



## 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	<b>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.</b>
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	<b>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.</b>

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

### **Additional information (optional)**

You may choose to include further statements where relevant about:

	SORP reference	
Policy on grant making	Para 1.38	<b>The Charity sees no situation that it would need to make a grant to another organisation.</b>
Policy on social investment including program related investment	Para 1.38	<b>The Charity has no specific Social Investment policy.</b>
Contribution made by volunteers	Para 1.38	<p><b>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.</b></p> <p><b>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.</b></p>
Other		<b>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.</b>

### **Achievements and Performance**

	SORP reference	
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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.	Para 1.20	<b>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.</b>
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#### **Additional information (optional)**

You may choose to include further statements where relevant about:

Achievements against objectives set	Para 1.41	<b>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%</b>
Performance of fundraising activities against objectives set	Para 1.41	<b>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</b>
Investment performance against objectives	Para 1.41	<b>N/A</b>
Other		

## Financial Review

Review of the charity's financial position at the end of the period	Para 1.21	<b>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.</b>
Oard	Para 1.22	<b>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.</b>
Amount of reserves held	Para 1.22	<b>32609.</b>
Reasons for holding zero reserves	Para 1.22	<b>N/a</b>
Details of fund materially in deficit	Para 1.24	<b>None</b>
Explanation of any uncertainties about the charity continuing as a going concern	Para 1.23	<b>Early indications from the succeeding figures are that they are returning to the 22-23 levels. As such, there are few visible icebergs</b>

### 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	<b>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</b>
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	<b>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</b>

		<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	<b>Constitution</b>
How is the charity constituted? (e.g unincorporated association, CIO)	Para 1.25	<b>CIO</b>
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	<b>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.</b>

### 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	<b>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&amp;S inspections are carried out at least quarterly by the Base Commander and the specialist including engineering.</b>
The charity's organisational structure and any wider network with which the charity works	Para 1.51	<b>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.</b>
Relationship with any related parties	Para 1.51	<b>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)</b>
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				
10				
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13				
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16				
17				
18				
19				
20				

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

[illegible]

Name of trustees holding title to property belonging to the charity

[illegible]



## 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

#### 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

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## 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

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



CHARITY COMMISSION  
FOR ENGLAND AND WALES

RAF Regiment Heritage Centre

1168904

Annual accounts

For the period from

Period start date

01/04/2023

To

Period end date

31/03/2024

CC16a

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 £
<b>A1 Income</b>					
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
	-	-	-	-	-
	-	-	-	-	-
<b>Sub total (Gross income for AR)</b>	<b>48,494</b>	<b>-</b>	<b>-</b>	<b>48,494</b>	<b>60,765</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>48,494</b>	<b>-</b>	<b>-</b>	<b>48,494</b>	<b>60,765</b>
<b>A3 Expenses</b>					
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
<b>Sub total</b>	<b>52,773</b>	<b>1,221</b>	<b>-</b>	<b>53,994</b>	<b>50,769</b>
<b>A4 Asset and investment purchases, (see table)</b>					
Tools & equipment	-	-	-	-	-
	-	-	-	-	-
<b>Sub total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total payments</b>	<b>52,773</b>	<b>1,221</b>	<b>-</b>	<b>53,994</b>	<b>50,769</b>
<b>Net of receipts/(payments)</b>	<b>- 4,279</b>	<b>- 1,221</b>	<b>-</b>	<b>- 5,500</b>	<b>9,996</b>
<b>A5 Transfers between funds</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>A6 Members funds last year end</b>	<b>57,360</b>	<b>3,848</b>	<b>-</b>	<b>61,208</b>	<b>51,212</b>
<b>Members funds this year end</b>	<b>53,081</b>	<b>2,627</b>	<b>-</b>	<b>55,708</b>	<b>61,208</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	23,272	2,627	-
		-	-	-
		-	-	-
	<b>Total cash funds</b> (agree balances with receipts and payments account(s))	<b>23,272</b>	<b>2,627</b>	<b>-</b>
		Unrestricted funds to nearest £	Restricted funds to nearest £	Endowment funds to nearest £
B2 Other monetary assets	Shop Till	102	-	-
	PayPal control	297	-	-
	Clover card	164	-	-
	Stock	29,682	-	-
		-	-	-
		-	-	-
		-	-	-
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)
	Tools		4,055	902
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-
B5 Liabilities	Details	Fund to which liability relates	Amount due (optional)	When due (optional)
	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.**