

THE WEST HOUSE AND HEATH ROBINSON MUSEUM TRUST – CHARITY No 1086567

A COMPANY LIMITED BY GUARANTEE – No 4172012

REPORT OF THE DIRECTORS

The Directors present their Annual Report and Accounts of the Company for the year to 31st March 2017.

I. Reference and Administrative Information

Charity Name	The West House and Heath Robinson Museum Trust
Charity registration number	1086567
Company registration number	4172012
Registered Office	57 West End Lane, Pinner, Middlesex HA5 1AH
Independent Examiner	Liberty Williams Certified Accountants 262 High Road Harrow Weald, Middlesex HA3 7BB
Solicitors	Harold Benjamin Solicitors Hill House, 67-71 Lowlands Road Harrow, Middlesex HA1 3EQ

Directors and Trustees

The Directors of the company are its trustees and throughout this report are collectively referred to as the directors or the board of directors. Those serving during the year and since the year end are as follows; -

Geraldine Beare
Veronica Chamberlain
Nicholas J Coleman
Keith Ferry
Peter Higginson
Jean Lammiman
Clifford Lichfield
Navin Shah
Martin Verden
Cynthia Wells
Stephen Wright

Since the year end Deena Dwala has been appointed a trustee while Veronica Chamberlain and Martin Verden have resigned.

2. Structure Governance and Management

Governing Document

The organisation is a charitable company limited by guarantee, incorporated on 2 March 2001 and registered as a charity on 14 May 2001. The company was established under a Memorandum of Association and Articles of Association agreed by the Charity Commission. In the event of the company being wound up members are required to contribute an amount not exceeding £10.

Recruitment and Appointment of Directors

The Directors include:

- five members of the local community
- two representatives from the William Heath Robinson Trust,
- a nominated Councillor from the London Borough of Harrow
- two other current Councillors of the London Borough of Harrow
- a member of the Greater London Authority.

Director Induction and Training

There are three formal directors' meetings each year with a number of ad hoc meetings where necessary to progress matters. In principle the directors learn on the job with formal training as required. All newly appointed trustees are encouraged to attend external trustee & governance training courses. Those directors who live locally meet on an almost weekly basis.

Risk Management

The directors have implemented a risk management strategy which comprises: -

quarterly reviews of the museum project with HLF staff and an annual review of the risks the trust may face in its other operations;

the establishment of procedures to mitigate the risks identified:

the implementation of procedures designed to minimise any potential impact on the charity should any of those risks materialise

financial transactions require two directors' signatures for all payments: and

employees have limited delegation to commit funds on behalf of the Trust.

Organisational Structure

The company currently has 11 directors plus one full-time and one part-time employee. The directors reach decisions amongst themselves which are then implemented. All major decisions are recorded.

Related Parties

The board of directors currently includes a councillor nominated by the London Borough of Harrow (the Trust's landlord) and two other councillors who have joined at the invitation of the board.

Objectives

The Charity's primary objective is to preserve West House, West End Lane, Pinner in the following ways; -

as a community facility

to create and maintain a shrine within West House as a war memorial and to house the Pinner Books of Remembrance

to build and operate a Museum as a permanent home for the William Heath Robinson Trust's Collection of illustrations and other artefacts.

3. **Achievements and Performance**

The 2016/17 financial year saw the recruitment of a part-time Museum Manager and the continued employment of a full time Learning Officer for Children & Young People, the latter with the help of a grant from John Lyon's Charity. West House continues to provide a focal point in the revitalisation of Pinner Memorial Park. The café, Daisy's in the Park, continues to thrive and the second floor was occupied by Synergy until February 2017. The second floor is the process of being re-let and we are currently in negotiation with prospective tenants. These tenancies provide an income stream to support the objectives of the Trust.

The Upstairs Gallery (now known as the Verden Gallery) is well used for functions, Study Days for adults, meetings and training events for all ages, as well as by local artists to display their work. We continue to encourage local schools to use the space, including displays of GCSE and A level artwork and a multitude of workshops and events for children organised by our full-time Learning Officer for Children & Young People. We repeated our very successful Secret Art Sale in November which raised more than £4000.

The Ground Floor Gallery has been converted into a Quiet Room addition to the café. The Shrine and Books of Remembrance have been retained within a semi-enclosed glass screened area allowing continued access by the public. The Friends of West House continue to support the Trust with fund-raising events.

In response to a joint bid, with the William Heath Robinson Trust, the owners of the Heath Robinson collection, the Heritage Lottery Fund awarded The West House & Heath Robinson Museum Trust a grant of £1.1M in December 2013, subsequently increased to £1.3M in June 2015 requiring a partnership funding target for the Trust of £510K of which £420K had been raised or pledged by March 2016. The grant enabled us to finalise the design and go out to tender for the construction of the new museum. Tenders were received in January 2015. Building costs had risen since the original bid to HLF in September 2013 largely due to inflation and the need to meet the requirements of the Government Indemnity Scheme. Work started on site in July 2015. The Museum was successfully opened on October 15 2016. The balance of our partnership funding target was achieved in the 2016/17 financial year.

Since opening, the museum has presented successful temporary exhibitions on Heath Robinson at War and The Brothers Robinson.

4. **Financial Review**

Total income for the year was £717,579. The Restricted Fund relates to the Heath Robinson Museum Project (HRMP). The HRMP Fund received £531,724, of which £487,574 was HLF grant. The balance of income from donations (£125,522) was received from other grant giving bodies, including John Lyon's Charity, Finnis Scott Foundation, John Horniman's Children's Trust, Pinner Memorial Park Trust and the Association of Independent Museums as well as corporate donors and many generous individuals.

Charitable activities income comes from learning events (£7,016) and museum admission fees (£14,560) while rental income, the shop, car park and lettings generated £82,460.

Expenditure totalled £820,342 which included £684,543 spent on the HRMP resulting in an excess of expenditure over income of £102,763.

Since the year end, we have applied for the third year's grant of £30K from John Lyon's Charity. This is the last instalment of a £90K grant to pay for a full time Learning Officer. (Our bid to HLF assumed a part time Learning Officer, so only a part of this grant counts towards our partnership funding.)

Investment Policy

All funds not immediately required for use are held on deposit with COIF Charity Funds operated by CCLA Investment Management Ltd. The current yield is around ½ %.

Reserves Policy

We intend to conserve as much of our Working Capital as possible as we plan to maintain West House as a first class letting venue and to address any unplanned expenditure connected with the operation of the new museum.

5 Plans for Future Periods

The opening of the Heath Robinson Museum was our major priority this year along with our continuing programme of educational activities for children, young people and adults. The remaining partnership funding was achieved in 2017/18. Our major target for fundraising in 2017/18 will be the replacement of the grant from John Lyon's Charity covering Learning Staff costs and the continued funding of the part-time Museum Manager previously covered by the Heritage Lottery Fund.

6. Responsibilities of the Board of Directors

The directors are required to prepare financial statements for each financial year which give a true and fair view of the company at the date of the balance sheet and of its incoming resources and application of resources including income and expenditure for the financial year. In preparing the financial statements the directors shall ensure that they: -

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

Up to 31.3.17 the Trust has expended £1,560,421 on the construction of the Heath Robinson Museum. The Trust has a 125 year lease on the land on which the museum stands. The freeholder of the land is the London Borough of Harrow. Should the Trust be unable to meet its commitments, including the purpose for which the building is used under the lease, it reverts to the freeholder automatically and therefore has no commercial value to the Trust. As a result of these constraints the Trustees have decided not to show the museum building as a fixed asset on the Balance Sheet as at 31.3.17. This decision has the concurrence of our Independent Examiner.

The directors are responsible for maintaining proper accounting records which disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006. The directors are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The directors who served during the year and up to the date of this report are set out on page 1 of this report.

During the year decision making has increasingly been delegated to the Management Board which was created as a result of the Governance Review concluded in December 2015.

7. Independent Examiner

Under the Charities Act 2006 the directors have appointed Liberty Williams as Independent Examiner who has carried out an Independent Examination of the company's books.

This report has been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting under the Charities Act and also taking advantage of the small companies' exemption of Section 415A of the Companies Act 2006.

Approved on 14 December 2017 on behalf of the directors by

N J Coleman –Treasurer