

**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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| CONTENTS                                 | Page |
|--|------|
| Reference and administrative information | 1    |
| Chair's foreword                         | 2    |
| Trustees' report                         | 3    |
| Independent auditor's report             | 16   |
| Statement of financial activities        | 20   |
| Balance sheet                            | 21   |
| Statement of cash flows                  | 22   |
| Notes to the financial statements        | 23   |

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

**REFERENCE AND ADMINISTRATIVE INFORMATION**

**FOR THE YEAR ENDED 31 MARCH 2024**

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| <b>Trustees</b>                                | 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)    |
| <b>Company Secretary and CEO</b>               | Sophie Henderson   |                             |
| <b>Charity Registration Number</b>             | 1153774  |                             |
| <b>Company Registration Number</b>             | 08544993   |                             |
| <b>Principal Address and Registered Office</b> | Unit 11<br>Lewisham Shopping Centre<br>Molesworth St<br>London<br>SE13 7HB |                             |
| <b>Independent Auditor</b>                     | Saffery LLP<br>71, Queen Victoria St<br>London<br>EC4V 4BE                 |                             |
| <b>Bankers</b>                                 | The Co-operative Bank<br>P O Box 250<br>Skelmersdale<br>WN8 6WT            |                             |

**CHAIR'S FOREWORD**

**FOR THE YEAR ENDED 31 MARCH 2024**

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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**

**TRUSTEES' REPORT (continued)**

**FOR THE YEAR ENDED 31 MARCH 2024**

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**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

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**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

**TRUSTEES' REPORT (continued)**

**FOR THE YEAR ENDED 31 MARCH 2024**

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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*

**TRUSTEES' REPORT (continued)**

**FOR THE YEAR ENDED 31 MARCH 2024**

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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*,



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

### TRUSTEES' REPORT (continued)

#### FOR THE YEAR ENDED 31 MARCH 2024

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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, storytelling, 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

**TRUSTEES' REPORT (continued)**

**FOR THE YEAR ENDED 31 MARCH 2024**

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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

**TRUSTEES' REPORT (continued)**

**FOR THE YEAR ENDED 31 MARCH 2024**

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.

**TRUSTEES' REPORT (continued)**

**FOR THE YEAR ENDED 31 MARCH 2024**

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.

**TRUSTEES' REPORT (continued)**

**FOR THE YEAR ENDED 31 MARCH 2024**

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.

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

**TRUSTEES' REPORT (continued)**

**FOR THE YEAR ENDED 31 MARCH 2024**

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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.

**TRUSTEES' REPORT (continued)**

**FOR THE YEAR ENDED 31 MARCH 2024**

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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**

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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**

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**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:

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.....  
Charles Gurassa Chair of Trustees

MIGRATION MUSEUM PROJECT  
(A company limited by guarantee)

TRUSTEES' REPORT (continued)

FOR THE YEAR ENDED 31 MARCH 2024

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## **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](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

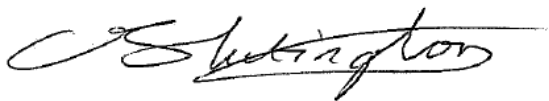
### **Other matters**

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<br>funds<br>£ | Restricted<br>funds<br>£ | Total<br>2024<br>£ | Total<br>2023<br>£ |
|---|-------|----------------------------|--------------------------|--------------------|--------------------|
| <b><u>Income and endowments from:</u></b>         |       |                            |                          |                    |                    |
| 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             |
| <b>Total Income</b>                               |       | <b>632,423</b>             | <b>849,007</b>           | <b>1,481,430</b>   | <b>549,294</b>     |
| <b><u>Expenditure on:</u></b>                     |       |                            |                          |                    |                    |
| Raising funds                                     | 5     | (142,893)                  | -                        | (142,893)          | (99,128)           |
| Charitable activities                             |       | (365,580)                  | (601,383)                | (966,963)          | (781,497)          |
| <b>Total Expenditure</b>                          |       | <b>(508,473)</b>           | <b>(601,383)</b>         | <b>(1,109,856)</b> | <b>(880,625)</b>   |
| <b>Net ((expenditure)/income before transfers</b> |       | <b>123,950</b>             | <b>247,624</b>           | <b>371,574</b>     | <b>(331,331)</b>   |
| Gross transfers between funds                     | 14    | (5,532)                    | 5,532                    | -                  | -                  |
| <b>Net movement in funds</b>                      |       | <b>118,418</b>             | <b>253,156</b>           | <b>371,574</b>     | <b>(331,331)</b>   |
| Total funds brought forward                       |       | 148,928                    | 58,488                   | 207,416            | 538,747            |
| <b>Total funds carried forward</b>                |       | <b>267,346</b>             | <b>311,644</b>           | <b>578,990</b>     | <b>207,416</b>     |

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<br>£      | £              | 2023<br>£      | £              |
|--|-------|----------------|----------------|----------------|----------------|
| <b>Current Assets</b>  |       |                |                |                |                |
| 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> |                |
| <b>Creditors:</b> amounts falling due within one year          | 10    | (67,982)       |                | (60,964)       |                |
|  |       | <u></u>        |                | <u></u>        |                |
| <b>Net Current Assets</b>                                      |       |                | 593,918        |                | 232,709        |
| <b>Creditors:</b> amounts falling due after more than one year | 11    |                | (14,928)       |                | (25,293)       |
|  |       |                | <u></u>        |                | <u></u>        |
| <b>Total Net Assets</b>  |       |                | <u>578,990</u> |                | <u>207,416</u> |
| <b>Funds:</b>  |       |                |                |                |                |
| Restricted funds   | 14    |                | 311,644        |                | 58,488         |
| Unrestricted funds   |       |                | 267,346        |                | 148,928        |
|  |       |                | <u></u>        |                | <u></u>        |
| <b>TOTAL FUNDS</b>   |       |                | <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<br>2024<br>£ | 31 March<br>2023<br>£ |
|--|---|-----------------------|-----------------------|
| 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<br>£ | 2023<br>£ |
|---|-----------|-----------|
| 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<br>2023<br>£ | Cash<br>flows<br>£ | Other non-cash<br>changes<br>£ | At 31 March<br>2024<br>£ |
|--|-------------------------|--------------------|--------------------------------|--------------------------|
| 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**

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**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**

|                              | <b>Unrestricted</b> | <b>Restricted</b> | <b>2024</b>      | <b>2023</b>    |
|------------------------------|---------------------|-------------------|------------------|----------------|
|                              | <b>£</b>            | <b>£</b>          | <b>£</b>         | <b>£</b>       |
| 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> |

|                               | <b>Unrestricted</b> | <b>Restricted</b> | <b>2023</b>    |
|-------------------------------|---------------------|-------------------|----------------|
|                               | <b>£</b>            | <b>£</b>          | <b>£</b>       |
| 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**

|                                 | <b>Unrestricted Funds</b> | <b>Restricted Funds</b> | <b>2024</b> | <b>2023</b> |
|---------------------------------|---------------------------|-------------------------|-------------|-------------|
|                                 | <b>£</b>                  | <b>£</b>                | <b>£</b>    | <b>£</b>    |
| 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**

|   | <b>2024</b>   | <b>2023</b>   |
|---|---------------|---------------|
|   | <b>£</b>      | <b>£</b>      |
| 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           |
|-------------------------------|----------------|----------------|----------------|---------------|------------------|----------------|
|                               | £              | £              | £              | £             | £                | £              |
| <b>Raising funds</b>          |                |                |                |               |                  |                |
| Fundraising - general         | 19,662         | 3,748          | 76,353         | -             | 99,763           | 31,841         |
| Fundraising – shop sales      | 5,174          | 986            | 36,970         | -             | 43,130           | 67,287         |
|                               | <u>24,836</u>  | <u>4,734</u>   | <u>113,323</u> | <u>-</u>      | <u>142,893</u>   | <u>99,128</u>  |
| <b>Charitable activities:</b> |                |                |                |               |                  |                |
| 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        |
|                               | <u>590,873</u> | <u>112,643</u> | <u>250,806</u> | <u>12,641</u> | <u>966,963</u>   | <u>781,497</u> |
| <b>Total</b>                  | <u>615,709</u> | <u>117,377</u> | <u>364,129</u> | <u>12,641</u> | <u>1,109,856</u> | <u>880,625</u> |

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

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**

|                       | <b>2024</b>    | <b>2023</b>    |
|-----------------------|----------------|----------------|
|                       | <b>£</b>       | <b>£</b>       |
| 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         | -              |
|                       | <b>615,710</b> | <b>497,103</b> |

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:

|                    | <b>2024</b>   | <b>2023</b>   |
|--------------------|---------------|---------------|
|                    | <b>Number</b> | <b>Number</b> |
| Administration     | 2             | 2             |
| Project management | 15            | 13            |
|                    | <b>17</b>     | <b>15</b>     |

**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**

|                                    | <b>2024</b> | <b>2023</b> |
|------------------------------------|-------------|-------------|
|                                    | <b>£</b>    | <b>£</b>    |
| Stock of finished goods for resale | 44,172      | -           |

**9. DEBTORS**

|                                | <b>2024</b>    | <b>2023</b> |
|--------------------------------|----------------|-------------|
|                                | <b>£</b>       | <b>£</b>    |
| Trade debtors                  | 31,680         | -           |
| Prepayments and accrued income | 69,082         | -           |
|                                | <b>100,762</b> | <b>-</b>    |

**10. CREDITORS: amounts falling due within one year**

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

**NOTES TO THE FINANCIAL STATEMENTS (continued)**

**FOR THE YEAR ENDED 31 MARCH 2024**

| <b>11. CREDITORS: amounts falling due<br/>After more than one year</b> | <b>2024<br/>£</b> | <b>2023<br/>£</b> |
|--|-------------------|-------------------|
| Loan (see note below)  | 14,928<br>=====   | 25,293<br>=====   |

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**

|   | <b>Unrestricted<br/>funds<br/>£</b> | <b>Restricted<br/>funds<br/>£</b> | <b>2024<br/>Total<br/>funds<br/>£</b> |
|---|-------------------------------------|-----------------------------------|---------------------------------------|
| 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>                        |
|   |                                     |                                   |                                       |
|   | <b>Unrestricted<br/>funds<br/>£</b> | <b>Restricted<br/>funds<br/>£</b> | <b>2023<br/>Total<br/>funds<br/>£</b> |
| 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<br>2023 | Income  | Expenditure | Transfers<br>and gains | At 31 March<br>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<br>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<br>– Connecting Lewisham to its<br>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<br>2022 | Income  | Expenditure | Transfers<br>and gains | At 31 March<br>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<br>funds<br>£ | Restricted<br>funds<br>£ | Total<br>2023<br>£ |
|---|-------|----------------------------|--------------------------|--------------------|
|   | Notes |                            |                          |                    |
| <b><u>Income and endowments from:</u></b> |       |                            |                          |                    |
| 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             |
| <b>Total Income</b>                       |       | <b>324,557</b>             | <b>224,737</b>           | <b>549,294</b>     |
| <b><u>Expenditure on:</u></b>             | 5     |                            |                          |                    |
| Raising funds                             |       | 89,128                     | 10,000                   | 99,128             |
| Charitable activities                     |       | 335,587                    | 445,910                  | 781,497            |
| <b>Total Expenditure</b>                  |       | <b>424,715</b>             | <b>455,910</b>           | <b>880,625</b>     |
| <b>Net income before transfers</b>        |       | <b>(100,158)</b>           | <b>(231,173)</b>         | <b>(331,331)</b>   |
| Gross transfers between funds             | 12    | 309                        | (309)                    | -                  |
| <b>Net movement in funds</b>              |       | <b>(99,849)</b>            | <b>(231,482)</b>         | <b>(331,331)</b>   |
| Total funds brought forward               |       | 248,777                    | 289,970                  | 538,747            |
| <b>Total funds carried forward</b>        |       | <b>148,928</b>             | <b>58,488</b>            | <b>207,416</b>     |