

BIGGIN HILL MEMORIAL MUSEUM TRUST
ACCOUNTS FOR THE YEAR ENDED
31 MARCH 2020

Charity number: 1162645

BIGGIN HILL MEMORIAL MUSEUM TRUST**REFERENCE AND ADMINISTRATIVE INFORMATION FOR THE YEAR ENDED 31 MARCH 2020**

Trustees <i>(as at date of report)</i>	Bruce Walker (Chair) Michael Render Angus Patterson James Ellis Alison Newman Adrian Deane Zoë Colbeck Jane Cameron Susan Goodwin
Registered Office	St Georges R.A.F. Chapel of Remembrance Main Road Biggin Hill Westerham TN16 3EJ
Charity number	1162645
Bankers	Metro Bank PLC One Southampton Row London WC1B 5HA
Investment managers	Tilney Investment Management Services Limited 17th Floor 6 New Street Square New Fetter Lane London EC4A 3BF
Accountants	McBrides Accountants LLP Nexus House 2 Cray Road Sidcup, Kent DA14 5DA

BIGGIN HILL MEMORIAL MUSEUM TRUST

TRUSTEES' REPORT FOR THE YEAR ENDED 31 MARCH 2020

The trustees of the Biggin Hill Memorial Museum Trust present their report as trustees for the year ended 31 March 2020 as required by Charity regulations and legislation.

Structure, Governance and Management

Nature of the Governing Document and constitution of the charity

The charity is named the Biggin Hill Memorial Museum Trust with charity registration number 1162645 under a trust deed dated 27 April 2015.

Board of trustees

The trustees during the year were:

Bruce Walker (Chair)
 Michael Render
 Angus Patterson
 James Ellis
 Julian Benington (13 October 15 – 27 April 2020)
 Colin Hitchins (13 October 15 – 8 June 2020)
 Alison Newman (2 July 2019 – Present)
 Adrian Deane (9 September 2019 – Present)
 Paul Wright (13 October 2015 – 2 July 2019)
 Sharon Millar (26 November 2015 – 31 October 2019)
 Samantha Bailey (5 July 2018 – 25 August 2019)
 David Spragg (10 February 2020 – 27 November 2020)

Charity objectives and activities in 2019/20

1. To advance the education of the public, by maintaining St George's RAF Chapel of Remembrance, and establishing and maintaining an associated museum exhibiting the story of World War 2 and the Battle of Britain.
2. To preserve for the benefit of the nation St George's RAF Chapel of Remembrance, in memory of those who served in the Royal Air Force during World War 2, and for historic interest.

Activities undertaken to achieve objectives

The Biggin Hill Memorial Museum has been open since 30 January 2019 following a 3-year project led by the London Borough of Bromley (LBB) and the Biggin Hill Memorial Museum Trust. The museum tells the story of Britain's most famous fighter station through the experiences of those who served there, and the community that supported them, particularly during the Battle of Britain when Biggin Hill made its name. Every object and every picture has a close personal attachment to Biggin Hill.

The museum offers visitors a reflective, thought-provoking and carefully choreographed tour through a range of human experiences before they enter St. George's RAF Chapel of Remembrance. This austere but moving memorial was built in 1951 at the instigation of Winston Churchill and has been restored as part of the project. Inside, on the reredos behind the altar, are the names of 454 airmen killed flying from the Biggin Hill sector between 1939 and 1945.

Biggin Hill is a special place: the museum and Chapel tell a local history of global significance. A people-focussed and storydriven approach in both the museum and Chapel aims to keep this history alive in perpetuity. Our motto is 'Biggin Hill: inspiring generations; remembering the Few and honouring the Many.'

In this reporting period the museum has been open to the public offering general access to the museum, a constantly evolving programme of talks and presentations, a programme of educational experiences for school children, and free access to the Chapel, café and shop.

The museum and Chapel has provided a service that supports the local community in addition to the museum exhibits. Events such as; caterpillar club, under 5s' sessions, sewing clubs and cyclist special offers in the café provide a regular connection with the museum's local community beyond just the exhibition.

BIGGIN HILL MEMORIAL MUSEUM TRUST

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Activities undertaken to achieve objectives (continued)

Other activities focus on providing those enthusiasts with more detailed knowledge of what the museum strives to offer. A series of adult lectures were held throughout the year, which have looked at all aspects of Biggin Hill's involvement in World War 2.

The extensive knowledge of both local and national experts has been used to facilitate these.

The museum has worked hard to ensure the offer for schools is of a high standard. There has been a steady growth in the number of schools using the museum as a source of education. Staff have worked with local teachers to develop a free writing scheme using the letters in the museum and a backpack that children can use during a visit. The feedback from schools has been overwhelmingly positive.

The museum's social media pages have been used effectively to advertise and celebrate activities.

On 20th March 2020 the museum was forced to close due to Covid-19 under government guidelines. During this period of closure, which extended beyond the reporting year, the museum used social media platforms and the website to engage with the community and customers as much as possible. Education packs were sent to families and regular posts on social media provided information about aspects of the exhibition.

Activities specific to the Chapel

The Chapel has a worshipping community who meet on Sunday mornings at 9.30 for either a Communion service or Morning Prayer. Special occasions such as The Battle of Britain, Remembrance, and St George's day were marked with the attendance of the Mayor and veterans. A team of ministers preside at these services led by Revd Alison Newman, a trustee and the Vicar of St Mark's, Biggin Hill.

There were also 3 funerals and 2 baptisms conducted in the Chapel during the year - of those with a connection to the RAF or the Chapel. Ashes were interred in the Garden of Remembrance.

Biggin Hill Air Training Corp 2427 Squadron came into the Chapel for their enrolment services; the Revd Alison Newman is their Padre. The Chapel provided the venue for their very enjoyable carol concert, complete with a brass band. There was also carol singing in December 2019 with some spontaneous participation by visiting public and volunteers.

On days when the museum was open, the Chapel When the museum is open the Chapel is used for talks on a number of interesting topics such as:

- The history of the Chapel, by Bob Ogley
- The history of Biggin Hill, by Paul Atterbury
- Antiques Roadshow
- Aces and Airmen of Biggin Hill, by Jon Tans
- The RAF and Luftwaffe, by historian Harry Raffal

A visitors' book shows that people from as far away as USA (New York, Florida and Buffalo), Australia (Perth, Nelson Bay and Victoria), Canada (Ontario), New Zealand, France (Toulouse), Holland, Malaysia and South Africa have enjoyed coming into this special sacred space.

BIGGIN HILL MEMORIAL MUSEUM TRUST**TRUSTEES' REPORT FOR THE YEAR ENDED 31 MARCH 2020****Volunteers' contributions**

The Biggin Hill Memorial Museum trustees were all aware of the guidance issued by the Charity Commission for England and Wales on meeting the legal requirements of the Charities Act regarding the public benefit. All trustees operated in a voluntary capacity and all operating activities of the Trust and museum staff were aimed at delivering the objectives above.

All trustees are volunteers. The Trust and museum staff drew heavily on local support in a very active volunteer programme. During the period of this report, 48 volunteers have contributed to the day to day running of the museum as well as developing audience engagement especially with local schools, leading special talks and tours, supporting the successful running of the cafe and ensuring the positive impact of the museum is shared with the wider community.

6 x Air Training Corps cadets volunteered at the museum as part of their commitment to the Duke of Edinburgh Award.

The museum is partnered with UCL Museums on Prescription Programme to explore the benefits of volunteering on mental health.

Summary of main achievements

The museum saw a regular flow of visitors in this period until the enforced closure. The reputation of the museum grew which in turn highlighted the importance of Biggin Hill during World War 2.

The cafe became a popular destination for many local residents of Biggin Hill. There were many regular visitors but also new customers, who visited the museum at a later date.

The museum hosted visits from 18 local primary and special schools and 6 Brownie/Scout groups.

The museum ran hugely successful kids and teens 'take over museum' days in conjunction with local schools.

As well as events in the museum, 15 outreach talks to 560 adults and 8 care home talks to 480 people took place in the reporting period.

An extensive range of talks and guided tours, including adult lecture series, were run throughout the year.

A popular writing scheme of work was developed for children to use the museum's collection of letters as a stimulus for their own writing.

The Trust constantly reviewed its effectiveness. This enabled the Trust to develop further its policies, procedures and operating strategies. This constant reflection allowed the Trust Board members to provide effective support to the director whilst also holding themselves to account for the work the museum was doing.

Links were established with other local attractions which provided visitors with the ability to visit the museum and attractions. These include Chartwell National Trust and the Biggin Hill Heritage Hangar. The museum is also a member of the 11 Group Network (RAF Museum; Battle of Britain Museum, Uxbridge; Battle of Britain Museum, Kent; Tangmere; and Shoreham Aircraft Museum).

Fundraising

As part of the Business Plan, The Trust aimed to raise a minimum of £15,000 per annum through sponsorship. This is a separate piece of fundraising from Phase 2 of the project, the Learning Centre and Memorial Wall.

During this reporting period the museum received donations and pledges to the sum of £99,620.

The Trust also raised funds indirectly via Gift Aid on entry tickets.

The Trust aims to raise a further some £300,000 for the Learning Centre and Memorial Wall. The Trust established a Fundraising subcommittee and a fundraising strategy for this is in development. A clear design and pitch for funding for this project has been developed and will be shared with potential investors.

BIGGIN HILL MEMORIAL MUSEUM TRUST**TRUSTEES' REPORT FOR THE YEAR ENDED 31 MARCH 2020****Investment performance**

The Trust appointed Partners in Wealth/Tilney to manage the investment of the £1.55 million reserves. The Trust Finance Group holds 6-monthly meetings with the fund manager to monitor and nurture the endowment. During the period the market value of investments decreased to £1.43 million due to the global financial market downturn caused by the Covid-19 pandemic.

Financial review

The Charity invested £1.55 million in an endowment fund secured by the LBB from LIBOR grant funds, Section 106 monies and a contribution from the Council. The fund was held by LBB until the Trust took responsibility for the investment in the prior period. Income generated from these investments together with the fundraising referred to above and income from charitable activities resulted in a surplus of £39,117 for the year. At the period end the Charity had reserves of £1,542,909 (2019: £1,607,555).

Reserves Policy

Income generated from the investment fund is held as reserves to underpin the business plan. The funds generate investment income to bridge the expected shortfall of income to expenditure, approximately £60,000 per annum, the equivalent of a circa 4% return on the investment. This income shortfall is expected to arise once the National Lottery Heritage Fund grant expires in June 2021. The reserves held by the Trust may be deployed at the discretion of the Trust. The Trust aims to build the reserves where possible to manage investment risk.

Principal sources of funds

The Biggin Hill Memorial Museum capital and operational budget was funded by:

- The Libor Fund
- The Heritage Lottery Fund
- London Borough of Bromley's Section 106 monies
- London Borough of Bromley's Capital Programme

The Trust also benefitted from smaller donations from individuals and small organisations as well as donations of museum objects and teaching tools.

The methods adopted for the recruitment and appointment of new trustees

The composition of the Trust Board is reviewed regularly in order to generate an appropriate balance of skills and experience among trustees. In addition, a succession plan ensures the right balance of time spent as a trustee against allowing others the opportunity to serve. Whenever a vacancy arises, it is advertised widely (including on, for example, Reach). Potential candidate(s) are interviewed and, if deemed suitable, formally brought on to the Board (by majority vote) at the next available Trust Board meeting.

The organisational structure of the charity and how decisions are made

The Charity benefitted from a National Lottery Heritage Fund grant secured by the London Borough of Bromley in association with the Trust for the construction and delivery of the Biggin Hill Memorial Museum and the preservation of the Chapel and grounds. This includes support for revenue costs in the first three years of operation. Although LBB is formally handing over responsibility for the museum and Chapel to the Trust, it will continue to work directly with the Trust until mid 2021 as part of the agreement with the Lottery.

The Trust's work, day-to-day, during this period was organised by sub-committees led by individual trustees covering Finance, Fundraising, Marketing and Communications, Curatorial, Education, Facilities Management and Chapel Matters. The Trust meets monthly where reports are lodged from each group and broader discussion is enabled.

BIGGIN HILL MEMORIAL MUSEUM TRUST**TRUSTEES' REPORT FOR THE YEAR ENDED 31 MARCH 2020****Relationship with related parties**

All arrangements with London Borough of Bromley, discussed in the report for the 2018-19 year, ceased in January 2019 upon opening of the museum, ie, before the start of this reporting year.

The subsidiary company, The Biggin Hill Memorial Museum Company Ltd, had been incorporated before the start of the reporting year, on 9 April 2018, with Bruce Walker (Chair) and Colin Hitchins (then Vice Chair) as directors. The company deals with non-charitable operations, namely the museum café and shop.

Approved by the trustees on *[29 January 2021]* and signed by:

[Original Signed]

Bruce Walker