

# Trustees' Annual Report for the period

<b>From</b>	Period start date			<b>To</b>	Period end date		
	1	April	2020		31	March	2021

## 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			
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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)

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 operates under the aegis of the Royal Air Force Regiment at its Heritage Centre located at RAF Honington in Suffolk, an operating RAF Base.

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.

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 100<sup>th</sup> Anniversary during this period.

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.

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**

<b>Signature(s)</b>	Bill Espie	Mac MacDonald
<b>Full name(s)</b>	William James Espie	Mac McDonald
<b>Position (eg Secretary, Chair, etc)</b>	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 £
<b>A1 Receipts</b>					
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	-
	-	-	-	-	-
	-	-	-	-	-
<b>Sub total (Gross income for AR)</b>	<b>37,565</b>	<b>3,661</b>	<b>-</b>	<b>41,226</b>	<b>-</b>
<b>A2 Asset and investment sales, (see table).</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Sub total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total receipts</b>	<b>37,565</b>	<b>3,661</b>	<b>-</b>	<b>41,226</b>	<b>-</b>
<b>A3 Payments</b>					
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	-
	-	-	-	-	-
<b>Sub total</b>	<b>28,362</b>	<b>151</b>	<b>-</b>	<b>28,512</b>	<b>-</b>
<b>A4 Asset and investment purchases, (see table)</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>Sub total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total payments</b>	<b>28,362</b>	<b>151</b>	<b>-</b>	<b>28,512</b>	<b>-</b>
<b>Net of receipts/(payments)</b>	<b>9,204</b>	<b>3,510</b>	<b>-</b>	<b>12,714</b>	<b>-</b>
<b>A5 Transfers between funds</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>A6 Cash funds last year end</b>	<b>8,689</b>	<b>-</b>	<b>-</b>	<b>8,689</b>	<b>-</b>
<b>Cash funds this year end</b>	<b>17,893</b>	<b>3,510</b>	<b>-</b>	<b>21,403</b>	<b>-</b>

## 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	-
		-	-	-
		-	-	-
	<b>Total cash funds</b> (agree balances with receipts and payments account(s))	<b>15,469</b>	<b>3,510</b>	<b>-</b>
		Agreement Error	OK	OK
		Unrestricted funds to nearest £	Restricted funds to nearest £	Endowment funds to nearest £
B2 Other monetary assets	Details			
	Shop Till	105	-	-
	PayPal control	1,297	-	-
	Stock	1,938	-	-
		-	-	-
		-	-	-
		-	-	-
B3 Investment assets	Details	Fund to which asset belongs	Cost (optional)	Current value (optional)
			-	-
			-	-
			-	-
			-	-
			-	-
B4 Assets retained for the charity's own use	Details	Fund to which asset belongs	Cost (optional)	Current value (optional)
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-
B5 Liabilities	Details	Fund to which liability relates	Amount due (optional)	When due (optional)
	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

Responsibilities and  
basis of report

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

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

**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.**