

FRIENDS OF THE RAF REGIMENT HERITAGE CENTRE

England & Wales · Charity number 1168904

Details

Status Registered

Legal form CIO

Registered 2016-08-24

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

Contact

Address RAF Regiment Heritage Centre
RAF Honington
Bury St Edmunds
Suffolk
IP31 1EE

Phone 07833751565

Email macape649@gmail.com

Website <https://rafregimentheritagecentre.co.uk/>

Activities

Objects: TO ADVANCE THE EDUCATION OF THE PUBLIC AND SERVING AND FORMER MEMBERS OF THE RAF IN THE HISTORY AND HERITAGE OF THE RAF BY THE PROMOTION, SUPPORT, ASSISTANCE AND IMPROVEMENT OF THE RAF REGIMENT HERITAGE CENTRE ('THE CENTRE') BASED AT RAF HONINGTON, SUFFOLK, IN CO-OPERATION WITH IT'S TRUSTEES, MANAGEMENT AND STAFF.

Activities: Support the RAF Regiment Heritage Collection, all its records and artefacts, which are located at The RAF Regiment Heritage Centre, RAF Honington. Maintain in safe keeping the history of the RAF Regiment and share that knowledge with new recruits, visitors, veterans and members of the public.

Classification

- **How:** Provides Advocacy/advice/information
- **What:** Arts/culture/heritage/science
- **Who:** Children/young People, Elderly/old People, The General Public/mankind

Geography

- Throughout England

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£89,316	£53,517	-	-
2024-03-31	£48,493	£53,993	-	-
2023-03-31	£60,767	£50,769	-	-
2022-03-31	£65,992	£35,630	-	-
2021-03-31	£37,059	£27,275	-	-

Trustees

Name	Role	Appointed
Alan James Trevest		2025-05-21
David Capps		2025-05-28
Donna Webb		2021-04-28
Guy Langham - Hill		2025-05-25
Lee Wood		2025-11-20
Mac MacDonald MBE		2017-08-08
WILLIAM ESPIE BEM		2017-08-08

FRIENDS OF THE RAF REGIMENT HERITAGE CENTRE

England & Wales - Charity number 1168904

Accounts

RAF Regiment Heritage Centre

Manager's Report & Forward Plan 2025–2026

Friday 2 January 2026

1. Introduction

The year 2025 has been the most active and productive period for the Heritage Centre Volunteer Team (HCVT) since its establishment in 2012. The RAF Regiment Heritage Centre (RRHC) continues to serve as the permanent home of the growing RAF Regiment Heritage Collection (RAFRHC), showcasing the Corps' history, identity, and cultural legacy.

Significant progress has been made across collections, digital systems, financial processes, and visitor services. As we look to the medium term, our focus remains on strengthening the Centre's credibility, accessibility, and long-term sustainability.

Across the Charity (FoRRHC), the HCVT, and partner organisations, four priorities underpin our direction:

- Advancing the development of the Collection—especially the archive—towards Arts Council Museum Accreditation.
- Strengthening partnerships with organisations such as the Centurion Fund (CF), the RAF Regiment Association (RRA), and the Association of RAF Regiment Warrant Officers' and SNCOs' (ARRWO&SNCOs).
- Expanding the Centre's digital presence, including ecommerce and online engagement.
- Supporting key RAF Regiment commemorations, milestones, and Corps engagement activities.

2. Current Position

Collections and Storage

The RAF Regiment Heritage Collection is distributed across two main sites:

- **RAF Regiment Heritage Centre (RRHC):**
Primary exhibition galleries, document archive, and clothing collection.
- **Hardened Aircraft Shelter (HAS):**
Reserve collection, Ground Based Air Defence (GBAD) display, and bulk storage.

Archive and Documentation

Decades of periodic management turnover (Service) left the archive with multiple, inconsistent cataloguing systems. In 2025, a new bar-coded location-tracking system was introduced and is now being meticulously cross-referenced with legacy catalogues. This structured, methodical approach is already delivering measurable improvements in control, accuracy, and accessibility.

To support professional museum standards, the MODES database—widely used across UK museums—has been acquired and is now being populated with physical artefacts. This system provides improved identification, tracking, and governance, and allows the Centre to meet compliance requirements linked to weapons, vehicles, and other controlled items.

Clothing Collection

A major legacy donation in 2020 significantly expanded the size of the clothing collection, exceeding storage capacity at the time. While much progress has been made—including the sale of non-RAF Regiment items—further surplus stock has been identified to release space and generate income. Funds from these sales will be used strategically to acquire items that fill identified gaps in the uniform collection.

Financial and Commercial Operations

Income continues to be generated through donations, surplus sales, and the shop (onsite and online). Improved financial reporting this year has led to enhanced stock management and more streamlined commercial processes.

Volunteer Capacity

The Centre's success remains heavily dependent on volunteers, many of whom are retired and therefore have variable capacity. While morale remains strong, the team is overstretched. Additional volunteers are essential to meet museum-standard expectations in areas including visitor engagement, conservation support, commercial operations, and facilities management. Ensuring the team enjoys their work—rather than feeling burdened—is critical.

Visitor Trends

Visitor numbers have shown consistent growth over the past three years, reaching **over 1,750 in 2025**. Whilst a large percentage of visitors are serving personnel and their families due to the Centre's on-base location, there has been a notable increase in public engagement, driven in part by positive coverage from a historian on YouTube.

Special interest groups—including the Morgan Owners Club, Rolls-Royce and Bentley Owners, and Blind Veterans UK—continue to visit, alongside repeat visits from local schools. However, school and Cadet engagement requires additional investment due to funding challenges.

Regular opening hours remain **Tuesdays and Wednesdays (0900–1530)**, but the Centre accommodates larger groups during weekends and evenings to meet demand.

3. Objectives for the Next Three Years

1. **Achieve all foundational measures required for Arts Council Accreditation.**
 2. **Enhance the visitor experience** across interpretation, storytelling, and accessibility, ensuring that we cater for all interest types (Toe Dippers, Paddlers, Swimmers and Deep Divers).
 3. **Strengthen Corps connections**, improving engagement with senior officers and enhancing the Centre’s role within the RAF Regiment family.
 4. **Improve financial sustainability** through donations, ecommerce, and diversified income.
 5. **Develop a long-term volunteer strategy** to stabilise and grow capability.
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4. Strategy and Key Measures

Objective 1: Accreditation Foundations

Key measures include:

- Expanding donation routes to demonstrate reliable, sustainable income.
 - Increasing the volunteer team by **25% per year**.
 - Establishing clear ownership, governance, and accountability structures for RAFRHC.
 - Improving footfall recording and analysis to understand visitor groups and trends.
 - Demonstrating robust progress in collections care and conservation procedures.
 - Strengthening volunteer training and workforce planning.
-

Objective 2: Improve the Visitor Experience

Actions include:

- Engaging professional conservators to support artefact repair and display enhancement.
- Developing a standardised storyline and training package for guides.

- Enhancing the RAF Regiment family narrative (CF, RRA, ARRWO&SNCOs) throughout the galleries.
 - Upgrading the Conference Room IT system with CRF HQ support.
 - Adding personalised human stories to each room—beginning with the Battle of the Bulge and Cpl A. Forsyth.
 - Completing the Bransby story installation in the Medal Room.
 - Transforming the Crete display using interactive lighting to improve visitor understanding.
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Objective 3: Strengthen Corps Linkages

Key actions:

- Establish a formal reporting chain from Trustees through the Manager to the CRF, with a scheduled reporting cycle.
 - Plan confirmed annual dates with Training Wing to avoid ad-hoc arrangements.
 - Invite the most senior officer to serve as Patron to promote wider senior engagement.
-

Objective 4: Enhance Financial Sustainability

Planned actions:

- Continuous review and improvement of merchandise, with a focus on higher-quality items.
 - Expansion of RAF Regiment–related book offerings to position the Centre as a primary research hub.
 - Identification of duplicate or erroneous artefacts suitable for sale or exchange.
 - Achieving annual sales of **£25,000+** at a **minimum margin of 20%**.
 - Establishing a donations plan targeting **£15,000+** annually.
 - Digitising and publishing Basic Gunner pass-out photographs to increase website traffic and online engagement.
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5. Volunteer Impact

5.1 Contribution to Collections and Archives

Volunteers have led the digitisation of the document archive and supported systematic improvements to the clothing and reserve collections. They contributed directly to refurbishment work, mechanical repairs, and artefact research—representing an essential resource for the Centre’s development.

5.2 Gallery Development

Volunteer expertise significantly influenced the redesign of key displays, particularly the Crete exhibit, enhanced through external specialist collaboration. Their work strengthens interpretation, presentation, and overall gallery quality—bringing the Centre closer to Accreditation standards.

5.3 Operational and Commercial Support

Volunteers and Bookkeeper have been central in:

- ecommerce order fulfilment,
- postage management,
- stock control, and
- merchandise review.

Their work supports the Centre’s stable **20% sales margin** and ensures efficient operations despite minimal paid staffing.

5.4 Strengthening Community and Corps Links

HCVT members reflect a broad cross-section of the RAF Regiment community—including veterans, serving personnel, families, and local supporters. Their continued engagement ensures the Centre remains a vibrant link between the Corps, its heritage, and the public.

5.5 Future Volunteer Development

To meet forward-plan objectives, volunteer numbers must grow by approximately **25% per year**. Planned actions include:

- Broadening recruitment pathways,
- Enhancing induction training and role-specific development,
- Expanding CPD opportunities through MDSE, and
- Continuing to professionalise the team’s appearance and standards.

Volunteers remain the Centre’s greatest asset, ensuring RAF Regiment heritage is preserved, interpreted, and shared with authenticity and pride.

5.6 Management

The Curator, who served for 13 years, has recently transitioned into a research-focused role. As a result, day-to-day management of the RAF Regiment Heritage Centre is currently being delivered as a secondary duty by a serving Warrant Officer in a separate ADC post. This arrangement provides continuity in building management, inventory custodianship, volunteer coordination, and ensures a military point of contact for all RAFRHC matters.

However, the workload associated with this role routinely requires 20–28 hours per week, which is not sustainable as the Centre continues to expand. Key considerations for the coming year include:

- The previous secondary-duty management model—abandoned a decade ago—remains unviable given the current and projected workload.
- Identifying whether a suitably experienced retired individual is available and willing to commit the necessary time on a voluntary basis.
- Assessing whether the FoRRHC has the financial capacity to fund a dedicated management post.
- Exploring whether an alternative military staffing solution is feasible.

Looking ahead, the Centre will also require a deputy role to support workload distribution and ensure continuity of leadership. Both positions must be resourced within the next year to avoid a capability gap in this specialist area.

6. Financial Overview & Resource Requirements

FoRRHC reported the following for the Charity Commission return:

Income: £89,316

Expenses: £53,517

Assets & Investment Purchases: £29,714

Net of Receipts: £6,085

Members' Fund Comparison:

- 2022–23: £61,208
- 2023–24: £55,708
- 2024–25: £61,793

Volunteer labour—averaging weekday openings, graduations, Corps events, Station events, and courses—represents an equivalent value of **£90,389.38 per year**, excluding evenings, weekends, NI, or pension costs.

6. Summary

The RAF Regiment Heritage Centre achieved its most productive year in 2025, with significant progress in collections management, digital systems, and visitor engagement. Volunteer contributions continue to be the Centre's greatest strength, delivering substantial professional value and operational capability, but the current management model is unsustainable as workload grows.

Strategic priorities for the next three years include achieving Arts Council Accreditation, enhancing visitor experience, strengthening Corps links, and improving financial sustainability. These goals require increased volunteer capacity, targeted investment, and a sustainable leadership solution.

8. Recommendations

- Approve the **2025–2026 Forward Plan** and associated spending.
 - Endorse the volunteer growth and training initiatives.
 - Support continued investment in collections care, digital systems, and gallery improvements.
 - Maintain momentum towards achieving Arts Council Accreditation.
 - Identify a route to securing a sustainable leadership position and deputy.
 - Support financial sustainability through merchandise, donations, and online engagement.
-

WO M MacDonald MBE

RAF Regiment Heritage Centre Manager



This document should be reviewed alongside the following documents:

1. Independent Examiners Report on Accounts
2. Charity Commission Annual Accounts
3. Financial overview and theoretical rates of pay at minimum wage.
4. SWOT Analysis 25.



RAF Regiment Heritage Centre			1168904	CC16a
Annual accounts				
For the period from	Period start date 01/04/2024	To	Period end date 31/03/2025	

Section A Income & Expenditure

	Unrestricted funds to the nearest £	Restricted funds to the nearest £	Endowment funds to the nearest £	Total funds to the nearest £	Last year to the nearest £
A1 Income					
Sales - internet	18,039	-	-	18,039	15,520
Sales - shop	24,895	-	-	24,895	24,589
Sales - shipping/postage	2,701	-	-	2,701	1,626
	-	-	-	-	-
Donations	43,681	-	-	43,681	6,759
	-	-	-	-	-
	-	-	-	-	-
Sub total (Gross income for AR)	89,316	-	-	89,316	48,494
A2 Asset and investment sales, (see table).					
	-	-	-	-	-
	-	-	-	-	-
Sub total	-	-	-	-	-
Total receipts	89,316	-	-	89,316	48,494
A3 Expenses					
Purchases	31,766	-	-	31,766	31,613
Shipping/postage	1,950	-	-	1,950	1,496
Packing materials	224	-	-	224	370
Exhibition & displays	2,157	1,026	-	3,183	6,458
Maintenance of displays	1,468	-	-	1,468	1,987
Archive Department costs	336	-	-	336	548
Conference room refurbishment	8	-	-	8	229
Printing/stationery	534	-	-	534	268
Computer & website costs	1,604	-	-	1,604	1,816
Repairs & maintenance	973	-	-	973	222
Cleaning & canteen	526	-	-	526	321
Subscriptions	216	-	-	216	302
Mileage expenses	80	-	-	80	-
Promotional expenses	255	-	-	255	-
Sundry costs	861	-	-	861	275
Bank charges	-	-	-	-	21
Card machine charges	562	-	-	562	418
PayPal & Ebay charges	579	-	-	579	475
Accountancy	5,700	-	-	5,700	5,450
Insurance	990	-	-	990	394
Depreciation	1,701	-	-	1,701	1,331
Sub total	52,491	1,026	-	53,517	53,994
A4 Asset and investment purchases, (see table)					
Tools & equipment	7,414	-	-	7,414	-
Exhibition items	22,300	-	-	22,300	-
Sub total	29,714	-	-	29,714	-
Total payments	82,205	1,026	-	83,231	53,994
Net of receipts/(payments)	7,111	- 1,026	-	6,085	- 5,500
A5 Transfers between funds	-	-	-	-	-
A6 Members funds last year end	53,081	2,627	-	55,708	61,208
Members funds this year end	60,192	1,601	-	61,793	55,708

Section B Statement of assets and liabilities at the end of the period

Categories	Details	Unrestricted funds to nearest £	Restricted funds to nearest £	Endowment funds to nearest £
B1 Cash funds	Barclays	33,884	1,601	-
		-	-	-
		-	-	-
	Total cash funds (agree balances with receipts and payments account(s))	33,884	1,601	-

Categories	Details	Unrestricted funds to nearest £	Restricted funds to nearest £	Endowment funds to nearest £
B2 Other monetary assets	Shop Till	1,159	-	-
	PayPal control	2,245	-	-
	Clover card	-	-	-
	Stock	32,786	-	-
	Debtors	97	-	-
		-	-	-

Categories	Details	Fund to which asset belongs	Cost (optional)	Current value (optional)
B3 Investment assets			-	-
			-	-
			-	-
			-	-
			-	-

Categories	Details	Fund to which asset belongs	Cost (optional)	Current value (optional)
B4 Assets retained for the charity's own use	Tools		11,469	6,615
	Exhibition Items		22,300	22,300
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-

Categories	Details	Fund to which liability relates	Amount due (optional)	When due (optional)
B5 Liabilities	Accruals	Unrestricted	9,178	
			-	
			-	
			-	
			-	

Signed by one or two trustees on behalf of all the trustees	Signature	Print Name	Date of approval



Section A

Independent Examiner's Report

Report to the trustees/
members of

RAF Regiment Heritage Centre

On accounts for the year
ended

March 31, 2025

Charity no
(if any)

1168904

Set out on pages

3-4

I report to the trustees on my examination of the accounts of the above charity ("the Trust") for the year ended March 31, 2021

Responsibilities and
basis of report

As the charity's trustees, you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ("the Act").

I report in respect of my examination of the Trust's accounts carried out under section 145 of the 2011 Act and in carrying out my examination, I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

Independent
examiner's statement

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination which gives me cause to believe that in, any material respect:

- the accounting records were not kept in accordance with section 130 of the Charities Act; or
- the accounts did not accord with the accounting records; or
- the accounts did not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Signed: Susan Drummond

Date: 26/11/2025

Name: S.E.S. Consultancy Limited

Relevant professional
qualification(s) or body
(if any):

Chartered Accountant

Address: 48 Jermyn Avenue, Bury St Edmunds, Suffolk, IP32 7LJ

Section B**Disclosure**

Only complete if the examiner needs to highlight material matters of concern (see CC32, Independent examination of charity accounts: directions and guidance for examiners).

Give here brief details of any items that the examiner wishes to disclose.

FRIENDS OF THE RAF REGIMENT HERITAGE CENTRE

England & Wales - Charity number 1168904

Accounts



Trustees' Annual Report for the period

From 1 April 2023
 Period end date

Period start date To 31 March 2024

Charity name: Friends of the RAF Regiment Heritage Centre

Charity registration number:1168904

Objectives and Activities

	SORP reference	
Summary of the purposes of the charity as set out in its governing document	Para 1.17	The Charity's purpose is to maintain and improve the exhibition of the RAF Regiment Heritage Collection. It contributes towards providing sustainability, access and Historical accuracy of the Collection so that the RAF Regiments contribution to the Nation is recognised. This knowledge contributes greatly developing better informed choices for individuals and organisations.
Summary of the main activities in relation to those purposes for the public benefit, in particular, the activities, projects or services identified in the accounts.	Para 1.17 and 1.19	The Charity's purpose is to design, build and exhibit the history of the RAF Regiment, its preceding and complementary organisations. It does this through the development of its archived material and artefacts grouped in sub archives. It is funded mainly from its shop and e-commerce online store. It works in close collaboration with a number of suppliers, focussed on the RAF Regiments history, Books, Prints, statuettes Sqn Plaques, specialist clothing like Regimental Belts and cummerbunds, Ties etc. It also receives donation and some legacy donations. Its greatest expenditure is on raw materials for dioramas and display boards. Back-office functions are the second highest outlay but are well within of our income presently and the Trustees are content that there is no specific crisis to the CIO in the immediate future. The Board considers that the growth of the Collection will provide more impetus as it commences its application for accreditation from the Arts Council.

Statement confirming whether the trustees have had regard to the guidance issued by the Charity Commission on public benefit	Para 1.18	The Trustees are focussed on the benefits for serving personnel, veterans and families of departed relatives seeking information about their relatives.

Additional information (optional)

You may choose to include further statements where relevant about:

	SORP reference	
Policy on grant making	Para 1.38	The Charity sees no situation that it would need to make a grant to another organisation.
Policy on social investment including program related investment	Para 1.38	The Charity has no specific Social Investment policy.
Contribution made by volunteers	Para 1.38	<p>The Charity is staffed, with 1 exception, by volunteers. Numbers vary from 12 to around 20 at the present time. 50% work 2 days per week and the others only 1. Many work extra time at home or additional days for special visits to the centre.</p> <p>The team is a mix of ages, skills and ages ranging from early 40's to late 70's. They are the beating heart of the organisation and in a quantitatively the contribution in Kind based on the normal basic wage, and 50% attendance, which is a wide under estimate, it would be surprising if the benefit in kind contribution would be £80,000 per year.. As the pool of volunteers grows that figure would enlarge. Loss of Volunteers is the biggest risk the Charity faces.</p>
Other		Maintaining the close vigilance on only dealing with goods that fall in the purview of our Constitution especially with very keen and passionate Volunteers. This has happened in the past now strict oversight means that all requests for purchase from dealer has to have a two stage purchase authority process.

Achievements and Performance

	SORP reference	
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<p>Summary of the main achievements of the charity, identifying the difference the charity's work has made to the circumstances of its beneficiaries and any wider benefits to society as a whole.</p>	<p>Para 1.20</p>	<p>The Charity has engendered huge interest in our Corps history with the building of the exhibitions and the enthusiasm. Our initial target audience was the cross over point between serving Corps members and veterans of the Regiment. Now we have considerable numbers who have a grandparent passed away recently and the children and grandchildren want to know what their relative did in his service. More and more we are coping with the other end of the opposite end of the spectrum with schools and cadets. We know that things are working because of the online feedback from our website. We are also being recommended by word of mouth and groups of British Legion and other clubs have increased the number and intensity of their guided tours.</p>
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Additional information (optional)

You may choose to include further statements where relevant about:

<p>Achievements against objectives set</p>	<p>Para 1.41</p>	<p>The major conference venue which was commenced in 22-23 is now complete and has already attracted some high value users Manage to maintain a 20% margin on the sales in the shop and online – achieved Refurbishment of a WW2 Luftwaffe Flag who were guarding Hitlers successor Grand Admiral Doenitz. It was taken by the Regiment when they captured Doenitz. Our first repair and renewal was completed as the Trustee's had allocated a specialist company up to up to £5k for completion. Increased the volunteers by 30%</p>
<p>Performance of fundraising activities against objectives set</p>	<p>Para 1.41</p>	<p>The Trustees target of 20% mark up on all counter and internet sales was reached despite a fall in footfall. This foot fall was due to fewer Services Training Graduations</p>
<p>Investment performance against objectives</p>	<p>Para 1.41</p>	<p>N/A</p>
<p>Other</p>		

Financial Review

Review of the charity's financial position at the end of the period	Para 1.21	The overall position is satisfactory. We have made significant improvements in having spend limits on single purchases, postage and packing , cash sales protocols and stock taking from a much more regular base after the Trustees authorised a write down of legacy stock.
Oard	Para 1.22	We have 2 reserved ring-fenced funds which were defined as within our Constitutional guidelines, one as the IRAQ Association and the other was a disbursement against a joint fund / crowd funding for a set of medals with specific interest to the Corps. The Iraq funds are being amortizing over 3 years as they were identified as looking after specific artefacts within the collection.
Amount of reserves held	Para 1.22	32609.
Reasons for holding zero reserves	Para 1.22	N/a
Details of fund materially in deficit	Para 1.24	None
Explanation of any uncertainties about the charity continuing as a going concern	Para 1.23	Early indications from the succeeding figures are that they are returning to the 22-23 levels. As such, there are few visible icebergs

Additional information (optional)

You may choose to include further statements where relevant about:

The charity's principal sources of funds (including any fundraising)	Para 1.47	The Charities funding income is received from three major sources E commerce internet – 37% - £15520 Shop Sales - 50% - £24589 Legacy and Donation - 13%- £6754 No legacy monies were garnered this yar and donation levels were downed because of a dip in footfall. This was due to a fall in the number of Trainees graduating
Investment policy and objectives including any social investment policy adopted	Para 1.46	
A description of the principal risks facing the charity	Para 1.46	The main risks for te charity are three fold:- 1. Staffing, for the shop and the archive, Archive being the most risky long term and shop as 50% of our income. The Front of House task is covered by the Shop Staff and this is reduced to a risky level with impact on the level of funding to improve the display against the

		<p>production of an updated catalogue and data base – essential item for accreditation.</p> <p>2. Trading, the Board were uncomfortable with some legacy items being offered for sale in the shops. The line between Trading for surplus and that, that is within the lines of our articles, is very narrow. Having taken advice from our two financial experts the Trustees took decisions to reduce a number of products and clothing from our web site and the shop, ensuring the trading maintains the proper balance.</p>
Other		

Structure, Governance and Management

Description of charity's trusts:		
Type of governing document (trust deed, royal charter)	Para 1.25	Constitution
How is the charity constituted? (e.g unincorporated association, CIO)	Para 1.25	CIO
Trustee selection methods including details of any constitutional provisions e.g. election to post or name of any person or body entitled to appoint one or more trustees	Para 1.25	6 Trustees with a quorum of 4, appointed by the board but must be volunteers. A change to a membership organisation has been considered but the present Volunteers and the Trustees were not convinced that it would be both realistic and / or realisable. As such the present will be the base for improvements as we strive to Accreditation.

Additional information (optional)

You may choose to include further statements where relevant about:

Policies and procedures adopted for the induction and training of trustees	Para 1.51	Up to this point induction training was done on a one-to-one basis. We now have a system. Volunteers complete annual Fire marshal and Defibrillator Training. Risk Assessments are complete for the Centre and the staff trained and briefed to adopt the measures and counterbalance the risks. H&S inspections are carried out at least quarterly by the Base Commander and the specialist including engineering.
The charity's organisational structure and any wider network with which the charity works	Para 1.51	The Charity is based in the Heritage Centre at RAF Honington Near Bury St Edmunds, inside the perimeter of the base. The Centre is open two days a week to the public who gain access through the Charities Booking form on its web site or by ringing the Centre. Since it is an operational base, photographic ID is need to gain entrance to the Camp which is managed by Service personnel.
Relationship with any related parties	Para 1.51	We are members of the Association of Suffolk Museums. We have a close working relationship with the Centurion Fund (The Corps major Charity Reg No 1171215)
Other		

Reference and Administrative details

Charity name	Friends of the RAF Regiment Heritage Centre
Other name the charity uses	
Registered charity number	1168904

Charity's principal address	Honister House Market Place Botesdale Diss Norfolk IP22 1BT

Names of the charity trustees who manage the charity

	Trustee name	Office (if any)	Dates acted if not for whole year	Name of person (or body) entitled to appoint trustee (if any)
1	William Espie	Curator		
2	Mac MacDonald	Manager		
3	Terrence White			
4	Clifford Johnson			
5	Donna Webb			
6	Bryan Thorpe			
7				
8				
9				
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13				
14				
15				
16				
17				
18				
19				
20				

Corporate trustees – names of the directors at the date the report was approved

Director name		

Name of trustees holding title to property belonging to the charity

Trustee name	Dates acted if not for whole year	

Funds held as custodian trustees on behalf of others

Description of the assets held in this capacity	N/a
Name and objects of the charity on whose behalf the assets are held and how this falls within the custodian charity's objects	
Details of arrangements for safe custody and segregation of such assets from the charity's own assets	

Additional information (optional)

Names and addresses of advisers (Optional information)

Type of adviser	Name	Address
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Name of chief executive or names of senior staff members (Optional information)

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Exemptions from disclosure

Reason for non-disclosure of key personnel details

--

Other optional information

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Declarations

The trustees declare that they have approved the trustees' report above.

Signed on behalf of the charity's trustees

Signature(s)	<i>Signed electronically</i>	
Full name(s)	Bill Espie Mac MacDonald	
Position (eg Secretary, Chair, etc)	Curator Manager	
Date	2 Feb 2025	



Annual accounts

For the period from	Period start date 01/04/2023	To	Period end date 31/03/2024
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Section A Income & Expenditure

	Unrestricted funds to the nearest £	Restricted funds to the nearest £	Endowment funds to the nearest £	Total funds to the nearest £	Last year to the nearest £
A1 Income					
Sales - internet	15,520	-	-	15,520	16,658
Sales - shop	24,589	-	-	24,589	35,679
Sales - shipping/postage	1,626	-	-	1,626	1,293
	-	-	-	-	-
Donations	6,759	-	-	6,759	7,135
	-	-	-	-	-
	-	-	-	-	-
Sub total (Gross income for AR)	48,494	-	-	48,494	60,765
A2 Asset and investment sales, (see table).					
	-	-	-	-	-
	-	-	-	-	-
Sub total	-	-	-	-	-
Total receipts	48,494	-	-	48,494	60,765
A3 Expenses					
Purchases	31,613	-	-	31,613	32,487
Shipping/postage	1,496	-	-	1,496	1,547
Packing materials	370	-	-	370	82
Exhibition & displays	5,237	1,221	-	6,458	2,743
Maintenance of displays	1,987	-	-	1,987	1,280
Archive Department costs	548	-	-	548	1,042
Conference room refurbishment	229	-	-	229	3,208
Printing/stationery	268	-	-	268	199
Computer & website costs	1,816	-	-	1,816	1,219
Repairs & maintenance	222	-	-	222	402
Cleaning & canteen	321	-	-	321	401
Subscriptions	302	-	-	302	65
Mileage expenses	-	-	-	-	180
Sundry costs	275	-	-	275	73
Bank charges	21	-	-	21	69
Card machine charges	418	-	-	418	389
PayPal & Ebay charges	475	-	-	475	620
Accountancy	5,450	-	-	5,450	3,100
Insurance	394	-	-	394	394
Depreciation	1,331	-	-	1,331	1,269
Sub total	52,773	1,221	-	53,994	50,769
A4 Asset and investment purchases, (see table)					
Tools & equipment	-	-	-	-	-
	-	-	-	-	-
Sub total	-	-	-	-	-
Total payments	52,773	1,221	-	53,994	50,769
Net of receipts/(payments)	- 4,279	- 1,221	-	- 5,500	9,996
A5 Transfers between funds	-	-	-	-	-
A6 Members funds last year end	57,360	3,848	-	61,208	51,212
Members funds this year end	53,081	2,627	-	55,708	61,208

Section B Statement of assets and liabilities at the end of the period

Categories	Details	Unrestricted funds	Restricted funds	Endowment funds
		to nearest £	to nearest £	to nearest £
B1 Cash funds	Barclays	23,272	2,627	-
		-	-	-
		-	-	-
	Total cash funds (agree balances with receipts and payments account(s))	23,272	2,627	-

Categories	Details	Unrestricted funds	Restricted funds	Endowment funds
		to nearest £	to nearest £	to nearest £
B2 Other monetary assets	Shop Till	102	-	-
	PayPal control	297	-	-
	Clover card	164	-	-
	Stock	29,682	-	-
		-	-	-
		-	-	-

Categories	Details	Fund to which asset belongs	Cost (optional)	Current value (optional)
				-
B3 Investment assets			-	-
			-	-
			-	-
			-	-
			-	-

Categories	Details	Fund to which asset belongs	Cost (optional)	Current value (optional)
				4,055
B4 Assets retained for the charity's own use	Tools		4,055	902
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-

Categories	Details	Fund to which liability relates	Amount due (optional)	When due (optional)
				880
B5 Liabilities	Centurion Fund	Unrestricted	880	
	Accruals	Unrestricted	457	
			-	
			-	

Signed by one or two trustees on behalf of all the trustees	Signature	Print Name	Date of approval



Section A

Independent Examiner's Report

Report to the trustees/
members of

RAF Regiment Heritage Centre

On accounts for the year
ended

March 31, 2024

Charity no
(if any)

1168904

Set out on pages

3-4

I report to the trustees on my examination of the accounts of the above charity ("the Trust") for the year ended March 31, 2021

Responsibilities and
basis of report

As the charity's trustees, you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ("the Act").

I report in respect of my examination of the Trust's accounts carried out under section 145 of the 2011 Act and in carrying out my examination, I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

Independent
examiner's statement

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination which gives me cause to believe that in, any material respect:

- the accounting records were not kept in accordance with section 130 of the Charities Act; or
- the accounts did not accord with the accounting records; or
- the accounts did not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Signed: Susan Drummond

Date: 05/02/2025

Name: S.E.S. Consultancy Limited

Relevant professional
qualification(s) or body
(if any):

Chartered Accountant

Address: 6 Fallowfield, Beyton, Bury St Edmunds, Suffolk, IP30 9BN

Section B**Disclosure**

Only complete if the examiner needs to highlight material matters of concern (see CC32, Independent examination of charity accounts: directions and guidance for examiners).

Give here brief details of any items that the examiner wishes to disclose.

FRIENDS OF THE RAF REGIMENT HERITAGE CENTRE

England & Wales - Charity number 1168904

Accounts

DRAFT

Trustees' Annual Report for the period							
	Period start date				Period end date		
	1	4	2021		31	3	2022
From				To			

Section A Reference and administration details

Charity name

Other names charity is known by

Registered charity number (if any)

Charity's principal address

RAF Honington	
Green Lane, Bury St Edmunds	
Suffolk	
Postcode	IP33 1EE

Names of the charity trustees who manage the charity

	Trustee name	Office (if any)	Dates acted if not for whole year	Name of person (or body) entitled to appoint trustee (if any)
1	Terence White			Board of Trustees
2	Mac MacDonald	Manager		
3	William Espie	Curator		
4	John Boreham			
5	Clifford Johnson			
6	Bryan Thorpe			
7	Donna Webb			
8				
9				
10				
11				
12				
13				
14				
15				
16				
17				
18				
19				
20				

Names of the trustees for the charity, if any, (for example, any custodian trustees)

Name	Dates acted if not for whole year
------	-----------------------------------

DRAFT

Names and addresses of advisers (Optional information)

Type of adviser	Name	Address

Name of chief executive or names of senior staff members (Optional information)

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Section B Structure, governance and management

Description of the charity's trusts

Type of governing document <small>(eg. trust deed, constitution)</small>	Constitution
How the charity is constituted <small>(eg. trust, association, company)</small>	CIO
Trustee selection methods <small>(eg. appointed by, elected by)</small>	Trustees appoint members who are then Trustees. Resignation from the Board of Trustees also loses membership of the CIO

Additional governance issues (Optional information)

You **may choose** to include additional information, where relevant, about:

- policies and procedures adopted for the induction and training of trustees.
- the charity's organisational structure and any wider network with which the charity works.
- relationship with any related parties.
- trustees' consideration of major risks and the system and procedures to manage them.

The CIO is geographically located in the RAF Regiment Heritage Centre at RAF Honington Near Bury St Edmunds Suffolk, the home of the Royal Air Force Regiment. RAF Honington in Suffolk is an operational RAF Base but, the CIO is completely independent of the Service and open to the public 2 days a week, subject to normal identification criteria.

It has linkages with the Training Wing of the RAF Regiment and other Charities who support the RAF Regiment, including the Centurion Fund the National Museum in Hendon, Association of Suffolk Museums, as well as the RAF Regiment Association, our veterans Charity.

The CIO provides a team of Volunteers who provide continuity for the Centre and construction, graphics, maintenance, and fundraising skills to support the aims of the Heritage Centre. It has successfully refurbished thirteen vintage fighting vehicles to running condition and has operated them on behalf of the Regiment at RAF approved air shows and events linked to the RAF Armoured Car 100th Anniversary during this period, and the Regiments 80th.

The CIO and its volunteer team operate and comply with the RAF risk assessment and management protocols and engineering regulations where applicable and is assessed quarterly on its compliance and performance.

Section C Objectives and activities

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Summary of the objects of the charity set out in its governing document

The Friends of the RAF Regiment contribute in the education, design and maintenance of the main exhibition for the RAF Regiment Heritage Collection in order to enhance of knowledge of the Corps contribution to the Heritage of the country and the RAF.

As well as delivering this to serving and veteran members of the Corps, UK Uniformed Services, NATO Partners and allied nations, its established contribution to Further Education in preparing students career choices and hence contributes to Community Benefit

Summary of the main activities undertaken for the public benefit in relation to these objects (include within this section the statutory declaration that trustees have had regard to the guidance issued by the Charity Commission on public benefit)

The Charity is here to provide the following: -

Support for an Exhibition space for the display of RAF Regiment and Associated Forces artefacts demonstrating the contribution of the Corps to the Heritage of the nation.

Provide four archives with digitised cataloguing and search engine to enable much deeper research into many of the little-known conflicts the Corps has been involved in. The Archives will be the Overall Catalogue, Clothing Archive, Moving images and Film Archive and the Document Archive. We have made some initial infrastructure purchases to enable the designing of the retrieval mechanisms. This will include the large paper archive of RAF Habbaniyah (Iraq) which has a strong affinity with the Corps.

Provide a high-quality Presentation Room for graduation Ceremonies from Training wing and other organisations. This facility is to have upgraded audio / digital imaging and will boast state of the art presentation means for major Conferences.

Provide high quality front of house, presentations, guided Tours, advice, and assistance to in depth researchers.

Maintain and refurbish the reserve collection housed in a Hardened Aircraft Shelter in the NW of the base and in the Station armoury.

Generate funding streams that will enable the sustainability of the Collection.

Maintain good working relationships with The RAF's national Museum, other Services and arms and local accredited Museums, though the Council Sponsored Affiliation of Suffolk Museums.

You **may choose** to include further statements, where relevant, about:

- policy on grantmaking;
- policy programme related investment;
- contribution made by volunteers.

Volunteers.

The CIO is staffed entirely by retired ex serving members augmented by volunteers with specialist skills. They provide opening of the centre two full days a week and other days as booked by Training Wing, RAF Honington, and other interested groupings.

Each volunteer works 6 hours daily in the Centre and often more hours at home, every volunteer is trained in Fire and HASAW protocols as well as defibrillator operation. These skills are certified annually.

Without the Volunteers, the Heritage Centre would lose momentum from what has been a highly successful relaunch and lose the added value they

DRAFT

give to recruitment and veterans affairs as well as losing a portion of the nation's military and aviation heritage. It would have also been impossible to engage so much with the public during the away days in Norwich Exeter and Coventry in supporting the RAF100 celebrations, the old vehicles attracting a different audience that would usually engaged by the professionally funded service teams. It is impossible to accurately calculate their worth but conservative estimates, based on the National minimum wage would put it at between £70 - 100 K in kind pe annum and between £700k and £1M equivalent in kind since the Project started in 2013. The average age of the team is over 60 and tops out at working vehicle specialists at 78. These are amongst the most vulnerable in our society. Despite COVID and losing of two of our members to it, the commitment and the energy and enthusiasm never wavered for an instant. The development plans for the enhancement of the Collection now place the volunteer connection as one of its central foundation blocks.

Grant making.

A formal grant making policy is not a separate issue within the CIO as it is not a welfare organisation.

Section E Financial review

Brief statement of the charity's policy on reserves

COVID's impact was less during the period than previously. There was a noticeable change in the make up of the visitors, in that they were in larger groups. This was reflected in the uplift in shop sales. The policy for the charity on reserves is that it will never give direct monetary aid; it will purchase that which is necessary and donate to the collection. Other monies will be used to preserve archives, and specific projects.

Details of any funds materially in deficit

N/A

Further financial review details (Optional information)

You **may choose** to include additional information, where relevant about:

- the charity's principal sources of funds (including any fundraising);
- how expenditure has supported the key objectives of the charity;
- investment policy and objectives including any ethical investment policy adopted.

Year 21 – 22 was an anomalous year for income, especially for legacy donations. COVID, and the restrictions it imposed, made it obvious to the trustees, that due to this increase in sales and legacy donations, that we needed a complete review of our financial systems to cater for this new dynamic.. As a result, we have completed the engagement of an

IT expert and a bookkeeper and now have professional advice for these back-office functions for the Year 21-22. We have reviewed and renewed our hard and software, which has led to increases in the standard of our service to the visitor and a better understanding of some of the back-office charges that were grouped differently, previously. This enabled some economies of scale. Our IT and e- commerce have been modified and renewed which has allowed us to make longer term decisions based on more accurate information and advice. This has improved the service rapidly and has produced reduced costs due to the economies of scale.

The imbalance between donation and trading has been vastly reduced and it is anticipated that both will continue to be the CIO's main sources of income. However, it is likely that the CIO may need to develop further its trading ability through a wholly owned Company, registered at Companies House, limited by guarantee. we are reviewing the structure and outcomes going forward and committed to review of a longer-term

DRAFT

business model.

The CIO works closely with the RAF Regiment and continues to support the aims and objectives in our constitution. We recently celebrated the 80th Anniversary of the Corps and unveiled a new gallery which blended our display team constructing a very prominent Gallery in the main hallway of the Heritage Centre. Funding was obtained from the Centurion Fund and donation in kind from a supporting local timber company. This allowed the Archive team to work with the Display Team to purchase the requisite medals that, mounted on a well-designed wall, produced an arresting display of every Campaign and UN operation that the Corps has been involved in since 1942.

Similarly, we have worked with donations in kind to refurbish the audio / video suite in our Corps Conference Room. Augmented by a 14M montage displaying pictures of the Corps and electronic blinds, again funded by donation in kind, have vastly improved the presentation quality.

WE have also worked in concert with a local company to repair and rejuvenate artefacts dating from the end of WW2 and the capture by the Corps of Grand Admiral Doenitz, Hitler's successor.

We have used some funding to develop archiving and digitising our document and Media Archive, to complement the Clothing Archive. Much work is needed to rationalise our holdings in all areas of the entire Archive.

We have capitalised some of our assets like the 3d printer and document copier to allow them to depreciate and be written down.

Section F

Other optional information

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Section G

Declaration

The trustees declare that they have approved the trustees' report above.

Signed on behalf of the charity's trustees

Signature(s)	Bill Espie	Mac Macdonald
Full name(s)	William James Espie	Mac MacDonald

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**Position (e.g. Secretary,
Chair, etc)**

Curator

Manager

Date



Annual accounts

For the period from	Period start date 01/04/2022	To	Period end date 31/03/2023
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Section A Income & Expenditure

	Unrestricted funds to the nearest £	Restricted funds to the nearest £	Endowment funds to the nearest £	Total funds to the nearest £	Last year to the nearest £
A1 Income					
Sales - internet	16,658	-	-	16,658	15,324
Sales - shop	35,679	-	-	35,679	21,986
Sales - shipping/postage	1,293	-	-	1,293	1,106
	-	-	-	-	-
Donations	7,135	-	-	7,135	27,576
	-	-	-	-	-
	-	-	-	-	-
Sub total (Gross income for AR)	60,765	-	-	60,765	65,992
A2 Asset and investment sales, (see table).					
	-	-	-	-	-
	-	-	-	-	-
Sub total	-	-	-	-	-
Total receipts	60,765	-	-	60,765	65,992
A3 Expenses					
Purchases	32,487	-	-	32,487	24,997
Shipping/postage	1,547	-	-	1,547	1,386
Packing materials	82	-	-	82	265
Exhibition & displays	1,179	1,564	-	2,743	3,814
Maintenance of displays	1,280	-	-	1,280	425
Archive Department costs	1,042	-	-	1,042	873
Conference room refurbishment	3,208	-	-	3,208	-
Printing/stationery	199	-	-	199	217
SatCom & internet	-	-	-	-	272
Computer & website costs	1,219	-	-	1,219	216
Repairs & maintenance	402	-	-	402	1,158
Cleaning & canteen	401	-	-	401	125
Subscriptions	65	-	-	65	65
Mileage expenses	180	-	-	180	80
Sundry costs	73	-	-	73	57
Bank charges	69	-	-	69	124
Card machine charges	389	-	-	389	155
PayPal & Ebay charges	620	-	-	620	701
Accountancy	3,100	-	-	3,100	700
Insurance	394	-	-	394	-
Depreciation	1,269	-	-	1,269	-
Sub total	49,205	1,564	-	50,769	35,630
A4 Asset and investment purchases, (see table)					
Tools & equipment	-	-	-	-	1,658
	-	-	-	-	-
Sub total	-	-	-	-	1,658
Total payments	49,205	1,564	-	50,769	37,288
Net of receipts/(payments)	11,560	- 1,564	-	9,996	28,704
A5 Transfers between funds	-	-	-	-	-
A6 Members funds last year end	45,800	5,412	-	51,212	22,508
Members funds this year end	57,360	3,848	-	61,208	51,212

Section B Statement of assets and liabilities at the end of the period

Categories	Details	Unrestricted funds to nearest £	Restricted funds to nearest £	Endowment funds to nearest £
B1 Cash funds	Barclays	27,858	3,848	-
		-	-	-
		-	-	-
	Total cash funds (agree balances with receipts and payments account(s))	27,858	3,848	-
	Agreement Error	OK	OK	

Categories	Details	Unrestricted funds to nearest £	Restricted funds to nearest £	Endowment funds to nearest £
B2 Other monetary assets	Shop Till	675	-	-
	PayPal control	1,172	-	-
	Clover card	20	-	-
	Stock	27,108	-	-
		-	-	-
		-	-	-

Categories	Details	Fund to which asset belongs	Cost (optional)	Current value (optional)
B3 Investment assets			-	-
			-	-
			-	-
			-	-
			-	-

Categories	Details	Fund to which asset belongs	Cost (optional)	Current value (optional)
B4 Assets retained for the charity's own use	Tools		3,808	1,986
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-

Categories	Details	Fund to which liability relates	Amount due (optional)	When due (optional)
B5 Liabilities	Centurion Fund	Unrestricted	950	
	Accruals	Unrestricted	509	
			-	
			-	
			-	

Signed by one or two trustees on behalf of all the trustees	Signature	Print Name	Date of approval



Section A

Independent Examiner's Report

**Report to the trustees/
members of**

RAF Regiment Heritage Centre

**On accounts for the year
ended**

March 31, 2023

**Charity no
(if any)**

1168904

Set out on pages

3-4

I report to the trustees on my examination of the accounts of the above charity ("the Trust") for the year ended March 31, 2021

**Responsibilities and
basis of report**

As the charity's trustees, you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ("the Act").

I report in respect of my examination of the Trust's accounts carried out under section 145 of the 2011 Act and in carrying out my examination, I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

**Independent
examiner's statement**

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination which gives me cause to believe that in, any material respect:

- the accounting records were not kept in accordance with section 130 of the Charities Act; or
- the accounts did not accord with the accounting records; or
- the accounts did not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Signed: Susan Drummond

Date: 21/01/2024

Name: S.E.S. Consultancy Limited

**Relevant professional
qualification(s) or body
(if any):**

Chartered Accountant

Address:

6 Fallowfield, Beyton, Bury St Edmunds, Suffolk, IP30 9BN

Section B**Disclosure**

Only complete if the examiner needs to highlight material matters of concern (see CC32, Independent examination of charity accounts: directions and guidance for examiners).

Give here brief details of any items that the examiner wishes to disclose.

FRIENDS OF THE RAF REGIMENT HERITAGE CENTRE

England & Wales - Charity number 1168904

Accounts

Trustees' Annual Report for the period						
From	Period start date			To	Period end date	
	1	4	2021		31	3

Section A Reference and administration details

Charity name Friends of the RAF Regiment Heritage Centre

Other names charity is known by

Registered charity number (if any) 1168904

Charity's principal address

RAF Honington
Green Lane, Bury St Edmunds
Suffolk
Postcode IP33 1EE

Names of the charity trustees who manage the charity

	Trustee name	Office (if any)	Dates acted if not for whole year	Name of person (or body) entitled to appoint trustee (if any)
1	Terence White			Board of Trustees
2	Mac MacDonald	Manager		
3	William Espie	Curator		
4	John Boreham			
5	Clifford Johnson			
6	Bryan Thorpe			
7	Donna Webb			
8				
9				
10				
11				
12				
13				
14				
15				
16				
17				
18				
19				
20				

Names of the trustees for the charity, if any, (for example, any custodian trustees)

Name	Dates acted if not for whole year

Names and addresses of advisers (Optional information)

Type of adviser	Name	Address

Name of chief executive or names of senior staff members (Optional information)

--

Section B Structure, governance and management

Description of the charity's trusts

Type of governing document <small>(eg. trust deed, constitution)</small>	Constitution
How the charity is constituted <small>(eg. trust, association, company)</small>	CIO
Trustee selection methods <small>(eg. appointed by, elected by)</small>	Trustees appoint members who are then Trustees. Resignation from the Board of Trustees also loses membership of the CIO

Additional governance issues (Optional information)

<p>You may choose to include additional information, where relevant, about:</p> <ul style="list-style-type: none"> policies and procedures adopted for the induction and training of trustees; the charity's organisational structure and any wider network with which the charity works; relationship with any related parties; trustees' consideration of major risks and the system and procedures to manage them. 	<p>The CIO operates under the aegis of the Royal Air Force Regiment at its Heritage Centre located at RAF Honington in Suffolk, an operational RAF Base but is completely independent of the Service. .</p> <p>The CIO has linkages with the Training Wing of the RAF Regiment and other Charities who support the RAF Regiment, with the National Museum in Hendon and Association of Suffolk Museums, as well as the RAF Regiment Association .</p> <p>The CIO provides a team of Volunteers who provide continuity for the Centre and construction, graphics, maintenance and fundraising skills to support the aims of the Heritage Centre. It has successfully refurbished 13 vintage fighting vehicles to running condition and has operated them on behalf of the Regiment at RAF approved air shows and events linked to the RAF's 100th Anniversary during this period.</p> <p>The CIO and its volunteer team operate and comply with the RAF risk assessment and management protocols and engineering regulations where applicable and is assessed quarterly on its compliance and performance.</p>
--	--

Section C Objectives and activities

<p>Summary of the objects of the charity set out in its governing document</p>	<p>The CIO is there to design and maintain the main exhibition space for the RAF Regiment Heritage Collection and the enhancement of knowledge of the Corps contribution to the Heritage of the country and the RAF, to serving members of the Corps and all associated arms of the British NATO and allied nations as well as veterans and the General Public.</p>
---	---

Summary of the main activities undertaken for the public benefit in relation to these objects (include within this section the statutory declaration that trustees have had regard to the guidance issued by the Charity Commission on public benefit)

The CIO provides:-

1. The maintenance and day to day running of the exhibition space of the RAF Regiment Heritage Collection in its 40000 sq ft centre at RAF Honington
2. A reserve collection / refurbishment centre comprising Low Level Air Defence (LLAD) historical items and a variety of Armoured Fighting Vehicles (AFV's) in a secure facility separate to the above.
3. Fund raising and operating a Regiment shop to generate sustainable funding streams for the maintaining of existing displays, providing of new facilities and linking the veteran and serving Communities.
4. The operation of a full spectrum digital presence and an ecommerce online shop and web site. .
5. The reconstitution of the Collections archives of documents, artwork and clothing. This includes the archive of its predecessors and associated services, providing a focal point for historical research.
6. Historic vehicles that deploy at approved RAF air shows and associated displays, this year linked to the 100th Anniversary of the RAF Armoured Car Companies and the 80th anniversary of the formation of the Corps.
7. Providing Conference and Presentation facilities for the Corps and outside allied veterans organisations.

You **may choose** to include further statements, where relevant, about:

- policy on grantmaking;
- policy programme related investment;
- contribution made by volunteers.

Volunteers.

The CIO is staffed almost entirely by retired ex serving members augmented by volunteers with specialist skills. They provide opening of the centre two full days a week and other days as booked by Training Wing, RAF Honington and other interested groupings . Each volunteer works 6 hours daily in the Centre and often more hours at home, Each volunteer is thoroughly trained in Fire and HASAW protocols as well as defibrillator operation. These skills are certified annually. Without the Volunteers, the Heritage Centre would lose momentum from what has been a highly successful relaunch and lose the added value they give to recruitment and veterans affairs as well as losing a portion of the nation's military and aviation heritage. It would have also been impossible to engage so much with the general public during the away days in support of the service, the old vehicles attracting a different audience that would usually engaged by the professionally funded service recruitment teams. It is impossible to accurately calculate their worth but conservative estimates, based on the National minimum wage would put it at between £70 - 100 K in kind pe annum and between £700k and £1M equivalent in kind since the Project started in 2013. The average age of the team is over 60 and tops out at working vehicle specialists at 78 and Trustees at 83. These are amongst the most vulnerable in our society. Despite COVID and losing of two of our members to it, the commitment and the energy and enthusiasm never wavered for an instant. The development plans for the enhancement of the Collection now place the volunteer connection as one of its central foundation blocks.

Grant making. A formal grant making policy is not a separate issue within the CIO.

Section E

Financial review

Brief statement of the charity's policy on reserves

COVID's impact was less during the period than previously. There was a noticeable change in the make up of the visitors in that they were in larger groups this was reflected in the uplift in shop sales. The policy for the charity on reserves is that it will never give direct monetary aid; it will purchase that which is necessary and donate to the collection. Other monies will be used to preserve archives, and specific projects.

Details of any funds materially in deficit

N/A

Further financial review details (Optional information)

You **may choose** to include additional information, where relevant about:

- the charity's principal sources of funds (including any fundraising);
- how expenditure has supported the key objectives of the charity;
- investment policy and objectives including any ethical investment policy adopted.

It was obvious to the trustees, that due to the increase in sales and legacy donations, especially object items, that we needed a complete review of our financial systems to cater for this new dynamic.. As a result we engaged IT and financial expert and book keeper and now have professional advice for these back office functions. Our IT and e-commerce have been modified and renewed which has allowed us to make longer term decisions based on more accurate information and advice. We took the decision to buy stock items of the most purchased items and ordered a small amount of stock to take advantage discounts. This has improved the service rapidly and has produced reduced costs due to the economies of scale.

The imbalance between donation and trading has been vastly reduced and it is anticipated that both will continue to be the CIO's main sources of income until we have reviewed the structure and outcomes going forward and developed a longer term business model.

The CIO works closely with the RAF Regiment and continues to support the aims and objectives in our constitution. We recently celebrated the 80th Anniversary of the Corps and unveiled a new gallery celebrating a victory in Burma in 1945. It had been highlighted by the family of some who fought there. A mixture of funding from them and some from the centre produced a very successful gallery. Subsequent visits have underlined that they came to see the Gallery and then the rest of the collection fulfilling a small illustration of funding supporting our Constitutional Outcomes and objectives.

As for forward planning, we have invested in a 3d printer to enable us to cut costs in our supply chain. In this way we are securing the sustainability of the collection – another Constitutional objective.

We have capitalised some of our assets like the 3d printer in order to allow them to depreciate and be written down

As yet we have no investment policy

Section F

Other optional information

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Section G Declaration

The trustees declare that they have approved the trustees' report above.

Signed on behalf of the charity's trustees

Signature(s)	Bill Espie	Mac MacDonald
Full name(s)	William James Espie	Mac MacDonald
Position (eg Secretary, Chair, etc)	Curator	Manager
Date	27 January 2023	



Receipts and payments accounts

CC16a

For the period from	Period start date 01/04/2021	To	Period end date 31/03/2022
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Section A Receipts and payments

	Unrestricted funds to the nearest £	Restricted funds to the nearest £	Endowment funds to the nearest £	Total funds to the nearest £	Last year to the nearest £
A1 Receipts					
Sales - internet	15,324	-	-	15,324	13,945
Sales - shop	21,986	-	-	21,986	10,759
Sales - shipping/postage	1,106	-	-	1,106	505
Sale of Hummer	-	-	-	-	5,000
Donations	24,208	3,368	-	27,576	11,017
	-	-	-	-	-
	-	-	-	-	-
Sub total (Gross income for AR)	62,624	3,368	-	65,992	41,226
A2 Asset and investment sales, (see table).					
	-	-	-	-	-
	-	-	-	-	-
Sub total	-	-	-	-	-
Total receipts	62,624	3,368	-	65,992	41,226
A3 Payments					
Purchases	24,997	-	-	24,997	19,494
Shipping/postage	1,386	-	-	1,386	1,408
Packing materials	265	-	-	265	170
Exhibition & displays	2,348	1,466	-	3,814	2,889
Maintenance of displays	425	-	-	425	780
Archive Department costs	873	-	-	873	42
Printing/stationery	217	-	-	217	219
SatCom & internet	272	-	-	272	757
Computer & website costs	216	-	-	216	721
Repairs & maintenance	1,158	-	-	1,158	247
Cleaning & canteen	125	-	-	125	103
Subscriptions	65	-	-	65	50
Mileage expenses	80	-	-	80	160
Sundry costs	57	-	-	57	47
Bank charges	124	-	-	124	74
Card machine charges	155	-	-	155	140
PayPal & Ebay charges	701	-	-	701	660
Accountancy	700	-	-	700	550
	-	-	-	-	-
	-	-	-	-	-
Sub total	34,164	1,466	-	35,630	28,511
A4 Asset and investment purchases, (see table)					
Tools & equipment	1,658	-	-	1,658	-
	-	-	-	-	-
Sub total	1,658	-	-	1,658	-
Total payments	35,822	1,466	-	37,288	28,511
Net of receipts/(payments)	26,802	1,902	-	28,704	12,715
A5 Transfers between funds	-	-	-	-	-
A6 Cash funds last year and	15,468	3,510	-	18,978	6,940

<i>Cash funds this year end</i>	42,270	5,412	-	47,682	19,655
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Section B Statement of assets and liabilities at the end of the period

Categories	Details	Unrestricted funds to nearest £	Restricted funds to nearest £	Endowment funds to nearest £
B1 Cash funds	Barclays	33,236	5,412	-
		-	-	-
		-	-	-
	Total cash funds (agree balances with receipts and payments account(s))	33,236	5,412	-
	Agreement Error	OK	OK	

Categories	Details	Unrestricted funds to nearest £	Restricted funds to nearest £	Endowment funds to nearest £
B2 Other monetary assets	Shop Till	250	-	-
	PayPal control	708	-	-
	Stock	13,307	-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-

Categories	Details	Fund to which asset belongs	Cost (optional)	Current value (optional)
B3 Investment assets			-	-
			-	-
			-	-
			-	-
			-	-

Categories	Details	Fund to which asset belongs	Cost (optional)	Current value (optional)
B4 Assets retained for the charity's own use	Tools		1,658	1,105
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-

Categories	Details	Fund to which liability relates	Amount due (optional)	When due (optional)
B5 Liabilities	Centurion Fund	Unrestricted	1,556	
	Accountancy	Unrestricted	1,250	
			-	
			-	
			-	

Signed by one or two trustees on behalf of all the trustees	Signature	Print Name	Date of approval



Section A

Independent Examiner's Report

**Report to the trustees/
members of**

RAF Regiment Heritage Centre

**On accounts for the year
ended**

March 31, 2022

**Charity no
(if any)**

1168904

Set out on pages

3-4

I report to the trustees on my examination of the accounts of the above charity ("the Trust") for the year ended March 31, 2021

**Responsibilities and
basis of report**

As the charity's trustees, you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ("the Act").

I report in respect of my examination of the Trust's accounts carried out under section 145 of the 2011 Act and in carrying out my examination, I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

**Independent
examiner's statement**

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination which gives me cause to believe that in, any material respect:

- the accounting records were not kept in accordance with section 130 of the Charities Act; or
- the accounts did not accord with the accounting records; or
- the accounts did not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Signed: Susan Drummond

Date: 20/01/2023

Name: S.E.S. Consultancy Limited

**Relevant professional
qualification(s) or body
(if any):**

Chartered Accountant

Address:

6 Fallowfield, Beyton, Bury St Edmunds, Suffolk, IP30 9BN

Only complete if the examiner needs to highlight material matters of concern (see CC32, Independent examination of charity accounts: directions and guidance for examiners).

Give here brief details of any items that the examiner wishes to disclose.

[Empty box for disclosure details]

FRIENDS OF THE RAF REGIMENT HERITAGE CENTRE

England & Wales - Charity number 1168904

Accounts

Trustees' Annual Report for the period

	Period start date	Period end date
From	1 April 2020	31 March 2021
	To	

Section A Reference and administration details

Charity name Friends of the RAF Regiment Heritage Centre

Other names charity is known by

Registered charity number (if any) 1168904

Charity's principal address Honister House Market Place Botesdale

Nr Diss

Norfolk

Postcode IP221BT

Names of the charity trustees who manage the charity

	Trustee name	Office (if any)	Dates acted if not for whole year	Name of person (or body) entitled to appoint trustee (if any)
1	Terence White			
2	Mac MacDonald	Deputy Curator		
3	William Espie	Curator		
4	John Boreham			
5	Donna Webb			
6	Clifford Johnson			
7				
8				
9				
10				
11				
12				
13				
14				
15				
16				
17				
18				
19				
20				

Names of the trustees for the charity, if any, (for example, any custodian trustees)

Name	Dates acted if not for whole year

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Names and addresses of advisers (Optional information)

Type of adviser	Name	Address

Name of chief executive or names of senior staff members (Optional information)

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Section B Structure, governance and management

Description of the charity's trusts

Type of governing document (eg. trust deed, constitution)	Constitution
How the charity is constituted (eg. trust, association, company)	CIO
Trustee selection methods (eg. appointed by, elected by)	Trustees appoint members who are then Trustees. Resignation from the Board of Trustees also loses membership of the CIO

Additional governance issues (Optional information)

<p>You may choose to include additional information, where relevant, about:</p> <ul style="list-style-type: none"> <input type="checkbox"/> policies and procedures adopted for the induction and training of trustees; <input type="checkbox"/> the charity's organisational structure and any wider network with which the charity works; <input type="checkbox"/> relationship with any related parties; <input type="checkbox"/> trustees' consideration of major risks and the system and procedures to manage them. 	<p>The CIO operates under the aegis of the Royal Air Force Regiment at its Heritage Centre located at RAF Honington in Suffolk, an operating RAF Base.</p> <p>It has linkages with the Training Wing of the RAF Regiment and a collaborative relationship, including the use of its e-commerce platform, with the Centurion Fund. The RAF Regiment Association and the CIO have also agreed a Partnership agreement, ratified with both of the Charities AGM's. It also has other linkages to Charities who support the RAF Regiment, the National Museum in Hendon and the Association of Suffolk Museums.</p> <p>The CIO provides a team of Volunteers who provide continuity for the Centre and construction, graphics, maintenance and fundraising skills to support the aims of the Heritage Centre. It has successfully refurbished 13 vintage fighting vehicles to running condition and has operated them on behalf of the Corps at RAF approved air shows and events linked to the RAF's 100th Anniversary during this period.</p> <p>The CIO and its volunteer team operate and comply with the RAF risk assessment and management protocols and engineering regulations where applicable and is assessed quarterly on its compliance and performance.</p>
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The CIO has identified two major risks to achieving its aims – falling levels of volunteers and training. Both of these are part of the plans for 2022 – 25 as well as the tailoring of Risk Management systems and optimising the Financial systems with professional help.

Section C Objectives and activities

Summary of the objects of the charity set out in its governing document

The CIO is there to develop and manage the main exhibition space for the RAF Regiment Heritage Collection, explain the role of the Corps in the history of our Service and Nation to serving personnel, veterans and the General Public. This will be done through accessible and imaginative displays of artefacts and learning aids and validated by our document archive.

Summary of the main activities undertaken for the public benefit in relation to these objects (include within this section the statutory declaration that trustees have had regard to the guidance issued by the Charity Commission on public benefit)

The CIO provides:-

1. The upkeep of the main Exhibition space for the RAF Regiment Heritage Collection in its 40000 sq ft centre at RAF Honington preserving the History of the Corps for the Nation.
2. A reserve collection / renewal centre for Low Level Air Defence (LLAD) historical items and a variety of Armoured Fighting Vehicles (AFV's) in a secure facility separate to the above.
3. Funding and staffing of a "Regiment" shop to generate surplus for the upkeep of vehicles, maintenance of existing displays, providing new facilities and linking the veteran community to the serving Community.
4. Providing a full spectrum digital presence and an ecommerce online shop and web site. This includes a limited archive service for queries.
5. Recovery, storing and maintaining the Collection archives of documents, artwork and clothing.
6. Operating historic vehicles and crews that deploy at approved RAF air shows and associated displays to further bring to the public eye the contribution that the corps has made to the nation.
7. Conference and Presentation facilities for the Corps and outside allied veterans organisations.
8. An ecommerce facility for Book and Print sales for the Centurion Fund (CC Number 1171215)

Despite the impacts of the Pandemic, the CIO kept open the Centre to the Public when It could, in line with the National Government guidelines.

Additional details of objectives and activities (Optional information)

You **may choose** to include further statements, where relevant, about:

- policy on grantmaking;
- policy programme related investment;
- contribution made by volunteers.

Because of the COVID-19 pandemic and the extreme measures that were taken by the Government – all previous objectives were superseded into the safe guarding of visitors and volunteers. It was agreed early on that all visits were cancelled and that all efforts were to be directed to re - opening the Centre.

Despite this the Volunteers renewed display galleries and a completely new Web Site which allowed outside bookings to be made and the selling of items from the shop. It is generally agreed that without the Volunteer team the Centre would not be able to continue or develop further, so retaining and improving the number and skills of the team is a major priority.

Section D

Achievements and performance

Summary of the main achievements of the charity during the year

The CIO has been affected enormously by the Pandemic lockdowns. In accordance with our working agreements with the RAF, we closed for practically $\frac{3}{4}$ of the year to all visitors, the Regiment shop and most of our on-line sales. Volunteers returned after the end in July and commenced reopening the Centre and catch up on the resurrection of the business side. This continued throughout the intermittent lockdowns during the reporting period. The human impact of the Pandemic was severe, we lost our treasurer in November 2020 and two other members of the Volunteer team were ill. This continued throughout the year with the visitor levels flatlining at around 30% of the previous years

1. Opened 3 new Galleries including the Burma / Meiktila, the Dhofar Way Gallery and the Battle of Britain display
2. Engaged with Families in highlighting the bravery of relatives
3. Despite a reduction of approx. 60% in footfall, donations only fell by 12.5% .
4. Refined protocols for “away days” displays.
5. Continued to enhance the quality of the displays in the centre
6. Maintained some of the through put of Cadet visits during extremely difficult circumstances .
7. Continued to host graduation receptions, albeit curtailed, for both new Regiment Officers and enlisted equivalents.
8. Expanded our digital footprint with a FB and Twitter presence transferring our Bank and launching a completely new web site with History and a much enhanced e-commerce package.
9. Recruited 2 more volunteers.

Section E

Financial review

Brief statement of the charity's policy on reserves

The CIO's policy on reserves is that we are now in a position to expand our trading capability again. Our policy is to ensure that all monies generated by surplus are donated back to the collection in the form of artefacts or displays. The CIO will not donate money directly into the Collection as it has, as yet, no legal status; so items that it needs, both historic and more recent can be donated, increasing the scope of it.

Details of any funds materially in deficit

Further financial review details (Optional information)

You **may choose** to include additional information, where relevant about:

- the charity's principal sources of funds (including any fundraising);
- how expenditure has supported the key objectives of the charity;
- investment policy and objectives including any ethical investment policy adopted.

We Increased the sales of the shop by 62%. Sales from the Website, Centre shop(when it eventually reopened) and e-bay were up by 62% although the fall off in actual footfall was reflected in the fall of 12.5% in the donation income.

Stock for resale increased by 22% and physical refurbishment of galleries and displays increased by 23%. Cost of sales , IT and E-commerce have been stripped out of what was running costs in 19 - 20. All of which increased the cost base and will be the focus of much more standardised systems for the future. All of which have paid for the quality improvements no evident. Acquisition and development of our own digital plotting and printing has enhanced our displays enormously, both in quality and in quality.. Without investment in the digital infrastructure, donations and shop sales would have not been as high. We are receiving many more donations in kind for historic items "left in Grandfathers attic". Where possible these are kept in the archives but can be sold to assist in running costs for the Centre. This is reflected in our use of eBay. Commissioning professional services to help with the management and upgrading of our Financial systems.

Section F Other optional information

The pandemic has driven the courses of action that we have taken. We continue to recover from an extremely demanding undertaking with a work force that are to a man all categorised as High Risk because of their age. Risk assessments have had to be more stringent and a small number have long term problems with the virus and / or with the psychological impacts. We are addressing the development of our risk management and Financial systems as an ongoing priority. We are in reasonable financial state and the Volunteer provides the skills and impetus for further development of displays in the quality of the displays and archive.

Section G Declaration

The trustees declare that they have approved the trustees' report above.

Signed on behalf of the charity's trustees

Signature(s)	Bill Espie	Mac MacDonald
Full name(s)	William James Espie	Mac McDonald
Position (eg Secretary, Chair, etc)	Curator	Deputy curator

Date 18-July-2022



Receipts and payments accounts

CC16a

For the period from	Period start date 01/04/2021	To	Period end date 31/03/2021
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Section A Receipts and payments

	Unrestricted funds to the nearest £	Restricted funds to the nearest £	Endowment funds to the nearest £	Total funds to the nearest £	Last year to the nearest £
A1 Receipts					
Sales - internet	13,945	-	-	13,945	-
Sales - shop	10,758	-	-	10,758	-
Sales - shipping/postage	505	-	-	505	-
Sale of Hummer	5,000	-	-	5,000	-
		-	-	-	-
Donations	7,357	3,661	-	11,017	-
	-	-	-	-	-
	-	-	-	-	-
Sub total (Gross income for AR)	37,565	3,661	-	41,226	-
A2 Asset and investment sales, (see table).					
	-	-	-	-	-
	-	-	-	-	-
Sub total	-	-	-	-	-
Total receipts	37,565	3,661	-	41,226	-
A3 Payments					
Purchases	19,494	-	-	19,494	-
Shipping/postage	1,408	-	-	1,408	-
Packing materials	170	-	-	170	-
Exhibition & displays	2,889	-	-	2,889	-
Maintenance of displays	630	151	-	780	-
Archive Department costs	42	-	-	42	-
Printing/stationery	219	-	-	219	-
SatCom & internet	757	-	-	757	-
Computer & website costs	721	-	-	721	-
Repairs & maintenance	247	-	-	247	-
Cleaning & canteen	103	-	-	103	-
Subscriptions	50	-	-	50	-
Mileage expenses	160	-	-	160	-
Sundry costs	47	-	-	47	-
Bank charges	74	-	-	74	-
Card machine charges	140	-	-	140	-
PayPal & Ebay charges	660	-	-	660	-
Accountancy	550	-	-	550	-
	-	-	-	-	-
Sub total	28,362	151	-	28,512	-
A4 Asset and investment purchases, (see table)					
	-	-	-	-	-
	-	-	-	-	-
Sub total	-	-	-	-	-
Total payments	28,362	151	-	28,512	-
Net of receipts/(payments)	9,204	3,510	-	12,714	-
A5 Transfers between funds	-	-	-	-	-
A6 Cash funds last year end	8,689	-	-	8,689	-
Cash funds this year end	17,893	3,510	-	21,403	-

Section B Statement of assets and liabilities at the end of the period

Categories	Details	Unrestricted funds to nearest £	Restricted funds to nearest £	Endowment funds to nearest £
B1 Cash funds	Barclays	15,469	3,510	-
		-	-	-
		-	-	-
	Total cash funds (agree balances with receipts and payments account(s))	15,469	3,510	-
	Agreement Error	OK	OK	

Categories	Details	Unrestricted funds to nearest £	Restricted funds to nearest £	Endowment funds to nearest £
B2 Other monetary assets	Shop Till	105	-	-
	PayPal control	1,297	-	-
	Stock	1,938	-	-
		-	-	-
		-	-	-
		-	-	-

Categories	Details	Fund to which asset belongs	Cost (optional)	Current value (optional)
B3 Investment assets			-	-
			-	-
			-	-
			-	-
			-	-

Categories	Details	Fund to which asset belongs	Cost (optional)	Current value (optional)
B4 Assets retained for the charity's own use			-	-
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-

Categories	Details	Fund to which liability relates	Amount due (optional)	When due (optional)
B5 Liabilities	Centurion Fund	Unrestricted	366	
	Accountancy	Unrestricted	550	
			-	
			-	
			-	

Signed by one or two trustees on behalf of all the trustees	Signature	Print Name	Date of approval
	W J Espie	W J Espie	19.07.22
	M MacDonald	M MacDonald	19.07.22



Section A

Independent Examiner's Report

**Report to the trustees/
members of**

RAF Regiment Heritage Centre

**On accounts for the year
ended**

March 31, 2021

**Charity no
(if any)**

1168904

Set out on pages

3-4

I report to the trustees on my examination of the accounts of the above charity ("the Trust") for the year ended March 31, 2021

**Responsibilities and
basis of report**

As the charity's trustees, you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ("the Act").

I report in respect of my examination of the Trust's accounts carried out under section 145 of the 2011 Act and in carrying out my examination, I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

**Independent
examiner's statement**

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination which gives me cause to believe that in, any material respect:

- the accounting records were not kept in accordance with section 130 of the Charities Act; or
- the accounts did not accord with the accounting records; or
- the accounts did not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Signed: Susan Drummond

Date: 14/07/2022

Name: S.E.S. Consultancy Limited

**Relevant professional
qualification(s) or body
(if any):**

Chartered Accountant

Address:

6 Fallowfield, Beyton, Bury St Edmunds, Suffolk, IP30 9BN

Only complete if the examiner needs to highlight material matters of concern (see CC32, Independent examination of charity accounts: directions and guidance for examiners).

Give here brief details of any items that the examiner wishes to disclose.

[Empty box for disclosure details]