

THE ROYAL ANGLIAN REGIMENT MUSEUM

England & Wales · Charity number 1039930

Details

Status Registered

Legal form Other

Registered 1994-08-03

Register [View on the Charity Commission register](#)

Contact

Address Fosters Lodge
Duck Street
Sutton Veny
BA12 7AL

Phone 07786 540863

Email acemarinos@hotmail.com

Website www.royalanglianmuseum.org.uk

Activities

Objects: 1)TO EDUCATE THE PUBLIC AND MEMBERS OF THE REGIMENT IN THE HISTORY AND MILITARY ACCOMPLISHMENTS OF THE REGIMENT;2) TO PROMOTE MILITARY EFFICIENCY & ENCOURAGE RECRUITMENT BY PUBLIC EXHIBITION OF THE COLLECTION IN:A) A MUSEUM OR MUSEUMS; ORB) SUCH OTHER PUBLIC PLACES AS THE TRUSTEES MAY DECIDE;AND3) TO CONSERVE, RESTORE, REPAIR, RE-CONSTRUCT AND PRESERVE ITEMS IN THE COLLECTION.

Activities: The charity provides a museum to show, through multi media displays, to all ages, the history of the East Anglian Regiments and the Royal Anglian Regiment from 1958. The museum is located at the Imperial War Museum site at Duxford, just outside Cambridge.

Classification

- **How:** Other Charitable Activities
- **What:** Arts/culture/heritage/science
- **Who:** The General Public/mankind

Geography

- Cambridgeshire

Finances

Period end	Income	Expenditure	Assets	Employees
2025-06-30	£44,706	£53,505	-	-
2024-06-30	£64,876	£61,969	-	-
2023-06-30	£40,235	£48,925	-	-
2022-06-30	£38,910	£51,380	-	-
2021-06-30	£42,270	£53,392	-	-

Trustees

Name	Role	Appointed
Major Stephen Card TD	Chair	2023-03-21
COLONEL N H KELSEY OBE TD		2019-12-23
Capt David Kenneth Marsden TD LLB		2023-09-20
Dr Dennis George Vincent MBE		2025-05-13
JOHN MICHAEL HARRY NAYLOR		2022-03-14
John Wright		2024-01-08
LIEUTENANT COLONEL PETER GEOFFREY RAY HORRELL TD DL		2021-02-19
Lieutenant Colonel ANTHONY CHARLES EMMANUEL MARINOS		2021-09-20
Lieutenant Colonel Antony David William McArdle OBE TD		2022-09-20
MAJOR T DORMER TD		2021-09-20
Steven Armon		2024-10-01

Linked charities

- THE ROYAL ANGLIAN REGIMENT (DUXFORD) TRUST (1039930-1)

THE ROYAL ANGLIAN REGIMENT MUSEUM

England & Wales - Charity number 1039930

Accounts

THE ROYAL ANGLIAN REGIMENT MUSEUM
(REGISTERED CHARITY NUMBER 1039930)

ANNUAL REPORT AND ACCOUNTS
FOR THE YEAR 1 JULY 2024 TO 30 JUNE 2025

TRUSTEES' REPORT FOR THE YEAR 1 JULY 2024 TO 30 JUNE 2025

REPORTING STANDARD

1. In preparing their annual report and accounts for the year 1 July 2024 - 30 June 2025 the Trustees of the Royal Anglian Regiment Museum have generally followed the principles set out in the Charity Commission's 'Statement of Recommended Practice applicable to charities preparing their accounts in accordance with Financial Reporting Standard 102 (Charities' SORP (FRS 102) Second Edition)', even though the level of income received by the Charity is well below that where adherence to the SORP becomes compulsory.

OVERVIEW

2. As planned, the year saw the IWM close the Land Warfare Hall and the Royal Anglian Regiment Museum move into temporary storage and office accommodation on the IWM site pending the move to the new Airspace Hall, the date for which has yet to be fully confirmed.

3. Pending the move into the Airspace Hall the Museum was also offered a small area for a temporary display which has been used as a 'placeholder' to advertise the existence of the museum and to provide digital access to some of the museum's exhibits. Some additional storage space in Kendrew Barracks, the home of the 1st and 2nd Battalions, The Royal Anglian Regiment, was also used to house part of the museum's reserve collection.

4. During the current year the Trustees decided that the Royal Anglian Regiment Museum would become a Charitable Incorporated Organisation (CIO) in its own right. The legal process of establishing the new CIO was initiated and the museum's constitution document was redrafted. Concurrently steps were taken to keep Arts Council England informed with a view to the formal accreditation of the new CIO. The CIO was finally established in January 2026. The museum also agreed to assume responsibility for the collection of the Essex Regiment Museum in Chelmsford which was closed during the reporting period.

STRUCTURE, GOVERNANCE AND MANAGEMENT

5. **Governing Document.** Notwithstanding the changes above the Royal Anglian Regiment Museum continues an unincorporated registered charity, Registration Number 1039930, the governing document of which is a Charity Commission Scheme dated 18 August 1998 as amended by a resolution dated 19 September 2013 as amended by a resolution dated 11 March 2015. The new CIO also exists as a separate entity, Registration Number 1216831, with its own constitution document.

6. Trustees.

a. Trustees who served during the year were:

Major S Card TD	Co-opted Trustee (Chairman)
Colonel N H Kelsey OBE TD	Co-opted Trustee
Lieutenant Colonel A C E Marinos	Co-opted Trustee
Lieutenant Colonel A Powell MBE	Co-opted Trustee (Until 1 Oct 24)
Lieutenant Colonel DG Vincent MBE	Co-opted Trustee (From 13 May 25)
Major T Dormer TD	Co-opted Trustee
Lieutenant Colonel A D W McArdle OBE TD	Co-opted Trustee
Lieutenant Colonel PGR Horrell TD DL	Co-opted Trustee (Chairman until 1 Oct 24)
Captain D Marsden	Co-opted Trustee
Mr J M H Naylor	Co-opted Trustee
Lieutenant Colonel J Wright	Ex Officio Trustee
Mr S Armon	Ex Officio Trustee (Sec) (From 27 Mar 25)

b. Co-opted Trustees serve for a period of 4 years but may be reappointed for further periods of 4 years. The power to appoint or reappoint Co-opted Trustees is vested in the

Trustees for the time being. New Trustees are given individual briefings on the arrangements for the running of the Charity as required.

c. During the course of the reporting year Lt Col DG Vincent MBE and Mr S Armon were appointed as Trustees on 13 May 25 and 27 Mar 25 respectively. Maj S Card TD was appointed Chairman of the Trustees on 1 Oct 24 vice Lt Col PGR Horrell TD DL (who remained a Co-opted Trustee). Lt Col A Powell MBE resigned as a Trustee on 1 Oct 24.

7. Charity Commission Point of Contact.

a. The Trustees have appointed Lt Col ACE Marinos as their point of contact on all Charity Commission matters. His details are:

Lt Col A C E Marinos
Fosters Lodge Duck Street
Sutton Veny
Warminster
Wiltshire
BA12 7AL
Telephone: 07786540863

Email: acemarinos@hotmail.com

8. **Treasurer.** Mr Mark Goldsmith, acted as Treasurer of the Charity. The Treasurer is not a Trustee and is not remunerated by the Charity.

9. The Museum.

a. The Museum is currently in temporary accommodation on the IWM site at Duxford and occupies an office and a store. Some elements of the collection were moved to a temporary storage space at Kendrew Barracks, Cottesmore, the home of 1st and 2nd Battalions, the Royal Anglian Regiment. A temporary limited display has been established in the Airspace Hall close to the intended new museum space. This will be in place until the new museum opens in 2028 (TBC).

b. The address of the Museum is:

The Royal Anglian Regiment Museum
Duxford Airfield
Duxford
Cambridge
CB22 4QR

Telephone: 01223 497298

Email: royalanglianmuseumcurator@outlook.com

c. The Museum is Accredited by Arts Council England (Accreditation No 1588). This qualification was last renewed on 5 October 2017 and was next due for review on 5 October 2022. However, because of the coronavirus pandemic Arts Council England 'paused' the scheme. The Museum has yet to receive an invitation to renew its accreditation, with submission of the necessary documentation being required no later than 6 months after the invitation is issued. However, proactive steps have now been taken with Arts Council England to transfer the existing accreditation to the new CIO. This process is still ongoing.

d. The Trustees employ a full-time Curator, Miss M D Kozlenko, the only employee of the Charity. For this purpose, they received a grant-in-aid from the Ministry of Defence of (£25,808 per annum). The Curator is responsible directly to the Chairman of the Trustees for the day-to-day management of the Museum.

10. **Advisers.**

- a. **Bankers.** The Trustees have a bank account with Royal Bank of Scotland plc, Holt's Military Banking, 200 Fowler Avenue, Farnborough, Hampshire, GU14 7JP.
- b. **Payroll Services.** The Trustees have engaged Ensors Chartered Accountants, Saxon House, Moseley's Farm Business Centre, Fornham All Saints, Bury St Edmunds, Suffolk, IP28 6JY, to provide payroll services.
- c. **Investment Advice.** During the year under review the Trustees held longer-term investments in a Charity Authorised Investment Fund managed by Sarasin & Partners LLP, Juxon House, 100 St Paul's Churchyard, London, EC4M 8BU.
- d. **Independent Examiner.** The Trustees have engaged Mr N M Heath ACA, 102 High Street, Landbeach, Cambridge, CB25 9FT, as Independent Examiner of the Charity's accounts.
- e. **Museum Mentor.** To comply with Accreditation standards the Museum previously had a Museum Mentor to provide the Trustees and the Curator with additional professional curatorial advice when required. The Trustees appointed Mr I D Hook, lately Project Manager of the War Memorials Register at the IWM and formerly Curator of the Essex Regiment Museum, to this role on a pro bono basis. The Trustees decided that this role was no longer required for Accreditation since the museum's curator had gained a master's degree. Mr Hook was retained in an honorary capacity until 1 April 2025 when the role was dispensed with entirely.

11. **Trustees' Business.**

- a. The Trustees normally meet formally every 6 months, in March and September, to conduct routine business. Between meetings matters are dealt with as required by email, telephone, or face-to-face contact. For some time, the Museum has had a system of Working Parties on particular subjects to facilitate the detailed management of the Museum and to coordinate action between the Trustees and the Curator, and this has proved very effective. Noting the impending move of the Museum within the IWM, the Trustees have also met on an ad hoc basis to discuss specific key issues.
- b. The Treasurer and the Curator are in attendance at Trustees' meetings, as are the Regimental Sergeant Majors (or their representatives) of the 3 battalions of the Royal Anglian Regiment so that close liaison between the Museum and serving soldiers in the Regiment can be maintained.

OBJECTIVES, ACTIVITIES AND ACHIEVEMENTS

12. **Objects of the Charity.** The objects of the Charity as set out in the governing document can be summarised as being to provide a museum to tell the story of the Royal Anglian Regiment and its people. The Trustees recognise that although this can just be done in the traditional way, by providing a physical display in what is now termed the Museum's Gallery, there is an increasing expectation that items (particularly archives) will be available to view electronically, a concept referred to as the eMuseum.

13. **The Gallery.**

- a. The Gallery, the public face of the Museum, was situated in the Land Warfare Hall at IWM Duxford until 1 June 2025, and was under normal circumstances open every day of the year (less 24-26 December) from 1000 hrs to 1800 hrs in summer and from 1000 hrs to 1600 hrs in winter. The Charity did not charge for entrance to the Gallery, but visitors had to pay normal admission charges to IWM Duxford. During the year the museum had 161,053 visitors.

b. The Gallery was opened in 1996. Following the news that the museum was to relocate to the Airspace Hall in 2028 following the closure of the Land Warfare Hall in 2025 and subsequent demolition, major improvements to the Museum's gallery were put on hold and a more modest programme of improvements were initiated in 2018. Although this work was interrupted by the Coronavirus pandemic it resumed and was largely completed during the year 2022/23. No major improvements were undertaken during this reporting year and the focus of effort switched to considering options for the layout of the new museum space.

c. The Trustees recognise that the move to the new location offers a good opportunity to refresh and update the look and feel of the museum and to ensure that it continues to meet its objectives in the future. A small team of consultants has been engaged to scope the requirement and outline options.

14. **The eMuseum.**

a. Noting the need to improve its digital profile and following the exploration of several options the Trustees agreed to support the Royal Anglian Regiment digital muster project in which the Royal Anglian Regiment and Royal Anglian Regiment Museum websites would be hosted on the same overall website.

b. Work has continued to digitally capture the museum's archive collection and includes an online archive collection and a virtual tour of the museum.

15. **Standards and Administration Working Party.**

a. During the year the Standards and Administration Working Party focussed on work to support the establishment of the new CIO and liaison with Arts Council England with regard to reaccreditation of the new structure.

b. With the timescale for re-accreditation unknown documentation procedures were reviewed periodically during the year so that they would require minimum amendment once the timescale and process was known.

c. Throughout the year the Working Party has endeavoured to maintain efficient working within the Museum and improve arrangements where possible, particularly in light of the move to temporary accommodation.

16. **Acquisitions, Loans and Disposals.**

a. As usual, during the year various minor items were donated to the Museum by individuals whilst the working group continued to scan online markets for items of interest and relevance. These included a large amount of personal material belonging to the late Col Pat Hopper and the late Lt Col Brian Davenoport, two former Royal Anglian officers, which was donated.

17. **Archives.**

a. During the year various donations of archive material were received, as usual, and various books purchased for the library.

b. The Data Working Party continued to work through a backlog of archive material. Much of the work was done by the museum's volunteers.

18. **Outreach.**

a. Supported by its core of volunteers, the Museum continued to participate vigorously in the 2 Duxford airshows and expanded programme of 'flying days' throughout the year, generally by providing an outdoor display near the Hangar 4 office.

b. During the year the Museum hosted visits from approximately 4 ACF and CCF groups, totalling 180 cadets. In addition, two groups of serving soldiers were hosted and one group of veterans. The band of the Royal Anglian Regiment played at the museum on 31 July 2024.

c. As circumstances allowed, 6 volunteers gave very good service throughout the year, particularly in support of the flying days.

19. **Public Benefit.** The Trustees are aware of their duty to ensure that the activities of the Charity further its charitable objectives and that these activities are for the purpose of public benefit. They consider that the activities and achievements set out in Paragraphs 13-18 above, and in particular those covered in Paragraphs 13 and 14, amply demonstrate that the Charity is being run very much for the public benefit.

FINANCIAL AND ASSOCIATED MATTERS

20. **General.**

a. The Trustees acknowledge their responsibilities under the Charities Act 2011 which require them to prepare financial statements for each financial year which give an accurate view of the Charity's financial activities during the year and of its financial position at the end of the year. In preparing these statements the Trustees follow best practice and:

- (1) Select suitable accounting policies and apply them consistently.
- (2) Make judgements and estimates that are reasonable and prudent.
- (3) State whether applicable accounting standards and statements of recommended practice have been followed, subject to any departures disclosed and explained in the financial statements.
- (4) Prepare the financial statements on a going concern basis unless it is inappropriate to presume that the Charity will continue in operation.

b. The Trustees also acknowledge their responsibility for keeping accounting records which disclose with reasonable accuracy the financial position of the Charity at any given time and enable them to ensure that the annual financial statements comply with the applicable laws and regulations.

c. The Trustees acknowledge their responsibility for safeguarding the assets of the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

d. In accordance with Charity Commission guidance the Trustees prepare the accounts and the annual financial statements on a receipts and payments basis and not on an accruals basis.

21. **Internal Controls.**

a. Electronic banking has been in full use by the Charity throughout the year under review and has delivered significant benefits in efficiency.

b. A simple and robust system for authorising claims and expenses is in place: claims by volunteers, which follow set rates, are authorised by the Curator; claims by the Curator are authorised by her line manager; all other claims and expenses are authorised by the Trustee responsible for that particular aspect of Museum business.

c. The Trustees last revised their direction regarding the signing of cheques and setting-up or amendment of standing orders on 18 August 2015. The Treasurer applies the same rules when making electronic payments.

d. The Treasurer carries out a full bank reconciliation each month, which is inspected by the Regimental Secretary of the Royal Anglian Regiment who is one of the Museum's Ex Officio Trustees, and from time to time one of the Co-opted Trustees carries out a random check on the accounts.

22. **Fundraising Policy.** The Charity does not at present actively raise funds but does accept donations. This is likely to change in the future as the Trustees consider how best to fund and sustain the museum in it's new location in the IWM.

23. **Risk Management.**

a. For some time, the Trustees have considered that the greatest risk facing the Charity revolves around the move of the Gallery from the Land Warfare Hall to a new location within IWM Duxford at some point in the future; the IWM would have to find suitable space, and there would be a significant cost to fit out that space.

b. As mentioned earlier in this report further clarity has recently been brought to this matter and the Gallery will move into the AirSpace Building when it opens. Basic Terms of Occupation for both the Gallery and office space have been received, reviewed, approved and returned by the Trustees. The terms of the lease are favourable and are for 25 years with a 7-year break clause.

c. The move will involve significant relocation cost, and subsequent annual rent in the region of £18,000. Given the current financial climate fundraising is likely to be difficult, and the Trustees recognise both the need to husband the Charity's current resources and the effort that they will be required to make to raise the appropriate funds.

d. In addition, the Trustees appreciate the need to monitor closely the application of the internal financial controls set out above, and to ensure the safety and security of the collection as a whole, and the long-term financial stability of the Charity.

24. **Financial Summary.**

a. **Income and Expenditure.**

Year	2025	2024
Income	£44,706	£69,126
Expenditure	£53,505	£67,408
(Deficit)/Surplus	(£8,799)	£1,718

b. **Balance Sheet.**

(1) The Charity owns the collection but as it is held in trust, and thus cannot be disposed of at will, any valuation would be of no benefit to users of the accounts. It is therefore not included on the balance sheet.

(2) The value of the Charity's investments with Sarasin & Partners decreased slightly during the year from £544,373 to £541,761 reflecting the sale of units to realise £15,000 to support running costs and gains in value of £2,388.


(3) The Charity's net assets at the year-end totalled £560,017, a decrease of (£6,411), 1.1% on the corresponding figure at the previous year-end which was £566,428.

25. **Reserves.** The Trustees acknowledge that the Charity currently has free reserves of £560,017 (2024: £556,428), as a result of their adoption of a conservative approach over the last few years. As explained above, these reserves, and more, will be required to fund future relocation plans.

CONCLUSION

26. Overall, the Trustees consider that the year 1 July 2024 to 30 June 2025, has been an important one for the Museum bringing much needed clarity to it's future. The Trustees intend to continue to plan for the future to ensure that the future move to the AirSpace Building is a success and that financial risk is minimised through careful husbandry of existing assets and sound fundraising plans.

Approved by the Trustees and signed on their behalf.

 (Signature)

Major S Card TD, Chairman

17 April 2026 (Date)


_____ (Signature)

Lieutenant Colonel A C E Marinos, Trustee

17 April 2026 (Date)

THE ROYAL ANGLIAN REGIMENT MUSEUM

INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES

I report on the accounts of the Royal Anglian Regiment Museum for the year ended 30 June 2025 which are set out on Pages 10 and 11.

Respective Responsibilities of Trustees and Examiner

The Charity's Trustees, who are responsible for the preparation of the accounts, consider that an audit is not required for this year under Section 144(2) of the Charities Act 2011 (the 2011 Act) and that an Independent Examination is needed.

Having satisfied myself that the Charity is not subject to audit under Company Law and is eligible for Independent Examination, it is my responsibility to:

- a. Examine the accounts under Section 145 of the 2011 Act.
- b. Follow the procedures laid down in the General Directions given by the Charity Commissioners under Section 145(5)(b) of the 2011 Act.
- c. State whether particular matters have come to my attention.

Basis of Independent Examiner's Report

My examination was carried out in accordance with the General Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the Charity and a comparison of the accounts presented with those records. The examination also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from you as Trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit, and consequently I do not express an audit opinion on the view given by the accounts and my report is limited to those matters set out in the Statement below.

Independent Examiner's Statement

In connection with my examination, no matter has come to my attention:

- a. Which gives me reasonable cause to believe that in any material respect the requirements
 - (1) To keep accounting records in accordance with Section 130 of the 2011 Act, and
 - (2) To prepare accounts which accord with the accounting records and comply with the accounting requirements of the 2011 Acthave not been met.
- b. To which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.

N. M. Heath

N M Heath
Chartered Accountant
102 High Street
Landbeach
Cambridge
CB25 9FT

Date: *17th April* 2026

THE ROYAL ANGLIAN REGIMENT MUSEUM

**RECEIPTS AND PAYMENTS
YEAR ENDED 30 JUNE**


	2025	2024
	£	£
Incoming Resources		
Donations		
Regular donations	592	913
Other donations	651	1 729
Gift Aid tax recovered	19	0
Sub-total	<u>1 262</u>	<u>2 642</u>
Activities for generating funds		
Investment income	14 789	15 219
Bank interest	60	88
Sale of ephemera	0	0
Other Income	1 766	0
Sub-total	<u>16 615</u>	<u>15 307</u>
From charitable activities		
Grant-in-aid	25 808	41 927
Other grants	1 021	5 000
Sub-total	<u>26 829</u>	<u>46 927</u>
Total incoming resources	<u>44 706</u>	<u>64 876</u>
Resources Expended		
Charitable activities		
Curator salary and pension	34 733	33 567
Curator expenses	1 059	939
Volunteer expenses	368	398
Acquisitions	0	3 975
Conservation	1 335	150
IT	939	3 783
Website development and digitisation	1 282	7 354
General office and maintenance expenses	4 169	51
Service charge IWM	2 503	2 408
Gallery refurbishment project	0	0
Masterplan project	0	6 030
Professional body fees	1 850	0
Sub-total	<u>48 238</u>	<u>58 655</u>
Governance costs		
Independent examiner's fees	400	0
Accountancy and book-keeping	840	933
Insurance	1 851	2 069
Trustee meetings	369	0
Other	1 807	272
Sub-total	<u>5 267</u>	<u>3 274</u>
Investments purchased	0	0
Total resources expended	<u>53 505</u>	<u>61 929</u>
Net change in resources	<u>-8799</u>	<u>2947</u>
Other recognised gains and (losses)		
Realised	394	0
Unrealised	1994	53069
	<u>2388</u>	<u>53069</u>
Net movement in funds	-6411	56016
Funds brought forward	566 428	510 412
Total funds carried forward	<u>560 017</u>	<u>566 428</u>

THE ROYAL ANGLIAN REGIMENT MUSEUM

BALANCE SHEET YEAR ENDED 30 JUNE

	Note	2025 £	2024 £
Fixed Assets			
Investments	3	541 761	554 373
Current Assets			
Cash at bank		18 256	12 055
Net Assets		<u>560 017</u>	<u>566 428</u>

Approved by the Trustees and signed on their behalf

 (Signature)
 Major S Card TD
 17 April 2026 (Date)

NOTES TO THE ACCOUNTS

1. ACCOUNTING POLICIES

The financial statements have been prepared on a Receipts and Payments basis in line with the Charity Commission's Statement of Recommended Practice (SORP) (FRS 102) Second Edition and the Charities Act 2011. The accounts have been prepared in GBP and all amounts have been rounded to the nearest £.

Accounting Convention

The financial statements have been prepared under the historical cost convention except for the revaluation of Fixed Asset Investments in accordance with the SORP.

Heritage Assets

Heritage Assets as defined by FRS 102 are held in trust and cannot be disposed of at will. Any valuation would be of no benefit to users of the accounts; they are therefore not included on the balance sheet.

Income

Credit for investment income is taken in the year in which that income arises.

Restricted Funds

None of the funds held by the Charity is restricted.

Reserves

The Charity has the administrative costs shown on the Receipts and Payments Account and maintains reserves for Acquisition and Conservation activities as necessary.

Cash Flow

The accounts do not include a cash flow statement because the Charity, as a small entity, is exempt from the requirement to prepare one under FRS102.

Going Concern

The Trustees consider that there are no material uncertainties about the ability of the Charity to continue as a going concern. It has substantial readily available investment assets which are regularly reviewed.

2. TRUSTEES AND EMPLOYEES

The Trustees did not claim any expenses and there were no related-party transactions.

A full-time employee received a total remuneration of £34,733 (2024: £33,567).

Employer's National Insurance is covered by the government's Employment Allowance.

3. FIXED ASSET INVESTMENTS

	2025 £
Investments	£
Valuation as at 1 July 2024	554 373
Additions during the year	-15 000
Sub-total	539 373
Valuation as at 30 June 2025	<u>541 761</u>
Unrealised gain	<u>2388</u>

THE ROYAL ANGLIAN REGIMENT MUSEUM

England & Wales - Charity number 1039930

Accounts

THE ROYAL ANGLIAN REGIMENT MUSEUM
(REGISTERED CHARITY NUMBER 1039930)

ANNUAL REPORT AND ACCOUNTS
FOR THE YEAR 1 JULY 2023 TO 30 JUNE 2024

TRUSTEES' REPORT FOR THE YEAR 1 JULY 2023 TO 30 JUNE 2024

REPORTING STANDARD

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OVERVIEW

2. The year saw the IWM Duxford and the Royal Anglian Regiment Museum continue to plan for the closure of the Land Warfare and the move to the new Airspace Hall.

3. As mentioned in last year's report the IWM Land Warfare Hall is which the Royal Anglian Regiment Museum is located is due to close shortly in June 2025. The IWM has offered the museum a new location in the Airspace Hall from 2028 on a 25-year lease. Separate storage and office space has also been offered. The Trustees intend to use the interim period following the closure of the Land Warfare Hall to fundraise and plan the new museum space in detail.

4. During the current year the Trustees decided that the Royal Anglian Regiment Museum, which is currently a charity in its own right overseen by a group of Trustees and separate from the Royal Anglian Regiment Charity which is a Charitable Incorporated Organisation (CIO) would merge with the latter. The intention is that the Royal Anglian Regimental Charity will establish a limited company to take the lease on the museum site at IWM, Duxford. The principal is that the Royal Anglian Regiment Museum collection will become owned by the Regimental CIO and then loaned to the limited company for exhibiting. It is likely that the trustees of the Museum will become the directors of the limited company to maintain the integrity of the museum.

STRUCTURE, GOVERNANCE AND MANAGEMENT

5. **Governing Document.** Notwithstanding the direction above the Royal Anglian Regiment Museum continues an unincorporated registered charity, Registration Number 1039930, the governing document of which is a Charity Commission Scheme dated 18 August 1998 as amended by a resolution dated 19 September 2013 as amended by a resolution dated 11 March 2015.

6. **Trustees.**

a. Trustees who served during the year were:

Lieutenant Colonel P G R Horrell TD DL	Co-opted Trustee (Chairman)
Colonel N H Kelsey OBE TD	Co-opted Trustee
Lieutenant Colonel A C E Marinos	Co-opted Trustee
Lieutenant Colonel A Powell MBE	Co-opted Trustee
Major T Dormer TD	Co-opted Trustee
Lieutenant Colonel A D W McArdle OBE TD	Co-opted Trustee
Major S Card TD	Co-opted Trustee
Captain D Marsden	Co-opted Trustee (From 20 Sep 23)
Mr J M H Naylor	Co-opted Trustee
Lieutenant Colonel J Wright	Ex Officio Trustee
Major M L Peters	Ex Officio Trustee (Secretary)

b. Co-opted Trustees serve for a period of 4 years but may be reappointed for further periods of 4 years. The power to appoint or reappoint Co-opted Trustees is vested in the Trustees for the time being. New Trustees are given individual briefings on the arrangements for the running of the Charity as required.

c. During the course of the reporting year Captain D Marsden was appointed a Trustee on 20 Sep 23.

d. Since the end of the reporting year Major S Card was appointed Chairman of the Trust vice Lieutenant Colonel P G R Horrell who remained a Co-opted Trustee and Mr S Armon was appointed an Ex Officio Trustee vice Major M L Peters who resigned from his role as Deputy Secretary of the Royal Anglian Regiment and was replaced by Mr S Armon. In addition Lieutenant Colonel A Powell resigned as a Trustee.

7. **Charity Commission Point of Contact.**

a. The Trustees have appointed Lt Col ACE Marinos as their point of contact on all Charity Commission matters. His details are:

Lt Col A C E Marinos
Fosters Lodge Duck Street
Sutton Veny
Warminster
Wiltshire
BA12 7AL
Telephone: 07786540863

Email: acemarinos@hotmail.com

8. **Treasurer.** Mr Mark Goldsmith, acted as Treasurer of the Charity. The Treasurer is not a Trustee and is not remunerated by the Charity.

9. **The Museum.**

a. The Museum Gallery is located within the Land Warfare Hall of the Imperial War Museum (IWM) at Duxford, with 2 offices and 2 storerooms elsewhere on site, in Hangars 3 and 4. The premises occupied by the Museum is leased from the IWM for a term of 12 years (but determinable every 3 years) from 24 April 2013. An annual service charge, variable in accordance with the Consumer Prices Index (CPI), is paid to the IWM to cover the cost of utilities. The Museum will vacate this space in June 2025. The collection will be moved to a temporary storage space at Kendrew Barracks, Cottesmore, the home of 1st and 2nd Battalions, the Royal Anglian Regiment.

b. In July 2020 a supplementary agreement with IWM was signed (which has since been updated). This amplifies certain matters covered in the lease, regularises occupation of the office and storeroom, and clarifies various day-to-day operating procedures. This agreement resulted from IWM's desire to rationalise relationships with its many partners on the Duxford site, which relationships were in a number of cases, though not in the case of the Charity, obscure.

c. The Land Warfare Hall is currently due to close in June 2025. The Museum has been offered a new location in the Airspace Hall in 2028 with separate office and storage space available from 2025. The Trustees are planning a temporary visual display adjacent to the new location to cover the period from June 2025 until the new gallery is open to the public.

d. The address of the Museum is:

The Royal Anglian Regiment Museum
Duxford Airfield
Duxford
Cambridge
CB22 4QR

Telephone: 01223 497298

Email: royalanglianmuseumcurator@outlook.com

d. The Museum is Accredited by Arts Council England (Accreditation No 1588). This qualification was last renewed on 5 October 2017 and was next due for review on 5 October 2022. However, because of the coronavirus pandemic Arts Council England 'paused' the scheme. The Museum has yet to receive an invitation to renew its accreditation, with submission of the necessary documentation being required no later than 6 months after the invitation is issued.

e. The Trustees employ a full-time Curator, Miss M D Kozlenko, the only employee of the Charity. For this purpose, they received a grant-in-aid from the Ministry of Defence of £23,921 per annum¹). The Curator is responsible directly to the Chairman of the Trustees for the day-to-day management of the Museum.

10. **Advisers.**

a. **Bankers.** The Trustees have a bank account with Royal Bank of Scotland plc, Holt's Military Banking, 200 Fowler Avenue, Farnborough, Hampshire, GU14 7JP.

b. **Payroll Services.** The Trustees have engaged Ensors Chartered Accountants, Saxon House, Moseley's Farm Business Centre, Fornham All Saints, Bury St Edmunds, Suffolk, IP28 6JY, to provide payroll services.

c. **Investment Advice.** During the year under review the Trustees held longer-term investments in a Charity Authorised Investment Fund managed by Sarasin & Partners LLP, Juxon House, 100 St Paul's Churchyard, London, EC4M 8BU.

d. **Independent Examiner.** The Trustees have engaged Mr N M Heath ACA, 102 High Street, Landbeach, Cambridge, CB25 9FT, as Independent Examiner of the Charity's accounts.

e. **Museum Mentor.** To comply with Accreditation standards the Museum had a Museum Mentor to provide the Trustees and the Curator with additional professional curatorial advice when required. The Trustees appointed Mr I D Hook, lately Project Manager of the War Memorials Register at the IWM and formerly Curator of the Essex Regiment Museum, to this role on a pro bono basis. Since the end of this reporting period the Trustees decided that this role was no longer required for Accreditation since the museum's curator had gained a master's degree. Mr Hook was retained in an honorary capacity until 1 April 2025 when the role was dispensed with entirely.

11. **Trustees' Business.**

a. The Trustees normally meet formally every 6 months, in March and September, to conduct routine business. Between meetings matters are dealt with as required by email, telephone, or face-to-face contact. For some time, the Museum has had a system of Working Parties on particular subjects to facilitate the detailed management of the Museum and to coordinate action between the Trustees and the Curator, and this has proved very effective. Noting the impending move of the Museum within the IWM, the Trustees have also met on an ad hoc basis to discuss specific key issues.

b. The Treasurer, the Curator and the Museum Mentor are in attendance at Trustees' meetings, as are the Regimental Sergeant Majors (or their representatives) of the 3 battalions of the Royal Anglian Regiment so that close liaison between the Museum and serving soldiers in the Regiment can be maintained.

OBJECTIVES, ACTIVITIES AND ACHIEVEMENTS

¹ This figure is aggregated from payments made in FY23/24 and FY24/25 given that the museum's reporting year spans parts of both.

12. **Objects of the Charity.** The objects of the Charity as set out in the governing document can be summarised as being to provide a museum to tell the story of the Royal Anglian Regiment and its people. The Trustees recognise that although this can just be done in the traditional way, by providing a physical display in what is now termed the Museum's Gallery, there is an increasing expectation that items (particularly archives) will be available to view electronically, a concept referred to as the eMuseum.

13. **The Gallery.**

a. The Gallery, the public face of the Museum, situated in the Land Warfare Hall at IWM Duxford, is under normal circumstances open every day of the year (less 24-26 December) from 1000 hrs to 1800 hrs in summer and from 1000 hrs to 1600 hrs in winter. The Charity does not charge for entrance to the Gallery, but visitors have to pay normal admission charges to IWM Duxford. During the year the museum had 187,757 visitors.

b. The Gallery was opened in 1996. Following the news that the museum was to relocate to the Airspace Hall in 2028 following the closure of the Land Warfare Hall in 2025 and subsequent demolition, major improvements to the Museum's gallery were put on hold and a more modest programme of improvements were initiated in 2018. Although this work was interrupted by the Coronavirus pandemic it resumed and was largely completed during the year 2022/23. No major improvements were undertaken during this reporting year and the focus of effort switched to considering options for the layout of the new museum space.

14. **The eMuseum.**

a. Noting the need to improve its digital profile and following the exploration of several options the Trustees agreed to support the Royal Anglian Regiment digital muster project in which the Royal Anglian Regiment and Royal Anglian Regiment Museum websites would be hosted on the same overall website.

b. The new website was established during the reporting year and includes a museum section with an online archive collection and a virtual tour of the museum. Work has continued to digitally capture the museum's archive collection.

15. **Standards and Administration Working Party.**

a. Having successfully moved the reserve collection from the Chelmsford City Council storage facility at South Woodham Ferrers to the newly refurbished space in Hangar 3 at Duxford the Standards Working Party continued the lengthy process of auditing the reserve collection in order to fully update MODES records. This activity absorbed much of the effort of the curator, the working party and the museum's volunteers.

b. With the timescale for re-accreditation closing but still unknown documentation procedures were reviewed periodically during the year so that they would require minimum amendment once the museum was invited to submit its re-accreditation proposal.

c. Throughout the year the Working Party has endeavoured to maintain efficient working within the Museum and improve arrangements where possible.

16. **Acquisitions, Loans and Disposals.**

a. As usual, during the year various minor items were donated to the Museum by individuals whilst the working group continued to scan online markets for items of interest and relevance. These included the 1962 General Service Medal of Pte Benny Fox of the 1st Battalion the Royal Anglian Regiment who was killed in a helicopter crash in Aden on 10 June 1964 and subsequently buried in Maala Cemetery, now in Yemen. There were several bidders for the medal, and it was eventually secured for £3878.40 (including VAT and Taxes). The museum paid £1500 towards the medal purchase price with the remainder of the funds being raised from Radfan Campaign veteran members of 1st Battalion, the Royal Anglian Regiment.

17. **Archives.**

- a. During the year various donations of archive material were received, as usual, and various books purchased for the library.
- b. Overseen by the Data Working Party the audit of the archive boxes in the Museum store, commenced in 2021 by 2 longstanding volunteers was concluded.

18. **Outreach.**

- a. Supported by its core of volunteers, the Museum continued to participate vigorously in the 2 Duxford airshows and expanded programme of 'flying days' throughout the year, generally by providing an outdoor display near the Hangar 4 office.
- b. During the year the Museum hosted visits from approximately 5 ACF and CCF groups, totalling 255 cadets. In addition, two groups of serving soldiers were hosted and one group of veterans.
- c. As circumstances allowed, 6 volunteers gave very good service throughout the year, particularly in support of the flying days.

19. **Public Benefit.** The Trustees are aware of their duty to ensure that the activities of the Charity further its charitable objectives and that these activities are for the purpose of public benefit. They consider that the activities and achievements set out in Paragraphs 13-18 above, and in particular those covered in Paragraphs 13 and 14, amply demonstrate that the Charity is being run very much for the public benefit.

FINANCIAL AND ASSOCIATED MATTERS

20. **General.**

- a. The Trustees acknowledge their responsibilities under the Charities Act 2011 which require them to prepare financial statements for each financial year which give an accurate view of the Charity's financial activities during the year and of its financial position at the end of the year. In preparing these statements the Trustees follow best practice and:
 - (1) Select suitable accounting policies and apply them consistently.
 - (2) Make judgements and estimates that are reasonable and prudent.
 - (3) State whether applicable accounting standards and statements of recommended practice have been followed, subject to any departures disclosed and explained in the financial statements.
 - (4) Prepare the financial statements on a going concern basis unless it is inappropriate to presume that the Charity will continue in operation.
- b. The Trustees also acknowledge their responsibility for keeping accounting records which disclose with reasonable accuracy the financial position of the Charity at any given time and enable them to ensure that the annual financial statements comply with the applicable laws and regulations.
- c. The Trustees acknowledge their responsibility for safeguarding the assets of the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.
- d. In accordance with Charity Commission guidance the Trustees prepare the accounts and the annual financial statements on a receipts and payments basis and not on an accruals basis.

21. **Internal Controls.**

- a. Electronic banking has been in full use by the Charity throughout the year under review and has delivered significant benefits in efficiency.
- b. A simple and robust system for authorising claims and expenses is in place: claims by volunteers, which follow set rates, are authorised by the Curator; claims by the Curator are authorised by her line manager; all other claims and expenses are authorised by the Trustee responsible for that particular aspect of Museum business.
- c. The Trustees last revised their direction regarding the signing of cheques and setting-up or amendment of standing orders on 18 August 2015. The Treasurer applies the same rules when making electronic payments.
- d. The Treasurer carries out a full bank reconciliation each month, which is inspected by the Regimental Secretary of the Royal Anglian Regiment who is one of the Museum's Ex Officio Trustees, and from time to time one of the Co-opted Trustees carries out a random check on the accounts.

22. **Fundraising Policy.** The Charity does not at present actively raise funds but does accept donations. This is likely to change in the future as the Trustees consider how best to fund and sustain the move to the new location in the IWM.

23. **Risk Management.**

- a. For some time, the Trustees have considered that the greatest risk facing the Charity revolves around the move of the Gallery from the Land Warfare Hall to a new location within IWM Duxford at some point in the future; the IWM would have to find suitable space, and there would be a significant cost to fit out that space.
- b. As mentioned earlier in this report further clarity has recently been brought to this matter and there is considerable confidence that Gallery will move into the AirSpace Building when it opens in 2028. Basic Terms of Occupation for both the Gallery and office space have been received, reviewed, approved and returned by the Trustees. The terms of the lease are favourable and are for 25 years with a 7-year break clause.
- c. The move will involve significant relocation cost, and subsequent annual rent in the region of £18,000. Given the current financial climate fundraising is likely to be difficult, and the Trustees recognise both the need to husband the Charity's current resources and the effort that they will be required to make to raise the appropriate funds. A new Fundraising Working Group has been established and a Trustee appointed as the lead.
- d. In addition, the Trustees appreciate the need to monitor closely the application of the internal financial controls set out above, and to ensure the safety and security of the collection as a whole, and the long-term financial stability of the Charity.

24. **Financial Summary.**

a. **Income and Expenditure.**

Year	2024	2023
Income	£64,876	£40,235
Expenditure	£61,969	£48,925
(Deficit)/Surplus	£2,947	(£8,690)

b. **Balance Sheet.**

(1) The Charity owns the collection but as it is held in trust, and thus cannot be disposed of at will, any valuation would be of no benefit to users of the accounts. It is therefore not included on the balance sheet.

(2) The value of the Charity's investments with Sarasin & Partners increased during the year from £501,304 to £554,373.

(3) The Charity's net assets at the year-end totalled £566,428, an increase of (£56,016), 11% on the corresponding figure at the previous year-end which was £510,412.

25. **Reserves.** The Trustees acknowledge that the Charity currently has free reserves of £566,428 (2023: £510,412), as a result of their adoption of a conservative approach over the last few years. As explained above, these reserves, and more, will be required to fund future relocation plans.

CONCLUSION

26. Overall, the Trustees consider that the year 1 July 2023 to 30 June 2024, has been an important one for the Museum bringing much needed clarity to it's future. The Trustees intend to continue to plan for the future to ensure that the future move to the AirSpace Building is a success and that financial risk is minimised through careful husbandry of existing assets and sound fundraising plans.

Approved by the Trustees and signed on their behalf.

 (Signature)

Major S Card TD, Chairman

24 April 2025 (Date)

 (Signature)

Lieutenant Colonel A C E Marinos, Trustee

24 April 2025 (Date)

THE ROYAL ANGLIAN REGIMENT MUSEUM

INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES

I report on the accounts of the Royal Anglian Regiment Museum for the year ended 30 June 2024 which are set out on Pages 10 and 11.

Respective Responsibilities of Trustees and Examiner

The Charity's Trustees, who are responsible for the preparation of the accounts, consider that an audit is not required for this year under Section 144(2) of the Charities Act 2011 (the 2011 Act) and that an Independent Examination is needed.

Having satisfied myself that the Charity is not subject to audit under Company Law and is eligible for Independent Examination, it is my responsibility to:

- a. Examine the accounts under Section 145 of the 2011 Act.
- b. Follow the procedures laid down in the General Directions given by the Charity Commissioners under Section 145(5)(b) of the 2011 Act.
- c. State whether particular matters have come to my attention.

Basis of Independent Examiner's Report

My examination was carried out in accordance with the General Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the Charity and a comparison of the accounts presented with those records. The examination also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from you as Trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit, and consequently I do not express an audit opinion on the view given by the accounts and my report is limited to those matters set out in the Statement below.

Independent Examiner's Statement

In connection with my examination, no matter has come to my attention:

- a. Which gives me reasonable cause to believe that in any material respect the requirements
 - (1) To keep accounting records in accordance with Section 130 of the 2011 Act, and
 - (2) To prepare accounts which accord with the accounting records and comply with the accounting requirements of the 2011 Act

have not been met.

- b. To which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.

N. M. Heath

N M Heath
Chartered Accountant
102 High Street
Landbeach
Cambridge
CB25 9FT

Date: *24th April* 2025

THE ROYAL ANGLIAN REGIMENT MUSEUM

**RECEIPTS AND PAYMENTS
YEAR ENDED 30 JUNE**

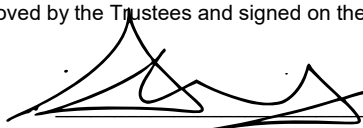
	2024	2023
	£	£
Incoming Resources		
Donations		
Regular donations	913	741
Other donations	1 729	429
Gift Aid tax recovered	0	238
Sub-total	<u>2 642</u>	<u>1 408</u>
Activities for generating funds		
Investment income	15 219	14 429
Bank interest	88	65
Sale of ephemera	0	0
Other Income	0	360
Sub-total	<u>15 307</u>	<u>14 854</u>
From charitable activities		
Grant-in-aid	41 927	22 918
Other grants	5 000	1 055
Sub-total	<u>46 927</u>	<u>23 973</u>
Total incoming resources	<u>64 876</u>	<u>40 235</u>
Resources Expended		
Charitable activities		
Curator salary and pension	33 567	31 381
Curator expenses	939	573
Volunteer expenses	398	463
Acquisitions	3 975	30
Conservation	150	875
IT	3 783	2 177
Website development and digitisation	7 354	0
General office and maintenance expenses	51	292
Service charge IWM	2 408	2 179
Gallery refurbishment project	0	926
Masterplan project	6 030	6 330
Professional body fees	0	0
Sub-total	<u>58 655</u>	<u>45 226</u>
Governance costs		
Independent examiner's fees	0	400
Accountancy and book-keeping	933	968
Insurance	2 069	1 895
Trustee meetings	0	436
Other	272	0
Sub-total	<u>3 274</u>	<u>3 699</u>
Investments purchased	0	0
Total resources expended	<u>61 929</u>	<u>48 925</u>
Net change in resources	<u>2,947</u>	<u>(8,690)</u>
Other recognised gains and (losses)		
Realised	0	0
Unrealised	53,069	438
	<u>53,069</u>	<u>438</u>
Net movement in funds	56,016	(8,252)
Funds brought forward	510 412	518 664
Total funds carried forward	<u>566 428</u>	<u>510 412</u>

THE ROYAL ANGLIAN REGIMENT MUSEUM

BALANCE SHEET YEAR ENDED 30 JUNE

	Note	2024 £	2023 £
Fixed Assets			
Investments	3	554 373	501 304
Current Assets			
Cash at bank		12 055	9 108
Net Assets		<u>566 428</u>	<u>510 412</u>

Approved by the Trustees and signed on their behalf

 (Signature)
 Major S Card TD
 24 April 2025 (Date)

NOTES TO THE ACCOUNTS

1. ACCOUNTING POLICIES

The financial statements have been prepared on a Receipts and Payments basis in line with the Charity Commission's Statement of Recommended Practice (SORP) (FRS 102) Second Edition and the Charities Act 2011. The accounts have been prepared in GBP and all amounts have been rounded to the nearest £.

Accounting Convention

The financial statements have been prepared under the historical cost convention except for the revaluation of Fixed Asset Investments in accordance with the SORP.

Heritage Assets

Heritage Assets as defined by FRS 102 are held in trust and cannot be disposed of at will. Any valuation would be of no benefit to users of the accounts; they are therefore not included on the balance sheet.

Income

Credit for investment income is taken in the year in which that income arises.

Restricted Funds

None of the funds held by the Charity is restricted.

Reserves

The Charity has the administrative costs shown on the Receipts and Payments Account and maintains reserves for Acquisition and Conservation activities as necessary.

Cash Flow

The accounts do not include a cash flow statement because the Charity, as a small entity, is exempt from the requirement to prepare one under FRS102.

Going Concern

The Trustees consider that there are no material uncertainties about the ability of the Charity to continue as a going concern. It has substantial readily available investment assets which are regularly reviewed.

2. TRUSTEES AND EMPLOYEES

The Trustees did not claim any expenses and there were no related-party transactions.

A full-time employee received a total remuneration of £33,567 (2023: £31,381).

Employer's National Insurance is covered by the government's Employment Allowance.

3. FIXED ASSET INVESTMENTS

	2024 £
Investments	£
Valuation as at 1 July 2023	501 304
Additions during the year	0
Sub-total	501 304
Valuation as at 30 June 2024	<u>554 373</u>
Unrealised gain	<u>53,069</u>

THE ROYAL ANGLIAN REGIMENT MUSEUM

England & Wales - Charity number 1039930

Accounts

THE ROYAL ANGLIAN REGIMENT MUSEUM
(REGISTERED CHARITY NUMBER 1039930)

ANNUAL REPORT AND ACCOUNTS
FOR THE YEAR 1 JULY 2022 TO 30 JUNE 2023

TRUSTEES' REPORT FOR THE YEAR 1 JULY 2022 TO 30 JUNE 2023

REPORTING STANDARD

1. In preparing their annual report and accounts for the year 1 July 2022 - 30 June 2023 the Trustees of the Royal Anglian Regiment Museum have generally followed the principles set out in the Charity Commission's 'Statement of Recommended Practice applicable to charities preparing their accounts in accordance with Financial Reporting Standard 102 (Charities' SORP (FRS 102) Second Edition)', even though the level of income received by the Charity is well below that where adherence to the SORP becomes compulsory.

OVERVIEW

2. The year saw the IWM Duxford and the Royal Anglian Regiment Museum fully recover from the effects of the Coronavirus pandemic and return to pre-pandemic operating norms and normal opening hours.

3. Unrestricted by Coronavirus measures the museum staff, trustees and volunteers were able to resume those lines of effort which had been paused during the pandemic. This included work to update the gallery and to rationalise the museum archives.

4. The IWM Land Warfare Hall in which the Royal Anglian Regiment Museum is located is due to close in June 2025. The IWM has offered the museum a new location in the Airspace Hall from 2028 on a 25 year lease. Separate storage and office space has also been offered. The Trustees intend to use the interim period following the closure of the Land Warfare Hall to fundraise and plan the new museum space.

STRUCTURE, GOVERNANCE AND MANAGEMENT

5. **Governing Document.** The Royal Anglian Regiment Museum is an unincorporated registered charity, Registration Number 1039930, the governing document of which is a Charity Commission Scheme dated 18 August 1998 as amended by a resolution dated 19 September 2013 as amended by a resolution dated 11 March 2015.

6. **Trustees.**

a. Trustees who served during the year were:

Lieutenant Colonel P G R Horrell TD DL	Co-opted Trustee (Chairman)
Colonel N H Kelsey OBE TD	Co-opted Trustee
Lieutenant Colonel A C E Marinos	Co-opted Trustee
Lieutenant Colonel A Powell MBE	Co-opted Trustee
Major T Dormer TD	Co-opted Trustee
Lieutenant Colonel A D W McArdle OBE TD	Co-opted Trustee (From 20 Sept 22)
Major S Card	Co-opted Trustee (From 21 Mar 23)
Captain P R Randall	Co-opted Trustee
Mr J M H Naylor	Co-opted Trustee
Lieutenant Colonel R C J Goodin OBE	Ex Officio Trustee
Major M L Peters	Ex Officio Trustee (Secretary)

b. Co-opted Trustees serve for a period of 4 years but may be reappointed for further periods of 4 years. The power to appoint or reappoint Co-opted Trustees is vested in the Trustees for the time being. New Trustees are given individual briefings on the arrangements for the running of the Charity as required.

c. During the course of the reporting year Lt Col A D W McArdle OBE TD was appointed a Trustee on 20 September 2022 and Maj S Card was appointed a Trustee on 21 March 2023.

d. Since the end of the reporting year Capt D Marsden was appointed a Trustee on 20 September 2023 and Capt P Randall resigned as a Trustee on 20 March 2024. In addition, Lt Col R C J Goodin OBE completed his tenure as an ex officio Trustee and was replaced by Lt Col J Wright on 8 January 2024.

7. **Charity Commission Point of Contact.**

a. The Trustees have appointed Lt Col ACE Marinos as their point of contact on all Charity Commission matters. His details are:

Lt Col A C E Marinos
Fosters Lodge Duck Street
Sutton Veny
Warminster
Wiltshire
BA12 7AL
Telephone: 07786540863

Email: acemarinos@hotmail.com

8. **Treasurer.** Mr Mark Goldsmith, acted as Treasurer of the Charity. The Treasurer is not a Trustee and is not remunerated by the Charity.

9. **The Museum.**

a. The Museum Gallery is located within the Land Warfare Hall of the Imperial War Museum (IWM) at Duxford, with 2 offices and 2 storerooms elsewhere on site, in Hangars 3 and 4. The premises occupied by the Museum is leased from the IWM for a term of 12 years (but determinable every 3 years) from 24 April 2013. An annual service charge, variable in accordance with the Consumer Prices Index (CPI), is paid to the IWM to cover the cost of utilities.

b. In July 2020 a supplementary agreement with IWM was signed (which has since been updated). This amplifies certain matters covered in the lease, regularises occupation of the 2 offices and 2 storerooms, and clarifies various day-to-day operating procedures. This agreement resulted from IWM's desire to rationalise relationships with its many partners on the Duxford site, which relationships were in a number of cases, though not in the case of the Charity, obscure.

c. The Land Warfare Hall is currently due to close in June 2025. The Museum has been offered a new location in the Airspace Hall in 2028 with separate office and storage space available from 2025.

d. The address of the Museum is:

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Telephone: 01223 497298

Email: royalanglianmuseumcurator@outlook.com

d. The Museum is Accredited by Arts Council England (Accreditation No 1588). This qualification was last renewed on 5 October 2017 and was next due for review on 5 October 2022. However, because of the coronavirus pandemic Arts Council England 'paused' the scheme. The Museum will receive an invitation to renew its accreditation no earlier than June

2024, with submission of the necessary documentation being required no later than 6 months after the invitation is issued.

e. The Trustees employ a full-time Curator, Miss M D Kozlenko, the only employee of the Charity. For this purpose, they receive a grant-in-aid from the Ministry of Defence (£22,973.92 per annum as at 30 June 2023). The Curator is responsible directly to the Chairman of the Trustees for the day-to-day management of the Museum.

10. **Advisers.**

a. **Bankers.** The Trustees have a bank account with Royal Bank of Scotland plc, Holt's Military Banking, 200 Fowler Avenue, Farnborough, Hampshire, GU14 7JP.

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11. **Trustees' Business.**

a. The Trustees normally meet formally every 6 months, in March and September, to conduct routine business. Between meetings matters are dealt with as required by email, telephone, or face-to-face contact. For some time, the Museum has had a system of Working Parties on particular subjects to facilitate the detailed management of the Museum and to coordinate action between the Trustees and the Curator, and this has proved very effective. Noting the impending move of the Museum within the IWM, the Trustees recently agreed to establish a new Fund Raising Working Party.

b. The Treasurer, the Curator and the Museum Mentor are in attendance at Trustees' meetings, as are the Regimental Sergeant Majors (or their representatives) of the 3 battalions of the Royal Anglian Regiment so that close liaison between the Museum and serving soldiers in the Regiment can be maintained.

OBJECTIVES, ACTIVITIES AND ACHIEVEMENTS

12. **Objects of the Charity.** The objects of the Charity as set out in the governing document can be summarised as being to provide a museum to tell the story of the Royal Anglian Regiment and its people. The Trustees recognise that although this can just be done in the traditional way, by providing a physical display in what is now termed the Museum's Gallery, there is an increasing expectation that items (particularly archives) will be available to view electronically, a concept referred to as the eMuseum.

13. **The Gallery.**

a. The Gallery, the public face of the Museum, situated in the Land Warfare Hall at IWM Duxford, is under normal circumstances open every day of the year (less 24-26 December) from 1000 hrs to 1800 hrs in summer and from 1000 hrs to 1600 hrs in winter. The Charity

does not charge for entrance to the Gallery, but visitors have to pay normal admission charges to IWM Duxford. During the year the museum had 124,508 visitors.

b. The Gallery was opened in 1996. Following the news that the museum was to relocate to the Airspace Hall in 2028 following the closure of the Land Warfare Hall in 2025 and subsequent demolition, major improvements to the Museum's gallery were put on hold and a more modest programme of improvements were initiated in 2018. Although this work was interrupted by the Coronavirus pandemic it resumed and largely completed during this reporting year. Specifically, a total of £6,642 was spent on the inclusion of the following new material into the display:

- (1) A short Cold war video using subtitles.
- (2) Revised TA/Reserves display boards.
- (3) A 'Regimental Story' video.
- (4) A motorcycle, involved in insurgent operations, captured by 2 R ANGLIAN whilst on operations in Mali together with a newly acquired mannequin of a soldier dressed for operations in this theatre.
- (5) The medals of the benefactor whose legacy was used to make these improvements will be placed on display together with a photograph and a short biographical note.

14. **The eMuseum.**

a. Noting the need to improve its digital profile and following the exploration of several options, including the Paradata System used by the Airborne Forces Museum (also based at IWM), the Trustees agreed to support the Royal Anglian Regiment digital muster project in which the Royal Anglian Regiment and Royal Anglian Regiment Museum websites would be hosted on the same overall website.

b. It was proposed that the new combined website would host a member's area and allow users to upload new content. At the time of writing the new website has been established with a transitional museum section included with a link to the existing museum website active. Significant progress has been made in its development.

15. **Standards and Administration Working Party.**

a. Having successfully moved the reserve collection from the Chelmsford City Council storage facility at South Woodham Ferrers to the newly refurbished space in Hangar 3 at Duxford the Standards Working Party started the lengthy process of auditing the reserve collection in order to fully update MODES records. This activity absorbed much of the effort of the curator, the working party and the museum's volunteers.

b. With the timescale for re-accreditation closing but still unknown documentation procedures were reviewed periodically during the year so that they would require minimum amendment once the museum was invited to submit its re-accreditation proposal.

c. Throughout the year the Working Party has endeavoured to maintain efficient working within the Museum and improve arrangements where possible.

16. **Acquisitions, Loans and Disposals.**

a. As usual, during the year various minor items were donated to the Museum by individuals whilst the working group continued to scan online markets for items of interest and relevance. These included:

- (1) A decision was made to bid for the medals of Capt Cookson which were up for sale by auction with a reserve price between £300 to £400. Although they are not

a particularly impressive set of medals (GSM(NI) with and MID, the ACSM and an LS&GC) they did tell an interesting Royal Anglian story. A limit of £450, assessed to be a realistic value was agreed although disappointingly they finally sold for £1600.

(2) Whilst not an acquisition, conservation work was carried out a homemade flag of the Irish Republican Socialist Party which had been identified amongst the museum's exhibits. It is made from an old sheet and shows an outline of names that are believed to be former prisoners in Long Kesh during the riots of 1970. The museum was approached by the Fitzwilliam Museum in Cambridge for the loan of this flag to form part of an upcoming exhibition. The loan was agreed and it was displayed from the end of October 2022 until January 2023.

17. **Archives.**

- a. During the year various donations of archive material were received, as usual, and various books purchased for the library.
- b. Overseen by the Data Working Party the audit of the archive boxes in the Museum store, commenced in 2021 by 2 longstanding volunteers, continued, with a lot of work being done on resolving the numerous anomalies discovered.
- c. In addition, the material, moved from South Woodham Ferrers to Duxford in the previous reporting year had to be moved to the Museum office due to the closure of its storage location in the IWM.

18. **Outreach.**

- a. Supported by its core of volunteers, the Museum continued to participate vigorously in the 2 Duxford airshows and expanded programme of 'flying days' throughout the year, generally by providing an outdoor display near the Hangar 4 office.
- b. During the year the Museum hosted visits from approximately 8 ACF and CCF groups, totalling 567 cadets.
- c. The Museum also received a notable visit from the brother of Captain David Hicks MC who was killed in action whilst serving with 1 R ANGLIAN in Helmand Province, Afghanistan on 11 August 2007. A visit was also received from veterans of the Malayan Emergency Campaign.
- d. As circumstances allowed, 6 volunteers gave very good service throughout the year, particularly in support of the flying days.

19. **Public Benefit.** The Trustees are aware of their duty to ensure that the activities of the Charity further its charitable objectives and that these activities are for the purpose of public benefit. They consider that the activities and achievements set out in Paragraphs 13-18 above, and in particular those covered in Paragraphs 13 and 14, amply demonstrate that the Charity is being run very much for the public benefit.

FINANCIAL AND ASSOCIATED MATTERS

20. **General.**

- a. The Trustees acknowledge their responsibilities under the Charities Act 2011 which require them to prepare financial statements for each financial year which give an accurate view of the Charity's financial activities during the year and of its financial position at the end of the year. In preparing these statements the Trustees follow best practice and:
 - (1) Select suitable accounting policies and apply them consistently.
 - (2) Make judgements and estimates that are reasonable and prudent.

(3) State whether applicable accounting standards and statements of recommended practice have been followed, subject to any departures disclosed and explained in the financial statements.

(4) Prepare the financial statements on a going concern basis unless it is inappropriate to presume that the Charity will continue in operation.

b. The Trustees also acknowledge their responsibility for keeping accounting records which disclose with reasonable accuracy the financial position of the Charity at any given time and enable them to ensure that the annual financial statements comply with the applicable laws and regulations.

c. The Trustees acknowledge their responsibility for safeguarding the assets of the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

d. In accordance with Charity Commission guidance the Trustees prepare the accounts and the annual financial statements on a receipts and payments basis and not on an accruals basis.

21. **Internal Controls.**

a. Electronic banking has been in full use by the Charity throughout the year under review and has delivered significant benefits in efficiency.

b. A simple and robust system for authorising claims and expenses is in place: claims by volunteers, which follow set rates, are authorised by the Curator; claims by the Curator are authorised by her line manager; all other claims and expenses are authorised by the Trustee responsible for that particular aspect of Museum business.

c. The Trustees last revised their direction regarding the signing of cheques and setting-up or amendment of standing orders on 18 August 2015. The Treasurer applies the same rules when making electronic payments.

d. The Treasurer carries out a full bank reconciliation each month, which is inspected by the Regimental Secretary of the Royal Anglian Regiment who is one of the Museum's Ex Officio Trustees, and from time to time one of the Co-opted Trustees carries out a random check on the accounts.

22. **Fundraising Policy.** The Charity does not at present actively raise funds but does accept donations. This is likely to change in the future as the Trustees consider how best to fund the move to the new location in the IWM.

23. **Risk Management.**

a. For some time, the Trustees have considered that the greatest risk facing the Charity revolves around the move of the Gallery from the Land Warfare Hall to a new location within IWM Duxford at some point in the future; the IWM would have to find suitable space, and there would be a significant cost to fit out that space.

b. As mentioned earlier in this report further clarity has recently been brought to this matter and there is considerable confidence that Gallery will move into the AirSpace Building when it opens in 2028. Basic Terms of Occupation for both the Gallery and office space have been received, reviewed, approved and returned by the Trustees. The terms of the lease are favourable and are for 25 years with a 7 year break clause.

c. The move will involve significant relocation cost, and subsequent annual rent in the region of £18,000. Given the current financial climate fundraising is likely to be difficult, and the Trustees recognise both the need to husband the Charity's current resources and the effort

that they will be required to make to raise the appropriate funds. A new Fundraising Working Group has been established and a Trustee appointed as the lead.

d. In addition, the Trustees appreciate the need to monitor closely the application of the internal financial controls set out above, and to ensure the safety and security of the collection as a whole, and the long-term financial stability of the Charity.

24. Financial Summary.

a. Income and Expenditure.

Year	2023	2022
Income	£40,235	£38,910
Expenditure	£48,925	£51,380
(Deficit)/Surplus	(£8,690)	(12,470)

b. Balance Sheet.

(1) The Charity owns the collection but as it is held in trust, and thus cannot be disposed of at will, any valuation would be of no benefit to users of the accounts. It is therefore not included on the balance sheet.

(2) The value of the Charity's investments with Sarasin & Partners increased slightly during the year from £500,866 to £501,304.

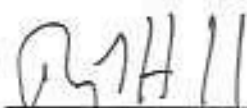
(3) The Charity's net assets at the year-end totalled £510,412, a decrease of (£8,252), 1.5% on the corresponding figure at the previous year-end which was £518,664.

25. Reserves. The Trustees acknowledge that the Charity currently has free reserves of £510,412 (2022: £518,664), as a result of their adoption of a conservative approach over the last few years. As explained above, these reserves, and more, will be required to fund future relocation plans.

CONCLUSION

26. Overall the Trustees consider that the year 1 July 2022 to 30 June 2023, has been an important one for the Museum bringing much needed clarity to it's future. The Trustees intend to continue to plan for the future to ensure that the future move to the AirSpace Building is a success and that financial risk is minimised through careful husbandry of existing assets and sound fundraising plans.

Approved by the Trustees and signed on their behalf.

 (Signature)

Lieutenant Colonel P G R Horrell TD DL, Chairman

22 APRIL 2024 (Date)

 (Signature)

Lieutenant Colonel A C E Marinos, Trustee

22 APRIL 2024 (Date)

THE ROYAL ANGLIAN REGIMENT MUSEUM

INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES

I report on the accounts of the Royal Anglian Regiment Museum for the year ended 30 June 2023 which are set out on Pages 10 and 11.

Respective Responsibilities of Trustees and Examiner

The Charity's Trustees, who are responsible for the preparation of the accounts, consider that an audit is not required for this year under Section 144(2) of the Charities Act 2011 (the 2011 Act) and that an Independent Examination is needed.

Having satisfied myself that the Charity is not subject to audit under Company Law and is eligible for Independent Examination, it is my responsibility to:

- a. Examine the accounts under Section 145 of the 2011 Act.
- b. Follow the procedures laid down in the General Directions given by the Charity Commissioners under Section 145(5)(b) of the 2011 Act.
- c. State whether particular matters have come to my attention.

Basis of Independent Examiner's Report

My examination was carried out in accordance with the General Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the Charity and a comparison of the accounts presented with those records. The examination also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from you as Trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit, and consequently I do not express an audit opinion on the view given by the accounts and my report is limited to those matters set out in the Statement below.

Independent Examiner's Statement

In connection with my examination, no matter has come to my attention:

- a. Which gives me reasonable cause to believe that in any material respect the requirements
 - (1) To keep accounting records in accordance with Section 130 of the 2011 Act, and
 - (2) To prepare accounts which accord with the accounting records and comply with the accounting requirements of the 2011 Acthave not been met.
- b. To which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.

N. M. Heath

N M Heath
Chartered Accountant
102 High Street
Landbeach
Cambridge
CB25 9FT

Date: *22 April*

2024

THE ROYAL ANGLIAN REGIMENT MUSEUM

**RECEIPTS AND PAYMENTS
YEAR ENDED 30 JUNE**

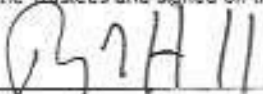
	2023	2022
	£	£
Incoming Resources		
Donations		
Regular donations	741	986
Other donations	429	625
Gift Aid tax recovered	238	127
Sub-total	<u>1,408</u>	<u>1,738</u>
Activities for generating funds		
Investment income	14,429	14,562
Bank interest	65	6
Sale of ephemera	0	0
Other Income	360	0
Sub-total	<u>14,854</u>	<u>14,568</u>
From charitable activities		
Grant-in-aid	22,918	22,305
Other grants	1,055	299
Sub-total	<u>23,973</u>	<u>22,604</u>
Total incoming resources	<u>40,235</u>	<u>38,910</u>
Resources Expended		
Charitable activities		
Curator salary and pension	31,381	28,316
Curator expenses	573	283
Volunteer expenses	463	795
Acquisitions	30	141
Conservation	875	1,349
IT	2,177	657
Website development and digitisation	0	0
General office and maintenance expenses	292	8,259
Service charge IWM	2,179	0
Gallery refurbishment project	926	9,749
Masterplan project	6,330	0
Professional body fees	0	0
Sub-total	<u>45,226</u>	<u>49,549</u>
Governance costs		
Independent examiner's fees	400	0
Accountancy and book-keeping	968	144
Insurance	1,895	1,607
Trustee meetings	436	80
Sub-total	<u>3,699</u>	<u>1,831</u>
Investments purchased	0	0
Total resources expended	<u>48,925</u>	<u>51,380</u>
Net change in resources	<u>(8,690)</u>	<u>(12,470)</u>
Other recognised gains and (losses)		
Realised	0	0
Unrealised	438	(39,204)
	<u>438</u>	<u>(39,204)</u>
Net movement in funds	(8,252)	(51,674)
Funds brought forward	518,664	570,338
Total funds carried forward	<u>510,412</u>	<u>518,664</u>

THE ROYAL ANGLIAN REGIMENT MUSEUM

**BALANCE SHEET
YEAR ENDED 30 JUNE**

	Note	2023 £	2022 £
Fixed Assets			
Investments	3	501,304	500,866
Current Assets			
Cash at bank		9,108	17,798
Net Assets		510,412	518,664

Approved by the Trustees and signed on their behalf

 (Signature)

Lieutenant Colonel P. G. R. Howell TD DL, Chairman

22 April 2024 (Date)

NOTES TO THE ACCOUNTS

1. ACCOUNTING POLICIES

The financial statements have been prepared on a Receipts and Payments basis in line with the Charity Commission's Statement of Recommended Practice (SORP) (FRS 102) Second Edition and the Charities Act 2011. The accounts have been prepared in GBP and all amounts have been rounded to the nearest £.

Accounting Convention

The financial statements have been prepared under the historical cost convention except for the revaluation of Fixed Asset Investments in accordance with the SORP.

Heritage Assets

Heritage Assets as defined by FRS 102 are held in trust and cannot be disposed of at will. Any valuation would be of no benefit to users of the accounts; they are therefore not included on the balance sheet.

Income

Credit for investment income is taken in the year in which that income arises.

Restricted Funds

None of the funds held by the Charity is restricted.

Reserves

The Charity has the administrative costs shown on the Receipts and Payments Account and maintains reserves for Acquisition and Conservation activities as necessary.

Cash Flow

The accounts do not include a cash flow statement because the Charity, as a small entity, is exempt from the requirement to prepare one under FRS102.

Going Concern

The Trustees consider that there are no material uncertainties about the ability of the Charity to continue as a going concern. It has substantial readily available investment assets which are regularly reviewed.

2. TRUSTEES AND EMPLOYEES

The Trustees did not claim any expenses and there were no related-party transactions.

A full-time employee received a total remuneration of £31,381 (2022: £28,318).

Employer's National Insurance is covered by the government's Employment Allowance.

3. FIXED ASSET INVESTMENTS

	2023 £
Investments	
Valuation as at 1 July 2022	500,866
Additions during the year	0
Sub-total	500,866
Valuation as at 30 June 2023	501,304
Unrealised gain	<u>438</u>

THE ROYAL ANGLIAN REGIMENT MUSEUM

England & Wales - Charity number 1039930

Accounts

THE ROYAL ANGLIAN REGIMENT MUSEUM
(REGISTERED CHARITY NUMBER 1039930)

ANNUAL REPORT AND ACCOUNTS
FOR THE YEAR 1 JULY 2021 TO 30 JUNE 2022

TRUSTEES' REPORT FOR THE YEAR 1 JULY 2021 TO 30 JUNE 2022

REPORTING STANDARD

1. In preparing their annual report and accounts for the year 1 July 2021 - 30 June 2022 the Trustees of the Royal Anglian Regiment Museum have generally followed the principles set out in the Charity Commission's 'Statement of Recommended Practice applicable to charities preparing their accounts in accordance with Financial Reporting Standard 102 (Charities' SORP (FRS 102) Second Edition)', even though the level of income received by the Charity is well below that where adherence to the SORP becomes compulsory.

OVERVIEW

2. The year saw the gradual recovery of IWM Duxford from the effects of the coronavirus pandemic. As a cost-saving measure opening hours up until 31 March 2022 were restricted to Wednesday - Sunday each week, except during school holidays, but thereafter normal 7 days per week service was resumed.

3. IWM Duxford's efforts to repair the financial damage caused by the pandemic by increasing the number of 'special' events were continued, with the Royal Anglian Regiment Museum providing as much support as possible. Nevertheless it became increasingly clear that when the Museum's peppercorn lease expires on 24 April 2025 any renewal would involve payment of rent, possibly at a significant level. This is further explored in Paragraph 24 below.

4. However, the improved coronavirus situation permitted Trustees, staff and volunteers of the Museum to get back to near-normal activity regarding ongoing projects, particularly Gallery improvements, and maintenance activities.

STRUCTURE, GOVERNANCE AND MANAGEMENT

5. **Governing Document**. The Royal Anglian Regiment Museum is an unincorporated registered charity, Registration Number 1039930, the governing document of which is a Charity Commission Scheme dated 18 August 1998 as amended by a resolution dated 19 September 2013 as amended by a resolution dated 11 March 2015.

6. **Trustees**.

a. Trustees who served during the year were:

Lieutenant Colonel P G R Horrell TD DL	Co-opted Trustee (Chairman)
Colonel N H Kelsey OBE TD	Co-opted Trustee
Lieutenant Colonel A C E Marinos	Co-opted Trustee
Lieutenant Colonel A Powell MBE	Co-opted Trustee
Major T Dormer TD	Co-opted Trustee
Major P H Williamson MBE	Co-opted Trustee (Resigned 9 April 2022)
Captain P R Randall	Co-opted Trustee
Mr J M H Naylor	Co-opted Trustee
Lieutenant Colonel R C J Goodin OBE	Ex Officio Trustee
Major M L Peters	Ex Officio Trustee (Secretary)

b. Co-opted Trustees serve for a period of 4 years but may be reappointed for further periods of 4 years. The power to appoint or reappoint Co-opted Trustees is vested in the Trustees for the time being. New Trustees are given individual briefings on the arrangements for the running of the Charity as required.

7. **Charity Commission Point of Contact**.

a. The Trustees have appointed Major P H Williamson MBE as their point of contact on all Charity Commission matters. His details are:

Major P H Williamson MBE
Flat 3, Holly Lodge
58 Brooke Avenue
Harrow
Middlesex
HA2 0NF
Telephone: 020 8423 8031 or 07979 531741

Email: peter.williamson4@talktalk.net

b. Following Major Williamson's resignation the Trustees have agreed that Lieutenant Colonel A C E Marinos will take on this responsibility.

8. **Treasurer.** Major R P Grenfell, Assistant Regimental Secretary (Finance and Benevolence) of the Royal Anglian Regiment, acted as Treasurer of the Charity for the first couple of weeks of the year then handed over that post, and the Treasurer's responsibilities, to Mr M Goldsmith. The Treasurer is not a Trustee and is not remunerated by the Charity.

9. **The Museum.**

a. The Museum Gallery is located within the Land Warfare Hall of the Imperial War Museum (IWM) at Duxford, with 2 offices and 2 storerooms elsewhere on site, in Hangars 3 and 4. The premises occupied by the Museum is leased from the IWM for a term of 12 years (but determinable every 3 years) from 24 April 2013. An annual service charge, variable in accordance with the Consumer Prices Index (CPI), is paid to the IWM to cover the cost of utilities.

b. In July 2020 a supplementary agreement with IWM was signed (which has since been updated). This amplifies certain matters covered in the lease, regularises occupation of the 2 offices and 2 storerooms, and clarifies various day-to-day operating procedures. This agreement resulted from IWM's desire to rationalise relationships with its many partners on the Duxford site, which relationships were in a number of cases, though not in the case of the Charity, obscure.

c. The address of the Museum is:

The Royal Anglian Regiment Museum
Duxford Airfield
Duxford
Cambridge
CB22 4QR

Telephone: 01223 497298

Email: royalanglianmuseumcurator@outlook.com

d. The Museum is Accredited by Arts Council England (Accreditation No 1588). This qualification was last renewed on 5 October 2017 and was next due for review on 5 October 2022. However, because of the coronavirus pandemic Arts Council England 'paused' the scheme. Current information is that the Museum will receive an invitation to renew its accreditation no earlier than January 2024, with submission of the necessary documentation being required no later than 6 months after the invitation is issued.

e. The Trustees employ a full-time Curator, Miss M D Kozlenko, the only employee of the Charity. For this purpose they receive a grant-in-aid from the Ministry of Defence (£22,304.76 per annum as at 30 June 2022, unchanged, unusually, from 30 June 2021). The Curator is responsible directly to the Chairman of the Trustees for the day-to-day management of the Museum.

10. **Advisers.**

- a. **Bankers.** The Trustees have a bank account with Royal Bank of Scotland plc, Holt's Military Banking, 200 Fowler Avenue, Farnborough, Hampshire, GU14 7JP.
- b. **Payroll Services.** The Trustees have engaged Ensors Chartered Accountants, Saxon House, Moseley's Farm Business Centre, Fornham All Saints, Bury St Edmunds, Suffolk, IP28 6JY, to provide payroll services.
- c. **Investment Advice.** At the start of the year under review the Trustees held longer-term investments in 2 Charity Authorised Investment Funds managed by Sarasin & Partners LLP, Juxon House, 100 St Paul's Churchyard, London, EC4M 8BU. On 7 July 2021 the investment in one of these funds was switched to the other (the Sarasin Endowments Fund (Class A Income)), which the Trustees judged to be performing better.
- d. **Independent Examiner.** The Trustees have engaged Mr N M Heath ACA, 102 High Street, Landbeach, Cambridge, CB25 9FT, as Independent Examiner of the Charity's accounts.
- e. **Museum Mentor.** To comply with Accreditation standards the Museum must have a Museum Mentor to provide the Trustees and the Curator with additional professional curatorial advice when required. The Trustees have appointed Mr I D Hook, lately Project Manager of the War Memorials Register at the IWM and formerly Curator of the Essex Regiment Museum, to this role on a pro bono basis.

11. **Trustees' Business.**

- a. The Trustees normally meet formally every 6 months, in March and September, to conduct routine business. Between meetings matters are dealt with as required by email, telephone, or face-to-face contact. For some time the Museum has had a system of Working Parties on particular subjects to facilitate the detailed management of the Museum and to coordinate action between the Trustees and the Curator, and this has proved very effective.
- b. The Treasurer, the Curator and the Museum Mentor are in attendance at Trustees' meetings, as are the Regimental Sergeant Majors (or their representatives) of the 3 battalions of the Royal Anglian Regiment so that close liaison between the Museum and serving soldiers in the Regiment can be maintained.

OBJECTIVES, ACTIVITIES AND ACHIEVEMENTS

12. **Objects of the Charity.** The objects of the Charity as set out in the governing document can be summarised as being to provide a museum to tell the story of the Royal Anglian Regiment and its people. The Trustees recognise that although this can just be done in the traditional way, by providing a physical display in what is now termed the Museum's Gallery, there is these days an increasing expectation that items (particularly archives) will be available to view electronically, a concept referred to as the eMuseum.

13. **The Gallery.**

- a. The Gallery, the public face of the Museum, situated in the Land Warfare Hall at IWM Duxford, is under normal circumstances open every day of the year (less 24-26 December) from 1000 hrs to 1800 hrs in summer and from 1000 hrs to 1600 hrs in winter. The Charity does not charge for entrance to the Gallery, but visitors have to pay normal admission charges to IWM Duxford.
- b. The Gallery was opened in 1996. Minor changes were made over succeeding years but latterly the Trustees' ability to make improvements was constrained by the prospect of a forthcoming 'IWM Duxford Masterplan'. When that finally materialised it became clear that the Land Warfare Hall would be demolished, the timescale eventually settling on late 2025 – early 2026, with the Gallery moving to the AirSpace building near the IWM Duxford entrance.

The Trustees therefore embarked on some modest and cost-effective improvements to the Gallery in 2018, which programme was cautiously expanded following receipt of a substantial legacy in 2019.

c. The work was inevitably delayed by the coronavirus pandemic, but has resumed and continued during the year under review, with the intention of completing it during 2022-2023. Specifically, during the year expenditure of £9,749 was incurred on the following:

- (1) A small video display was fitted into the recently installed case for the PKM machine gun captured in Afghanistan.
- (2) Work commenced on the production of a new introductory video to replace the old one dating from 1996.
- (3) Work commenced on designing some new display boards, and a new video showing historic filmclips, to modernise the TA Milan display area.

d. The Gallery is already looking much better than it has for a number of years, and once the current programme of improvements is complete the Trustees intend to confine expenditure to the minimum required just to keep it in reasonable order for the last few years of its life.

e. During the year 1 July 2021 - 30 June 2022 visitor numbers (compared with pre-pandemic figures for the year ending 30 June 2019) were as follows:

Royal Anglian Regiment Museum	111,092, 33% of Duxford total (2019: 170,302, 41%)
Airborne Assault Museum	93,450, 28% of Duxford total (2019: 120,829, 29%)
IWM Duxford	339,144 (2019: 419,925)

Deficits against those pre-pandemic levels are 35%, 23% and 19% respectively.

14. **The eMuseum.**

- a. Minimal routine updates were made to the new Museum website during the year, overall performance being good throughout.
- b. Towards the end of the year the Trustees agreed to the development of a plan to create a new eMuseum based on the Paradata system in use by the Airborne Assault Museum.

15. **Standards Working Party.**

- a. The main focus of the Standards Working Party during the year has been on the Museum's reserve collection. Early on it was successfully moved, less some weapons, from the Chelmsford City Council storage facility at South Woodham Ferrers to the newly refurbished space in Hangar 3 at Duxford. During the year various improvements were made to the store, including further repackaging of some of the items, purchase of a freezer, and procurement of extra furniture and fittings. The few weapons in the reserve collection were moved from Chelmsford into the store in Hangar 4 in June 2022.
- b. This operation has involved exceptional expenditure during this year of £7,766, including a contribution of £6,340 towards IWM Duxford's cost of refurbishing the space (a further £3,463 had been spent on shelving for the store at the end of the previous year). In addition the moved necessitated a higher than usual expenditure on conservation materials of £1,349.
- c. There is still work to be done to complete an audit of the items in the reserve collection store and get the Modes record fully up-to-date.

16. **Acquisitions, Loans and Disposals.**

a. As usual, during the year various minor items were donated to the Museum by individuals. In addition a 5th Battalion band tunic was purchased on eBay.

b. In October 2021, at the behest of the Railway Heritage Designation Advisory Board, the Museum received from Porterbrook Leasing Company Limited the nameplate and crest from one side of the locomotive 'Royal Anglian Regiment'. Originally applied to a Class 86 locomotive in 1985, in a ceremony attended by the Queen Mother, the nameplate was in 2007 transferred to a Class 90 locomotive, and that has recently been taken out of service. The intention is to mount the nameplate, and its associated crest, on one of the walls on the outside of the Gallery.

c. In March 2022 the 2nd Battalion of the Regiment donated to the Museum a motorcycle which had been captured from terrorists during the unit's recent Mali tour. Just after the year-end it was put on display on the spine of the Land Warfare Hall, above the Gallery, together with a mannequin featuring combat clothing and equipment as used during that operation.

17. **Archives.**

a. During the year various donations of archive material were received, as usual, and 2 books purchased for the library.

b. The audit of the archive boxes in the Museum store, commenced at the end of the previous year by 2 longstanding volunteers, continued, with a lot of work being done on resolving the numerous anomalies discovered.

18. **Outreach.**

a. The Museum continued to participate vigorously in the 2 Duxford airshows and expanded programme of 'flying days' throughout the year, generally by providing an outdoor display near the Hangar 4 office. In early 2022 it became necessary to procure a new gazebo for this purpose, the old one having become damaged. This support was much appreciated by IWM.

b. During the year the Museum hosted visits from approximately 12 ACF and CCF groups, totalling nearly 1000 cadets, together with several parties from the 2nd Battalion.

c. Two external outreach events were attended, the Royston May Fayre in May 2022 and a Platinum Jubilee event at Newmarket Racecourse in June 2022.

d. As circumstances allowed, 6 volunteers gave very good service throughout the year, particularly in support of the flying days.

19. **Administration and Support.**

a. Throughout the year the Administration Working Party has endeavoured to maintain efficient working within the Museum and improve arrangements where possible, contributing in particular to the work on the new reserve collection store.

b. The project to upgrade the lighting in the Gallery cases to LEDs, and to document the system fully, continued, and is nearly complete.

20. **Public Benefit.** The Trustees are aware of their duty to ensure that the activities of the Charity further its charitable objectives and that these activities are for the purpose of public benefit. They consider that the activities and achievements set out in Paragraphs 13-19 above, and in particular those covered in Paragraphs 13 and 14, amply demonstrate that the Charity is being run very much for the public benefit.

FINANCIAL AND ASSOCIATED MATTERS

21. General.

a. The Trustees acknowledge their responsibilities under the Charities Act 2011 which require them to prepare financial statements for each financial year which give an accurate view of the Charity's financial activities during the year and of its financial position at the end of the year. In preparing these statements the Trustees follow best practice and:

- (1) Select suitable accounting policies and apply them consistently.
- (2) Make judgements and estimates that are reasonable and prudent.
- (3) State whether applicable accounting standards and statements of recommended practice have been followed, subject to any departures disclosed and explained in the financial statements.
- (4) Prepare the financial statements on a going concern basis unless it is inappropriate to presume that the Charity will continue in operation.

b. The Trustees also acknowledge their responsibility for keeping accounting records which disclose with reasonable accuracy the financial position of the Charity at any given time and enable them to ensure that the annual financial statements comply with the applicable laws and regulations.

c. The Trustees acknowledge their responsibility for safeguarding the assets of the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

d. In accordance with Charity Commission guidance the Trustees prepare the accounts and the annual financial statements on a receipts and payments basis and not on an accruals basis.

22. Internal Controls.

a. Electronic banking has been in full use by the Charity throughout the year under review and has delivered significant benefits in efficiency.

b. A simple and robust system for authorising claims and expenses is in place: claims by volunteers, which follow set rates, are authorised by the Curator; claims by the Curator are authorised by her line manager; all other claims and expenses are authorised by the Trustee responsible for that particular aspect of Museum business.

c. The Trustees last revised their direction regarding the signing of cheques and setting-up or amendment of standing orders on 18 August 2015. The Treasurer applies the same rules when making electronic payments.

d. The Treasurer carries out a full bank reconciliation each month, which is inspected by the Regimental Secretary of the Royal Anglian Regiment who is one of the Museum's Ex Officio Trustees, and from time to time one of the Co-opted Trustees carries out a random check on the accounts.

23. **Fundraising Policy.** The Charity does not at present actively raise funds, but does accept donations.

24. Risk Management.

a. For some time the Trustees have considered that the greatest risk facing the Charity revolves around the move of the Gallery from the Land Warfare Hall to a new location within

IWM Duxford at some point in the future; the IWM would have to find suitable space, and there would be a significant cost to fit out that space.

b. During the year, however, as a result of IWM's loss of income during the coronavirus pandemic it became increasingly apparent that a further serious risk was that renewal of the Charity's lease in 2025 would probably involve payment of rent, perhaps at a significant level. Shortly after the year-end IWM not only confirmed that but also declared that the Charity would have to make a strong case for remaining as an IWM tenant.

c. Subsequent discussions have been positive, and at the time of writing it seems likely that an agreement will be reached whereby the Gallery moves to the AirSpace building, with the offices and stores being elsewhere on site. This will involve significant relocation cost, and subsequent annual rent in the region of £18,000. Given the current financial climate fundraising is likely to be difficult, and the Trustees recognise both the need to husband the Charity's current resources and the effort that they will be required to make if these tentative plans are to be realised.

d. In addition the Trustees appreciate the need to monitor closely the application of the internal financial controls set out above, and to ensure the safety and security of the collection as a whole, and the long-term financial stability of the Charity.

25. **Financial Summary.**

a. **Income and Expenditure.**

Year	2022	2021
Income	£38,910	£42,270
Expenditure	£51,380	£53,392
(Deficit)/Surplus	(£12,470)	(£11,122)

b. **Balance Sheet.**

(1) The Charity owns the collection but as it is held in trust, and thus cannot be disposed of at will, any valuation would be of no benefit to users of the accounts. It is therefore not included on the balance sheet.

(2) The value of the Charity's investments with Sarasin & Partners decreased during the year from £540,070 to £500,866, largely reflecting the political and economic situation generally.

(3) The Charity's net assets at the year-end totalled £518,664, a decrease of (£51,674), or 9.06%, on the corresponding figure at the previous year-end which was £570,338.

26. **Reserves.** The Trustees acknowledge that the Charity currently has free reserves of £518,664 (2021: £570,338), as a result of their adoption of a conservative approach over the last few years. As explained above, these reserves, and more, will be required to fund future relocation plans.

CONCLUSION

27. Overall the Trustees consider that the year 1 July 2021 to 30 June 2022, despite the after-effects of the coronavirus pandemic, has seen useful progress made and the delivery of much public benefit. They intend to maintain this progress during the coming year, to ensure that as much effort as possible is put into recovering visitor numbers to pre-pandemic levels, and to plan carefully for the future.

Approved by the Trustees and signed on their behalf

PGR (Signature)

Lieutenant Colonel P G R Horrell TD DL, Chairman

15 April 2023 (Date)

N.H.K. (Signature)

Colonel N H Kelsey OBE TD, Trustee

15 April 2023 (Date)

THE ROYAL ANGLIAN REGIMENT MUSEUM

INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES

I report on the accounts of the Royal Anglian Regiment Museum for the year ended 30 June 2022 which are set out on Pages 11 and 12.

Respective Responsibilities of Trustees and Examiner

The Charity's Trustees, who are responsible for the preparation of the accounts, consider that an audit is not required for this year under Section 144(2) of the Charities Act 2011 (the 2011 Act) and that an Independent Examination is needed.

Having satisfied myself that the Charity is not subject to audit under Company Law and is eligible for Independent Examination, it is my responsibility to:

- a. Examine the accounts under Section 145 of the 2011 Act.
- b. Follow the procedures laid down in the General Directions given by the Charity Commissioners under Section 145(5)(b) of the 2011 Act.
- c. State whether particular matters have come to my attention.

Basis of Independent Examiner's Report

My examination was carried out in accordance with the General Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the Charity and a comparison of the accounts presented with those records. The examination also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from you as Trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit, and consequently I do not express an audit opinion on the view given by the accounts and my report is limited to those matters set out in the Statement below.

Independent Examiner's Statement

In connection with my examination, no matter has come to my attention:

- a. Which gives me reasonable cause to believe that in any material respect the requirements
 - (1) To keep accounting records in accordance with Section 130 of the 2011 Act, and
 - (2) To prepare accounts which accord with the accounting records and comply with the accounting requirements of the 2011 Act

have not been met.

- b. To which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.



N M Heath
Chartered Accountant
102 High Street
Landbeach
Cambridge
CB25 9FT

Date: 15th April 2023

THE ROYAL ANGLIAN REGIMENT MUSEUM

RECEIPTS AND PAYMENTS
YEAR ENDED 30 JUNE

	2022	2021
	£	£
Incoming Resources		
Donations		
Regular donations	986	1,101
Other donations	625	80
Gift Aid tax recovered	127	155
Sub-total	<u>1,738</u>	<u>1,336</u>
Activities for generating funds		
Investment income	14,562	15,628
Bank interest	6	4
Sale of ephemera	0	15
Sub-total	<u>14,568</u>	<u>15,647</u>
From charitable activities		
Grant-in-aid	22,305	22,259
Other grants	299	3,028
Sub-total	<u>22,604</u>	<u>25,287</u>
Total incoming resources	<u>38,910</u>	<u>42,270</u>
Resources Expended		
Charitable activities		
Curator salary and pension	28,316	27,723
Curator expenses	283	503
Volunteer expenses	795	665
Acquisitions	141	225
Conservation	1,349	2,898
IT	657	1,795
Website development and digitisation	0	2,264
General office and maintenance expenses	8,259	4,024
Service charge IWM	0	4,122
Gallery refurbishment project	9,749	6,479
Professional body fees	0	62
Sub-total	<u>49,549</u>	<u>50,760</u>
Governance costs		
Independent examiner's fees	0	400
Accountancy and book-keeping	144	547
Insurance	1,607	1,553
Trustee meetings	80	132
Sub-total	<u>1,831</u>	<u>2,632</u>
Investments purchased	0	0
Total resources expended	<u>51,380</u>	<u>53,392</u>
Net change in resources	<u>(12,470)</u>	<u>(11,122)</u>
Other recognised gains and (losses)		
Realised	0	0
Unrealised	(39,204)	35,936
	<u>(39,204)</u>	<u>35,936</u>
Net movement in funds	(51,674)	24,814
Funds brought forward	570,338	545,524
Total funds carried forward	<u>518,664</u>	<u>570,338</u>

THE ROYAL ANGLIAN REGIMENT MUSEUM

BALANCE SHEET YEAR ENDED 30 JUNE

	Note	2022 £	2021 £
Fixed Assets			
Investments	3	500,866	540,070
Current Assets			
Cash at bank		17,798	30,268
Net Assets		518,664	570,338

Approved by the Trustees and signed on their behalf

(Signature)

Lieutenant Colonel P G R Horrell TD DL, Chairman

(Date)

NOTES TO THE ACCOUNTS

1. ACCOUNTING POLICIES

The financial statements have been prepared on a Receipts and Payments basis in line with the Charity Commission's Statement of Recommended Practice (SORP) (FRS 102) Second Edition and the Charities Act 2011. The accounts have been prepared in GBP and all amounts have been rounded to the nearest £.

Accounting Convention

The financial statements have been prepared under the historical cost convention except for the revaluation of Fixed Asset Investments in accordance with the SORP.

Heritage Assets

Heritage Assets as defined by FRS 102 are held in trust and cannot be disposed of at will. Any valuation would be of no benefit to users of the accounts; they are therefore not included on the balance sheet.

Income

Credit for investment income is taken in the year in which that income arises.

Restricted Funds

None of the funds held by the Charity is restricted.

Reserves

The Charity has the administrative costs shown on the Receipts and Payments Account and maintains reserves for Acquisition and Conservation activities as necessary.

Cash Flow

The accounts do not include a cash flow statement because the Charity, as a small entity, is exempt from the requirement to prepare one under FRS102.

Going Concern

The Trustees consider that there are no material uncertainties about the ability of the Charity to continue as a going concern. It has substantial readily available investment assets which are regularly reviewed.

2. TRUSTEES AND EMPLOYEES

The Trustees did not claim any expenses and there were no related-party transactions.

A full-time employee received a total remuneration of £28,316 (2021: £27,723).

Employer's National Insurance is covered by the government's Employment Allowance.

3. FIXED ASSET INVESTMENTS

	2022 £
Investments	£
Valuation as at 1 July 2021	540,070
Additions during the year	0
	540,070
Valuation as at 30 June 2022	500,866
Unrealised (loss)	(39,204)

THE ROYAL ANGLIAN REGIMENT MUSEUM

England & Wales - Charity number 1039930

Accounts

THE ROYAL ANGLIAN REGIMENT MUSEUM
(REGISTERED CHARITY NUMBER 1039930)

ANNUAL REPORT AND ACCOUNTS
FOR THE YEAR 1 JULY 2020 TO 30 JUNE 2021

TRUSTEES' REPORT FOR THE YEAR 1 JULY 2020 TO 30 JUNE 2021

REPORTING STANDARD

1. In preparing their annual report and accounts for the year 1 July 2020 - 30 June 2021 the Trustees of the Royal Anglian Regiment Museum have generally followed the principles set out in the Charity Commission's 'Statement of Recommended Practice applicable to charities preparing their accounts in accordance with Financial Reporting Standard 102 (Charities' SORP (FRS 102) Second Edition)', even though the level of income received by the Charity is well below that where adherence to the SORP becomes compulsory.

REVIEW OF THE YEAR

2. The year 1 July 2020 - 30 June 2021 has been like none other in the Museum's history. Restrictions imposed as a result of the coronavirus pandemic meant that it was completely closed to the public:

- a. From 18 March to 31 July 2020 inclusive.
- b. From 5 November to 2 December 2020 inclusive.
- c. From 21 December 2020 to 18 May 2021 inclusive.

Subsequently opening was confined to Wednesday - Sunday each week, apart from school holidays, and that has continued to be the case until 31 March 2022.

3. The direct effect on the Charity was limited, because no income is received from admission charges. Nevertheless these restrictions did mean that work behind the scenes by the Curator and by volunteers was necessarily reduced.

4. More importantly IWM as a whole, but particularly Duxford, was very severely impacted financially. Efforts are being made to recover the situation by increasing the number of flying days, for which the Royal Anglian Regiment Museum has provided, and will continue to provide, extra 'ground content'. Nevertheless it has become very clear that the Duxford Master Plan will be further delayed, and that funding it will be very difficult. Additionally, clear signals have been given that renewal of the Museum's lease in 2025 will involve payment of rent, possibly at a significant level.

STRUCTURE, GOVERNANCE AND MANAGEMENT

5. **Governing Document.** The Royal Anglian Regiment Museum is an unincorporated registered charity, Registration Number 1039930, the governing document of which is a Charity Commission Scheme dated 18 August 1998 as amended by a resolution dated 19 September 2013 as amended by a resolution dated 11 March 2015.

6. Trustees.

a. Trustees who served during the year were:

Lieutenant Colonel P G R Horrell TD DL	Co-opted Trustee (Chairman)
Colonel N H Kelsey OBE TD	Co-opted Trustee
Lieutenant Colonel A C E Marinos	Co-opted Trustee
Lieutenant Colonel A Powell MBE	Co-opted Trustee
Major T Dormer TD	Co-opted Trustee
Major P H Williamson MBE	Co-opted Trustee
Captain P R Randall	Co-opted Trustee
Mr J M H Naylor	Co-opted Trustee
Lieutenant Colonel R C J Goodin OBE	Ex Officio Trustee
Major M L Peters	Ex Officio Trustee (Secretary) (from 11 December 2020)

b. Co-opted Trustees serve for a period of 4 years but may be reappointed for further periods of 4 years. The power to appoint or reappoint Co-opted Trustees is vested in the Trustees for the time being. New Trustees are given individual briefings on the arrangements for the running of the Charity as required.

7. **Charity Commission Point of Contact.** The Trustees have appointed Major P H Williamson MBE as their point of contact on all Charity Commission matters. His details are:

Major P H Williamson MBE
Flat 3, Holly Lodge
58 Brooke Avenue
Harrow
Middlesex
HA2 0NF
Telephone: 020 8423 8031 or 07979 531741

Email: peter.williamson4@talktalk.net

8. **Treasurer.** Major R P Grenfell, Assistant Regimental Secretary of the Royal Anglian Regiment, acted as Treasurer of the Charity throughout the year. The Treasurer is not a Trustee and is not remunerated by the Charity.

9. **The Museum.**

a. The Museum Gallery is located within the Land Warfare Hall of the Imperial War Museum (IWM) at Duxford, with 2 offices and 2 storerooms elsewhere on site, in Hangars 3 and 4. The premises occupied by the Museum is leased from the IWM for a term of 12 years (but determinable every 3 years) from 24 April 2013. An annual service charge, variable in accordance with the Consumer Prices Index (CPI), is paid to the IWM to cover the cost of utilities.

b. In July 2020 a supplementary agreement with IWM was signed. This amplified certain matters covered in the lease and clarified various day-to-day operating procedures. This agreement resulted from IWM's desire to rationalise relationships with its many partners on the Duxford site, which relationships were in a number of cases, though not in the case of the Charity, obscure.

c. The address of the Museum is:

The Royal Anglian Regiment Museum
Duxford Airfield
Duxford
Cambridge
CB22 4QR

Telephone: 01223 497298

Email: royalanglianmuseumcurator@outlook.com

d. In 2014 in return for a small annual rental the Museum's Reserve Collection was moved to Chelmsford City Council's museum storage facility at South Woodham Ferrers, Essex. However, in late September 2020 the Council gave the Museum notice that it was terminating the agreement. Fortunately it has been possible to make arrangements (formalised in the supplementary agreement referred to in Sub-Paragraph b above) with IWM Duxford for the use of some storage space in Hanger 3. Refurbishment of the space was necessary and it had to be fitted out with shelving, a freezer, and other items, at a total cost of some £11,000. Most of the work was completed by the end of the year under review, and the Reserve Collection (apart from some weapons, to follow) was successfully moved in mid-July 2021. Updating of the Modes catalogue record to reflect this change is ongoing.

e. The Museum is Accredited by Arts Council England (Accreditation No 1588). This qualification was last renewed on 5 October 2017 and was next due for review on 5 October 2022. However, because of the coronavirus pandemic Arts Council England has 'paused' the scheme; it is therefore known that the next review will be delayed, but it is not yet at all clear how long that delay will be.

f. The Trustees employ a full-time Curator, Miss M D Kozlenko, the only employee of the Charity. For this purpose they receive a grant-in-aid from the Ministry of Defence (£22,304.76 per annum as at 30 June 2021). The Curator is responsible directly to the Chairman of the Trustees for the day-to-day management of the Museum.

10. **Advisors.**

a. **Bankers.** The Trustees have a bank account with Royal Bank of Scotland plc, Holt's Military Banking, 200 Fowler Avenue, Farnborough, Hampshire, GU14 7JP.

b. **Payroll Services.** The Trustees have engaged Ensors Chartered Accountants, Saxon House, Moseley's Farm Business Centre, Fornham All Saints, Bury St Edmunds, Suffolk, IP28 6JY, to provide payroll services.

c. **Investment Advice.** During the year under review the Trustees held longer-term investments in 2 Charity Authorised Investment Funds managed by Sarasin & Partners LLP, Juxon House, 100 St Paul's Churchyard, London, EC4M 8BU. Just after the year-end the investment in one of these funds was switched to the other (the Sarasin Endowments Fund (Class A Income)), which was judged to be performing better.

d. **Independent Examiner.** The Trustees have engaged Mr N M Heath ACA, 102 High Street, Landbeach, Cambridge, CB25 9FT, as Independent Examiner of the Charity's accounts.

e. **Museum Mentor.** To comply with Accreditation standards the Museum must have a Museum Mentor to provide the Trustees and the Curator with additional professional curatorial advice when required. The Trustees have appointed Mr I D Hook, lately Project Manager of the War Memorials Register at the IWM and formerly Curator of the Essex Regiment Museum, to this role on a pro bono basis.

11. **Trustees' Business.**

a. The Trustees normally meet formally every 6 months, in March and September, to conduct routine business. Because of coronavirus restrictions the only meeting in the year under review was held on 30 June 2021. Between meetings matters are dealt with as required by email, telephone, or face-to-face contact. For some time the Museum has had a system of Working Parties on particular subjects to facilitate the detailed management of the Museum and to coordinate action between the Trustees and the Curator, and this has proved very effective.

b. The Treasurer, the Curator and the Museum Mentor are in attendance at Trustees' meetings, as are the Regimental Sergeant Majors (or their representatives) of the 3 battalions of the Royal Anglian Regiment so that close liaison between the Museum and serving soldiers in the Regiment can be maintained.

OBJECTIVES, ACTIVITIES AND ACHIEVEMENTS

12. **Objects of the Charity.** The objects of the Charity as set out in the governing document can be summarised as being to provide a museum to tell the story of the Royal Anglian Regiment and its people. The Trustees recognise that although this can just be done in the traditional way, by providing a physical display in what is now termed the Museum's Gallery, there is these days an increasing expectation that items (particularly archives) will be available to view electronically, a concept referred to as the eMuseum.

13. The Gallery.

a. The Gallery, situated in the Land Warfare Hall at IWM Duxford, is under normal circumstances open every day of the year (less 24-26 December) from 1000 hrs to 1800 hrs in summer and from 1000 hrs to 1600 hrs in winter. The Charity does not charge for entrance to the Gallery, but visitors have to pay normal admission charges to IWM Duxford.

b. The Gallery was opened in 1996. Some minor changes were subsequently made but in about 2008 the Trustees decided that a more extensive update was needed, in order to create a fresher look, to focus more on personal touches, to increase the use of interactive technology, and to bring such matters as captions and lighting up to modern standards. Money was raised for this work, but in 2013 the IWM effectively froze any implementation because they were starting to develop a 'Duxford Master Plan'.

c. That plan eventually emerged in late 2016, and included the demolition of the Land Warfare Hall with the Gallery moving down to the AirSpace building, near the site entrance, which would become the site focus for post World War 2 conflict. The Trustees welcomed these new arrangements, which would give the Museum more and better space with the opportunity to co-locate the Gallery, the offices and the store room.

d. A more detailed implementation plan, including outline timings, was promised for early 2018. However, with the appointment of a new Head of Masterplan the entire project was critically reviewed and in late 2018 it was stated that there would be no move of the Gallery from the Land Warfare Hall before 2025.

e. The Trustees had, however, recognised in late 2017 that some immediate action had to be taken to refresh the Gallery and improve some of the 'housekeeping'. A programme of work was put together, then expanded somewhat once the 'not before 2025' date was known.

f. Much of that work was completed before the coronavirus pandemic forced the closure of the Museum on 18 March 2020, at which point the Gallery was looking very much better than it had ever done.

g. In the latter half of 2019 the Trustees were informed that the executors of the estate of the late Eric Sharpe, who had given many years of service to TA units of the Royal Anglian Regiment as a civilian clerk, were intending to give the sum of £35,000.00 to the Museum. The Trustees therefore decided to expand the programme of Gallery improvements using part of that legacy to include a new introductory video, an upgrade to the current Milan display which is focussed on the TA, and installation of a small weapon display case alongside the current Afghanistan case.

h. Despite the restrictions imposed by the pandemic in the year under review useful progress with all these improvements has been made: personal memories have been added to the new interactive display in the Northern Ireland area, additional graphics have been placed at one of the Gallery entrances, a contract for the new introductory video has been let, detailed planning of the enhancement of the Milan display has commenced, the new weapon display case has been fitted alongside the existing Afghanistan case, and various other small changes have been made.

i. During the year 1 July 2020 - 30 June 2021 visitor numbers were as follows:

Royal Anglian Regiment Museum	37,161 (27% of Duxford total), but with significant uncertainty over the visitor counter readings because of recording difficulties during the coronavirus pandemic (2020: 115,057, 45%, 2019: 170,302, 41%)
Airborne Assault Museum	Not available (2020: not available, 2019: 120,829, 29% of Duxford total)

Meaningful comparisons are difficult to make but the indications post year-end are that IWM Duxford is attracting about 80% of pre-coronavirus visitor numbers while the Royal Anglian Regiment Museum has only recovered to about 55% of previous levels. The disparity may perhaps be attributed to the increased number of flying days where visitors tend not to go into the Land Warfare Hall at all.

14. The eMuseum.

a. In late 2019 the new Museum website, which had been developed by Heritage Interactive under the guidance of the eMuseum Working Party, was launched, with completely new hosting arrangements. It works very well, and has been very beneficial in making a number of digitised documents, such as the regimental journals, widely and freely available.

b. No significant changes were made during the year under review but as at the year-end the eMuseum working party was considering further improvements to the website.

15. **Standards Working Party Matters.** The main effort of the Standards Working Party during the year under review, as restrictions have allowed, has been the negotiation and preparation of the new Reserve Collection store in Hangar 3, together with a significant amount of repackaging of items before the move from South Woodham Ferrers. This has entailed a greater than normal expenditure on conservation materials, but the result is that most of the Reserve Collection is better stored than it has ever been. There is still some work to be done before everything in the new store is as well ordered as it should be, but it is hoped to complete all of that by 30 June 2022.

16. **Acquisitions, Loans and Disposals.** During the year a few minor items were donated to the collection and a pair of interesting tankards purchased cheaply on eBay.

17. Archives.

a. During the year a few items of ephemera were purchased on eBay for addition to the archives, and 4 books purchased for the library.

b. Various donations of archive material were received during the year. In particular a number of items were given to the Museum by the sister of the late Major Andrew French, killed in action in Northern Ireland in 1986, and a bundle of items (mainly photograph albums) connected with Private Anthony Goodfellow, killed in action in Northern Ireland in 1973, was donated by Rushden & District History Society Research Group (who had received the material from the estate of his late brother).

c. Two longstanding volunteers continued to work hard, as circumstances permitted, on sorting and accessioning new material and in addition commenced an audit on the numerous archive boxes in the Museum store.

d. With the help of a grant from Cambridgeshire County Council a large scrapbook dating from the 1980s, compiled by the 3rd Battalion, was cleaned, conserved and digitised. The scrapbook had been in sealed storage for many years, having an infestation of mould, and was thus unavailable for research.

18. Outreach.

a. During the year under review no Duxford airshows were held, because of coronavirus restrictions, but in autumn 2020 IWM experimented with a 'flying day', still a special event but on a smaller scale. That having proved successful, more were programmed in 2021 and by the year-end the Museum had provided an outdoor display, near the Hangar 4 office, in support of 5 such events. This support was much appreciated by IWM.

b. Visits by parties of cadets and other organised groups were necessarily restricted during the year, but nevertheless 6 such visits were hosted.

- c. As circumstances allowed, 6 volunteers gave very good service throughout the year, particularly in support of the flying days.
- d. One external outreach event was attended, namely an Armed Forces Day show in Grimsby in late June 2021.
- e. Finally, in late 2020 the Museum took on another intern, Miss Lucy Brown, who was following an MA in Museum Studies course at the University of East Anglia (as her predecessor had been). Coronavirus restrictions made things quite difficult but nevertheless both she and the Museum gained a lot out of the arrangement, and at the year-end she secured a good job at the REME Museum as well as achieving a good result on her degree course.

19. **Administration and Support.**

- a. At the end of the first lockdown the Administration Working Party took the opportunity to reorganise part of the larger Museum office and instal some new shelving to improve storage facilities.
- b. At the same time, as a first step towards an upgrade of IT systems, a new laptop was procured for hosting the Modes catalogue, which was itself upgraded to the latest version.
- c. Some further progress was made in the project to upgrade the lighting in the Gallery cases to LEDs, and to document the system fully. It is hoped to complete this work by spring 2022.
- d. A significant amount of work was carried out to prepare the new Reserve Collection Store for occupation.
- e. Various other minor administrative improvements were made as manpower resources permitted.

20. **Public Benefit.** The Trustees are aware of their duty to ensure that the activities of the Charity further its charitable objectives and that these activities are for the purpose of public benefit. They consider that the activities and achievements set out in Paragraphs 13-19 above, and in particular those covered in Paragraphs 13 and 14, amply demonstrate that the Charity is being run very much for the public benefit.

FINANCIAL AND ASSOCIATED MATTERS

21. **General.**

- a. The Trustees acknowledge their responsibilities under the Charities Act 2011 which require them to prepare financial statements for each financial year which give an accurate view of the Charity's financial activities during the year and of its financial position at the end of the year. In preparing these statements the Trustees follow best practice and:
 - (1) Select suitable accounting policies and apply them consistently.
 - (2) Make judgements and estimates that are reasonable and prudent.
 - (3) State whether applicable accounting standards and statements of recommended practice have been followed, subject to any departures disclosed and explained in the financial statements.
 - (4) Prepare the financial statements on a going concern basis unless it is inappropriate to presume that the Charity will continue in operation.
- b. The Trustees also acknowledge their responsibility for keeping accounting records which disclose with reasonable accuracy the financial position of the Charity at any given time and

enable them to ensure that the annual financial statements comply with the applicable laws and regulations.

c. The Trustees acknowledge their responsibility for safeguarding the assets of the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

d. In accordance with Charity Commission guidance the Trustees prepare the accounts and the annual financial statements on a receipts and payments basis and not on an accruals basis.

22. **Internal Controls**

a. Electronic banking has been in full use by the Charity throughout the year under review and has delivered significant benefits in efficiency.

b. A simple and robust system for authorising claims and expenses is in place: claims by volunteers, which follow set rates, are authorised by the Curator; claims by the Curator are authorised by the Trustee who is the point of contact on Charity Commission matters; all other claims and expenses are authorised by the Trustee responsible for that particular aspect of Museum business.

c. The Trustees last revised their direction regarding the signing of cheques and setting-up or amendment of standing orders on 18 August 2015. The Treasurer applies the same rules when making electronic payments.

d. The Treasurer carries out a full bank reconciliation each month, which is inspected by the Regimental Secretary of the Royal Anglian Regiment who is one of the Museum's Ex Officio Trustees, and from time to time one of the Co-opted Trustees carries out a random check on the accounts.

23. **Fundraising Policy**. The Charity does not at present actively raise funds, but does accept donations.

24. **Risk Management**

a. For some time the Trustees have considered that the greatest risk facing the Charity revolves around the move of the Gallery from the Land Warfare Hall to a new location within IWM Duxford at some point in the future; the IWM would have to find suitable space, and there would be a significant cost to fit out that space. However, as a result of IWM's loss of income during the coronavirus pandemic it has now become apparent that a further serious risk is that renewal of the Charity's lease in 2025 is now likely to involve payment of rent, perhaps at a significant level. Fortunately relationships between the Charity and IWM Duxford are presently very good, but the Trustees recognise that much effort must be invested in keeping them that way.

b. In addition the Trustees appreciate the need to monitor closely the application of the internal financial controls set out above, and to ensure the safety and security of the collection as a whole, and the long-term financial stability of the Museum.

25. **Financial Summary.**

a. **Income and Expenditure.**

Year	2021	2020
Income	£42,270	£71,090
Expenditure	£53,392	£56,596
(Deficit)/Surplus	(£11,122)	£14,494

b. **Balance Sheet.**

(1) The Charity owns the collection but as it is held in trust, and thus cannot be disposed of at will, any valuation would be of no benefit to users of the accounts. It is therefore not included on the balance sheet.

(2) The value of the Charity's investments with Sarasin & Partners increased usefully during the year from £504,134 to £540,070, largely reflecting the stock market generally.

(3) The Charity's net assets at the year-end totalled £570,338. The corresponding figure at the previous year-end was £545,524.

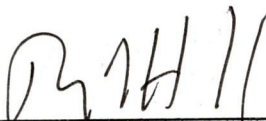
(4) It should be noted, however, that at the time of writing (March 2022) the value of the Museum's investments has fallen by some 10% reflecting the current political and economic situation, and that the general view of the financial community is that there is worse to come.

26. **Reserves.** The Trustees acknowledge that the Charity currently has free reserves of £570,338 (2020: £545,524), as a result of their adoption of a conservative approach over the last few years. Clearly much of this will need to be expended on the move of the Gallery at some point in the future, so a prudent and cautious financial policy will be maintained during the coming year.

CONCLUSION

27. Overall the Trustees consider that the year 1 July 2020 to 30 June 2021, despite the frustrations and extensive closure periods resulting from the coronavirus pandemic, has seen some useful progress made and the delivery of as much public benefit as circumstances have allowed. They intend to maintain this progress during the coming year, and to ensure that as much effort as possible is put into recovering visitor numbers to pre-pandemic levels.

Approved by the Trustees and signed on their behalf



(Signature)

Lieutenant Colonel P G R Horrell TD DL, Chairman

6 Apr 22 (Date)



(Signature)

Colonel N H Kelsey OBE TD, Trustee

6 Apr 22 (Date)

THE ROYAL ANGLIAN REGIMENT MUSEUM

INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES

I report on the accounts of the Royal Anglian Regiment Museum for the year ended 30 June 2021 which are set out on Pages 11 and 12.

Respective Responsibilities of Trustees and Examiner

The Charity's Trustees, who are responsible for the preparation of the accounts, consider that an audit is not required for this year under Section 144(2) of the Charities Act 2011 (the 2011 Act) and that an Independent Examination is needed.

Having satisfied myself that the Charity is not subject to audit under Company Law and is eligible for Independent Examination, it is my responsibility to:

- a. Examine the accounts under Section 145 of the 2011 Act.
- b. Follow the procedures laid down in the General Directions given by the Charity Commissioners under Section 145(5)(b) of the 2011 Act.
- c. State whether particular matters have come to my attention.

Basis of Independent Examiner's Report

My examination was carried out in accordance with the General Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the Charity and a comparison of the accounts presented with those records. The examination also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from you as Trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit, and consequently I do not express an audit opinion on the view given by the accounts and my report is limited to those matters set out in the Statement below.

Independent Examiner's Statement

In connection with my examination, no matter has come to my attention:

- a. Which gives me reasonable cause to believe that in any material respect the requirements
 - (1) To keep accounting records in accordance with Section 130 of the 2011 Act, and
 - (2) To prepare accounts which accord with the accounting records and comply with the accounting requirements of the 2011 Acthave not been met.
- b. To which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.

N. M. Heath

N M Heath
Chartered Accountant
102 High Street
Landbeach
Cambridge
CB25 9FT

Date: *6th April* 2022

THE ROYAL ANGLIAN REGIMENT MUSEUM

RECEIPTS AND PAYMENTS

YEAR ENDED 30 JUNE		2021	2020
		£	£
Incoming Resources			
Donations	Cash and other	80	607
	Regular donations	1,101	1,151
	Gift Aid tax recovered	155	448
		<u>1,336</u>	<u>2,206</u>
Activities for generating funds			
	Investment income	15,628	16,733
	Sale of ephemera	15	230
	Interest received	4	26
		<u>15,647</u>	<u>16,989</u>
From charitable activities			
	Grants	3,028	500
	Grant-in-aid	22,259	16,395
	Legacy	0	35,000
		<u>25,287</u>	<u>51,895</u>
Total incoming resources		<u>42,270</u>	<u>71,090</u>
Resources Expended			
Charitable activities			
Museum general expenses			
	Acquisitions	225	282
	Gallery refurbishment	6,479	13,589
	Conservation	2,898	927
	Salary, NI, pension	27,723	27,415
	Service charge IWM	4,122	2,028
	General office and maintenance expenses	4,024	617
	IT	1,795	638
	Website development and digitisation	2,264	7,050
	Curator expenses	503	1,086
	Course fees	0	45
	Professional body fees	62	235
	Volunteer expenses	665	310
		<u>50,760</u>	<u>54,222</u>
Insurance		1,553	1,554
		<u>52,313</u>	<u>55,776</u>
Governance costs			
	Independent examiner's fees	400	0
	Accountancy and book-keeping	547	547
	Trustee meetings	132	273
		<u>1,079</u>	<u>820</u>
Investments purchased		0	0
Total resources expended		<u>53,392</u>	<u>56,596</u>
Net change in resources		<u>(11,122)</u>	<u>14,494</u>
Other recognised gains and (losses)			
	Realised	0	0
	Unrealised	35,936	13,820
		<u>35,936</u>	<u>13,820</u>
Net movement in funds		24,814	28,314
Funds brought forward		545,524	517,210
Total funds carried forward		<u>570,338</u>	<u>545,524</u>

THE ROYAL ANGLIAN REGIMENT MUSEUM

BALANCE SHEET

YEAR ENDED 30 JUNE

	Note	2021 £	2020 £
Fixed Assets			
Investments	3	540,070	504,134
Current Assets			
Cash at bank		30,268	41,390
Net Assets		<u>570,338</u>	<u>545,524</u>

NOTES TO THE ACCOUNTS

1 ACCOUNTING POLICIES

The financial statements have been prepared on a Receipts and Payments basis in line with Reporting by Charities Statement of Recommended Practice (SORP) FRS 102 Second Edition and the Charities Act 2011.

Accounting Convention

The financial statements have been prepared under the historical cost convention except for the revaluation of Fixed Asset Investments in accordance with the Charities Statement of Recommended Practice.

Heritage Assets

Heritage Assets as defined by FRS 102 are held in trust and cannot be disposed of at will. Any valuation would be of no benefit to users of the accounts; they are therefore not included on the balance sheet.

Income

Credit for investment income is taken in the year to which that income arises.

Restricted Funds

None of the funds held by the Charity is restricted.

Reserves

The Charity has the administrative costs shown on the Receipts and Payments Account and maintains reserves for Acquisition and Conservation activities as necessary.

Cash Flow

The accounts do not include a cash flow statement because the Charity, as a small entity, is exempt from the requirement to prepare one under FRS102.

Going Concern

The Trustees consider that there are no material uncertainties about the ability of the Charity to continue as a going concern. It has substantial readily available investment assets which are regularly reviewed.

2 TRUSTEES AND EMPLOYEES

The Trustees did not claim any expenses.

A full-time employee received a total remuneration of £27,723 (2020: £27,415).

Employer's National Insurance is covered by the government's Employment Allowance.

3 FIXED ASSET INVESTMENTS

Investments	2021
	£
Valuation as at 1 July 2020	504,134
Additions during the year	0
	504,134
Valuation as at 30 June 2021	<u>540,070</u>
Unrealised gain	<u>35,936</u>