

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 Davenport, 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 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: 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		560 017	566 428

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	541 761
Unrealised gain	2388