

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 2018.

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 – resigned 29.5.17
Nicholas J Coleman
Judith Elliott – appointed 2.2.17
Keith Ferry
Peter Higginson
Jean Lammiman
Clifford Lichfield
Navin Shah
Phillip Snell
Cynthia Wells
Stephen Wright

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 Councillor nominated by 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 monthly at Management Board meetings and informally on a weekly basis.

Risk Management

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

quarterly reviews of the museum project with Heritage Lottery Fund staff until end 2017 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 two part-time employees. 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 2017/18 financial year saw the continued employment of a part-time Museum Manager. In addition, the Manager recruited prior to the opening of the museum returned from maternity leave in August 2017 on a one day per week basis. Our Learning Officer for Children & Young People continued in full time employment with the help of the final year's grant from John Lyon's Charity. West House continues to provide a focal point in the revitalisation of Pinner Memorial Park and the café, Daisy's in the Park, continues to thrive. A lease for the second floor was signed in March 2018 with West House Dental, a new practice. These tenancies provide an income stream to support the objectives of the Trust.

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. In addition it provides an additional venue for the multitude of workshops and learning activities for children including those with learning difficulties organised by our full-time Learning Officer for Children & Young People. We continue to encourage local schools to use the space, including displays of GCSE and A level artwork.

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 Heath Robinson Museum has been established to offer special access to exhibitions and other Museum events in exchange for an annual subscription.

Two blockhouses on the West End Lane boundary have been refurbished to provide a meeting room/relaxation area for volunteers and an order preparation area for future on-line retail operations.

Although the Heath Robinson Museum was opened in October 2016, practical completion of the building was achieved in September 2017. This is the major part of the Heritage Lottery Funded project which will be completed in December 2018.

Since April 2017, the museum has presented the following successful temporary exhibitions:

The Illustrations of Edward Ardizzone
Rejuvenated Junk and Treasure from Trash
Visualising the Water-Babies
Heath Robinson Advertising
Neo-Romantic Book Illustration

4. **Financial Review**

Total income for the year was £254,777. The Restricted Fund of £116,941 relates to the Heath Robinson Museum Project (HRMP) and other donations made for a specific purpose of which £39,041 was HLF grant. The balance of income was received from other grant giving bodies, including John Lyon's Charity (the last year of a three year grant of £90,000 for a full time Learning Officer), Roland Callingham Children's Foundation, The Arts Society, Young Harrow Foundation as well as corporate donors and many generous individuals.

Expenditure totalled £274,202 which included £151,096 spent on the HRMP (£90,152 on construction and £60,944 staff costs) and £25,855 on site development, resulting in an excess of expenditure over income of £19,425.

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

To maintain sufficient to cover known future liabilities e.g. retention payments for the museum build

(approx. £60000), plus £20000 capital works committed for West House. In addition: six months running costs of approx. £50000.

5 Plans for Future Periods

The continued operation of the Heath Robinson Museum is our major priority this year along with our programme of educational activities for children, young people and adults. The remaining partnership funding of the HLF project was achieved in 2017/18. Our major target for fundraising in 2018/19 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.

In order to strengthen our organisation, and build the capacity of our staff and volunteers to better manage the heritage in the long term we plan to apply for a HLF Resilient Heritage grant.

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 will 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 31.3.18 the Trust has expended £1,650,433 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 31.3.18. 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.

Operational 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 19 July 2018 on behalf of the directors by

N J Coleman –Treasurer