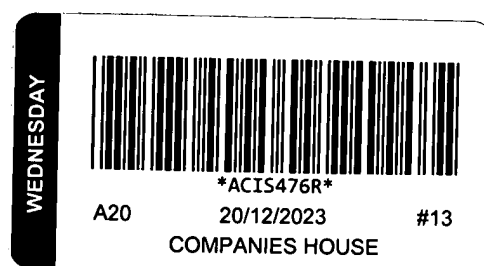


**MIGRATION MUSEUM PROJECT**  
**TRUSTEES' REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2023**

Registered Company No: 08544993  
Registered Charity No: 1153774



# **MIGRATION MUSEUM PROJECT**

**YEAR ENDED 31 MARCH 2023**

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

**REFERENCE AND ADMINISTRATIVE INFORMATION**

**FOR THE YEAR ENDED 31 MARCH 2023**

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<b>Trustees</b>	Charles Gurassa	(Chair)
	Mohan Mansigani OBE OStJ	(Treasurer)
	George Alagiah OBE	(to 24 July 2023)
	Sarah Caplin	
	Margot Finn	
	Nilufar Fowler	
	Ayesha Hameed	
	Kuljit Kaur Jackson	
	Eric Langham	
	David Olusoga OBE	
	Robert Winder	
<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 Lewisham Shopping Centre Molesworth St London SE13 7HB	
<b>Independent Examiner</b>	Olayinka Tomori ACA DChA Longmeade Consult Ltd Regus House Victory Way Admirals Park Dartford DA2 6QD	
<b>Bankers</b>	The Co-operative Bank P O Box 250 Skelmersdale WN8 6WT	

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

**CHAIR'S FOREWORD**

**FOR THE YEAR ENDED 31 MARCH 2023**

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

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

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

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

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

**Charles Gurassa**  
**(Chair – Board of Trustees)**

**December 2023**

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

**TRUSTEES' REPORT (continued)**

**FOR THE YEAR ENDED 31 MARCH 2023**

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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 2023. The Trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (second edition effective 1 January 2019).

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

**Objectives and Activities**

**Our purpose**

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

During the year we aimed specifically to:

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

**Achievements and Performance**

**1 Introduction**

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

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

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

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

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

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

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

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

### **Cultural Programme and Public Engagement**

#### **Exhibitions**

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

**MIGRATION MUSEUM PROJECT**  
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**TRUSTEES' REPORT (continued)**

**FOR THE YEAR ENDED 31 MARCH 2023**

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

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

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

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

**Events and community engagement**

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

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

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

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

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

#### **Audiences**

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

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

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

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

Visitor comments have included the following:

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



**MIGRATION MUSEUM PROJECT**  
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**TRUSTEES' REPORT (continued)**

**FOR THE YEAR ENDED 31 MARCH 2023**

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

Google review

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

Visitor comment

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

Visitor comment

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

National Trust team

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

### **3 Education**

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

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

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

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

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**TRUSTEES' REPORT (continued)**

**FOR THE YEAR ENDED 31 MARCH 2023**

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

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

Feedback about our education work has included the following:

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

Secondary school teacher

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

Teacher taking new Pearson Edexcel Migration To Britain GCSE unit

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

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

Visitors Book comment.

#### **4 Migration Network**

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

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

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

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

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

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

## **5 Trustees, Distinguished Friends, Staff and Volunteers**

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

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

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

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

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**TRUSTEES' REPORT (continued)**

**FOR THE YEAR ENDED 31 MARCH 2023**

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

**6 Fundraising, Development and Partnerships**

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

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

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

**Financial Review**

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

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

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

**Investment powers and policy**

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

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

**TRUSTEES' REPORT (continued)**

**FOR THE YEAR ENDED 31 MARCH 2023**

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Reserves policy

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

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

Structure, Governance and Management

Governing Document

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

Recruitment and appointment of Board of Directors

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

Trustee Induction and Training

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

Organisational structure

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

Related Parties

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

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

**TRUSTEES' REPORT (continued)**

**FOR THE YEAR ENDED 31 MARCH 2023**

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**Plans for future periods**

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

**Statement of Trustees' Responsibilities**

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

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

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

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

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



.....  
**Charles Gurassa**  
**Director/Trustee**

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

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

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

### Responsibilities and basis of report

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

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

### Independent examiner's statement

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

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

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

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



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

**Regus House**  
**Victory Way**  
**Admirals Park**  
**Dartford DA2 6QD**

**15 December 2023**

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

**STATEMENT OF FINANCIAL ACTIVITIES**

**FOR THE YEAR ENDED 31 MARCH 2023**

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

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

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

All the charity's activities are classified as continuing.

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



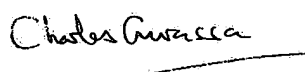
**BALANCE SHEET**

**AS AT 31 MARCH 2023**

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

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

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



.....  
**Charles Gurassa**  
**Director/Trustee**

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

STATEMENT OF CASH FLOWS

AS AT 31 MARCH 2023

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

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

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

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

**NOTES TO THE FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED 31 MARCH 2023**

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**1. ACCOUNTING POLICIES**

**1.1. Basis of accounting**

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (second edition effective 1 January 2019)', the Charities Act 2011 and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

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

**1.2. Fund accounting**

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

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

**1.3. Income**

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

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

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

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

**1.4. Expenditure**

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

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

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

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

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

**FOR THE YEAR ENDED 31 MARCH 2023**

**1. ACCOUNTING POLICIES (continued)**

**1.5. Pension schemes**

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

**1.6. Creditors and provisions**

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

**2. DONATIONS AND LEGACIES**

	Unrestricted	Restricted	2023	2022
	£	£	£	£
Donations and gifts	215,090	114,792	329,882	496,336
Government grants – Furlough Scheme	-	-	-	7,510
Government grants – Other	-	109,945	109,945	267,594
	<u>215,090</u>	<u>224,737</u>	<u>439,827</u>	<u>771,440</u>
	Unrestricted	Restricted	2022	
	£	£	£	
Donations and gifts	304,958	191,378	496,336	
Government grants – Furlough Scheme	7,510	-	7,510	
Government grants – Other	4,400	263,194	267,594	
	<u>316,868</u>	<u>454,572</u>	<u>771,440</u>	

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

**3. INCOME FROM CHARITABLE ACTIVITIES**

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

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

**4. OTHER TRADING ACTIVITIES**

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

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

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

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

**FOR THE YEAR ENDED 31 MARCH 2023**

**5. EXPENDITURE**

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

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

1,600      1,500

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

**6. STAFF COSTS**

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

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

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

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

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

**FOR THE YEAR ENDED 31 MARCH 2023**

**6. STAFF COSTS (continued)**

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

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

**7. TRUSTEES**

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

<b>8. CREDITORS: amounts falling due within one year</b>	<b>2023 £</b>	<b>2022 £</b>
Taxes and social security costs	11,098	10,888
Other creditors and accruals	42,087	38,134
Loan (see note below)	7,779	7,210
	<u>60,964</u>	<u>56,232</u>

<b>9. CREDITORS: amounts falling due After more than one year</b>	<b>2023 £</b>	<b>2022 £</b>
Loan (see note below)	25,293	31,725

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

**10. PENSIONS AND OTHER POST-RETIREMENT BENEFIT COMMITMENTS**

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

<b>11. ANALYSIS OF NET ASSETS BETWEEN FUNDS</b>	<b>Unrestricted funds £</b>	<b>Restricted funds £</b>	<b>Total funds £</b>
Fund balances at 31 March 2023 as represented by:			
Current assets	202,113	91,560	293,673
Current liabilities	(53,185)	(7,779)	(60,964)
Long term liabilities	-	(25,293)	(25,293)
	<u>148,928</u>	<u>58,488</u>	<u>207,416</u>

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

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

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

**FOR THE YEAR ENDED 31 MARCH 2023**

**12. RESTRICTED FUNDS**

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

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

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

AB Charity – to support the education programme

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

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

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

Dorfman Foundation – towards *Heart of the Nation* exhibition

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

Foyle Foundation – to support the education programme.

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

London Community Foundations/ #1 will Fund – towards youth engagement activities.

**12. RESTRICTED FUNDS (CONTINUED)**

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

Northwick Trust - towards *Departures* exhibition

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

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

Rayne Foundation – towards *Heart of the Nation* exhibition

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

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

The Art Fund – towards the Migration Network.

The Funding Network - towards education

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

Unbound Philanthropy - towards exhibitions, events and education.

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

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

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

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

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

Lewisham Business Support - towards non-core salary business support

US Embassy – towards *Departures* exhibition



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

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

**FOR THE YEAR ENDED 31 MARCH 2023**

**12. RESTRICTED FUNDS (CONTINUED)**

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

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

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

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

**FOR THE YEAR ENDED 31 MARCH 2023**

**13. SHARE CAPITAL AND CONTROL**

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

**14. COMPARATIVE STATEMENT OF FINANCIAL ACTIVITIES (2022)**

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