

**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**

1. In preparing their annual report and accounts for the year 1 July 2023 - 30 June 2024 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 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 1<sup>st</sup> and 2<sup>nd</sup> 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 annum<sup>1</sup>). 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**

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<sup>1</sup> 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 1<sup>st</sup> 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 1<sup>st</sup> 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

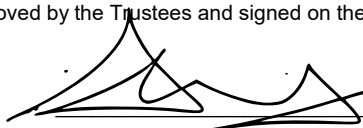
	2024	2023
	£	£
<b>Incoming Resources</b>		
Donations		
Regular donations	913	741
Other donations	1 729	429
Gift Aid tax recovered	0	238
Sub-total	<u>2 642</u>	<u>1 408</u>
Activities for generating funds		
Investment income	15 219	14 429
Bank interest	88	65
Sale of ephemera	0	0
Other Income	0	360
Sub-total	<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>
<b>Total incoming resources</b>	<u><b>64 876</b></u>	<u><b>40 235</b></u>
<b>Resources Expended</b>		
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
<b>Total resources expended</b>	<u><b>61 929</b></u>	<u><b>48 925</b></u>
<b>Net change in resources</b>	<u><b>2,947</b></u>	<u><b>(8,690)</b></u>
<b>Other recognised gains and (losses)</b>		
Realised	0	0
Unrealised	53,069	438
	<u>53,069</u>	<u>438</u>
<b>Net movement in funds</b>	56,016	(8,252)
Funds brought forward	510 412	518 664
<b>Total funds carried forward</b>	<u><b>566 428</b></u>	<u><b>510 412</b></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
<b>Net Assets</b>		<b>566 428</b>	<b>510 412</b>

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	554 373
<b>Unrealised gain</b>	<b>53,069</b>