we worked up assets in support of the capital campaign including presentation decks, brochures and visualisations of the permanent home.

We started to raise our profile within the City of London and neighbouring boroughs, and to explore ways in which we can serve the Destination City cultural agenda by meeting with the Lord Mayor, Michael Mainelli, and representatives from the five City Business Improvement Districts. We held introductory meetings with cultural institutions based in the Square Mile, such as the Barbican Centre and London Metropolitan Archives, and met with schools and community groups within the City and neighbouring boroughs. At the end of year, we were preparing for a private fundraising dinner at the Old Bailey hosted by Bronek Masojada, Sheriff and Alderman of the City of London.

Boosted by news of our permanent home our income nearly trebled, from £549,294 during the last financial year to £1,481,430 this year and, whilst we derived a consistent 40% from trusts and foundations over both years, we more than trebled the proportion from private donations to 30%. Notable funding successes during the year were from Arts Council England to support our Heart of the Nation touring exhibition, and from ACE Capital Investments to support our digital development and infrastructure. We are indebted to Oak Foundation, Esmée Fairbairn Foundation and Paul Hamlyn Foundation for their continued significant multi-year core support, which is so enabling. We were excited to receive new funding from the Portal Trust, who will be our near neighbours in the City, the John Ellerman Foundation to support the evolution of our popular sector-supporting knowledge and skills-sharing Migration Network, and the Linbury Trust. At year's end we were awaiting the outcome of our application to the National Lottery Heritage Fund to build our heritage networks and support master planning and delivery of the permanent museum, and to City Bridge Foundation to support community engagement in the City and neighbouring boroughs.

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Our Migrant Makers' Market concept shop drove most of our earned income, which increased 6% overall compared with last year, and also includes modest income from education sales, venue hire and events. Last year our shop won the People's Award at the Cultural Enterprise Awards and this year it won the award for Best Shop, with our Retail Manager, Katy Clinch also winning the Rising Star award. The judges said that the shop was 'an innovative and inclusive space which looks amazing and works with the museum ethos – an exciting way to approach cultural retail' and commented that Katy was 'a team player and an inclusive leader who champions professional and personal development and is an ambassador for retail across the sector'. Our shop performance improved over the year, despite the museum being closed to the public in Lewisham for three months, with sales increasing by 19% to £104,000 and online sales nearly doubling.

7 Trustees, Staff and Volunteers

We were desperately sad to lose our trustee, BBC broadcaster George Alagiah OBE, who sadly died on 24 July after a long illness. George had been a devoted supporter of the Migration Museum since 2012, joined the Board of Trustees in 2021, and continued to be a passionate advocate and activist on our behalf until shortly before his death. He will be deeply missed, but we will carry on his work and honour his legacy in all that we do and in the permanent Migration Museum.

We were pleased to welcome Rob Pierre, one of the UK's most successful media leaders, to join our Board of Trustees. Rob brings a wealth of experience in digital marketing having co-founded Jellyfish, a global business acquired by the Brandtech Group in 2023. Rob speaks and broadcasts widely on the subject of business and the future of work, was Campaign's Media Week Awards 2021 Media Leader of Year and has featured as one of the UK's most powerful black Britons in the Powerlist in 2022, 2023 and 2024.

During the year we strengthened our development team with three additional members and recruited a part-time Finance Manager. During a three month period during which the Migration Museum was closed in Lewisham, though open remotely in our Leicester hub, we reconfigured our team into cross-disciplinary 'working groups' to take a step back from the day to day business of running a museum, think strategically about our long-term plans, carry out intensive comparator research and consultation and prepare the ground for establishing enabling partnerships and significant funding applications.

We engaged Cornerstone Resources to provide specialist HR support on an ongoing, regular basis, and members of the team undertook training throughout the year including in line management and holding difficult conversations. St John's Ambulance kindly provided pro bono training on mental health issues affecting the team and general public and we nominated mental health responders within our team to pass on their learning.

We were hugely assisted by more than 50 volunteers, largely students from SOAS, Goldsmiths, King's College London, UCL, Queen Mary University London, and the Universities of Oxford, York, Westminster, Middlesex, Essex and Greenwich. Undergraduate, postgraduate and PhD placement students supplemented their studies in a range of disciplines including Museum Studies, Arts Administration and Cultural Policy, History, Geography, Mathematics, Arts Education, Art and Design, Anthropology, Sociology, Information Studies and Digital Humanities. Our volunteers provided invaluable support including with exhibition research and installation, digitising and archiving.

8 Financial Review

Income nearly trebled compared with the previous financial year from £549k to £1.48m and, since income now exceeded £1m, the trustees were pleased to appoint Saffery LLP to conduct our first audit. At the beginning of the year, we raised funds at a 12-month average rate of £47k which, by year's end, had increased to £114k. Expenditure rose by 33% to £1.1m principally reflecting the growing staff costs of an expanded team and of the costs of putting on and touring a new exhibition.

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Funds held at year's end amounted to £579k (2023: £207k), of which £312K was restricted (2023: £58k).

The Trustees have considered the charity's ability to continue as a going concern and have concluded that there are sufficient resources to meet its financial obligations for the foreseeable future.

Investment powers and policy

The Trustees have the power to make investments on behalf of the charity as they deem fit. The Charity's current profile indicates that investments should be held in low-risk assets. Consequently, all investments are currently held in bank account balances.

Reserves policy

The charity's income to date has largely consisted of restricted, project-based funding but as we pursue a £20m capital campaign, we require free reserves (unrestricted funds that are not designated or tied into fixed assets) to meet our fundraising costs over three years, estimated to be £2m, in addition to the capital sum required to deliver the permanent museum.

Free reserves at the end of the year were £223k (2023: £149k) in line with our target of holding free reserves equivalent to at least 3 months of expenditure (£293k). The charity intends to continue generating funds to meet its objective of increasing public awareness of the significance of Britain's migration story.

Fundraising

The Trustees take their obligations under the Charities (Protection and Social Investment) Act 2016 seriously.

Fundraising is led by the Development Director and supported by two part-time Development Managers and a full-time Development Support Manager who are employed by the Migration Museum. The fundraising team is from time to time supported by specialist freelance fundraisers with relevant experience, for example of submitting applications to the National Lottery Heritage Fund. During the year 60% of the museum's income came from trusts and foundations, Arts Council England and National Heritage Lottery Fund, 30% was from major donors, 9% from sales and other income and 1% from academic funding. Fundraising mainly consists in submitting written applications for funding to grant giving trusts and organisations and submitting bespoke proposals to major donors.

The Migration Museum did not pay the voluntary levy to register with the Fundraising Regulator and is not bound to any other voluntary registration schemes for fundraising. However the museum complies with the Fundraising Regulator's Code of Fundraising Practice as set out in the museum's Ethical Fundraising Policy. This policy, last approved by the board of trustees in March 2024, establishes the museum's criteria for accepting funds or support, including protection of vulnerable people, its approach to appropriate due diligence and to consideration of naming rights in recognition of particular charitable support and sets out all procedures to be followed where issues arise under the policy.

No complaints were received about the museum's fundraising activities.

9 Structure, Governance and Management

Governing Document

The charitable company is governed by its Memorandum and Articles of Association dated 24 May 2013.

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Recruitment and appointment of Board of Directors

Rob Pierre was invited to join the Board of Directors. A Nominations Committee was convened to lead on further Board development according to Terms of Reference enabling it to make recommendations for recruitment to the Board, in accordance with agreed guidelines aimed at ensuring an appropriate mix of skills, experience, background and diversity relevant to the scope of all the Migration Museum's activities.

Trustee Induction and Training

The Chair of Trustees carried out individual appraisals of all Board Members.

Organisational structure

The Board of Trustees oversees the running of the charity and meets at least four times a year, with one away day. The day-to-day running of the charity is carried out by the CEO who has delegated authority for operational matters, assisted by the staff team, freelancers and volunteers. Financial matters are delegated to the CEO and staff according to the museum's Financial Policy and Procedures. The work of the charity is guided by a Risk Register and Policies (Safeguarding, Diversity and Equal Opportunities, Volunteer, Whistleblowing, Conflict of Interest, Donations and Due Diligence and Health and Safety) that are periodically reviewed and approved by the Board of Trustees. The museum benefits from specialist Audit and Risk, Education and Development committees chaired by Trustees, and from further specialist committees that guide the work of the Migration Network and exhibition development. The CEO is managed by the Chair of Trustees and in turn manages the Senior Leadership Team, who supervise the staff team. All staff have two weekly check-ins and are appraised annually by their line manager.

Related Parties

The Trustees and staff constitute the main related parties. The Trustees are now aware of the existence of any other related parties.

10 Plans for Future Periods

Over the next three years we plan to:

- Sustain a lively temporary museum showcase with a new exhibition, All Our Stories, and temporary exhibitions, inviting audiences to be part of our future plans, testing ways of working with communities to co-produce exhibitions, building our learning programme and bringing the project alive for funders, partners and supporters.
- Develop content for the permanent museum and hubs, including an ambitious opening exhibition programme, a 'dispersed' digital migration collection curated with established heritage partners across the UK and a small physical collection of our own, driven by our mission to illuminate highly valued but underexplored and at-risk migration heritage. We will build our collections management processes to achieve industry standards such that we qualify for Arts Council England accreditation.
- Develop our Learning Programme so that it is national in scope, capable of reaching every school child in the country as well as focusing on the City of London's 'family of schools'. We will build academic partnerships and our reputation as a scholarly learning organisation, driven by pedagogy and committed to evaluating impact against our theory of change. We plan to develop training programmes in partnership with expert providers for public servants, corporates and others to support migration history learning and Diversity, Equity and Inclusion programmes, and a skills-building programme leading to greater opportunities and diversity in the creative

TRUSTEES' REPORT (continued)

FOR THE YEAR ENDED 31 MARCH 2024

industries.

- Build our digital infrastructure to enable us to reach mass audiences, including a new website that will support story-telling, learning, marketing, bookings and revenue generation.
- Build our national presence through events convened by our national knowledge and skills sharing Migration Network, and by establishing delivery partnerships to enable us to open city centre hubs outside London from 2028.
- Consult and build partnerships with our new local community in the City of London and adjacent boroughs, that will include City workers, students and residents within and just beyond the City's boundaries, many of whom feel that the City is not a place for them, despite living in close proximity. We will work with the Corporation of London to deliver their 'Destination City' agenda, with and leading City arts organisations such as the Barbican Centre and London Metropolitan Archives, and a wide range of community organisations such as refugee and migrant centres, libraries and faith organisations.
- Refine the business and operational model for the permanent home through ongoing testing and research of comparators.
- Build the team and culture necessary to deliver this ambitious project, effectively managing significant organisational change that will double our staff team and annual turnover over three years.
- Building a movement towards arriving in the permanent home through effective public engagement, marketing, PR and branding.
- Raise the £20m required to deliver the permanent Migration Museum by mid-2027 through clearly articulated fundraising needs supported by compelling assets.

TRUSTEES' REPORT (continued)

FOR THE YEAR ENDED 31 MARCH 2024

11 Statement of Trustees' Responsibilities

The Trustees (who are also directors of Migration Museum Project for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the reparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Received and approved by the Board on 11 December 2024, and signed as authorised on their behalf by:



.....
Charles Gurassa Chair of Trustees

MIGRATION MUSEUM PROJECT
(A company limited by guarantee)

TRUSTEES' REPORT (continued)

FOR THE YEAR ENDED 31 MARCH 2024

Opinion

We have audited the financial statements of Migration Museum Project for the year ended 31 March 2024 which comprise the Statement of Financial Activities, the Balance Sheet, statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. 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 TRUSTEES OF MIGRATION MUSEUM PROJECT

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Annual Report which includes the Directors' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' Annual Report which includes the Directors' Report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report.

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and to take advantage of the small companies exemption in preparing the Trustees' Annual Report and the Strategic Report.

Responsibilities of trustees

As explained more fully in the Trustees' Responsibilities Statement set out on page 15, the trustees (who are also directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditors under the Companies Act 2006 and report in accordance with regulations made under that Act.

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.

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF MIGRATION MUSEUM PROJECT

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 specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud are detailed below.

Identifying and assessing risks related to irregularities:

We assessed the susceptibility of the charitable company's financial statements to material misstatement and how fraud might occur, including through discussions with the trustees, discussions within our audit team planning meeting, updating our record of internal controls and ensuring these controls operated as intended. We evaluated possible incentives and opportunities for fraudulent manipulation of the financial statements. We identified laws and regulations that are of significance in the context of the charitable company by discussions with trustees and updating our understanding of the sector in which the charitable company operates.

Laws and regulations of direct significance in the context of the charitable company include The Companies Act 2006, and guidance issued by the Charity Commission for England and Wales.

Audit response to risks identified:

We considered the extent of compliance with these laws and regulations as part of our audit procedures on the related financial statement items including a review of financial statement disclosures. We reviewed the charitable company's records of breaches of laws and regulations, minutes of meetings and correspondence with relevant authorities to identify potential material misstatements arising. We discussed the charitable company's policies and procedures for compliance with laws and regulations with members of management responsible for compliance.

During the planning meeting with the audit team, the engagement partner drew attention to the key areas which might involve non-compliance with laws and regulations or fraud. We enquired of management whether they were aware of any instances of non-compliance with laws and regulations or knowledge of any actual, suspected or alleged fraud. We addressed the risk of fraud through management override of controls by testing the appropriateness of journal entries and identifying any significant transactions that were unusual or outside the normal course of business. We assessed whether judgements made in making accounting estimates gave rise to a possible indication of management bias. At the completion stage of the audit, the engagement partner's review included ensuring that the team had approached their work with appropriate professional scepticism and thus the capacity to identify non-compliance with laws and regulations and fraud.

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

A further description of our responsibilities is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

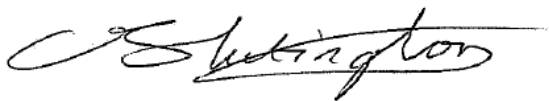
Other matters

The financial statements of the charity for the year ended 31 March 2023 were unaudited as the charity took advantage of relevant exemptions from audit.

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 the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

INDEPENDENT AUDITOR'S REPORT TO
THE TRUSTEES OF MIGRATION MUSEUM PROJECT



.....

Cara Turlington (Senior Statutory Auditor)
for and on behalf of Saffery LLP

Statutory Auditors
71 Queen Victoria Street
London

EC4V 4BE
Date: 23 December 2024

Saffery LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

MIGRATION MUSEUM PROJECT
(A company limited by guarantee)

STATEMENT OF FINANCIAL ACTIVITIES

FOR THE YEAR ENDED 31 MARCH 2024

	Notes	Unrestricted funds £	Restricted funds £	Total 2024 £	Total 2023 £
<u>Income and endowments from:</u>					
Donations and legacies	2	491,247	849,007	1,340,254	439,827
Charitable activities	3	117,452	-	117,452	87,694
Other trading activities	4	23,724	-	23,724	21,773
Total Income		632,423	849,007	1,481,430	549,294
<u>Expenditure on:</u>					
Raising funds	5	(142,893)	-	(142,893)	(99,128)
Charitable activities		(365,580)	(601,383)	(966,963)	(781,497)
Total Expenditure		(508,473)	(601,383)	(1,109,856)	(880,625)
Net ((expenditure)/income before transfers		123,950	247,624	371,574	(331,331)
Gross transfers between funds	14	(5,532)	5,532	-	-
Net movement in funds		118,418	253,156	371,574	(331,331)
Total funds brought forward		148,928	58,488	207,416	538,747
Total funds carried forward		267,346	311,644	578,990	207,416

The comparative Statement of Financial Activities for the year ended 31 March 2023 is included in Note 16.

All recognised gains and losses are included in the Statement of Financial Activities.

All the charity's activities are classified as continuing.

The accompanying notes form an integral part of these financial statements.

BALANCE SHEET

AS AT 31 MARCH 2024

	Notes	2024 £	2023 £
Current Assets			
Stock	8	44,172	-
Debtors	9	100,762	-
Cash at bank and in hand		516,966	293,673
		<u>661,900</u>	<u>293,673</u>
Creditors: amounts falling due within one year	10	(67,982)	(60,964)
		<u></u>	<u></u>
Net Current Assets		593,918	232,709
Creditors: amounts falling due after more than one year	11	(14,928)	(25,293)
		<u></u>	<u></u>
Total Net Assets		<u>578,990</u>	<u>207,416</u>
Funds:			
Restricted funds	14	311,644	58,488
Unrestricted funds		267,346	148,928
		<u></u>	<u></u>
TOTAL FUNDS		<u>578,990</u>	<u>207,416</u>

The financial statements were approved by the board and authorised for issue on 11 December 2024 and signed on its behalf by:



.....
Charles Gurassa
Director/Trustee

The accompanying notes form an integral part of these financial statements.

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2024

		31 March 2024 £	31 March 2023 £
Cash provided by operating activities	A	231,457	(333,031)
Cash flows from investing activities		-	-
Cash flows from financing activities			
Repayment of loan		(8,164)	-
Receipt of new loan		-	-
(Decrease)/increase in cash and cash equivalents in the year		223,293	(333,031)
Cash and cash equivalents at the beginning of the year		293,673	626,704
Total cash and cash equivalents at year end		516,966	293,673

A Reconciliation of net movement in funds to net cash inflow from Operating Activities

	2024 £	2023 £
Net movement in funds	371,574	(331,331)
(Increase)/ decrease in stock	(44,172)	-
(Increase)/decrease in debtors	(100,762)	-
Increase/(decrease) in creditors	4,817	(1,700)
Net cash provided by/(used in) operating activities	231,457	(333,031)

B Analysis of changes in net debt

	At 1 April 2023 £	Cash flows £	Other non-cash changes £	At 31 March 2024 £
Cash	293,673	223,293	-	516,966
Loans: amounts falling due within one year	(7,779)	8,164	(10,365)	(9,980)
Loans: amounts falling due after one year	(25,293)	-	10,365	(14,928)
	260,601	231,457	-	492,058

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2024

1. ACCOUNTING POLICIES

1.1. Basis of accounting

The financial statements have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant note(s) to these accounts. The financial statements have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Charities Act 2011.

The charity constitutes a public benefit entity as defined by FRS 102.

The functional currency is sterling. Monetary amounts in these financial statements are rounded to the nearest £.

1.2. Going concern

The Trustees consider there are no material uncertainties about the Charity's ability to continue as a going concern. The Trustees have made this assessment in respect of a period of one year from the date of approval of these accounts. The financial statements have therefore been prepared on a going concern basis.

1.3. Fund accounting

Unrestricted funds are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity. Designated funds are unrestricted funds earmarked by the Trustees for particular purposes.

Restricted funds are subjected to restrictions on their expenditure imposed by the donor. The purposes and uses of the restricted funds are set out in the notes to the accounts.

1.4. Income

All income is included in the Statement of Financial Activities when the charity is legally entitled to the income, there is probability of receipt and the amount can be quantified with reasonable accuracy, except as follows:

- When donors specify that income given to the charity must be used in future accounting periods, then the income is deferred to the specified period.
- When donors impose conditions which have to be fulfilled before the charity becomes entitled to use such income, the income is deferred until the preconditions for use are met.
- When donors specify that income is for a particular restricted purpose which does not amount to preconditions regarding entitlement, the income is recognised as income when receivable.

No amounts are included in the financial statements for services donated by volunteers.

Income from investments is included in the Statement of Financial Activities in the year in which it is received.

1.5. Expenditure

Expenditure is recognised on an accrual basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered and is reported as part of the expenditure to which it relates.

Costs of raising funds include costs incurred in attracting donations and grants and costs of trading activities that raise funds.

Charitable expenditure consists of all expenditure relating to the objects of the charity. All costs are directly attributable to the activities under which they have been analysed. Support costs which cannot be directly attributed to particular projects are apportioned in proportion to the direct staff cost allocated to the project. Governance costs, which form part of Support costs include expenditure on the governance of the charity and its assets and are primarily associated with constitutional and statutory requirements.

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2024

1. ACCOUNTING POLICIES (continued)

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

1.6. Stock

Stock is valued at the lower of cost and estimated selling price less costs to complete and sell, after due regard for obsolete and slow-moving stocks. Cost is determined using the first-in, first-out (FIFO) method.

1.7. Trade debtors

Trade debtors are amounts due from customers for merchandise sold or services performed in the ordinary course of business.

Trade debtors are recognised initially at the transaction price. They are subsequently measured at amortised cost using the effective interest method, less provision for impairment. A provision for the impairment of trade debtors is established when there is objective evidence that the charity will not be able to collect all amounts due according to the original terms of the receivables.

1.8. Cash and cash equivalents

Cash and cash equivalents comprise cash on hand and call deposits, and other short-term highly liquid investments that are readily convertible to a known amount of cash and are subject to an insignificant risk of change in value.

1.9. Pension schemes

The charity operates a defined Contribution Pension Scheme for its employees. The pension costs charged in the financial statements represent the contribution payable by the charity during the year.

1.10. Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

1.11. Estimates and judgements

In application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2024

2. DONATIONS AND LEGACIES

	Unrestricted	Restricted	2024	2023
	£	£	£	£
Donations and gifts	491,247	752,711	1,243,958	329,882
Grant – Arts Council England	-	96,296	96,296	109,945
	<u>491,247</u>	<u>849,007</u>	<u>1,340,254</u>	<u>439,827</u>

	Unrestricted	Restricted	2023
	£	£	£
Donations and gifts	215,090	114,792	329,882
Grants - Arts Council England		109,945	109,945
	<u>215,090</u>	<u>224,737</u>	<u>439,827</u>

Details of the movement in restricted funds are shown in note 14.

Included on the donations and gifts for the year is a total of £8,250 (£14,465 – 2023) in government grants which was contributed by Lewisham Business Support and LB Lambeth.

3. INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted Funds	Restricted Funds	2024	2023
	£	£	£	£
Shop sales and consultancy fees	117,452	-	117,452	87,694

In 2023 and 2024, total income from shop sales and consultancy fees were all unrestricted.

4. OTHER TRADING ACTIVITIES

	2024	2023
	£	£
Venue hire	6,366	11,109
Fundraising events – Speakers and exhibitions	17,358	10,664
	<u>23,724</u>	<u>21,773</u>

In 2023 and 2024, all income from venue hire and fundraising events were all unrestricted.

MIGRATION MUSEUM PROJECT
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2024

5. EXPENDITURE

	Staff costs £	Office costs £	Other costs £	Governance £	2024 £	2023 £
Raising funds						
Fundraising - general	19,662	3,748	76,353	-	99,763	31,841
Fundraising – shop sales	5,174	986	36,970	-	43,130	67,287
	24,836	4,734	113,323	-	142,893	99,128
Charitable activities:						
Exhibitions and events	451,951	86,159	191,838	-	729,948	632,899
Support costs	138,922	26,484	58,968	12,641	237,015	148,598
	590,873	112,643	250,806	12,641	966,963	781,497
Total	615,709	117,377	364,129	12,641	1,109,856	880,625

	Staff costs £	Office costs £	Other costs £	Governance £	2023 £
Raising funds					
Fundraising - general	9,987	1,916	19,938	-	31,841
Fundraising – shop sales	4,472	858	61,957	-	67,287
	14,459	2,774	81,895	-	99,128
Charitable activities:					
Exhibitions and events	367,834	70,572	194,493	-	632,899
Support costs	114,810	22,028	9,120	2,640	148,598
	482,644	92,600	203,613	2,640	781,497
Total	497,103	95,374	285,508	2,640	880,625

Net income/(expenditure) is stated after charging:

Amount payable to the auditor for the audit	10,000	-
Amount payable to the independent examiner	-	1,600

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2024

6. STAFF COSTS

	2024	2023
	£	£
Wages and salaries	520,710	436,369
Social security costs	52,648	38,892
Pension costs	26,149	21,842
Other staff costs	16,203	-
	615,710	497,103

No employee received emoluments of more than £60,000 in the year (2023: None)

Key management personnel received total employee benefits of £98,311 in the year (2023: £49,938)

The average monthly employee headcount during the year was as follows:

	2024	2023
	Number	Number
Administration	2	2
Project management	15	13
	17	15

7. TRUSTEES

None of the Trustees (or any persons connected with them) received any reimbursement of expenses, remuneration or benefits from the charity during the year (2023: nil). Trustees generously supported our work and the move to our new home with donations of £166,665 from Charles Gurassa (2023: £10,000), £3,000 from Margot Finn (2023: nil), and support in kind from Barker Langham, founded by trustee Eric Langham which could not be valued with certainty by 31 March 2024 which we hope will continue in future.

8. STOCK

	2024	2023
	£	£
Stock of finished goods for resale	44,172	-

9. DEBTORS

	2024	2023
	£	£
Trade debtors	31,680	-
Prepayments and accrued income	69,082	-
	100,762	-

10. CREDITORS: amounts falling due within one year

	2024	2023
	£	£
Taxes and social security costs	596	11,098
Other creditors and accruals	57,406	42,087
Loan (see note below)	9,980	7,779
	67,982	60,964

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2024

11. CREDITORS: amounts falling due After more than one year	2024 £	2023 £
Loan (see note below)	14,928 =====	25,293 =====

An unsecured loan of £42,000 was received from Nesta Cultural Impact Development Fund and commenced in January 2022. It is a cultural development loan which is unsecured and is repayable over five years and bears interest at 7.5%. The balance on the loan at 31 March 2024 was £24,908 (2023: £33,072).

12. PENSIONS AND OTHER POST-RETIREMENT BENEFIT COMMITMENTS

The charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charity in an independently administered fund. The pension costs charge represents contributions payable by the charity to the fund and amounted to £26,149 (2023: £21,842).

13. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted funds £	Restricted funds £	2024 Total funds £
Fund balances at 31 March 2024 as represented by:			
Current assets	350,256	311,644	661,900
Current liabilities	(67,982)	-	(67,982)
Long term liabilities	(14,928)	-	(14,928)
	<u>267,346</u>	<u>311,644</u>	<u>578,990</u>

	Unrestricted funds £	Restricted funds £	2023 Total funds £
Fund balances at 31 March 2023 as represented by:			
Current assets	235,185	58,488	293,673
Current liabilities	(60,964)	-	(60,964)
Long term liabilities	(25,293)	-	(25,293)
	<u>148,928</u>	<u>58,488</u>	<u>207,416</u>

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2024

14. RESTRICTED FUNDS

	At 1 April 2023	Income	Expenditure	Transfers and gains	At 31 March 2024
	£	£	£	£	£
Churchill Fellowship	1,861	14,825	(16,729)	43	-
Foyle Foundation	1,377	-	(1,358)	-	19
Lewisham Homes	282	-	-	-	282
Nesta Cultural Impact Development Fund Grant	419	-	-	-	419
Paul Hamlyn Foundation	35,530	112,740	(143,458)	-	4,812
Rumi Foundation	2,109	-	(2,044)	-	65
Arts Council England	1,526	-	(1,522)	-	4
Arts Council England TCOB	12,193	8,996	(26,343)	5,154	-
Arts Council England HOTN	-	87,300	(93,698)	-	(6,398)
Creative Happenings	6,900	-	(6,927)	27	-
National Lottery Heritage Fund – Connecting Lewisham to its migration heritage	(30,480)	128,956	(127,561)	-	(29,085)
Lewisham Business Support	18,593	7,250	(20,156)	-	5,687
LB Lambeth – Mayor’s Fund	8,178	1,000	-	-	9,178
Capital campaign	-	333,332	(56,853)	-	276,479
The Portal Trust	-	20,921	(21,152)	231	-
Kusuma Trust	-	38,451	(38,133)	-	318
Pacey and Brynberg	-	24,000	(15,316)	-	8,684
The Golden Bottle Trust	-	5,000	-	-	5,000
Linbury Trust	-	30,000	(10,090)	-	19,910
Post code places	-	16,236	(16,313)	77	-
Dr Martens Foundation	-	20,000	(3,730)	-	16,270
	58,488	849,007	(601,383)	5,532	311,644

The transfers between funds are to move expenditure over and above the restricted donation received and charging to unrestricted funds.

Restricted funds received/used during the year were for the following purposes:

- Churchill Fellowship – to increase and develop the impact and reach of the Migration Network
- Foyle Foundation – to support the education programme.
- Lewisham Homes – to make the museum more appealing for families.
- Nesta Cultural Impact Development Fund (Grant) – strategic support for establishment of museum shop.
- Paul Hamlyn Foundation - towards fundraising costs
- Rumi Foundation – lead sponsor for *Heart of the Nation* exhibition
- Arts Council England - towards *Departures* and *Heart of the Nation* exhibitions
- Creative Happenings funding from Lewisham Council supported the museum’s window display exhibits
- National Lottery Heritage Fund – Connecting Lewisham to its migration heritage – towards related project activities in Lewisham. The negative balance on the account will be redeemed with amounts receivable from the funds in the next financial year.

MIGRATION MUSEUM PROJECT
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2024

14. RESTRICTED FUNDS (continued)

- Lewisham Business Support - towards non-core salary business support
- LB Lambeth – Mayors Fund
- Capital campaign - support for the fundraising and development of a permanent Migration Museum
- Pacey and Brynberg - Support for the education program of Migration Museum Project
- The Portal Trust- Support for the museum’s education programme
- Kusuma Trust - Support for the museum’s education programme
- Linbury Trust - Towards costs of artists’ commissions (with migrant/refugee background) and related public engagement programme
- Post code places - funded the *Heart of the Nation* exhibition in Leicester in 2023
- Dr Martens Foundation - Support for *All Our Stories* exhibition costs

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2024

14. RESTRICTED FUNDS (CONTINUED)

Comparative Information for the preceding period - Year Ended 31 March 2023

	At 1 April 2022	Income	Expenditure	Transfers and gains	At 31 March 2023
	£	£	£	£	
Alan and Babette Sainsbury Charitable Fund	191	-	(191)	-	-
Corporate Donations	4,223	-	(4,223)	-	-
Churchill Fellowship	-	14,825	(12,964)	-	1,861
Esmée Fairbairn Foundation	593	5,000	(5,593)	-	-
Foyle Foundation	-	20,000	(18,623)	-	1,377
Lewisham Homes	3,500	-	(3,218)	-	282
London Community Fund/#I Will Fund	309			(309)	-
Nesta Cultural Impact Development Fund (Grant)	15,000	-	(14,581)	-	419
Open Society Foundations	13,746	-	(13,746)	-	-
Paul Hamlyn Foundation	58,635	66,000	(89,105)	-	35,530
Rayne Foundation	7,224	-	(7,224)	-	-
Rumi Foundation	11,404	-	(9,295)	-	2,109
Heritage Trade Up (National Lottery Heritage Fund)	5,500	4,500	(10,000)	-	-
The Funding Network	4,176	-	(4,176)	-	-
Trust for London	1,317	-	(1,317)	-	-
Unbound Philanthropy	10,303	-	(10,303)	-	-
Arts Council England	24,419	7,618	(30,511)	-	1,526
Arts Council England TCOB	40,427	35,983	(64,217)	-	12,193
Creative Happenings	6,900	-	-	-	6,900
National Lottery Heritage Fund Culture Recovery Fund	1,864	46,353	(78,697)	-	(30,480)
HMRC Kickstart	1,989	5,426	(7,415)	-	-
Lewisham Business Support	74,000	6,387	(61,794)	-	18,593
LB Lambeth – Mayor’s Fund	-	8,178	-	-	8,178
US Embassy	4,250	4,467	(8,717)	-	-
	289,970	224,737	(455,910)	(309)	58,488

- Alan and Babette Sainsbury Charitable Fund - towards educational workshops for young people in Southwark Corporate donation - from Hogan Lovells to support the *Taking Care of Business* exhibition
- Esmée Fairbairn Foundation small grants - to support *Taking Care of Business* and staff training Foyle Foundation – to support the education programme.
- London Community Foundations/ #I will Fund – towards youth engagement activities.
- Open Society Foundations – towards installation of sections of the Berlin Wall in Lewisham
- Rayne Foundation – towards *Heart of the Nation* exhibition
- Heritage Trade Up (National Lottery Heritage Fund) - to support establishment of the museum shop
- The Funding Network - towards education
- Trust for London - towards the salary of Head of Public Engagement and audience development strategy Unbound Philanthropy - towards exhibitions, events and education.

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2024

- The Government's Kickstart Scheme funding - support employment for 16-24 year olds on Universal Credit at risk of long term unemployment
- US Embassy – towards *Departures* exhibition

15. SHARE CAPITAL AND CONTROL

The charity is a company limited by guarantee. In the event of the charity being wound up, the liability in respect of each member is limited to £10. The charity is controlled by the board of Trustees.

16. COMPARATIVE STATEMENT OF FINANCIAL ACTIVITIES (2023)

INCOME AND EXPENDITURE		Unrestricted funds £	Restricted funds £	Total 2023 £
	Notes			
<u>Income and endowments from:</u>				
Donations and legacies	2	215,090	224,737	439,827
Charitable activities	3	87,694	-	87,694
Other trading activities	4	21,773	-	21,773
Total Income		324,557	224,737	549,294
<u>Expenditure on:</u>	5			
Raising funds		89,128	10,000	99,128
Charitable activities		335,587	445,910	781,497
Total Expenditure		424,715	455,910	880,625
Net income before transfers		(100,158)	(231,173)	(331,331)
Gross transfers between funds	12	309	(309)	-
Net movement in funds		(99,849)	(231,482)	(331,331)
Total funds brought forward		248,777	289,970	538,747
Total funds carried forward		148,928	58,488	207,416

MIGRATION MUSEUM PROJECT

England & Wales - Charity number 1153774

Accounts

MIGRATION MUSEUM PROJECT
TRUSTEES' REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

Registered Company No: 08544993
Registered Charity No: 1153774

MIGRATION MUSEUM PROJECT

YEAR ENDED 31 MARCH 2023

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MIGRATION MUSEUM PROJECT
(A company limited by guarantee)

REFERENCE AND ADMINISTRATIVE INFORMATION

FOR THE YEAR ENDED 31 MARCH 2023

Trustees	Charles Gurassa (Chair) Mohan Mansigani OBE OStJ (Treasurer) George Alagiah OBE (to 24 July 2023) Sarah Caplin Margot Finn Nilufar Fowler Ayesha Hameed Kuljit Kaur Jackson Eric Langham David Olusoga OBE Robert Winder
Company Secretary and CEO	Sophie Henderson
Charity Registration Number	1153774
Company Registration Number	08544993
Principal Address and Registered Office	Unit 11 Lewisham Shopping Centre Molesworth St London SE13 7HB
Independent Examiner	Olayinka Tomori ACA DChA Longmeade Consult Ltd Regus House Victory Way Admirals Park Dartford DA2 6QD
Bankers	The Co-operative Bank P O Box 250 Skelmersdale WN8 6WT

CHAIR'S FOREWORD

FOR THE YEAR ENDED 31 MARCH 2023

The year 2022/23 has been a milestone year in the Museum's history with the securing of a permanent new home in the heart of the City of London. Thanks to the generosity of Sukhpal Ahluwalia, a long-time distinguished friend and supporter, we now have a permanent home in the heart of the City of London under construction and expected to be open to visitors in 2027. All efforts are now focussed on fundraising for the fit out and funding of what will be a spectacular new addition to the London and national cultural scene.

In other areas 2022/23 has been a year of experimentation and innovation with our current home in Lewisham Shopping Centre demonstrating the power of bringing the museum to new audiences in non-traditional venues and providing a showcase for new exhibitions, education programmes and a remarkable range of artistic and community events. We have now attracted over 100,000 visitors to our acclaimed exhibition *Taking Care of Business: Migrant entrepreneurs and the making of Britain* including 10,000 visitors to events and 8,000 primary and secondary pupils through our interactive workshops.

Financially after a slow start in a challenging post pandemic environment we have seen a significant pick up in income into 23/24 with income now projected to top £1 million pounds for the first time and a fundraising team assembled to embark on the capital raising campaign for the new permanent home.

I would like to pay tribute to my former colleague George Alagiah, a long-standing supporter and trustee of the Migration Museum who sadly passed away this year. George was a passionate supporter of this project, his story like so many millions of others is the rich and fascinating fabric from which this country's cloth is cut. He will be much missed by all of us, but the Museum will continue to be the place where his and all our stories can be explored and celebrated.

The Migration Museum is now entering its second decade and the exciting prospect of a new purpose-built home, a place from where the extraordinary stories of how the movement of people to and from these shores has shaped our world can be shared across the country. More details of the year past can be found in the commentary that follows in the Trustees' Report.

Charles Gurassa
(Chair – Board of Trustees)

December 2023

Introduction

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 2023. The Trustees have adopted the provisions of 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) (second edition effective 1 January 2019).

The Migration Museum Project is a private charitable company limited by guarantee. The Directors of the charitable company are its Trustees for the purpose of charity law. None of the Trustees has any beneficial interest in the company.

Objectives and Activities

Our purpose

Our mission is to deliver Britain's missing museum: a moving and inspiring permanent cultural institution to put Britain's migration story at centre stage, to explore how migration has shaped who we are – as individuals, as communities and as nations – and to provide context and backdrop for contemporary conversations about migration and related topics that can be heated and polarising. Our vision is of a society in which each of us feels personally connected to, and owns, our shared migration story as an essential part of British history. Our values, both within and beyond our organisation, are to promote integration, representation, participation, understanding and respect.

During the year we aimed specifically to:

- Engage with audiences in our temporary home in Lewisham Shopping Centre, breaking down barriers to access to the arts and establishing the museum's value to our local community whilst also building our skills and profile as an innovative cultural producer and nationally relevant sector-supporting organisation.
- Support pupils and teachers by providing learning opportunities and teacher training whilst increasing the national reach and relevance of our education programme through strategic partnerships including with examination boards.
- Identify a permanent London home for the Migration Museum with national reach and relevance, increase and diversify our funding, build strategic partnerships and develop our case for support.

Achievements and Performance

1 Introduction

Our most thrilling achievement of the year was to secure a permanent home for the Migration Museum in the heart of the City of London, over the first three floors of a new development of student accommodation due for completion in 2027. This is the culmination of ten years of hard work, building the idea of a permanent Migration Museum from scratch to being a tangible reality. With considerable support from our trustee Eric Langham and cultural consultants Barker Langham we created a compelling prospectus for the permanent museum and started conversations with numerous property developers, local authorities, partners and funders. One of those conversations, with property developer Dominus, founded by Migration Museum distinguished friend Sukhpal Ahluwalia – who has a remarkable migration story of his own having arrived in Britain as a refugee from Uganda 50 years ago – led to the Migration Museum being identified as the cultural provider in a planning application consented by the Corporation of London in February 2023.

During the course of the year, we also sustained our vibrant temporary showcase in Lewisham Shopping Centre, welcoming nearly 70k visitors. Our shopping centre home was a particularly fitting location for the launch of our popular and critically acclaimed exhibition, *Taking Care of Business: Migrant entrepreneurs and the Making of Britain*, shortlisted for the Museums and Heritage Awards Best Temporary Exhibition, which was the backdrop for a variety of lively events and activities. Our schools programme continued to flourish reaching nearly 5k primary and secondary pupils in person through interactive workshops, and a further 3k online, and providing teacher training via a range of providers. We

continued to build our community of artists and story-tellers, displaying arresting and stimulating art in our front windows as well as providing a platform for makers and creatives in our concept Migrant Makers Market Shop and through participation in weekend Maker Space activities. In recognition of our commitment to co-creation we were one of ten organisations shortlisted out of a total of 336 applicants by the Calouste Gulbenkian Foundation Awards for Civic Organisations. We launched a People's Panel consultation to gain a deeper understanding of our local audiences with a view to co-curating the museum's values and placing community engagement at the heart of all aspects of the museum's activities and approach, we hosted a wide range of community groups who made use of the museum for diverse purposes, and we grew our offer as a resonant, conversational venue for corporate and institutional training, skills-building, away days and events.

Throughout the year we were proud to work with Lewisham Council to support Borough of Culture 2022 as a venue partner and we deepened our relationships with key institutional partners including our landlords, Landsec, who continued to provide us with stunning free accommodation in the heart of Lewisham Shopping Centre, and Hogan Lovells LLP who have consistently provided the museum with significant *pro bono* legal advice and other support.

2 A permanent home for the Migration Museum in the City of London

In February 2023 the Corporation of London gave consent for a planning application for a new development just south of Fenchurch Street identifying the Migration Museum as cultural provider occupying up to 3k sq m over the first three floors of a new block of student accommodation due for completion in 2027. Planning was granted on the understanding that the Migration Museum would be granted a 60-year rent and service-charge free term and would in addition receive generous support from the Developers, Dominus, in the form of a £0.5m initial contribution to the capital cost and additional ongoing support for the museum's operating costs.

The location for Britain's Migration Museum could not be more fitting: a site of national significance with global reach and relevance, a stone's throw from some of Britain's earliest migration stories - including Romans, medieval Italian Bankers, the first Dutch Church and much more besides - and just a few minutes' walk from Brick Lane with its multi-layered histories of Huguenot, Jewish and Bengali migration and more. The Migration Museum will be a highly accessible destination for tourists and richly diverse residential populations alike, drawing new audiences to support the Corporation's Destination City initiative whilst also providing context and stimulus for exploring the complexities of the long story of migration embodied in some of the City's most established institutions. And because Britain's migration story is truly national in scope and scale, our long-term ambition is to reach beyond London, with the Migration Museum in the City lying at the heart of a national ecosystem of pop-ups in city centres and retail environments across the UK and a wide-reaching digital presence.

The museum is indebted to Dominus for their generosity and to the Migration Museum's numerous distinguished friends and partners who supported the application for planning. At year's end, in a spirit of shared endeavour, we conceived a series of workshops together with Dominus to collaboratively design and deliver Britain's missing Migration Museum.

Cultural Programme and Public Engagement

Exhibitions

In April we launched our most ambitious exhibition to date: *Taking Care of Business: Migrant Entrepreneurs and the Making of Britain*, an immersive exploration of the ways in which migrant entrepreneurs have shaped British high streets, fashions and tastes, from market stalls to household name brands and everything in between. This exhibition featured a 'Chinese Takeaway' and a 'Corner Shop' guest-curated respectively by Angela Hui, author of *Radio 4's Book of the Week, Takeway*, and broadcaster Babita Sharma whose book *The Corner Shop* related her personal experiences. The exhibition included interactive displays about food, leisure, fashion, construction, hair and beauty, home, finance and banking, the migration roots of quintessentially British brands like Marmite, and much more besides, featuring national and global stories but also shining a light on hyper-local Lewisham businesses, and all exploring the complexities and deep historical roots of the stories of migrant entrepreneurs. The tone of the exhibition was playful but at the same time serious, exploring complex themes including some of the obstacles and racism encountered by newcomers, the stories

of family-run and refugee founded businesses, and 'For Us By Us' enterprises, filling gaps in the market and catering to demand from migrants' own communities. *Taking Care of Business* was well reviewed in *The Times*, *Time Out* and *Londonist* as well as other publications and featured on the radio including the *Robert Elms Show*.

In the museum's large front windows, opening onto the shopping centre's Central Square, we continued our Artist Showcase provide a rolling programme and prominent platform for local artists with migrant and refugee heritage. These displays included: a multi-media installation of fashion and film by Bevan Agyemang, exploring his London identity and Ghanaian heritage; illustrations by Himani Weir tracing her Sri Lankan roots; portraits and sculpture from KV Duong, an artist with Vietnamese and Canadian heritage reflecting the experiences of refugees and the large local Vietnamese population in South-East London; and intricate art, woodwork and sculpture from Lazo Studios, reclaiming some of Afghanistan's traditional crafts and culture at a time when the country was in the news for very different reasons. We also mounted a moving display by Ukrainian artists from Lviv School of Art, *We are all Connected*, featuring a body of work that responded to the Russian invasion; and we showed the winning entries from the museum's *Moving Stories* Competition for local Lewisham young people to devise and create museum exhibits of their own.

Our popular barber's shop installation, from the Migration Museum's 2020 *Room to Breathe* exhibition, went on tour as part of the Horniman Museum's *Hair: Untold Stories* exhibition where it was seen by 146k visitors at Tullie House Museum in Carlisle and Weston Park Museum in Sheffield.

Towards the end of the year, we convened a steering group and started to conceive and fundraise for *Heart of the Nation 2023*, a proposed immersive exhibition based on stories and song to celebrate the extraordinary contribution that migrants have made at all levels - from porters to consultants - to the NHS, to be shown in its 75th anniversary year. Our plan was for this to be an ambitious pilot for our long-term aspiration for the Migration Museum to have a national pop-up presence in city centres nationwide, and we therefore proposed that this should be a touring exhibition and established provisional venue partnerships with Leicester Museum and Galleries and Leeds Trinity Shopping Centre.

Events and community engagement

During the year we welcomed more than 3k people to a range of lively events at the museum. *Taking Care of Business* was launched in April at a celebratory event with speeches by Levi Roots, Babita Sharma and Rajesh Agrawal, Deputy London Mayor for Business. Throughout the year the exhibition was backdrop for a vibrant cultural programme that included book-readings, discussions, performances, Family Fun Days and special celebrations for Refugee Week, St Patrick's Day and Windrush Day. Our weekend *Stories in Focus* tours provided in-depth glimpses into some of the stories featured in the exhibition, including those of Odeon cinemas, Marks and Spencer, Liberty fashion designer Althea McNish, and the Irish and Bengali roots of Lewisham's legendary *Maggie's Café*. Our new concept shop - a Migrant Makers Market selling only items with migration stories and winner of the Association of Cultural Enterprises People's Choice Award - and accompanying Maker Space provided a place for popular weekend drop-in creative activities that included making Vietnamese hats, Carnival ear cuffs, Madhubani painting, embroidery, woodwork, nail art, collage, family trees, harissa tasting, and a coffee master-class with refugee-run Haven Coffee. The Ukrainian artists featured in the museum's front windows travelled to the UK for a special evening of performance, discussion and music to celebrate Ukraine, and their exhibition was also backdrop for a conversation between photographers Tim Smith and Maryna Sulum reflecting on their work documenting Ukrainians both at home and in exile.

Supported by the National Heritage Lottery Fund, we inaugurated a programme of day-long Festival Events with activities programmed in partnership throughout the museum's spaces. These included *A Living History* to commemorate the 50-year anniversary of the arrival of Ugandan Asians in Britain with story-telling, film screenings, exhibitions and dance and *Who Runs the World? Women's Stories through Books, Food and Fashion* - drawing a record 670 daily visitors - featuring discussion with *Wander Women* authors Alexandra Blanchard and Alex Howlett, Balkan snacks and food stories by Mystic Borek and an interactive fabric memories workshop with *Taking Care of Business* contributor Karen Arthur.

The museum hosted a range of local community events including a celebration, supported by Landsec and Lewisham Council, of a striking new mural on the outside of the shopping centre by Nepali-born artist Gaurab Thaukali. We

provided stimulus for skills-building by hosting organisations including A New Direction, Creativity Works (a podcasting project for young people), Goldsmiths University's NX Hub (supporting local start-ups), Deptford X (collage workshops celebrating diversity), Third Generation Collective (intergenerational performances), Brockley Max (drawing and collage for young people contributing to a mural), and hARTS Lane (refugee-run art workshops). Local theatre companies Peoplescape and Entelechy Arts held performances at the museum and numerous other local organisations including Kinaraa Lewisham Black Enterprise, Lewisham Market Traders, Lewisham Homes Radio, Lewisham Library, South London Film School, London Friendship Group and many more made use of the museum's spaces for a wide variety of purposes.

In addition, we developed our offer for corporates, hosting a number of conversational exhibition tours, workshops, away days and team-building events. During the year we welcomed groups from Primark, Oxford University's Centre on Migration Policy and Society (COMPAS), London & Partners, Shakespeare Martineau LLP, Société Générale, JMB Consulting, Pan Communications, Quiet Storm, Foundervine and Barker Langham. Unbound Philanthropy and the Paul Hamlyn Foundation held their away-days and the Naz Legacy Foundation hosted their Diversity Day at the museum.

Audiences

As in previous years, we worked with The Audience Agency to gain a close understanding of who our visitors are. We are extremely proud to attract an audience that is younger and much more ethnically and socio-economically diverse than the average for London museums. 48% of the Migration Museum's visitors are from Black or minority ethnic backgrounds compared with 16% of visitors to London museums, much more representative of London's 40% Black and minority ethnic population. 33% of the museum's audience come from Arts Council England's 'low arts engagement' segments compared with 22% of visitors to London museums, and 66% are aged under 45, compared with 57% of visitors to London museums. Our audience overwhelmingly comes from London (92%) and we are equally attractive to passers-by (50%) as to destination visitors (47%) who come to Lewisham specifically to visit the Migration Museum.

The main reason given for visiting the Migration was 'to learn something' (70%) with 30% giving this as their main motivation – significantly higher than London museums (12%). 88% felt that they had a better understanding of British migration having visited the museum. Identity and personal connection provided strong motivations with 38% saying they visited because 'migration is an important part of who I am', with 14% citing this as the main reason for their visit. Visitors were extremely positive about their visits with 98% rating the quality of the exhibitions and the whole experience as very good or good, and 76% saying that they would be very likely (9 or 10 out of 10) to recommend the museum to others. 97% of visitors said that they would be likely to visit a permanent Migration Museum. Visitors perceived the museum to be a valuable place maker with 98% rating it as very good or good for 'making you feel welcome and comfortable' and for being 'a place where you can learn', 95% as somewhere that 'all sorts of people can mix and understand each other's cultures' and as 'a place for the whole community and 91% 'for building pride in the local area'.

In order to gain a better understanding of the potential for the museum to make a real contribution for local people, and to embed a community-led approach in all that we do, we planned and inaugurated a People's Panel and People's Network to meet regularly to explore how the museum could best add value to the local community in Lewisham, for example, by breaking down barriers to access to the arts, engaging audiences who are unusual for museums, by providing a much-loved community space to promote representation, belonging and pride and by enhancing well-being through creative participation.

The museum's following on all social media platforms rose steadily throughout the year and the website attracted 160k new users. Online visitors continued to engage with the museum's first digital exhibition, *Heart of the Nation: Migration and the Making of the NHS* conceived and produced during the lockdown of 2020, which has now attracted more than 33k visitors.

Visitor comments have included the following:

Really interesting place, definitely well worth the visit. Some of the stuff in there is mind boggling especially about the immigrant origins of some big names! Some really cool curation especially the local store shop is curated wonderfully!

Google review

Fantastic, spacious, informative, great staff. Wheelchair accessible. Really necessary to educate and bring Black influence to everybody's mind. What a dull life without immigration. In just the right place - right in the middle of a busy shopping centre. Well done Migration Museum and Lewisham. Love it. Also, bits of Berlin Wall in the main shopping area. Almost validates the chain stores.

Google review

I went to the museum last weekend and I really enjoyed the exhibition. I don't know what I expected but I certainly found your museum to be very original, fun and educational. Being a migrant myself, the truth is that I was really struck by the amount of companies and businesses that have flourished in this country starting from migrants and somehow it touched me inside. Congratulations for your great work. Oh, and the barbecue sauce you sell in the shop is great!

Visitor comment

A very welcome, valuable and surprising addition to the shopping centre. A migration museum is so relevant and important, but I'd never thought of it before!

Visitor comment

The whole team was really inspired by the visit! A really beautifully displayed and interpreted exploration of the importance of migration in our lives in so many - often 'invisible' - ways.

National Trust team

From Baytree's point of view your museum is very near where our women live (it is accessible not just physically but also psychologically in their 'hood'). This makes it easier for them to go and to bring their families and it gives them a sense that they are significant as there is a museum talking about their experiences. We are all about reminding people of this.

3 Education

Owing to increasing demand for our educational offer, and thanks to generous funding from Kusuma Trust and The Foyle Foundation, we grew our learning team with the addition of a new Learning Officer. We welcomed Jess Kempner, Head of History, Sociology and Politics at Preston Manor School, who also has a background in Holocaust Education, to our education steering committee, chaired by Migration Museum trustee, Professor Margot Finn.

Our interactive exhibition-based workshops for schools continued to prove extremely popular with teachers and pupils alike, with *Taking Care of Business* providing an excellent backdrop for curriculum learning across a range of subjects from History and Geography to Citizenship and Travel. During the year more than 5k primary and secondary school pupils from 65 schools and Further Education colleges visited the museum. We reached more than 3k more pupils directly beyond the museum via off-site workshops or online sessions. Indirectly we reached thousands more pupils through delivery of teacher training to hundreds of secondary school teachers in partnership with PGCE courses at Oxford and Goldsmiths Universities, Lewisham Education and Arts Network and Lewisham Humanities Hub.

Our offer was also popular with universities at home and abroad and we welcomed 1k students from across the UK and from 9 different US universities for facilitated group visits.

Our work with The Audience Agency revealed that 80% of school visits were from state schools, 31% of pupils were likely to be eligible for Pupil Premium payments, compared with 27% for London, 59% were likely to be from Black, Asian, mixed or other ethnic backgrounds, compared with 45% for London, and 32% were likely to have a first language other than English, in line with the London average. Consistent with our general audiences, school visitors from lower arts-engaged segments were over-represented compared with the London average. Other evaluation of our education programme demonstrated very high levels of satisfaction from both teachers and pupils with 80% of pupils saying that they had a better understanding of British migration following their visit and, while a third of secondary school pupils were unsure whether migration had a positive or negative impact on the UK (British Future's 'balancers' scoring 5-7 on a scale of 1-10 when asked whether migration had a positive impact), half said that they had changed their mind about some aspect of British migration as a result of their visit.

We worked with academics from Oxford University's Centre on Migration Policy and Society (COMPAS), Warwick University and the Open University to bring research about Camden migration to local school children across the borough through education visits and resource packs, we hosted a Book Clubs in Schools day with author Sita Brahmachari and a 'Pupil Voice Film' training session with Lewisham Council and local head teachers about how to tackle racism in schools. As in previous years we worked with Teach First summer placement students who helped to create resources for schools to accompany our exhibitions and a range of family-friendly activities within our galleries to enhance our family offer. Beyond formal education we also delivered sessions to the Families in Museums Network and other arts organisations including National Museums Wales.

Generously sponsored by Landsec, our learning team also delivered a local version of our *Moving Stories* competition, in celebration of Lewisham Borough of Culture, for young people to design and build the museum exhibits that they would actually like to visit. We received an inspiring array of entries, with four shortlisted teams, paired with artist mentors and coaches from Landsec, presenting their ideas to a panel of judges chaired by Gus Caseley-Hayford, director of V&A East and one of the Migration Museum's distinguished friends. The winning entry, *Green, Black, White and Red* was an inspired and complex exploration of the Palestinian heritage of its ten-year-old creator, Muna, told through objects, photography and poetry, also a winner and displayed at the Royal Academy's Young Artists' Summer Show later in the year.

Feedback about our education work has included the following:

Thank you again for all your help with our visits to the museum earlier this year. We have still been referring back to aspects of our visit through our lessons this term, with students often bringing things up from the exhibition so that has been great to see.

Secondary school teacher

Thank you so very much for an excellent CPD session yesterday. We're now really invigorated as a team to push forth with this wonderful topic with gusto!

Teacher taking new Pearson Edexcel Migration To Britain GCSE unit

I've just taken a group of students from Kingston's MA in Museums and Galleries to the Migration Museum. Taking care of business is a total blinking triumph!

My daughter greatly enjoyed her time at the museum, she visited with her school on a trip and has been very impressed and talking about it to us and wanting to come back with her parents! Keep up the great work, very informative and interesting for children and grown-ups! Thank you!

Visitors Book comment.

4 Migration Network

We continued to deliver our sector-supporting Migration Network, bringing together hundreds of museums and heritage professionals as well as community representatives and academics through in-person and online events to learn from case studies and take part in discussion groups to bring out and share best practice in migration storytelling nationwide. The Network is guided by a steering group with representatives from the National Trust, Horniman Museum, Museums Association, National Museums Liverpool, Counterpoints Arts, Tyne & Wear Archives and Museums, and Oxford University's Centre on Migration Policy and Society (COMPAS) and is supported by Civic Leadership Academy students from King's College London.

During the year we delivered two Network events, one representing the East of England, co-hosted with Norfolk Museums, and one representing Scotland, co-hosted with Edinburgh Museums. These two events were the culmination of a series of six events held over a period of 18 months representing and held in different areas of the UK, that in total had attracted 750 participants from a wide range of more than 200 institutions nationally including museums, heritage and community organisations, arts centres, academic institutions, libraries, archives and local authorities.

Participants at the East of England event shared case studies about the St Albans Jewish Community, an Esmée Fairbairn Collections Project at Great Yarmouth's Time and Tide Museum, and an artists' collective called We Matter. Discussion groups facilitated by Colchester and Ipswich Museums, Suffolk Archives, Rethink Mental Illness and curator Devi Singh explored topics including authentic story-telling with communities, the appetite for culturally diverse art in a rural context, the pros and cons of multi-partner projects, and what it means to be a place of sanctuary. The Scotland event featured case histories presented by the Govanhill Baths Community Trust learning programme in Glasgow, Museums of the University of St Andrews, and the Maryhill Integration Network. Discussion groups facilitated by the Edinburgh Caribbean Association, Scottish Fisheries Museum and National Museums Scotland explored power dynamics within heritage community led projects, cross-disciplinary collaboration, archive-responsive game design and how to create a 'new normal' within museum spaces.

Independent evaluation of the Migration Network, based on surveys and interviews, published in 2022 by Dr Sarah Kunz, a lecturer in Sociology at the University of Essex, recorded overwhelmingly positive feedback and clear demand for future iterations of the Network. Specifically, participants found the events to be well organised and curated as well as educational, motivating and empowering, particularly for those new to this kind of work. Participants appreciated the geographical spread of the events, the fact that presentations were practically focussed, addressing challenges as well as successes, and that they provided a platform for a wide range of voices and organisations. Attendees felt that their practice was impacted by making them feel connected and empowered in the work they did, as well as in work they hoped to do, and several participants made connections, through Network events, that led to future collaborations. In terms of institutional impact, participants felt empowered to take learning and connections from the Network to their colleagues and organisations in a 'trickle-up' effect that in some cases had led to institutional change in the form of new partnerships and greater outreach. Respondents also contributed ideas for extending and improving the Network in future, including organising events along thematic, rather than regional, lines and allowing more space for informal networking and ongoing conversations between events.

The Migration Network is playing a crucial role in bringing together new partners and organisations in all regions and nations of the UK, with the aim of sharing learning and best practice as to how we can better tell place-based migration stories. This is vital work to augment the reach of the Migration Museum and to bring together projects from across the UK.

Jacqui Broadhead, Director of the Global Exchange on Migration and Diversity, COMPAS

5 Trustees, Distinguished Friends, Staff and Volunteers

The museum continued to benefit from oversight and active participation from our outstanding board of trustees, chaired by Charles Gurassa, chair of the Guardian Media Group and Oxfam GB. Newer trustees, who joined the museum during the previous financial year, were particularly active in securing the museum's permanent home, overseeing our education programme, driving digital strategy and engaging communities as well as providing introductions and supporting fundraising.

At the beginning of the year, we reconfigured our staff team to enable the CEO to spend more time pursuing options for the permanent home including convening an expert advisory committee containing leading representatives from a range of property and regeneration companies, architects, surveyors, property consultants and local authorities. We also improved our HR management, introducing a much-improved system for appraisals and self-evaluation, and placing greater emphasis on staff development and training including two days of whole staff training delivered by The Space to Come on managing difficult conversations and agreeing the museum's organisational values. As in previous years we held two annual strategy days to agree the museum's direction and theory of change.

We were delighted to welcome new staff members to support our educational offer, manage the museum's shop and provide support on front of house.

We were fortunate to be supported during the year by 50 volunteers and placement students, credited by their academic institutions for their work with us. Placements students came from UK and international institutions including UCL, LSE,

KCL, SOAS, Goldsmiths, Syracuse University and University of Toronto and from across a range of disciplines including Art, Anthropology, Sociology, Politics, International Relations, History, English, Museum and Heritage Studies and Design.

6 Fundraising, Development and Partnerships

Fundraising was initially more challenging than the previous financial year owing to a difficult post-Pandemic funding climate with our limited resources focussed on achieving National Portfolio status in competition with many much larger and longer established organisations. Our submission was highly commended but ultimately unsuccessful. However, we did secure a major new grant from National Heritage Lottery Fund to support work engaging with Lewisham's migration heritage over 18 months, as well as new funding from the Foyle Foundation and Kusuma Trust to support education, the Winston Churchill Foundation to support the Migration Network, Garfield Weston to support our forthcoming *Heart of the Nation* exhibition about the NHS and from the We are Lewisham High Streets Business Fund. We secured an additional small grant from Esmée Fairbairn Foundation to support staff training. We received sponsorship from Remitly for our association with their *Together We're Stronger* campaign.

In addition to our new property partnership with Dominus we received hugely enabling support throughout the year from cultural consultancy Barker Langham with developing our case for support and with business and operational planning. We continued to benefit from invaluable long-standing support from Hogan Lovells LLP in the form of *pro bono* legal advice on the planning application, governance and corporate sponsorship, as well as funding for exhibitions and free use of meeting rooms. Landsec remained a hugely important sponsor, supporting the museum with rent, rates and service-charge free space worth £356k pa as well as providing £30k to deliver our *Moving Stories* Competition and potentially pop-up space for our forthcoming *Heart of the Nation* exhibition in Leeds Trinity Shopping Centre as well as use of office space. During the year Lewisham Council continued to be consistently supportive and welcoming and we also received *pro bono* legal advice from Shakespeare Martineau LLP.

The trustees wish to record their particular gratitude to the Alfred Caplin Charity Settlement which has contributed £200k in very enabling unrestricted funding since 2013.

Financial Review

The Migration Museum's income decreased by 33% to £549k reflecting a more challenging funding climate described above and the agreed and anticipated cessation of multi-year funding from Unbound Philanthropy after three successive terms, timing of grant payments received in the previous financial year but spent in the current year. However, income projections for 23/24 are at record levels with a number of promising funding applications that were in preparation at year's end subsequently successful. This increased grant income is sufficient to cover expenditure in the current and our plans for the next financial year. Expenditure increased 21% to £881k reflecting increased staffing and salary costs, exhibitions and events, utilities and expenses, shop/merchandise and marketing costs.

Funds held at year's end amounted to £207k (2022 £539k) of which £58k was restricted (2022: £290k)

The Trustees have considered the charity's ability to continue as a going concern and have concluded that there are sufficient resources to meet its financial obligations for the foreseeable future.

Investment powers and policy

The Trustees have the power to make investments on behalf of the charity as they deem fit. The charity's current profile indicates that investments should be held in low-risk assets. Consequently, all investments are currently held in bank account balances.

Reserves policy

The charity's income to date has largely consisted in restricted, project-based funding. As we develop, we encourage our core funders to designate funding as unrestricted, so far as possible, to enable us to pursue our wider ambition to establish a permanent Migration Museum for Britain. In particular, we seek to establish free reserves (unrestricted funds that are not designated or tied into fixed assets) to provide us with flexibility in developing our case for support and capacity for fundraising. When we launch the capital fundraising campaign for the permanent museum, we are likely to require 10-15% of the capital sum that we seek to raise in free reserves to meet our fundraising costs over three years.

Free reserves at the end of the year were £149k (2022: £249k). Though below our target of holding free reserves equivalent to at least 3 months of expenditure (£221k) we have reached our target levels in the first quarter of the new financial year thanks to further success with fundraising. The charity intends to continue generating funds to meet its objective of increasing public awareness of the significance of Britain's migration story.

Structure, Governance and Management

Governing Document

The charitable company is governed by its Memorandum and Articles of Association dated 24 May 2013, which were reviewed during the year by Hogan Lovells LLP for compliance with Charity Commission guidelines.

Recruitment and appointment of Board of Directors

No Trustees resigned and no new Trustees were appointed. Trustees passed a Special Resolution appointing those who had agreed to become 'Members' in addition to being 'Directors' of the Company. Charles Gurassa, Eric Langham, Sarah Caplin, Mohan Mansigani, Robert Winder, Margot Finn, Ayesha Hameed, Kuljit Dhillon, Nilufar Fowler and George Alagiah were all appointed as Members, conferring upon them the ability to pass Special Resolutions which, though rare, are required, for example, to amend the Articles of Association, or appoint new Members.

Trustee Induction and Training

The Chair of Trustees carried out individual appraisals of all Board Members.

Organisational structure

The Board of Trustees oversees the running of the charity and meets at least four times a year, with one away day. The day-to-day running of the charity is carried out by the CEO who has delegated authority for operational matters, assisted by the staff team, freelancers and volunteers. Financial matters are delegated to the CEO and staff according to the museum's Financial Policy and Procedures. The work of the charity is guided by a Risk Register and Policies (Safeguarding, Diversity and Equal Opportunities, Volunteer, Whistleblowing, Conflict of Interest, Donations and Due Diligence and Health and Safety) that are periodically reviewed and approved by the Board of Trustees. The museum benefits from specialist Audit and Risk, Education and Property steering committees chaired by Trustees, and from further specialist committees that guide the work of the Migration Network and exhibition development. The CEO is managed by the Chair of Trustees and in turn manages the Senior Leadership Team, who supervise the staff team. All staff have two weekly check-ins and are appraised annually by their line manager.

Related Parties

The Trustees and staff constitute the main related parties. The Trustees are not aware of the existence of any other related parties.

MIGRATION MUSEUM PROJECT
(A company limited by guarantee)

TRUSTEES' REPORT (continued)

FOR THE YEAR ENDED 31 MARCH 2023

Plans for future periods

Our ambition to deliver a permanent Migration Museum for Britain with national reach, consisting of a London home, national high street hubs and a strong digital presence, came significantly closer with the grant of planning consent for a new development in the City of London with the Migration Museum as named cultural operator. The capital sum required to deliver the permanent home will likely be in the region of £20m and we planned to fundraise for and appoint a fundraising and development team to support the capital campaign, develop our fundraising strategy and build our business case. An essential element of fundraising for the capital sum is to sustain the Migration Museum's temporary showcase in Lewisham Shopping Centre as a means of engaging funders and supporters as well building our cultural and educational programmes and the profile and partnerships required to bring this exciting project to fruition.

Statement of Trustees' Responsibilities

The Trustees (who are also directors of Migration Museum Project for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable for that year. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Received and approved by the Board on 5 December 2023 and signed as authorised on their behalf by:



.....
Charles Gurassa
Director/Trustee

INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF MIGRATION MUSEUM PROJECT

I report on the charity Trustees on my examination of the accounts of the charitable company for the year ended 31 March 2023.

This report is made solely to the charity's Trustees, as a body, in accordance with Section 144 of the Charities Act 2011 ('the Act') and regulations made under section 154 of the Act. My work has been undertaken so that I might state to the charitable company's Trustees those matters I am required to state to them in an Independent Examiner's report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the charitable company and the charitable company's Trustees as a body, for my work, for this report, or for the opinions I have formed.

Responsibilities and basis of report

As the charity's Trustees of the charitable 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 charitable 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

Since the charitable company's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the Institute of Chartered Accountants in England and Wales, which is one of the listed bodies.

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.



.....
Olayinka Tomori ACA DChA
Longmeade Consult Ltd

Regus House
Victory Way
Admirals Park
Dartford DA2 6QD

15 December 2023

MIGRATION MUSEUM PROJECT
(A company limited by guarantee)

STATEMENT OF FINANCIAL ACTIVITIES

FOR THE YEAR ENDED 31 MARCH 2023

INCOME AND EXPENDITURE	Notes	Unrestricted funds £	Restricted funds £	Total 2023 £	Total 2022 £
<u>Income and endowments from:</u>					
Donations and legacies	2	215,090	224,737	439,827	771,440
Charitable activities	3	87,694	-	87,694	38,425
Other trading activities	4	21,773	-	21,773	10,725
Total Income		324,557	224,737	549,294	820,590
<u>Expenditure on:</u>	5				
Raising funds		89,128	10,000	99,128	64,958
Charitable activities		335,587	445,910	781,497	665,382
Total Expenditure		424,715	455,910	880,625	730,340
Net ((expenditure)/income before transfers		(100,158)	(231,173)	(331,331)	90,250
Gross transfers between funds	12	309	(309)	-	-
Net movement in funds		(99,849)	(231,482)	(331,331)	90,250
Total funds brought forward		248,777	289,970	538,747	448,497
Total funds carried forward		148,928	58,488	207,416	538,747

The comparative Statement of Financial Activities for the year ended 31 March 2022 is included in Note 14.

All recognised gains and losses are included in the Statement of Financial Activities.

All the charity's activities are classified as continuing.

The accompanying notes form an integral part of these financial statements.

BALANCE SHEET

AS AT 31 MARCH 2023

	Notes	2023 £	2022 £
Current Assets			
Cash at bank and in hand		293,673	626,704
			626,704
Creditors: amounts falling due within one year	8	(60,964)	(56,232)
Net Current Assets		232,709	570,472
Creditors: amounts falling due after more than one year	9	(25,293)	(31,725)
Total Net Assets		207,416	538,747
Funds:			
Restricted funds	12	58,588	289,970
Unrestricted funds		148,928	248,777
TOTAL FUNDS		207,416	538,747

The directors consider that the company is entitled to exemption from the requirement to have an audit under the provisions of section 477 of the Companies Act 2006 ("the Act") and members have not required the company to obtain an audit for the year in question in accordance with section 476 of the Act. The directors acknowledge their responsibility for ensuring that the company keeps accounting records which comply with section 386 of the Act and for preparing financial statements which give a true and fair view of the state of affairs of the company as at 31 March 2023 and of its result for the year then ended in accordance with the requirements of sections 394 and 395 of the Act and which otherwise comply with the requirements of the Companies Act 2006 relating to the financial statements so far as applicable to the company.

The financial statements were approved by the board and authorised for issue on 5 December 2023 and signed on its behalf by:



.....
Charles Gurassa
Director/Trustee

The accompanying notes form an integral part of these financial statements.

STATEMENT OF CASH FLOWS

AS AT 31 MARCH 2023

	31 March 2023 £	31 March 2022 £
Cash provided by operating activities	(333,031)	142,945
(Decrease)/increase in cash and cash equivalents in the year	(333,031)	142,945
Cash and cash equivalents at the beginning of the year	626,704	483,759
Total cash and cash equivalents at year end	293,673	626,704
Analysis of Cash and Cash Equivalents	2023 £	2022 £
Cash at bank and in hand	293,673	626,704

Analysis of changes in net funds	At 1 April 2022 £	Cash flows £	Other non-cash changes £	At 31 March 2023 £
Cash	626,704	(333,031)	-	293,673

Reconciliation of net movement in funds to net cash inflow from Operating Activities

	2023 £	2022 £
Net movement in funds	(331,331)	90,250
Decrease in debtors	-	-
Increase/(decrease) in creditors	(1,700)	52,695
Net cash provided by/(used in) operating activities	(333,031)	142,945

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2023

1. ACCOUNTING POLICIES

1.1. Basis of accounting

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) (second edition effective 1 January 2019)', the Charities Act 2011 and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

The Trustees consider there are no material uncertainties about the Charity's ability to continue as a going concern. The Trustees have made this assessment in respect of a period of one year from the date of approval of these accounts. The financial statements have therefore been prepared on a going concern basis.

1.2. Fund accounting

Unrestricted funds are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity. Designated funds are unrestricted funds earmarked by the Trustees for particular purposes.

Restricted funds are subjected to restrictions on their expenditure imposed by the donor. The purposes and uses of the restricted funds are set out in the notes to the accounts.

1.3. Income

All income is included in the Statement of Financial Activities when the charity is legally entitled to the income, there is probability of receipt and the amount can be quantified with reasonable accuracy, except as follows:

- When donors specify that income given to the charity must be used in future accounting periods, then the income is deferred to the specified period.
- When donors impose conditions which have to be fulfilled before the charity becomes entitled to use such income, the income is deferred until the preconditions for use are met.
- When donors specify that income is for a particular restricted purpose which does not amount to preconditions regarding entitlement, the income is recognised as income when receivable.

No amounts are included in the financial statements for services donated by volunteers.

Income from investments is included in the Statement of Financial Activities in the year in which it is received.

1.4. Expenditure

Expenditure is recognised on an accrual basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered and is reported as part of the expenditure to which it relates. Support costs which cannot be directly attributed to particular projects are apportioned in proportion to the direct staff cost allocated to the project. Governance costs, which form part of Support costs include expenditure on the governance of the charity and its assets and are primarily associated with constitutional and statutory requirements.

Charitable expenditure consists of all expenditure relating to the objects of the charity. All costs are directly attributable to the activities under which they have been analysed.

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

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2023

1. ACCOUNTING POLICIES (continued)

1.5. Pension schemes

The charity operates a defined Contribution Pension Scheme for its employees. The pension costs charged in the financial statements represent the contribution payable by the charity during the year.

1.6. Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

2. DONATIONS AND LEGACIES

	Unrestricted	Restricted	2023	2022
	£	£	£	£
Donations and gifts	215,090	114,792	329,882	496,336
Government grants – Furlough Scheme	-	-	-	7,510
Government grants – Other	-	109,945	109,945	267,594
	<u>215,090</u>	<u>224,737</u>	<u>439,827</u>	<u>771,440</u>

	Unrestricted	Restricted	2022
	£	£	£
Donations and gifts	304,958	191,378	496,336
Government grants – Furlough Scheme	7,510	-	7,510
Government grants – Other	4,400	263,194	267,594
	<u>316,868</u>	<u>454,572</u>	<u>771,440</u>

Details of the movement in restricted funds are shown in note 12.

3. INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted	Restricted	2023	2022
	Funds	Funds	£	£
	£	£		
Shop sales	<u>87,694</u>	<u>-</u>	<u>87,694</u>	<u>38,425</u>

In 2022, total income from Sales and Consultancy fees were £38,425 all of which was unrestricted.

4. OTHER TRADING ACTIVITIES

	2023	2022
	£	£
Venue hire	11,109	3,300
Fundraising events – Speakers and exhibitions	10,664	7,425
	<u>21,773</u>	<u>10,725</u>

In 2022, all income from venue hire and fundraising events were all unrestricted.

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2023

5. EXPENDITURE

	Staff costs	Office costs	Other costs	Governance	2023	2022
	£	£	£	£	£	£
Raising funds						
Fundraising - general	9,987	1,916	19,938	-	31,841	24,578
Fundraising – shop sales	4,472	858	61,957	-	67,287	40,380
	<u>14,459</u>	<u>2,774</u>	<u>81,895</u>	<u>-</u>	<u>99,128</u>	<u>64,958</u>
Charitable activities:						
Exhibitions and events	367,834	70,572	194,493	-	632,899	543,298
Support costs	114,810	22,028	9,120	2,640	148,598	122,084
	<u>482,644</u>	<u>92,600</u>	<u>203,613</u>	<u>2,640</u>	<u>781,497</u>	<u>655,382</u>
Total	<u>497,103</u>	<u>95,374</u>	<u>285,508</u>	<u>2,640</u>	<u>880,625</u>	<u>730,340</u>

Net income/(expenditure) is stated after charging:
Independent Examiner's fees (excluding VAT)

1,600 1,500

	Staff costs	Office costs	Other costs	Governance	2022
	£	£	£	£	£
Raising funds					
Fundraising - general	4,434	677	19,467	-	24,578
Fundraising – shop sales	3,937	601	35,842	-	40,380
	<u>8,371</u>	<u>1,278</u>	<u>55,309</u>	<u>-</u>	<u>64,958</u>
Charitable activities:					
Exhibitions and events	328,517	50,140	164,641	-	543,298
Support costs	101,134	15,436	2,994	2,520	122,084
	<u>429,651</u>	<u>65,576</u>	<u>167,635</u>	<u>2,520</u>	<u>665,382</u>
Total	<u>438,022</u>	<u>66,854</u>	<u>222,944</u>	<u>2,520</u>	<u>730,340</u>

6. STAFF COSTS

	2023	2022
	£	£
Wages and salaries	436,369	387,336
Social security costs	38,892	32,993
Pension costs	21,842	17,693
	<u>497,103</u>	<u>438,022</u>

No employee received emoluments of more than £60,000 in the year (2022: Nil)

Key management personnel received total employee benefits of £49,938 in the year (2022: £44,344)

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2023

6. STAFF COSTS (continued)

The average monthly employee headcount during the year was as follows:

	2023	2022
	Number	Number
Administration	2	2
Project management	13	12
	<u>15</u>	<u>14</u>

7. TRUSTEES

None of the Trustees (or any persons connected with them) received any reimbursement of expenses, remuneration or benefits from the charity during the year (2022: nil).

8. CREDITORS: amounts falling due within one year

	2023	2022
	£	£
Taxes and social security costs	11,098	10,888
Other creditors and accruals	42,087	38,134
Loan (see note below)	7,779	7,210
	<u>60,964</u>	<u>56,232</u>

9. CREDITORS: amounts falling due After more than one year

	2023	2022
	£	£
Loan (see note below)	25,293	31,725

The unsecured loan of £42,000 was received from Nesta Cultural Impact Development Fund and commenced in January 2022. It is cultural development loan repayable over five years and bears interest at 7.5%. The balance on the loan at 31 March 2023 was £33,072.

10. PENSIONS AND OTHER POST-RETIREMENT BENEFIT COMMITMENTS

The charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charity in an independently administered fund. The pension costs charge represents contributions payable by the charity to the fund and amounted to £21,842 (2022: £17,693). Contributions payable at the year-end was £3,456 (2022: £1,804).

11. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted funds	Restricted funds	Total funds
	£	£	£
Fund balances at 31 March 2023 as represented by:			
Current assets	202,113	91,560	293,673
Current liabilities	(53,185)	(7,779)	(60,964)
Long term liabilities	-	(25,293)	(25,293)
	<u>148,928</u>	<u>58,488</u>	<u>207,416</u>

In the prior year, total funds amounted to £538,747. Total restricted funds of £289,970 were represented by current assets of £328,905, current liabilities of £7,210 and long term liabilities of £31,725. Unrestricted funds of £248,777 were represented by current assets of £297,799 and current liabilities of £49,022.

MIGRATION MUSEUM PROJECT
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2023

12. RESTRICTED FUNDS

	At 1 April 2022 £	Income £	Expenditure £	Transfers and gains £	At 31 March 2023 £
Alan and Babette Sainsbury Charitable Fund	191	-	(191)	-	-
Corporate Donations	4,223	-	(4,223)	-	-
Churchill Fellowship	-	14,825	(12,964)	-	1,861
Esmée Fairbairn Foundation	593	5,000	(5,593)	-	-
Foyle Foundation	-	20,000	(18,623)	-	1,377
Lewisham Homes	3,500	-	(3,218)	-	282
London Community Fund/#I Will Fund	309	-	-	(309)	-
Nesta Cultural Impact Development Fund Grant	15,000	-	(14,581)	-	419
Open Society Foundations	13,746	-	(13,746)	-	-
Paul Hamlyn Foundation	58,635	66,000	(89,105)	-	35,530
Rayne Foundation	7,224	-	(7,224)	-	-
Rumi Foundation	11,404	-	(9,295)	-	2,109
Heritage Trade Up (National Lottery Heritage Fund)	5,500	4,500	(10,000)	-	-
The Funding Network	4,176	-	(4,176)	-	-
Trust for London	1,317	-	(1,317)	-	-
Unbound Philanthropy	10,303	-	(10,303)	-	-
Arts Council England	24,419	7,618	(30,511)	-	1,526
Arts Council England TCOB	40,427	35,983	(64,217)	-	12,193
Creative Happenings	6,900	-	-	-	6,900
National Lottery Heritage Fund – Connecting Lewisham to its migration heritage	1,864	46,353	(78,697)	-	(30,480)
HMRC Kickstart	1,989	5,426	(7,415)	-	-
Lewisham Business Support	74,000	6,387	(61,794)	-	18,593
LB Lambeth – Mayor’s Fund	-	8,178	-	-	8,178
US Embassy	4,250	4,467	(8,717)	-	-
	<u>289,970</u>	<u>224,737</u>	<u>(455,910)</u>	<u>(309)</u>	<u>58,488</u>

The transfers between funds are to move expenditure over and above the restricted donation received and charging to unrestricted funds. The transfers also adjust for any misallocation of funds in the year.

Restricted funds received/used during the year were for the following purposes:

AB Charity – to support the education programme

Alan and Babette Sainsbury Charitable Fund - towards educational workshops for young people in Southwark

Corporate donation - from Hogan Lovells to support the *Taking Care of Business* exhibition

Churchill Fellowship – to increase and develop the impact and reach of the Migration Network

Dorfman Foundation – towards *Heart of the Nation* exhibition

Esmée Fairbairn Foundation small grants - to support *Taking Care of Business* and staff training

Foyle Foundation – to support the education programme.

Lewisham Homes – to make the museum more appealing for families.

London Community Foundations/ #I will Fund – towards youth engagement activities.

12. RESTRICTED FUNDS (CONTINUED)

Nesta Cultural Impact Development Fund (Grant) – strategic support for establishment of museum shop.

Northwick Trust - towards *Departures* exhibition

Open Society Foundations – towards installation of sections of the Berlin Wall in Lewisham

Paul Hamlyn Foundation - towards interpretive design and master planning for the Migration Museum Project.

Rayne Foundation – towards *Heart of the Nation* exhibition

Rumi Foundation – lead sponsor for *Heart of the Nation* exhibition

Heritage Trade Up (National Lottery Heritage Fund) - to support establishment of the museum shop

The Art Fund – towards the Migration Network.

The Funding Network - towards education

Trust for London - towards the salary of Head of Public Engagement and audience development strategy

Unbound Philanthropy - towards exhibitions, events and education.

Academic funding - impact funding from Universities supporting exhibitions and Migration Network

Arts Council England - towards *Departures* and *Heart of the Nation* exhibitions

Creative Happenings funding from Lewisham Council supported the museum's window display exhibits

National Lottery Heritage Fund – Connecting Lewisham to its migration heritage – towards related project activities in Lewisham. The negative balance on the account will be redeemed with amounts receivable from the funds in the next financial year.

The Government's Kickstart Scheme funding - support employment for 16-24 year olds on Universal Credit at risk of long term unemployment

Lewisham Business Support - towards non-core salary business support

US Embassy – towards *Departures* exhibition

MIGRATION MUSEUM PROJECT
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2023

12. RESTRICTED FUNDS (CONTINUED)

Comparative Information for the preceding period - Year Ended 31 March 2022

	At 1 April 2021	Income	Expenditure	Transfers and gains	At 31 March 2022
	£	£	£	£	£
AB Charity	10,000	-	(10,332)	332	-
Alan and Babette Sainsbury Charitable Fund	444	-	-	(253)	191
Corporate Donations	-	10,000	(5,777)	-	4,223
Dorfman Foundation	8,674	-	(8,850)	176	-
Esmée Fairbairn Foundation	-	15,000	(14,407)	-	593
Lewisham Homes	-	3,500	-	-	3,500
London Community Fund/#I Will Fund	9,885	-	(9,691)	115	309
Nesta Cultural Impact Development Fund (Grant)	-	15,000	-	-	15,000
Northwick Trust	708	-	-	(708)	-
Open Society Foundations	13,746	-	-	-	13,746
Paul Hamlyn Foundation	20,981	60,000	(22,507)	161	58,635
Rayne Foundation	1,818	10,000	(4,594)	-	7,224
Rumi Foundation	24,173	25,000	(37,769)	-	11,404
Heritage Trade Up (National Lottery Heritage Fund)	-	5,500	-	-	5,500
The Art Fund	9,777	-	(10,464)	687	-
The Funding Network	5,000	17,378	(18,660)	458	4,176
Trust for London	31,439	-	(29,877)	(245)	1,317
Unbound Philanthropy	15,568	30,000	(36,729)	1,464	10,303
Academic funding	18,157	-	(20,763)	2,606	-
Arts Council England TCOB	73,123	44,979	(53,256)	-	64,846
Creative Happenings	-	6,900	-	-	6,900
National Lottery Heritage Fund Culture Recovery Fund	-	104,478	(102,614)	-	1,864
HMRC Kickstart	-	14,640	(12,651)	-	1,989
Lewisham Business Support	2,972	92,197	(21,169)	-	74,000
US Embassy	7,850	-	(3,600)	-	4,250
	<u>254,315</u>	<u>454,572</u>	<u>(423,710)</u>	<u>4,793</u>	<u>289,970</u>

MIGRATION MUSEUM PROJECT
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2023

13. SHARE CAPITAL AND CONTROL

The charity is a company limited by guarantee. In the event of the charity being wound up, the liability in respect of each member is limited to £10. The charity is controlled by the board of Trustees.

14. COMPARATIVE STATEMENT OF FINANCIAL ACTIVITIES (2022)

INCOME AND EXPENDITURE		Unrestricted funds £	Restricted funds £	Total 2022 £
	Notes			
<u>Income and endowments from:</u>				
Donations and legacies	2	316,868	454,572	771,440
Charitable activities	3	38,425	-	38,425
Other trading activities	4	10,725	-	10,725
Total Income		366,018	454,572	820,590
<u>Expenditure on:</u>	5			
Raising funds		64,958	-	64,958
Charitable activities		241,672	423,710	665,382
Total Expenditure		306,630	423,710	730,340
Net income before transfers		59,388	30,862	90,250
Gross transfers between funds	12	(4,793)	4,793	-
Net movement in funds		54,595	35,655	90,250
Total funds brought forward		194,182	254,315	448,497
Total funds carried forward		248,777	289,970	538,747

MIGRATION MUSEUM PROJECT

England & Wales - Charity number 1153774

Accounts

MIGRATION MUSEUM PROJECT
TRUSTEES' REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

Registered Company No: 08544993
Registered Charity No: 1153774

MIGRATION MUSEUM PROJECT

YEAR ENDED 31 MARCH 2022

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MIGRATION MUSEUM PROJECT
(A company limited by guarantee)

REFERENCE AND ADMINISTRATIVE INFORMATION

FOR THE YEAR ENDED 31 MARCH 2022

Trustees	Barbara Roche Charles Gurassa Mohan Mansigani OBE OstJ George Alagiah OBE Zelda Baveystock Sarah Caplin Margot Finn Nilufar Fowler Ayesha Hameed Kuljit Kaur Jackson Eric Langham David Olusoga OBE Robert Winder	(Chair – resigned 7 July 2021) (Chair – from 7 July 2021) (Treasurer) (resigned 7 July 2021) (appointed 7 October 2021) (appointed 7 October 2021) (appointed 7 October 2021) (appointed 7 October 2021) (appointed 7 October 2021)
Company Secretary and CEO	Sophie Henderson	
Charity Registration Number	1153774	
Company Registration Number	08544993	
Principal Address and Registered Office	15 Larkhall Rise London SW4 6JB	
Independent Examiner	Olayinka Tomori ACA DChA Longmeade Consult Ltd Regus House Victory Way Admirals Park Dartford DA2 6QD	
Bankers	The Co-operative Bank P O Box 250 Skelmersdale WN8 6WT	

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 2022. The Trustees have adopted the provisions of 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) (second edition effective 1 January 2019).

The Migration Museum Project is a private charitable company limited by guarantee. The Directors of the charitable company are its Trustees for the purpose of charity law. None of the Trustees has any beneficial interest in the company.

Objectives and Activities

Our purpose

Our mission is to deliver Britain's missing museum: a moving and inspiring cultural institution to put Britain's migration story at centre stage, where it belongs. We aim to explore how migration has shaped who we are – as individuals, as communities and as nations – and to provide context and backdrop for contemporary conversations about migration and related topics that can be heated and polarising. Our vision is of a society in which each of us feels personally connected to, and owns, our shared migration story as an essential part of British history. Our values, both within and beyond our organisation, are to promote integration, representation, participation, understanding and respect.

Ultimately we aim to:

- Become the go-to museum destination for learning about migration
- Be a key voice and facilitator in the national debate about migration
- Have national and international significance
- Be a financially sustainable and thriving organisation
- Be an innovative and established place-maker
- Have audiences that feel connected, represented and empowered
- Have an outstanding reputation as an innovative cultural producer
- Have strong delivery partnerships

During the year we aimed specifically to:

- Engage with audiences in our temporary home in Lewisham Shopping Centre, breaking down barriers to access to the arts and establishing the museum's value to our local community whilst also building profile and credibility
- Grow our reputation as an innovative cultural producer and nationally relevant sector-supporting organisation
- Support pupils and teachers by providing learning opportunities and teacher training whilst increasing the national reach and relevance of our education programme through strategic partnerships including with examination boards
- Strengthen our board of Trustees, increase and diversify our funding, build strategic partnerships and develop our case for support for a permanent Migration Museum ecosystem with national reach

Achievements and Performance

1 Introduction

Having been closed to the public for all but 15 days during the previous financial year, we were able to open our doors once again in our temporary home in Lewisham Shopping Centre, in accordance with government guidelines, from May 2021. During the year more than 36k people visited our exhibitions and we delivered a compelling offer for passers-by and destination visitors alike, attracting an audience that was much more ethnically and socio-economically diverse than the average for London museums. Our *Departures* exhibition was both popular and critically acclaimed, and we broke new ground with a viral *#FootballMovesPeople* campaign that reached more than 5m people on social media alone. Our education programme, including interactive workshops, teacher training and resources, went from strength to strength and we hosted the launch of Pearson Edexcel's new migration history module as well as conceiving an exciting competition for young people to design an exhibit to be realised in the museum. We hosted record numbers of participants from across the UK in four sector-supporting Migration Network events, and we were proud to be part of the steering committee and to participate in delivering Lewisham's Borough of Culture 2022. We grew and diversified our income, nurtured valuable partnerships, created a compelling prospectus for the permanent Migration Museum and welcomed five dynamic new Trustees bringing a wealth of skills and experience in education, business planning, venue development, community engagement, digital innovation and more.

2 Cultural Programme and Public Engagement

Exhibitions

We re-opened our acclaimed exhibition, *Departures*, an exploration of the little-known story of 400 years of British emigration from the sailing of the Mayflower to the present day. Through personal narratives, contemporary art and a range of media, *Departures* illuminated the vast scale of this movement of people, the motivations that lay behind it and its effects on both Britain and the world. The exhibition reached audiences across the UK through partnerships with The Box in Plymouth, Royal Cornwall Museums and the National Trust, and via a 9-episode podcast downloaded more than 14k times, and was well-reviewed in *iNews*, *BBC Arts*, *The Voice* and the *London Review of Books*. The scandalous story of the transportation of WWII German Jewish internees to Australia aboard *The Dunera* was brought to life through a previously unexhibited family archive that featured on BBC R4's *The Edge of History*. The exhibition provided strong support for students studying AQA's *Migration, Empires and The People* History module at GCSE and was a powerful showcase for artists including Osbert Parker whose animated timeline was shortlisted in the Films category at the Cannes Lions Awards.

We continued to display *Humanae*, an engaging exploration of skin colour by renowned Brazilian artist, Angélica Dáss, and we re-opened *Room to Breathe*, our popular and immersive exploration of the experience of arriving and settling in a new country told through a series of interactive 'rooms' – a bedroom, a kitchen, a classroom and a barber's shop. We launched our *Artist Showcase* in the museum's front windows to provide a stimulating offer for repeat visitors of work by local artists including an installation by graphic artists Nadina Ali in response to the question *Where Are You From?* and two collage projects, *Noras of Lewisham*, by Belén Yáñez and Cristina Villalonga and *Les Robes Géographiques* by Elizabeth Lécourt.

At year's end, installation was underway of the museum's most ambitious exhibition to date: *Taking Care of Business: Migrant Entrepreneurs and the Making of Britain*, an immersive exploration of the ways in which migrant entrepreneurs have shaped British high streets, fashions and tastes, from corner shops to tech unicorns and everything in between. Fittingly for its location in the middle of a busy shopping centre, the exhibition would feature a 'Chinese Takeaway' and a 'Corner Shop' guest-curated respectively by journalists Angela Hui and Babita Sharma, based on their family stories, as well as displays about clothing, arts, finance and banking, hair and cosmetics, technology and home goods. The exhibition would explore the complexities and deep historical roots of the story of migrant entrepreneurs – including household names like Marks & Spencer within the shopping centre itself – and would illuminate what is often taken for granted, that migration, far from being a 'cost', is central to our economy. Content and delivery was guided by an expert

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TRUSTEES' REPORT (continued)

FOR THE YEAR ENDED 31 MARCH 2022

steering committee, and the exhibition would break new ground for the museum by supporting Business Studies at GCSE as well as providing opportunities for corporate engagement, training and skills-building. The exhibition's themes would extend into the community through walking tours of local businesses as well as to the museum's shop which was being redesigned as a stylish Migrant Makers Market with a Makerspace for weekend activities. The exhibition was due to be opened in April 2022 by musician and entrepreneur Levi Roots, deputy London Mayor for Business Rajesh Agrawal, and BBC journalist Babita Sharma.

Events and community engagement

Throughout the year we hosted numerous events, initially small scale and catering for local audiences and post-pandemic habits but culminating in larger events including bringing together participants in Lewisham's Borough of Culture 2022, convened by Lewisham Education and Arts Network, and a launch event attended by London Mayor Sadiq Khan. We introduced Family Fun Days into our programming, doubling average daily visitors, and instigated popular *Stories in Focus* talks at weekends by museum staff and volunteers providing a deeper dive into aspects of our exhibitions. We hosted meet the artist events, self-portrait painting workshops, a dance performance and an academic workshop as part of the Being Human Festival.

As ever there was high demand from a wide range of organisations for group visits to the museum and use of its spaces as a stimulating and resonant backdrop for a variety of activities. We gave tours and workshops for community groups including those supporting migrants and refugees (eg Action for Refugees in Lewisham and Love to Learn), older people (eg University of the Third Age and South London Cares), people with disabilities (eg Croydon Active Lives), groups with a focus on youth and skills (eg Circle Collective), as well as providing rehearsal and performance space for local theatre companies and a place for discussion and reflection for think tanks, GPs, local NHS workers, Lewisham Homes, and a range of cultural institutions such as the National Archives and Museum of London.

Recognising our need to be more strategic in our approach to community engagement, and to ensure that we deliver best value, guided by Trustee Ayesha Hameed, we started to conceive and plan a wide-ranging consultation to take place during 2022/23 to discover how best the Migration Museum can serve local people according to values established from the ground up in partnership with the community.

Audiences

During the ten months that we were open to the public we welcomed 34k general visitors and, though footfall was reduced compared with pre-pandemic levels (60%, in line with other cultural attractions and consistent with lower numbers visiting the shopping centre) it rose modestly throughout the year. While 53% of visitors were passers-by, who had not set out intending to visit the museum, 47% visited Lewisham specifically to come to the museum. Evaluation by The Audience Agency established that our audience is highly unusual for museums in that it is more than three times as ethnically diverse and twice as likely to come from less arts-engaged and lower socio-economic groups compared with other London museums. After their visit, 92% of visitors felt that they had a better understanding of British migration and, while 49% felt represented in mainstream British history, 65% felt represented in the Migration Museum. All visitors rated the quality of the exhibitions and the whole experience as good or very good, also as being a place for the whole community, a place where people can mix and understand each other's cultures and for being made to feel welcome. 91% rated the museum as good or very good for building pride in the local area. 50% visited mainly to learn something but other significant motivations were to be inspired, entertained, spend time with friends and family, enjoy the atmosphere or because migration is an important part of who they are. 89% said that they would be very likely to visit a permanent Migration Museum. Visitor comments included the following:

Absolutely brilliant, not enough museums in shopping centres. Excellent, thoughtful, well-researched exhibition!

Stumbled across the museum on a shopping trip, and it was a really well-spent hour or so. A thoughtful and insightful exhibition that turns your thoughts on immigration and emigration, two sides of the same coin.

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TRUSTEES' REPORT (continued)

FOR THE YEAR ENDED 31 MARCH 2022

Wow! I'm in awe. It's so touching that the stories of real people are finally being told. I hope the Migration Museum gets mainstream attention because there are so many stories that deserve to be told and heard by everyone. I am so proud to be British and the Migration Museum sums up everything I feel and I hope others also learn.

A gem of a museum. Would love to see it bigger and permanent. I've learned a lot

This is such an important museum! The Departures exhibition is incredible, so enlightening. The Room to Breathe exhibition was tremendously moving, it made me tear up.

Really love that it is in a shopping centre, so much less intimidating and more accessible. Can't wait to see it grow. Very exciting museum.

Other public engagement

We were invited to deliver sessions to support diversity and inclusion training for employees at Twitter and Société Générale, and further participated in a range of external events including for the Museums Association, National Museums Scotland, Association of Independent Museums, Museum of London, The Space digital agency, Jewish Museum, Museum of the Home, Butler Gallery, Wellcome Centre Innovation Lab and Greensboro History Museum. Our Artistic Director, Aditi Anand curated an installation within the Horniman Museum's *Hair: Untold Stories* exhibition and we worked with Good Chance Theatre and local schools to provide a Lewisham welcome for giant puppet *Little Amal* that had walked all the way from Syria.

Digital outputs

We radically grew our digital profile during the year, delivering a highly impactful social media and out of home campaign, *#FootballMovesPeople*, highlighting the diversity of the England team, to accompany the delayed men's 2020 Euros. Arresting graphics, designed *pro bono* by Wonderhood Studios, illustrated what the England line-up and match scores would look like without players with at least one parent or grandparent born overseas, and the campaign illuminated the migration stories of players and included trivia and quizzes with partners including *Find My Past* and *Football Manager*. The campaign went viral on Instagram and Twitter, achieving organic reach to more than 5 million people, with very high engagement, as well as being shown on digital billboards in high streets and shopping centres nationwide, and on screens in pubs and bars where the matches were being shown, geo-targeted towards areas where England players with migrant heritage grew up. The campaign was widely featured in both national and international media, including BBC, Sky Sports, NBC, New York Times and Washington Post, and was at the epicentre of media coverage focusing on the diversity of the England team and the racist abuse directed at Black England players after the final. In the week following the launch of the campaign, the Migration Museum was the most talked about museum in Britain. *#FootballMovesPeople* also had a hyper-local focus in the museum in Lewisham, with window displays featuring South London football heroes – including Ian Wright and the England women's first Black captain, Mary Phillip – nominated by members of the public.

The museum's first digital exhibition, *Heart of the Nation: Migration and the Making of the NHS*, conceived and produced during the lockdown of the previous year, attracted 13.4k online visitors throughout the year, bringing total visitors to more than 26.5k, with an accompanying programme of Instagram Live conversations that drove spikes in engagement.

The museum's following on Instagram more than doubled during the year and followers rose steadily on other platforms. There were more than 141k new visitors to the museum's website, nearly double the previous year's figure.

3 Education

Education lies at the heart of all the work of the Migration Museum, and we have developed a particularly strong trademark offer for schools, colleges and universities consisting of interactive, exhibition-based workshops, as well as providing teacher training, creating and disseminating education resources, building strategic partnerships, including with all major examination boards, and running a competition for young people to design their own museum exhibit.

MIGRATION MUSEUM PROJECT
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TRUSTEES' REPORT (continued)

FOR THE YEAR ENDED 31 MARCH 2022

This year we were delighted to welcome new Trustee, Professor Margot Finn, to chair our education steering committee to build on our successes to date and further develop a broad and ambitious educational programme. We are indebted to Bushra Nasir CBE, who stood down as Chair during the year following six years' distinguished leadership.

School visits resumed in earnest in September 2021 and by year's end the museum's education programme was in full swing, with demand exceeding our capacity to supply. We welcomed 2k students to the museum and reached a further 2k via online workshops developed during lockdown. Most in-person visits were from London but, as in previous years, a significant proportion of university visits (17%) were international – from the US, Sweden and Switzerland. Evaluation by The Audience Agency demonstrated that 91% of school visits were from state schools, with 31% of pupils eligible for the Deprivation Pupil Premium, 59% from Black and Minority Ethnic backgrounds, 12% from White Other backgrounds, 32% without English as a first language and 48% represented in Audience Spectrum segments of the population with low levels of arts engagement.

Our own evaluation demonstrated consistently high satisfaction from teachers and pupils, with all teachers surveyed saying they would recommend the museum's education programme to colleagues. Feedback from teachers included the following:

The knowledge of staff brought each exhibit to life for all the children to access. Great variety of exhibits. Brilliant and informative - the children are fired up with questions and enthusiasm.

I think it helped make migration less abstract for students without direct migration experience, and also connected very well with students who did have direct migration experience.

It cemented children's learning and brought some aspects to life with real life stories

We will continue our work on migration and movement at school and reach out to other local groups to enrich our learning and understanding

Highlights the importance of talking openly about these issues and relating everyday experiences of our children to the reality of immigration policy.

Much more personalised to us and having the whole space with 2 staff members to support is outstanding and quite unheard of! Thank you!!

Very accommodating staff - a warmer welcome than in other museums.

Our education team also reached tens of thousands more pupils across the UK through teacher training and partnerships. We provided initial teacher training and continuing professional development for more than 450 teachers in partnership with the Princes Training Institute, Ark Academies, Harris Federation, and PGCE providers. Our *Understanding Emigration* resource pack to accompany *Departures* for use with GCSE module *Migration, Empires and The People* was downloaded from the Migration Museum and Teach It websites 500 times and widely disseminated by examination board AQA. And in response to Black Lives Matter and widespread calls for there to be more and better teaching about migration, race and Britain's colonial past, Britain's largest examination board, Edexcel Pearson, published a new GCSE migration History module, *Migration in Britain*, which they launched at the Migration Museum and online, reaching hundreds of history teachers.

At year's end the museum's learning team was creating new downloadable resources for educators to accompany the forthcoming *Taking Care of Business* exhibition that would showcase the themes and stories in the exhibition and support facilitated and self-directed visits from primary schools and also from GCSE students of Business Studies, History, Geography, Citizenship and PSHE. Such resources are designed to facilitate greater numbers of self-directed learning visits, and we produced themed exhibition trails to enhance our offer for general visitors. We continued to nurture valuable education partnerships, including with The Black Curriculum and Teach First, whose summer placement students strengthened our family offer by devising activities for children within our galleries.

Towards the end of the year, we launched *Moving Stories: Lewisham*, an exciting competition for local young people, sponsored by Landsec and supported by Lewisham's Education and Arts Network, to devise and create, in partnership with business mentors and creative practitioners, a winning museum exhibit that will be developed and realised in the Migration Museum in early 2023.

4 Migration Network

We continued to deliver our sector-supporting Migration Network, bringing together hundreds of museums and heritage professionals as well as community representatives and academics through in-person and online events to learn from case studies and take part in discussion groups to bring out and share best practice in migration storytelling nationwide. The Network is guided by a steering group with representatives from the National Trust, Horniman Museum, Museums Association, National Museums Liverpool, Counterpoints Arts, Tyne & Wear Archives and Museums, and Oxford University's Centre on Migration Policy and Society (COMPAS) and is supported by Civic Leadership Academy students from King's College London.

During the year we delivered four Network events, in person and online, attended by more than 370 people representing museums and institutions in the South-West and Wales, co-hosted with Bristol Culture and Creative Industries, London and the South-East, hosted by the Migration Museum, the Midlands, co-hosted with Birmingham Museums Trust, and the East of England co-hosted with Norfolk Museums. These events showcased a wide variety of case studies, discussion groups and short presentations including from the Horniman Museum, Refugee Café, Legal Aliens theatre company, Singing Our Lives, High Wycombe Museum, Bassetlaw Museum, National Justice Museum, Leicester Museums of Sanctuary, and National Museums Wales. Lively discussion groups covered topics such as commissioning to remember Black Lives Matter, integrating segregated communities, diversifying industrial heritage sites, rethinking community galleries and working with Gypsy, Romany and Traveller communities. At year's end a further Network event focused on Scotland was planned in partnership with Museums & Galleries Edinburgh.

Interim findings of independent evaluation of the Network by Dr Sarah Kunz, Leverhulme Early Career Fellow in the School of Sociology, Politics and International Studies at the University of Bristol, disclosed very high rates of satisfaction and a high appetite for future events. Participants particularly appreciated having access to a wide diversity of interesting case studies, with contributions from across the UK from smaller museums, galleries and community organisations as well as larger institutions, the stimulating nature and honesty of discussions, and the excellent organisation and clarity of communications. Participants overwhelmingly felt that the Network would enhance their practice by sparking ideas, building confidence and making connections, one consequence being that the Migration Museum was asked to support a group of Cumbrian museums to deliver their own migration network.

5 Trustees, Distinguished Friends, Staff and Volunteers

During the year we grew and considerably strengthened our Board of Trustees and our Chair, Charles Gurassa, Chair of Oxfam GB and former Chair of Channel 4, was appointed Chair of the Guardian Media Group. Following a wide-ranging recruitment exercise that attracted more than 120 high-quality applicants, we were delighted to welcome five new Trustees: Kuljit Dhillon, Assistant Director of Strategy at the General Medical Council, formerly Head of Public Bodies at the Cabinet Office; Margot Finn, Professor of Modern British History at UCL, formerly President of the Royal Historical Society and Trustee of the V&A; Nilufar Fowler, Global Chief Growth Officer at Mindshare Worldwide; Ayesha Hameed, Head of Community Engagement at the GLA; and Eric Langham, founder of leading cultural consultancy, Barker Langham. These new Trustees brought a wealth of new experience, skills and energy and were highly active in supporting the museum throughout the year.

We engaged additional staff to grow our strength in fundraising, education and curation, two of whom had joined the museum initially on temporary contracts supported by the government's Kickstart scheme. Three members of staff benefitted from Clore leadership training and we instituted a series of exchange visits with the Turner Contemporary in Margate for each institution to learn about the other. We are supported by approximately 50 volunteers, including students from King's College London Leadership Academy, SOAS, Goldsmiths and the University of Greenwich, who

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TRUSTEES' REPORT (continued)

FOR THE YEAR ENDED 31 MARCH 2022

assist with a wide variety of tasks ranging from front of house and visitor engagement to cataloguing and exhibition research.

We were joined by many new Distinguished Friends including Nick Merriman, Director of the Horniman Museum, Sonia Solicari, Director of the Museum of the Home, Gus Caseley-Hayford, Director of V&A East, Professor Lord Ajay Kakkar, London Assembly member Hina Bokhari and former leader of the Green Party Baroness Natalie Bennett.

6 Fundraising, Development and Partnerships

During the year we grew and diversified our funding. Approximately 40% of income was from trusts, and we secured new grants including from the Garfield Weston Foundation, Sigrid Rausing Trust, Nesta, School for Social Entrepreneurs and The Space. We received support from Arts Council England, the Culture Recovery Fund and Lewisham Council, together amounting to 30% of income, private donations accounted for 17% (up from 3% the previous year) and income from sales was 11% (up from virtually zero) owing to our renewed ability to drive income from our shop (including a new online shop), education sales and venue hire.

Supported by new Trustee Eric Langham and cultural consultancy Barker Langham, we created a powerful prospectus for the Migration Museum's permanent home setting out our vision, approach, space and location requirements, and economic and social impact. We articulated a compelling vision of a Migration Museum 'ecosystem' based on a permanent museum in London, dynamic website, dispersed hub(s) in High Streets and shopping centres across the country, a highly connected Network of museums and heritage professionals, and a broad education programme reaching into thousands of educational settings nationwide, all elements being interlinked, mutually reinforcing, sharing knowledge and building awareness. We convened a committee of leading property advisers from Derwent London, Patel Taylor, Say Property Consulting, Landsec and Crown Estates to drive our search for a permanent home, and by year's end were in conversation with a number of developers and local authorities.

We remain extremely grateful to our landlords, Landsec, who provide in-kind rent, rates and service-charge support for the Migration Museum equivalent to £356k per annum, and who have further given £27k to sponsor our competition for young people to design a museum exhibit. Other important partners include consistently supportive Lewisham Council; Hogan Lovells, a long-standing champion of the Migration Museum supporting with funding and *pro bono* legal assistance; and Shakespeare Martineau LLP who have provided further legal services *pro bono*.

Financial Review

The Migration Museum's income increased by 10% to £821k and expenditure increased, as anticipated, by a greater proportion, rising 53% to £730k reflecting significantly increased staff and project costs, overheads and expenses.

Funds held at year's end amounted to £539k (2021: £448k) of which £290k was restricted (2021: 254k).

The Trustees have considered the impact of the Covid-19 Pandemic on the charity's ability to continue as a going concern and have concluded that there are sufficient resources to meet its financial obligations for the foreseeable future.

Investment powers and policy

The Trustees have the power to make investments on behalf of the charity as they deem fit. The charity's current profile indicates that investments should be held in low-risk assets. Consequently, all investments are currently held in bank account balances.

MIGRATION MUSEUM PROJECT
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TRUSTEES' REPORT (continued)

FOR THE YEAR ENDED 31 MARCH 2022

Reserves policy

The charity's income to date has largely consisted in restricted, project-based funding. As we develop, we encourage our core funders to designate funding as unrestricted, so far as possible, to enable us to pursue our wider ambition to establish a permanent Migration Museum for Britain. In particular we seek to establish free reserves (unrestricted funds that are not designated or tied into fixed assets) to provide us with flexibility in developing our case for support and capacity for fundraising. Once we embark on a capital fundraising campaign for the permanent museum, we are likely to require 10-15% of the capital sum that we seek to raise in free reserves to meet our fundraising costs over three years.

Free reserves at the end of the year were £249k (2021: £194k). This is in line with our target of holding free reserves equivalent to at least 3 months of expenditure (£180k) and setting aside funds for a capital fundraising campaign. The charity intends to continue generating funds to meet its objective of increasing public awareness of the significance of Britain's migration story.

Structure, Governance and Management

Governing Document

The charitable company is governed by its Memorandum and Articles of Association dated 24 May 2013.

Recruitment and appointment of Board of Directors

Five Trustees were appointed during the year, and two Trustees resigned, including former Chair, Barbara Roche. Charles Gurassa was appointed Chair of Trustees.

Trustee Induction and Training

New Trustees were appointed following a widely advertised recruitment supported by specialist recruitment agency, Green Park. All new Trustees attended an induction day and were provided with a pack containing information about the museum's mission, vision and values as well as details of the company's constitution and registration, Conflict of Interest and all other policies and a copy of *The Essential Trustee* published by the Charities Commission.

Organisational structure

The Board of Trustees oversees the running of the charity and meets at least four times a year, with one away day. The day-to-day running of the charity is carried out by the CEO who has delegated authority for operational matters, assisted by the staff team, freelancers and volunteers. Financial matters are delegated to the CEO and staff according to the museum's Financial Policy and Procedures. The work of the charity is guided by a Risk Register and Policies (Safeguarding, Equal Opportunities and Diversity, Volunteer, Whistleblowing and Conflict of Interest) that are periodically reviewed and approved by the Board of Trustees. The museum benefits from specialist Education and Property steering committees chaired by Trustees, and from further specialist committees that guide the work of the Migration Network and exhibition development. The CEO is managed by the Chair of Trustees and in turn manages the Senior Leadership Team, who supervise the staff team. All staff are appraised annually by their line manager.

Related Parties

The Trustees and staff constitute the main related parties. The Trustees are not aware of the existence of any other related parties.

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TRUSTEES' REPORT (continued)

FOR THE YEAR ENDED 31 MARCH 2022

Plans for future periods

We aim to create a permanent Migration Museum for Britain and to that end we seek to continue delivering a vibrant cultural programme of exhibitions, events and public engagement campaigns with a wide-ranging education programme, based from our temporary homes, whilst at the same time developing the vision and business plan for the permanent museum supported by an expanded board of trustees and staff team incorporating diverse talent. We believe that a vibrant showcase combined with a compelling prospectus for the permanent museum will grow the profile, support, skills and partnerships that we require to bring this ambitious project to fruition.

Statement of Trustees' Responsibilities

The Trustees (who are also directors of Migration Museum Project for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable for that year. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Received and approved by the Board on 1st December 2022 and signed as authorised on their behalf by:



Charles Gurassa
Director/Trustee

INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF MIGRATION MUSEUM PROJECT

I report on the charity Trustees on my examination of the accounts of the charitable company for the year ended 31 March 2022.

This report is made solely to the charity's Trustees, as a body, in accordance with Section 144 of the Charities Act 2011 ('the Act') and regulations made under section 154 of the Act. My work has been undertaken so that I might state to the charitable company's Trustees those matters I am required to state to them in an Independent Examiner's report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the charitable company and the charitable company's Trustees as a body, for my work, for this report, or for the opinions I have formed.

Responsibilities and basis of report

As the charity's Trustees of the charitable 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 charitable 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

Since the charitable company's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the Institute of Chartered Accountants in England and Wales, which is one of the listed bodies.

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.



.....
Olayinka Tomori ACA DChA
Longmeade Consult Ltd

Regus House
Victory Way
Admirals Park
Dartford DA2 6QD

1st December 2022

MIGRATION MUSEUM PROJECT
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STATEMENT OF FINANCIAL ACTIVITIES

FOR THE YEAR ENDED 31 MARCH 2022

INCOME AND EXPENDITURE		Unrestricted funds £	Restricted funds £	Total 2022 £	Total 2021 £
	Notes				
<u>Income and endowments from:</u>					
Donations and legacies	2	316,868	454,572	771,440	743,505
Charitable activities	3	38,425	-	38,425	5,826
Other trading activities	4	10,725	-	10,725	-
Total Income		366,018	454,572	820,590	749,331
<u>Expenditure on:</u>	5				
Raising funds		45,623	-	45,623	12,099
Charitable activities		261,007	423,710	684,717	463,848
Total Expenditure		306,630	423,710	730,340	475,947
Net income before transfers		59,388	30,862	90,250	273,384
Gross transfers between funds	12	(4,793)	4,793	-	-
Net movement in funds		54,595	35,655	90,250	273,384
Total funds brought forward		194,182	254,315	448,497	175,113
Total funds carried forward		248,777	289,970	538,747	448,497

The comparative Statement of Financial Activities for the year ended 31 March 2021 is included in Note 14.

All recognised gains and losses are included in the Statement of Financial Activities.

All the charity's activities are classified as continuing.

The accompanying notes form an integral part of these financial statements.

BALANCE SHEET

AS AT 31 MARCH 2022

	Notes	2022 £	2021 £
Current Assets			
Cash at bank and in hand		626,704	483,759
		<u>626,704</u>	<u>483,759</u>
Creditors: amounts falling due within one year	8	(56,232)	(35,262)
Net Current Assets		570,472	448,497
Creditors: amounts falling due after more than one year	9	(31,725)	—
Total Net Assets		<u>538,747</u>	<u>448,497</u>
Funds:			
Restricted funds	12	289,970	254,315
Unrestricted funds		<u>248,777</u>	<u>194,182</u>
TOTAL FUNDS		<u>538,747</u>	<u>448,497</u>

The directors consider that the company is entitled to exemption from the requirement to have an audit under the provisions of section 477 of the Companies Act 2006 ("the Act") and members have not required the company to obtain an audit for the year in question in accordance with section 476 of the Act. The directors acknowledge their responsibility for ensuring that the company keeps accounting records which comply with section 386 of the Act and for preparing financial statements which give a true and fair view of the state of affairs of the company as at 31 March 2022 and of its result for the year then ended in accordance with the requirements of sections 394 and 395 of the Act and which otherwise comply with the requirements of the Companies Act 2006 relating to the financial statements so far as applicable to the company.

The financial statements were approved by the board and authorised for issue on 1st December 2022 and signed on its behalf by:

 1/12/22

Charles Gurassa
Director/Trustee

The accompanying notes form an integral part of these financial statements.

STATEMENT OF CASH FLOWS

AS AT 31 MARCH 2022

	31 March 2022 £	31 March 2021 £		
Cash provided by operating activities	142,945	273,130		
Increase in cash and cash equivalents in the year	142,945	273,130		
Cash and cash equivalents at the beginning of the year	483,759	210,629		
Total cash and cash equivalents at year end	626,704	483,759		
Analysis of Cash and Cash Equivalents	2022 £	2021 £		
Cash at bank and in hand	626,704	483,759		
Analysis of changes in net funds	At 1 April 2021 £	Cash flows £	Other non-cash changes £	At 31 March 2022 £
Cash	483,759	142,945	-	626,704
Reconciliation of net movement in funds to net cash inflow from Operating Activities				
			2022 £	2021 £
Net movement in funds			90,250	273,384
Decrease in debtors			-	-
Increase/(decrease) in creditors			52,695	(254)
Net cash provided by/(used in) operating activities			142,945	273,130

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2022

1. ACCOUNTING POLICIES

1.1. Basis of accounting

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) (second edition effective 1 January 2019)', the Charities Act 2011 and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

The Trustees consider there are no material uncertainties about the Charity's ability to continue as a going concern. In reaching this conclusion, the Trustees have given due consideration to the impact of the Covid-19 pandemic on the charity's operations. The Trustees have made this assessment in respect of a period of one year from the date of approval of these accounts. The financial statements have therefore been prepared on a going concern basis.

1.2. Fund accounting

Unrestricted funds are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity. Designated funds are unrestricted funds earmarked by the Trustees for particular purposes.

Restricted funds are subjected to restrictions on their expenditure imposed by the donor. The purposes and uses of the restricted funds are set out in the notes to the accounts.

1.3. Income

All income is included in the Statement of Financial Activities when the charity is legally entitled to the income, there is probability of receipt and the amount can be quantified with reasonable accuracy, except as follows:

- When donors specify that income given to the charity must be used in future accounting periods, then the income is deferred to the specified period.
- When donors impose conditions which have to be fulfilled before the charity becomes entitled to use such income, the income is deferred until the preconditions for use are met.
- When donors specify that income is for a particular restricted purpose which does not amount to preconditions regarding entitlement, the income is recognised as income when receivable.

No amounts are included in the financial statements for services donated by volunteers.

Income from investments is included in the Statement of Financial Activities in the year in which it is received.

1.4. Expenditure

Expenditure is recognised on an accrual basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered and is reported as part of the expenditure to which it relates. Support costs which cannot be directly attributed to particular projects are apportioned in proportion to the direct staff cost allocated to the project. Governance costs, which form part of Support costs include expenditure on the governance of the charity and its assets and are primarily associated with constitutional and statutory requirements.

Charitable expenditure consists of all expenditure relating to the objects of the charity. All costs are directly attributable to the activities under which they have been analysed.

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

MIGRATION MUSEUM PROJECT
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2022

1. ACCOUNTING POLICIES (continued)

1.5. Pension schemes

The charity operates a defined Contribution Pension Scheme for its employees. The pension costs charged in the financial statements represent the contribution payable by the charity during the year.

1.6. Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

2. DONATIONS AND LEGACIES

	Unrestricted	Restricted	2022	2021
	£	£	£	£
Donations and gifts	304,958	191,378	496,336	460,818
Government grants – Furlough Scheme	7,510	-	7,510	102,202
Government grants – Other	4,400	263,194	267,594	180,485
	<u>316,868</u>	<u>454,572</u>	<u>771,440</u>	<u>743,505</u>
	Unrestricted	Restricted	2021	
	£	£	£	
Donations and gifts	208,672	252,146	460,818	
Government grants – Furlough Scheme	102,202	-	102,202	
Government grants – Other	-	180,485	180,485	
	<u>310,874</u>	<u>432,631</u>	<u>743,505</u>	

Details of the movement in restricted funds are shown in note 12.

3. INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted	Restricted	2022	2021
	Funds	Funds	£	£
	£	£		
Shop sales	<u>38,425</u>	<u>-</u>	<u>38,425</u>	<u>5,826</u>

In 2021, total income from Sales and Consultancy fees were £5,826 all of which was unrestricted.

4. OTHER TRADING ACTIVITIES

	2022	2021
	£	£
Venue hire	3,300	-
Fundraising events – Speakers and exhibitions	7,425	-
	<u>10,725</u>	<u>-</u>

Fundraising events were not held in 2021 due to the Covid-19 pandemic.

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NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2022

5. EXPENDITURE

	Staff costs £	Office costs £	Other costs £	Governance £	2022 £	2021 £
Raising funds						
Fundraising - general	4,434	677	132	-	5,243	4,801
Fundraising – shop sales	3,937	601	35,842	-	40,380	7,298
	<u>8,371</u>	<u>1,278</u>	<u>35,974</u>	<u>-</u>	<u>45,623</u>	<u>12,099</u>
Charitable activities:						
Exhibitions and events	328,517	50,140	183,976	-	562,633	373,348
Support costs	101,134	15,436	2,994	2,520	122,084	90,500
	<u>429,651</u>	<u>65,576</u>	<u>186,970</u>	<u>2,520</u>	<u>684,717</u>	<u>463,848</u>
Total	<u>438,022</u>	<u>66,854</u>	<u>222,944</u>	<u>2,520</u>	<u>730,340</u>	<u>475,947</u>

Net income/(expenditure) is stated after charging:
Independent Examiner's fees (excluding VAT)

1,500 1,300

	Staff costs £	Office costs £	Other costs £	Governance £	2021 £
Raising funds					
Fundraising - general	4,202	507	92	-	4,801
Fundraising – shop sales	-	-	7,298	-	7,298
	<u>4,202</u>	<u>507</u>	<u>7,390</u>	<u>-</u>	<u>12,099</u>
Charitable activities:					
Exhibitions and events	229,250	27,669	116,429	-	373,348
Support costs	72,215	8,716	1,577	7,992	90,500
	<u>301,465</u>	<u>36,385</u>	<u>118,006</u>	<u>7,992</u>	<u>463,848</u>
Total	<u>305,667</u>	<u>36,892</u>	<u>125,396</u>	<u>7,992</u>	<u>475,947</u>

6. STAFF COSTS

	2022 £	2021 £
Wages and salaries	387,336	268,660
Social security costs	32,993	22,746
Pension costs	17,693	14,261
	<u>438,022</u>	<u>305,667</u>

No employee received emoluments of more than £60,000 in the year (2021: Nil)

Key management personnel received total employee benefits of £44,344 in the year (2021: £42,018)

MIGRATION MUSEUM PROJECT
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NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2022

6. STAFF COSTS (continued)

The average monthly employee headcount during the year was as follows:

	2022 Number	2021 Number
Administration	2	2
Project management	12	8
	<u>14</u>	<u>10</u>

7. TRUSTEES

None of the Trustees (or any persons connected with them) received any reimbursement of expenses, remuneration or benefits from the charity during the year (2021: nil).

8. CREDITORS: amounts falling due within one year

	2022 £	2021 £
Taxes and social security costs	10,888	4,889
Other creditors and accruals	38,134	30,373
Loan (see note below)	7,210	-
	<u>56,232</u>	<u>35,262</u>

9. CREDITORS: amounts falling due After more than one year

	2022 £	2021 £
Loan (see note below)	31,725	-
	<u>31,725</u>	<u>-</u>

The unsecured loan of £42,000 was received from Nesta and commenced in January 2022. It is cultural development loan repayable over five years and bears interest at 7.5%.

10. PENSIONS AND OTHER POST-RETIREMENT BENEFIT COMMITMENTS

The charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charity in an independently administered fund. The pension costs charge represents contributions payable by the charity to the fund and amounted to £17,693 (2021: £14,261). Contributions payable at the year-end was £1,804 (2021: £1,246).

11. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted funds £	Restricted funds £	Total funds £
Fund balances at 31 March 2022 as represented by:			
Current assets	297,799	328,905	626,704
Current liabilities	(49,022)	(7,210)	(56,232)
Long term liabilities	-	(31,725)	(31,725)
	<u>248,777</u>	<u>289,970</u>	<u>538,747</u>

In the prior year, total funds amounted to £448,497. Total restricted funds of £254,315 were represented by current assets. Unrestricted funds of £194,182 were represented by current assets of £229,444 and current liabilities of £35,262.

MIGRATION MUSEUM PROJECT
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NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2022

12. RESTRICTED FUNDS

	At 1 April 2021	Income	Expenditure	Transfers and gains	At 31 March 2022
	£	£	£	£	£
AB Charity	10,000	-	(10,332)	332	-
Alan and Babette Sainsbury Charitable Fund	444	-	-	(253)	191
Corporate Donations	-	10,000	(5,777)	-	4,223
Dorfman Foundation	8,674	-	(8,850)	176	-
Esmeé	-	15,000	(14,407)	-	593
Lewisham Homes	-	3,500	-	-	3,500
London Community Fund/#I Will Fund	9,885	-	(9,691)	115	309
Nesta Grant	-	15,000	-	-	15,000
Northwick Trust	708	-	-	(708)	-
Open Society Foundations	13,746	-	-	-	13,746
Paul Hamlyn Foundation	20,981	60,000	(22,507)	161	58,635
Rayne Foundation	1,818	10,000	(4,594)	-	7,224
Rumi Foundation	24,173	25,000	(37,769)	-	11,404
School for Social Entrepreneurs Heritage Trade Up	-	5,500	-	-	5,500
The Art Fund	9,777	-	(10,464)	687	-
The Funding Network	5,000	17,378	(18,660)	458	4,176
Trust for London	31,439	-	(29,877)	(245)	1,317
Unbound Philanthropy	15,568	30,000	(36,729)	1,464	10,303
Academic funding	18,157	-	(20,763)	2,606	-
Arts Council England TCOB	73,123	44,979	(53,256)	-	64,846
Creative Happenings	-	6,900	-	-	6,900
Heritage Lottery Culture Recovery Fund	-	104,478	(102,614)	-	1,864
HMRC Kickstart	-	14,640	(12,651)	-	1,989
Lewisham Business Support	2,972	92,197	(21,169)	-	74,000
US Embassy	7,850	-	(3,600)	-	4,250
	<u>254,315</u>	<u>454,572</u>	<u>(423,710)</u>	<u>4,793</u>	<u>289,970</u>

The transfers between funds are to move expenditure over and above the restricted donation received and charging to unrestricted funds. The transfers also adjust for any misallocation of funds in the year.

Restricted funds received/used during the year were for the following purposes:

AB Charity – towards education

Alan and Babette Sainsbury Charitable Fund - towards educational workshops for young people in Southwark

Corporate donation - from Hogan Lovells to support the *Taking Care of Business* exhibition

Dorfman Foundation – towards Heart of the Nation exhibition

Esmeé Fairbairn Foundation small grants - to support *Taking Care of Business* and staff training

Lewisham Homes – to make the museum more appealing for families.

London Community Foundations/ #I will Fund – towards community engagement activities.

Nesta Grant - develop strategic support for the charity.

Northwick Trust - towards education

Open Society Foundations – towards installation of sections of the Berlin Wall in Lewisham

MIGRATION MUSEUM PROJECT
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NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2022

12. RESTRICTED FUNDS (CONTINUED)

Paul Hamlyn Foundation - towards interpretive design and master planning for the Migration Museum Project.
Rayne Foundation – towards *Heart of the Nation* exhibition
Rumi Foundation – Lead sponsor for *Heart of the Nation* exhibition
School for Social Entrepreneurs National Heritage Lottery Fund grant was to support development of the museum shop
The Arts Fund – towards the Migration Network.
The Funding Network - towards education
Trust for London - towards the salary of Head of Public Engagement and audience development strategy
Unbound Philanthropy - towards exhibitions, events and education.
Academic funding - impact funding from Universities supporting exhibitions and Migration Network
Arts Council England - towards Departures and Heart of the Nation exhibitions
Creative Happenings funding from Lewisham Council supported the museum's window display exhibits
Heritage Lottery Culture Recovery Fund – towards core staff salaries
The Government's Kickstart Scheme funding - support employment for 16-24 year olds on Universal Credit at risk of long term unemployment
Lewisham Business Support - towards non-core salary business support
US Embassy – towards *Departures* exhibition

Comparative Information for the preceding period - Year Ended 31 March 2021

	At 1 April			Transfers	At 31 March
	2021	Income	Expenditure	and gains	2022
	£	£	£	£	£
AB Charity	-	10,000	-	-	10,000
Alan and Babette Sainsbury Charitable Fund	1,544	7,500	(8,600)	-	444
Dorfman Foundation	-	15,000	(6,326)	-	8,674
London Community Fund/Will Fund	7,689	10,000	(7,804)	-	9,885
Northwick Trust	708	-	-	-	708
Open Society Foundations	-	15,046	(1,300)	-	13,746
Paul Hamlyn Foundation	(589)	50,000	(28,430)	-	20,981
Rayne Foundation	-	10,000	(8,182)	-	1,818
Rumi Foundation	-	25,000	(827)	-	24,173
The Art Fund	777	9,000	-	-	9,777
The Funding Network	5,000	-	-	-	5,000
Trust for London	6,187	45,500	(20,248)	-	31,439
Unbound Philanthropy	15,240	35,000	(34,672)	-	15,568
Academic funding	13,676	12,250	(7,769)	-	18,157
Arts Council England	15,870	105,763	(48,510)	-	73,123
Heritage Lottery Culture Recovery Fund	-	64,722	(64,722)	-	-
Lewisham Business Support	-	10,000	(7,028)	-	2,972
US Embassy	-	7,850	-	-	7,850
	<u>66,102</u>	<u>432,631</u>	<u>(244,418)</u>	<u>-</u>	<u>254,315</u>

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2022

13. SHARE CAPITAL AND CONTROL

The charity is a company limited by guarantee. In the event of the charity being wound up, the liability in respect of each member is limited to £10. The charity is controlled by the board of Trustees.

14. COMPARATIVE STATEMENT OF FINANCIAL ACTIVITIES (2021)

INCOME AND EXPENDITURE	Unrestricted funds £	Restricted funds £	Total 2021 £
<u>Income and endowments from:</u>			
Donations and legacies	310,874	432,631	743,505
Charitable activities	5,826	-	5,826
Other trading activities	-	-	-
Total Income	316,700	432,631	749,331
<u>Expenditure on:</u>			
Raising funds	12,099	-	12,099
Charitable activities	219,430	244,418	463,848
Total Expenditure	231,529	244,418	475,947
Net income before transfers	85,171	188,213	273,384
Gross transfers between funds	-	-	-
Net movement in funds	85,171	188,213	273,384
Total funds brought forward	109,011	66,102	175,113
Total funds carried forward	194,182	254,315	448,497

MIGRATION MUSEUM PROJECT

England & Wales - Charity number 1153774

Accounts

MIGRATION MUSEUM PROJECT
TRUSTEES' REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

Registered Company No: 08544993
Registered Charity No: 1153774

MIGRATION MUSEUM PROJECT

YEAR ENDED 31 MARCH 2021

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MIGRATION MUSEUM PROJECT
(A company limited by guarantee)

REFERENCE AND ADMINISTRATIVE INFORMATION

FOR THE YEAR ENDED 31 MARCH 2021

Trustees	Barbara Roche	(Chair – resigned 7 July 2021)
	Charles Gurassa	(Chair – from 7 July 2021)
	Mohan Mansigani OBE OstJ	(Treasurer)
	George Alagiah OBE	(appointed 12 January 2021)
	Zelda Baveystock	(resigned 7 July 2021)
	Sarah Caplin	
	Margot Finn	(appointed 7 October 2021)
	Nilufar Fowler	(appointed 7 October 2021)
	Ayesha Hameed	(appointed 7 October 2021)
	Kuljit Kaur Jackson	(appointed 7 October 2021)
	Eric Langham	(appointed 7 October 2021)
	David Olusoga OBE	
	Robert Winder	
Company Secretary and CEO	Sophie Henderson	
Charity Registration Number	1153774	
Company Registration Number	08544993	
Principal Address and Registered Office	15 Larkhall Rise London SW4 6JB	
Independent Examiner	Olayinka Tomori ACA DChA Longmeade Consult Ltd Regus House Victory Way Admirals Park Dartford DA2 6QD	
Bankers	The Co-operative Bank P O Box 250 Skelmersdale WN8 6WT	

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 2021. The Trustees have adopted the provisions of 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) (second edition effective 1 January 2019).

The Migration Museum Project is a private charitable company limited by guarantee. The Directors of the charitable company are its Trustees for the purpose of charity law. None of the Trustees has any beneficial interest in the company.

Objectives and Activities

Our purpose

Our mission is to deliver Britain's missing museum: a moving and inspiring cultural institution to put Britain's migration story at centre stage, where it belongs. We aim to explore how migration has shaped who we are as individuals and as a nation and to provide context and backdrop for contemporary conversations about migration that can be heated and polarising. Our vision is of a society in which each of us feels personally connected to, and owns, our shared migration story as an essential part of British history. Our values, both within and beyond our organisation, are to promote tolerance, understanding, respect, representation and participation.

Specifically, we aim to:

- Increase knowledge, understanding and appreciation of Britain's long, shared history of migration, including emigration, as an essential part of Britain's national story
- Encourage understanding of our personal connections to Britain's migration story
- Locate contemporary debates within a broader historical context
- Bring people together through meaningful interactions
- Deliver the Migration Museum in a permanent home that has national reach and relevance

The year ending 31 March 2021 was a year like no other, with repeated lockdowns and enforced closure of the museum due to Covid-19 meaning that we operated with skeleton staff for much of the year and were able to open to the public for just 15 days. Notwithstanding these adverse circumstances, our objectives remained to:

- Build our reputation as an innovative cultural producer
- Develop our public engagement and communications
- Grow our education programme
- Fundraise and build our case for support

We radically revised our planned activities for the year, and continued to adjust our plans responsively throughout in response to variable staffing and changing external circumstances, so as to achieve the charity's aims and objectives.

We aimed to:

- Deliver a vibrant cultural programme but with a much increased emphasis on digital rather than in-person exhibitions and events combined with behind-the-scenes cataloguing and strategic planning
- Engage with audiences in accordance with our theory of change and to build profile and credibility, in particular responding sensitively to the pandemic and Black Lives Matter
- Support pupils and teachers by providing online learning opportunities as required whilst increasing the national reach and relevance of our education programme through building strategic partnerships with examination boards, teacher trainers and others
- Increase and diversify our funding, building strategic delivery partnerships where possible and establishing the museum's value in promoting inclusion and belonging amongst our community of users

Achievements and Performance

1 Introduction

During this unprecedented year, during which the museum operated with skeleton staff for the first half of the year, and was able to open to the public for just 15 days, we nevertheless achieved significant success in many areas: we diversified our funding and grew our income by 78%, pivoted to engage audiences online rather than in person, strengthened our education committee and placed ourselves at heart of debate about curriculum change, convened stimulating and popular Migration Network events linking hundreds of museums and heritage organisations across the country, and continued to nurture the partnerships and support necessary to deliver a permanent Migration Museum for Britain. Following the resignation of our Founder and Chair of Trustees, Barbara Roche, and extensive consultation, we appointed existing trustee, Charles Gurassa, Chairman of Channel 4 and Oxfam GB to succeed as Chair and instigated a wide-ranging recruitment process to create a skilled and diverse Board to take the Migration Museum to the next level. The Black Lives Matter movement, that emerged in the wake of the appalling killing of George Floyd in the US in May 2020, strengthened both our rationale and our resolve: we issued a statement of solidarity and sought to live that statement by raising awareness and learning within our organisation and beyond including through reviewing the diversity and recruitment processes for our committees, boards, teams and volunteers, and by educating ourselves and others with invited speakers and a large bank of resources collated on our website and widely shared.

2 Cultural Programme and public engagement

Immediately before the reporting period, in the month preceding the first lockdown of March 2020, the Migration Museum had completed a spectacularly successful move to Lewisham Shopping Centre. In our first four weeks of opening we welcomed more than 400 visitors each day, breaking down barriers to access by actually bringing our museum to where people were going about their daily business. We hosted a number of lively events including a buzzing opening and comedy night, we launched our education programme in Lewisham with an evening for teachers and several school visits, and we welcomed communities with participatory activities including a self-portrait painting workshop led by renowned artist, Angélica Dass, creator of our *Humanae* installation that explores skin colour through Pantone portraits. The museum's Artistic Director, Aditi Anand, received the award of Radical Changemaker from the Museums Association in recognition of her work delivering a museum in a shopping centre.

In response to enforced closure of the museum and the government's Coronavirus Job Retention scheme, we furloughed all members of staff save for our CEO and Head of Public Engagement so that we could continue with fundraising and development and maintain our connection with audiences to the best of our ability. In the early weeks of lockdown in particular, communicating with our audiences via social media proved invaluable. We ran Instagram campaigns inviting photographs and reflections on themes of *#Resilience* and *#WindrushToMe*, we shared exhibition content and education resources, and we created a series of posts focussing on the history of people who have sought refuge in the UK. All resulted in large spikes in engagement and increased followings by year's end on Instagram (up 50% to 5.3k) and Twitter (up 15% to 13.1k).

During the year we unfurloughed further staff and sought and obtained funding from Arts Council England and other funders to create our first ever digital exhibition, *Heart of the Nation: Migration and the Making of the NHS*. The Covid-19 pandemic threw into stark relief the importance of the NHS in all our lives and this exhibition aimed to highlight the story of how this cherished and quintessentially British institution has been built and shaped by people from all over the world, from porters to consultants, ever since its foundation in 1948. A quarter of NHS staff are not British nationals or come from a minority ethnic background, and this figure rises to a third of nurses and almost half of doctors. At a time when many of these workers were operating on the front line of the pandemic – and disproportionately losing their lives in so doing – it felt right to shine a light on this important story. This lively exhibition explored a range of themes through multimedia story-telling, art, photography, animation and archival material. Renowned artists including Rankin and the Singh Twins contributed, and Michael Rosen, a long-standing distinguished friend of the Migration Museum, voiced the introduction to the exhibition. Supported by Arts Council England-affiliated digital agency, The Space, the exhibition had a vibrant social media presence through Instagram Live conversations featuring celebrities and medical influencers, and posts containing infographics, history and spotlights on medical migrants. We secured a partnership with Spotify,

which launched a playlist to accompany the exhibition consisting of 72 songs, each representing one year of the existence of the NHS, which gained more than 3k followers during its first three months. By year's end the exhibition had been visited online by nearly 13k unique visitors and, though new visits to the Migration Museum's main website declined slightly over the year to 66k, visits to *Heart of the Nation* boosted annual website visits overall such that there was a net increase of 5% to 79k. Visitors to *Heart of the Nation* spent twice as long engaging with the exhibition as visitors to the museum's main website, and this exhibition attracted also attracted a broader demographic (older and more male) than the Migration Museum's core audience.

In December 2020 *Heart of the Nation* was featured for two consecutive weeks in the Piccadilly Circus Lights during the Thursday night slot that celebrated the work of the NHS, courtesy of our landlords, Landsec, who own the Lights. *Heart of the Nation* was critically well-received including by Claire Armistead in *the Guardian*, *the Londonist*, *Eastern Eye*, *FAD* and *ID* magazines and was also covered by *BBC London* and *Metro*.

Owing to government restrictions we were unable to open our major new exhibition, *Departures*, looking at the little-known and under-explored story of 400 years of British emigration, in the summer of 2020 as planned. However, as soon as permitted, we installed this exhibition and were able to open briefly in October for just 4 days before the second lockdown and again for a further 6 days in December before the third lockdown prevented any in-person museum visits for the remainder of the reporting year. Notwithstanding, we held a lively online launch, hosted by George Alagiah, viewed more than 1.6k times, featuring an introduction to the exhibition from Artistic Director, Aditi Anand, and interviews with exhibition contributors from around the world. We launched a popular accompanying podcast downloaded nearly 1k times each month, and a series of guest blogs by curators and historians and focussing on family history in partnership with *Find My Past*. *Departures* was critically acclaimed in *iNews*, *BBC Arts*, *The Voice* and the *London Review of Books*.

As members of staff members progressively returned to full- or part-time work throughout the year we developed ideas for exhibitions and projects, grew our digital strategy and worked on archiving our collection of visitor contributions and stories. At year's end we had conceived and begun fundraising for an ambitious campaign, *#FootballMovesPeople*, to accompany the delayed Euro 2020 tournament, scheduled for summer 2021. This aimed to spotlight local South-East London football heroes nominated by the public in the museum itself and to run an ambitious out of home and social media campaign featuring arresting graphics showing the England line-up without first or second generation migration, player migration stories, football history, trivia and more.

3 Education

The nation's schooling was severely disrupted by the pandemic, with most children unable to attend school in person until Autumn 2020 and school trips to museums an impossibility throughout the year. The museum's education staff were furloughed for the first part of the year and clearly unable to deliver the museum's trademark exhibition-based workshops. At the same time the Black Lives Matter movement provided a powerful reminder of the importance of the museum's education programme, with vocal calls from teachers, pupils and the public for more and better teaching about Black migration history and Britain's colonial past, and there is clear evidence that schools require support with teaching in these areas. Our Head of Learning and Partnerships, Emily Miller, gave evidence to the House of Commons Petitions Committee in relation to their survey findings that 70% history teachers believe that the curriculum does not reflect the diversity of modern Britain, 25% lack confidence in their ability to teach Black history and cultural diversity, and 85% want training to assist with this. At our online Migration Network event in October we convened a lively discussion group about how museums can better engage schools in teaching about migration.

Given the circumstances, our primary focus was on building our education programme behind the scenes and increasing our voice in curriculum development. Nevertheless we delivered online workshops responsive to need to more than 200 primary school children and nearly 300 university students, as well as building our teacher training offer, providing online training for Prince's Training Institute, Harris Academy History teachers and others. We developed our education steering committee by welcoming new members Hannah Cusworth, former Head of History at Charter School, Dulwich, and Dr Sundeep Lidher, lecturer in Black and Asian British history at KCL and creator of Runnymede Trust's acclaimed online education resource *Our Migration Story*. We developed our relationships with examination boards by consulting

on content for Edexcel Pearson's forthcoming new migration history GCSE module, and we completed our biennial competition for schools, delivered in partnership with AQA and OCR, for pupils to design a museum exhibit based on their studies, in adapted form, issuing prize vouchers to short-listed teams in place of the planned finals event and winning trip to Paris. In response to Black Lives Matter we created a bank of educational, museum and workplace resources, books, articles, films and podcasts on our website and we also worked towards creation of downloadable education resources to accompany all our exhibitions.

4 Migration Network

The Migration Network, convened by the Migration Museum with national partners and supported by Art Fund and other funders, is a sector-supporting knowledge and skills-sharing network to bring out and share best practice in migration story-telling in museums and heritage organisations nationwide. Previously Network events have been held in person, but during this extraordinary year we completed a very successful transition to delivering these events online. Throughout the year, the Network's founding partners (National Trust, Horniman Museum, National Museums Liverpool, Museums Association, Counterpoints Arts and Oxford University's Centre on Migration Policy and Studies COMPAS) continued to meet virtually to steer the process. We delivered our first online event, to cover institutions in the North-West of England, in October 2020, co-hosted with National Museums Liverpool. There were 80 participants who took part in a varied programme, including presentations from the National Trust's Colonial Countrysides Project and the People's History Museum and discussions on digital public engagement, teaching about migration, Black Lives Matter and more. A second online event in January 2021, covering the North East and Yorkshire, was co-hosted with Tyne and Wear Archives and Museums and was attended by 100 people who heard presentations from Barnsley Museums, Migration Yorkshire, Harewood House and more and took part in discussions on topics including managing partnerships, increasing diversity, and working with academia. Feedback from these events has been excellent, underlining their value in brokering connections and building skills: 80% of attendees said that they would be likely to make use of information learned and 70% that they would be likely to make contact with other participants as a result of the event.

At year's end a further Migration Network event to be co-hosted with Bristol Museums was in preparation and independent evaluation of the full series of six Network events was ongoing.

5 Trustees, staff, fundraising, development and partnerships

An important development during the year was that our Founder and Chair of trustees, former Immigration Minister Barbara Roche announced her intention to stand down after 10 years, and Zelda Baveystock also tendered her resignation as a trustee. The Migration Museum noted with appreciation and affection the incredible contribution and service that Barbara and Zelda had both given to the museum over the years and embarked upon the process of securing Barbara's successor and building the Board. We convened a nominations committee that decided, after extensive consultation, to invite existing trustee, Charles Gurassa, to be our new Chair which invitation he happily accepted. Charles is Chair of Channel 4 and Oxfam GB and brings a wealth of experience from the heritage, business and voluntary sectors as well as having close working knowledge of the museum and is uniquely well placed to lead the museum to the next stage of its development. Charles's appointment was accompanied by a broader process of Board renewal and diversification: in January 2021 we were delighted to welcome renowned broadcaster and BBC news anchor George Alagiah OBE to join the Board and at year's end we had advertised widely to recruit for the diverse skills and inspiration required to deliver a permanent Migration Museum for Britain.

Members of staff progressively returned to part- or full-time work during the year according to the museum's resources and need to sustain outputs and momentum and the Board of Trustees met more frequently than usual to discuss the ever-shifting landscape and furlough arrangements. Whilst furloughed, members of staff team volunteered with other organisations, including foodbanks, and maintained contact with each other virtually. We maintained engagement with our community of approximately 50 volunteers to the best of our ability, though the activities we were able to offer were inevitably adapted to supporting a museum that was not open to the public. We hosted three MA students from SOAS and eight students from Goldsmiths University who assisted with exhibition research and cataloguing, as well as two Civil Leadership Academy interns from King's College London who researched opportunities for teaching about migration within the national curriculum. A PhD student from University College London supported with delivery of the

Migration Network. Towards the end of the year we recruited a new Digital Content Manager to reflect our increased digital outputs and emphasis, and successfully applied to the government's Kick Start scheme to recruit two Creative Producers, young people not in work, employment or training, in anticipation of the museum's re-opening in Summer 2021.

In the absence of an attractive showcase with which to engage funders and supporters, and a venue from which to generate income from shop and educational sales and venue hire, fundraising and development proved extremely challenging during the year. Private donations fell to just 3% of income (down from 20% in the previous year) and income from sales fell to virtually zero (down from 10%). Nonetheless we were fortunate in having a business model with limited overheads and not dependent upon admissions income. We were generously supported by Covid-support grants from some of our existing core funders, the Heritage Lottery's Culture Recovery Fund, Lewisham business support grants and the government's job-retention scheme. In addition, we successfully pivoted many of our activities from physical to online delivery, and in consequence attracted new funding for digital projects. Over the year we cultivated some new funding relationships including with the Dorfman Foundation and Rumi Foundation, and we secured a significant multi-year grant from the Oak Foundation.

Conversations with property developers, local authorities and others with a view to securing a permanent home for the Migration Museum virtually stalled owing to national and global uncertainty in all areas, though our landlords Landsec extended our lease to enable us to stay for the duration of the year. However, the positive role that museums might play in reimagining and rebuilding shopping centres and high streets was explored in a number of articles, citing the Migration Museum as an example, including in the *Museums Association's Journal* and *The Developer* magazine. Many partnerships also flourished during the year, including with Spotify and Find My Past, all the major examination boards, the founding partners of the Migration Network as well as hundreds of Network event participants, digital developers and public engagement specialists, as well as with the artists, story-tellers and historians who contributed to our exhibitions. Towards the end of the year, Lewisham Council convened a steering group of local cultural and business partners, including the Migration Museum, to guide delivery of their Borough of Culture in 2022, one of its key themes being the diversity and migration history of the borough.

Financial Review

The Migration Museum's income increased 78% to £749k compared with the previous year's income of £421k. The increase in income was mainly as a result of the Government furlough grant of £102k, the Heritage Lottery Culture Recovery Fund of £65k, a number of other new grants and additional funding from Arts Council England.

In non-Covid times we would have expected expenditure to have increased significantly compared with the previous year, owing to our move to larger premises, and increased staff, events and office costs. However the pandemic meant that whilst we saved on some of the costs of running a physical museum, we nevertheless incurred costs of digital engagement and *Departures* installation. The net result was that our overall spend for the year of £468k was marginally lower than the previous year's expenditure of £479k.

Funds held at the year-end amounted to £448k (2020: £175k) of which £254k (2020: £66k) was restricted.

The Trustees have considered the impact of the Covid-19 pandemic on the charity's ability to continue as a going concern and have concluded that there are sufficient resources to meet its financial obligations for the foreseeable future.

Investment powers and policy

The Trustees have the powers to make investments on behalf of the charity as they deem fit. The charity's current risk profile indicates that investments should be held in low-risk assets. Consequently, all investments are currently held in bank account balances.

Reserves policy

Our income to date has largely consisted in restricted, project-based funding. As we develop, we encourage our core funders to designate funding as unrestricted, so far as possible, to enable us to pursue development of the project overall, notably our wider ambition to establish a permanent Migration Museum for Britain in a physical site. In particular, we seek to establish free reserves (unrestricted funds that are not designated or tied into fixed assets) to provide us with flexibility in developing our case for support and capacity for fundraising. Once we embark on a capital fundraising campaign for the permanent museum we are likely to require 10-15% of the capital sum that we seek to raise in free reserves to meet our fundraising costs over three years.

Free reserves at the end of the year were £194k (2020: £109k). This is in line with our target of holding free reserves amounting to at least 3 months of expenditure (£120k) and setting aside funds for a capital fundraising campaign. The charity intends to continue generating funds to meet its objective of increasing public awareness of the significance of Britain's migration story.

Structure, Governance and Management

Governing Document

The charitable company is governed by its Memorandum and Articles of Association dated 24 May 2013.

Recruitment and appointment of Board of Directors

One trustee was appointed during the financial year and five further trustees were appointed subsequently in October 2021. Two trustees resigned in July 2021.

Trustee Induction and Training

New trustees are recruited by widely advertising supported by a specialist recruitment agency. A new trustees' information pack containing information about MMP's company registration, MMP's conflict of interest and other policies and *The Essential Trustee* published by the Charities Commission are provided to all new trustees.

Organisational structure

The board of trustees oversees the running of the charity and meets at least four times a year. The day to day running of the charity is carried out by the CEO, who has delegated authority for operational matters, assisted by the staff team, freelancers, and volunteers. Members of staff meet trustees from time to time. The work of the education team is guided by an advisory education committee. The CEO is managed by the Chair of Trustees, and the members of staff, who are each appraised annually, are managed by the CEO.

Related Parties

The trustees and staff constitute the main related parties. The trustees are not aware of the existence of any other related parties.

Plans for future periods

We aim to create a permanent Migration Museum for Britain and to that end we seek to continue delivering a vibrant cultural programme of exhibitions, events and public engagement campaigns with a wide-ranging education programme, based from our temporary homes, whilst at the same time developing the vision and business plan for the permanent museum supported by an expanded board of trustees and staff team incorporating diverse talent. We believe that a vibrant showcase combined with a compelling prospectus for the permanent museum will grow the profile, support, skills and partnerships that we require to bring this ambitious project to fruition.

Statement of Trustees' Responsibilities

The Trustees (who are also directors of Migration Museum Project for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable for that year. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Received and approved by the Board on 14th December 2021 and signed as authorised on their behalf by:



.....
Charles Gurassa
Director/Trustee

INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF MIGRATION MUSEUM PROJECT

I report on the charity Trustees on my examination of the accounts of the charitable company for the year ended 31 March 2021.

This report is made solely to the charity's Trustees, as a body, in accordance with Section 144 of the Charities Act 2011 ('the Act') and regulations made under section 154 of the Act. My work has been undertaken so that I might state to the charitable company's Trustees those matters I am required to state to them in an Independent Examiner's report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the charitable company and the charitable company's Trustees as a body, for my work, for this report, or for the opinions I have formed.

Responsibilities and basis of report

As the charity's Trustees of the charitable 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 charitable 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

Since the charitable company's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the Institute of Chartered Accountants in England and Wales, which is one of the listed bodies.

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.



.....
Olayinka Tomori ACA DChA
Longmeade Consult Ltd

Regus House
Victory Way
Admirals Park
Dartford DA2 6QD

15th December 2021

MIGRATION MUSEUM PROJECT
(A company limited by guarantee)

STATEMENT OF FINANCIAL ACTIVITIES

FOR THE YEAR ENDED 31 MARCH 2021

INCOME AND EXPENDITURE		Unrestricted funds £	Restricted funds £	Total 2021 £	Total 2020 £
	Notes				
<u>Income and endowments from:</u>					
Donations and legacies	2	310,874	432,631	743,505	378,650
Charitable activities	3	5,826	-	5,826	31,368
Other trading activities	4	-	-	-	10,658
Total Income		316,700	432,631	749,331	420,676
<u>Expenditure on:</u>	5				
Raising funds		12,099	-	12,099	31,545
Charitable activities		219,430	244,418	463,848	447,254
Total Expenditure		231,529	244,418	475,947	478,799
Net (expenditure)/income before transfers		85,171	188,213	273,384	(58,123)
Gross transfers between funds	12	-	-	-	-
Net movement in funds		85,171	188,213	273,384	(58,123)
Total funds brought forward		109,011	66,102	175,113	233,236
Total funds carried forward		194,182	254,315	448,497	175,113

The comparative Statement of Financial Activities for the year ended 31 March 2020 is included in Note 13.

All recognised gains and losses are included in the Statement of Financial Activities.

All the charity's activities are classified as continuing.

The accompanying notes form an integral part of these financial statements.

BALANCE SHEET

AS AT 31 MARCH 2021

	Notes	2021 £	2020 £
Current Assets			
Cash at bank and in hand		483,759	210,629
		<u>483,759</u>	<u>210,629</u>
Creditors: amounts falling due within one year	8	(35,262)	(35,516)
Net Current Assets		<u>448,497</u>	<u>175,113</u>
Net Assets		<u>448,497</u>	<u>175,113</u>
Funds:			
Restricted funds	12	254,315	66,102
Unrestricted funds		<u>194,182</u>	<u>109,011</u>
TOTAL FUNDS		<u>448,497</u>	<u>175,113</u>

The directors consider that the company is entitled to exemption from the requirement to have an audit under the provisions of section 477 of the Companies Act 2006 ("the Act") and members have not required the company to obtain an audit for the year in question in accordance with section 476 of the Act. The directors acknowledge their responsibility for ensuring that the company keeps accounting records which comply with section 386 of the Act and for preparing financial statements which give a true and fair view of the state of affairs of the company as at 31 March 2021 and of its result for the year then ended in accordance with the requirements of sections 394 and 395 of the Act and which otherwise comply with the requirements of the Companies Act 2006 relating to the financial statements so far as applicable to the company.

The financial statements were approved by the board and authorised for issue on 14th December 2021 and signed on its behalf by:



.....
Charles Gurassa
Director/Trustee

The accompanying notes form an integral part of these financial statements.

STATEMENT OF CASH FLOWS

AS AT 31 MARCH 2021

	31 March 2021 £	31 March 2020 £
Cash provided by operating activities	273,130	(39,674)
Increase in cash and cash equivalents in the year	273,130	(39,674)
Cash and cash equivalents at the beginning of the year	210,629	250,303
Total cash and cash equivalents at year end	483,759	210,629

Analysis of Cash and Cash Equivalents	2021 £	2020 £
Cash at bank and in hand	483,759	210,629

Analysis of changes in net funds	At 1 April 2020 £	Cash flows £	Other non-cash changes £	At 31 March 2021 £
Cash	210,629	273,130	-	483,759

Reconciliation of net movement in funds to net cash inflow from Operating Activities

	2021 £	2020 £
Net movement in funds	273,384	(58,123)
Decrease in debtors	-	1,405
(Decrease)/increase in creditors	(254)	17,044
Net cash provided by/(used in) operating activities	273,130	(39,674)

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2021

1. ACCOUNTING POLICIES

1.1. Basis of accounting

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) (second edition effective 1 January 2019)', the Charities Act 2011 and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

The Trustees consider there are no material uncertainties about the Charity's ability to continue as a going concern. In reaching this conclusion, the Trustees have given due consideration to the impact of the Covid-19 pandemic on the charity's operations. The Trustees have made this assessment in respect of a period of one year from the date of approval of these accounts. The financial statements have therefore been prepared on a going concern basis.

1.2. Fund accounting

Unrestricted funds are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity. Designated funds are unrestricted funds earmarked by the Trustees for particular purposes.

Restricted funds are subjected to restrictions on their expenditure imposed by the donor. The purposes and uses of the restricted funds are set out in the notes to the accounts.

1.3. Income

All income is included in the Statement of Financial Activities when the charity is legally entitled to the income, there is probability of receipt and the amount can be quantified with reasonable accuracy, except as follows:

- When donors specify that income given to the charity must be used in future accounting periods, then the income is deferred to the specified period.
- When donors impose conditions which have to be fulfilled before the charity becomes entitled to use such income, the income is deferred until the preconditions for use are met.
- When donors specify that income is for a particular restricted purpose which does not amount to preconditions regarding entitlement, the income is recognised as income when receivable.

No amounts are included in the financial statements for services donated by volunteers.

Income from investments is included in the Statement of Financial Activities in the year in which it is received.

1.4. Expenditure

Expenditure is recognised on an accrual basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered and is reported as part of the expenditure to which it relates. Support costs which cannot be directly attributed to particular projects are apportioned in proportion to the direct staff cost allocated to the project. Governance costs, which form part of Support costs include expenditure on the governance of the charity and its assets and are primarily associated with constitutional and statutory requirements.

Charitable expenditure consists of all expenditure relating to the objects of the charity. All costs are directly attributable to the activities under which they have been analysed.

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

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2021

1. ACCOUNTING POLICIES (continued)

1.5. Pension schemes

The charity operates a defined Contribution Pension Scheme for its employees. The pension costs charged in the financial statements represent the contribution payable by the charity during the year.

1.6. Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

2. DONATIONS AND LEGACIES

	Unrestricted	Restricted	2021	2020
	£	£	£	£
Donations and gifts	208,672	252,146	460,818	378,650
Government grants – Furlough Scheme	102,202	-	102,202	-
Government grants – Other	-	180,485	180,485	-
	<u>310,874</u>	<u>432,631</u>	<u>743,505</u>	<u>378,650</u>

	Unrestricted	Restricted	2020
	£	£	£
Donations and gifts	<u>181,304</u>	<u>197,346</u>	<u>378,650</u>

Details of the movement in restricted funds are shown in note 12.

3. INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted	Restricted	2021	2020
	Funds	Funds	£	£
	£	£		
Sales and consultancy fees	<u>5,826</u>	<u>-</u>	<u>5,826</u>	<u>31,368</u>

In 2020, total income from Sales and Consultancy fees were £31,368 all of which was unrestricted.

4. OTHER TRADING ACTIVITIES

	2021	2020
	£	£
Fundraising events	<u>-</u>	<u>10,658</u>
	<u>-</u>	<u>10,658</u>

Fundraising events were not held in the year due to the Covid-19 pandemic.

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2021

5. EXPENDITURE

	Staff costs	Office costs	Other costs	Governance	2021	2020
	£	£	£	£	£	£
Raising funds						
Fundraising - general	4,202	507	92	-	4,801	6,407
Fundraising - merchandise	-	-	7,298	-	7,298	25,138
	<u>4,202</u>	<u>507</u>	<u>7,390</u>	<u>-</u>	<u>12,099</u>	<u>31,545</u>
Charitable activities:						
Exhibitions and events	229,250	27,669	116,429	-	373,348	364,271
Support costs	72,215	8,716	1,577	7,992	90,500	82,983
	<u>301,465</u>	<u>36,385</u>	<u>118,006</u>	<u>7,992</u>	<u>463,848</u>	<u>447,254</u>
Total	<u>305,667</u>	<u>36,892</u>	<u>125,396</u>	<u>7,992</u>	<u>475,947</u>	<u>478,799</u>

Net income/(expenditure) is stated after charging:
Independent Examiner's fees (excluding VAT)

1,300 1,200

	Staff costs	Office costs	Other costs	Governance	2020
	£	£	£	£	£
Raising funds					
Fundraising - general	5,148	600	659	-	6,407
Fundraising - merchandise	-	-	25,138	-	25,138
	<u>5,148</u>	<u>600</u>	<u>25,797</u>	<u>-</u>	<u>31,545</u>
Charitable activities:					
Exhibitions and events	212,017	24,708	127,546	-	364,271
Support costs	65,524	7,636	8,383	1,440	82,983
	<u>277,541</u>	<u>32,344</u>	<u>135,929</u>	<u>1,440</u>	<u>447,254</u>
Total	<u>282,689</u>	<u>32,944</u>	<u>161,726</u>	<u>1,440</u>	<u>478,799</u>

6. STAFF COSTS

	2021	2020
	£	£
Wages and salaries	268,660	248,920
Social security costs	22,746	21,521
Pension costs	14,261	12,248
	<u>305,667</u>	<u>282,689</u>

No employee received emoluments of more than £60,000 in the year (2020: Nil)

Key management personnel received total employee benefits of £42,018 in the year (2020: £48,983).

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2021

6. STAFF COSTS (continued)

The average monthly employee headcount during the year was as follows:

	2021 Number	2020 Number
Administration	2	2
Project management	8	8
	<u>10</u>	<u>10</u>

7. TRUSTEES

None of the Trustees (or any persons connected with them) received any reimbursement of expenses, remuneration or benefits from the charity during the year (2020: nil).

**8. CREDITORS: amounts falling due
Within one year**

	2021 £	2020 £
Taxes and social security costs	4,889	4,801
Other creditors and accruals	30,373	30,715
	<u>35,262</u>	<u>35,516</u>

9. PENSIONS AND OTHER POST-RETIREMENT BENEFIT COMMITMENTS

The charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charity in an independently administered fund. The pension costs charge represents contributions payable by the charity to the fund and amounted to £14,261 (2020: £12,248). Contributions payable at the year-end was £1,246 (2020: £1,135).

10. SHARE CAPITAL AND CONTROL

The charity is a company limited by guarantee. In the event of the charity being wound up, the liability in respect of each member is limited to £10. The charity is controlled by the board of Trustees.

11. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted funds £	Restricted funds £	Total funds £
Fund balances at 31 March 2021 as represented by:			
Current assets	229,444	254,315	483,759
Current liabilities	(35,262)	-	(35,262)
	<u>194,182</u>	<u>254,315</u>	<u>448,497</u>

In the prior year, total funds amounted to £175,113. Total restricted funds of £66,102 were represented by current assets. Unrestricted funds of £109,011 were represented by current assets of £144,527 and current liabilities of £35,516.

12. RESTRICTED FUNDS

	At 1 April 2020 £	Income £	Expenditure £	Transfers and gains £	At 31 March 2021 £
Unbound Philanthropy	15,240	35,000	(34,672)	-	15,568
Paul Hamlyn Foundation	(589)	50,000	(28,430)	-	20,981
The Funding Network	5,000	-	-	-	5,000
Arts Council England	15,870	105,763	(48,510)	-	73,123
Northwick Trust	708	-	-	-	708
Academic funding	13,676	12,250	(7,769)	-	18,157
Alan and Babette Sainsbury Charitable Fund	1,544	7,500	(8,600)	-	444
Trust for London	6,187	45,500	(20,248)	-	31,439
The Art Fund	777	9,000	-	-	9,777
London Community Fund/#1 Will Fund	7,689	10,000	(7,804)	-	9,885
Rayne Foundation	-	10,000	(8,182)	-	1,818
Dorfman Foundation	-	15,000	(6,326)	-	8,674
AB Charity	-	10,000	-	-	10,000
Rumi Foundation	-	25,000	(827)	-	24,173
Open Society Foundations	-	15,046	(1,300)	-	13,746
Heritage Lottery Culture Recovery Fund	-	64,722	(64,722)	-	-
Lewisham Business Support	-	10,000	(7,028)	-	2,972
US Embassy	-	7,850	-	-	7,850
	<u>66,102</u>	<u>432,631</u>	<u>(244,418)</u>	<u>-</u>	<u>254,315</u>

The transfers between funds are to move expenditure over and above the restricted donation received and charging to unrestricted funds.

Restricted funds received/used during the year were for the following purposes:

Unbound Philanthropy - towards exhibitions, events and education.

Paul Hamlyn Foundation - towards interpretive design and master planning for the Migration Museum Project.

The Funding Network - towards education

Arts Council England - towards *Departures* and *Heart of the Nation* exhibitions

Northwick Trust - towards education

Academic funding - impact funding from Universities supporting exhibitions and Migration Network

Alan and Babette Sainsbury Charitable Fund - towards educational workshops for young people in Southwark

Trust for London - towards the salary of Head of Public Engagement and audience development strategy

MIGRATION MUSEUM PROJECT
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2021

12. RESTRICTED FUNDS (CONTINUED)

Home Office - towards education and administration salaries

The Arts Fund – towards the Migration Network.

London Community Foundations/ #I will Fund – towards community engagement activities.

Rayne Foundation – towards *Heart of the Nation* exhibition

Dorfman Foundation – towards *Heart of the Nation* exhibition

AB Charity – towards education

Rumi Foundation – Lead sponsor for *Heart of the Nation* exhibition

Open Society Foundations – towards installation of sections of the Berlin Wall in Lewisham

Heritage Lottery Culture Recovery Fund – towards core staff salaries

Lewisham Business Support - towards non-core salary business support

US Embassy – towards *Departures* exhibition

Comparative Information for the preceding period - Year Ended 31 March 2020

	At 1 April 2019 £	Income £	Expenditure £	Transfers and gains £	At 31 March 2020 £
Unbound Philanthropy	6,959	30,000	(21,719)	-	15,240
Paul Hamlyn Foundation	597	-	(6,036)	4,850	(589)
City Funding Network	-	5,000	-	-	5,000
Arts Council England	20,740	35,178	(40,048)	-	15,870
Calais Private Donations	1,007	-	(1,007)	-	-
Pacey and Brynberg	8,082	-	(8,082)	-	-
Northwick Trust	5,000	10,000	(14,292)	-	708
Academic funding	9,676	4,000	-	-	13,676
Alan and Babette Sainsbury	4,749	15,000	(18,205)	-	1,544
Trust for London	(864)	44,500	(37,449)	-	6,187
Home Office	214	32,479	(32,610)	(83)	-
Aziz Foundation	8,000	-	(8,000)	-	-
The Arts Fund	-	13,500	(12,723)	-	777
London Community Fund/#I Will Fund	-	7,689	-	-	7,689
	<u>64,160</u>	<u>197,346</u>	<u>(200,171)</u>	<u>4,767</u>	<u>66,102</u>

13. COMPARATIVE STATEMENT OF FINANCIAL ACTIVITIES (2020)

INCOME AND EXPENDITURE	Unrestricted funds £	Restricted funds £	Total 2020 £
<u>Income and endowments from:</u>			
Donations and legacies	181,304	197,346	378,650
Charitable activities	31,368	-	31,368
Other trading activities	10,658	-	10,658
Total Income	223,330	197,346	420,676
<u>Expenditure on:</u>			
Raising funds	31,545	-	31,545
Charitable activities	247,083	200,171	447,254
Total Expenditure	278,628	200,171	478,799
Net (expenditure)/income before transfers	(55,298)	(2,825)	(58,123)
Gross transfers between funds	(4,767)	4,767	-
Net movement in funds	(60,065)	1,942	(58,123)
Total funds brought forward	169,076	64,160	233,236
Total funds carried forward	109,011	66,102	175,113