

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

P G R Horrell (Signature)

Lieutenant Colonel P G R Horrell TD DL, Chairman

15 April 2023 (Date)

N H Kelsey (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 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
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>

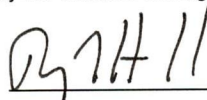
THE ROYAL ANGLIAN REGIMENT MUSEUM

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

15 April 2023 (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)