

Company registration number CE015571 (England and Wales)

Charity registration number 1180612 (England and Wales)

THE NORFOLK TANK MUSEUM CIO

ANNUAL REPORT AND UNAUDITED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025

THE NORFOLK TANK MUSEUM CIO

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees	Mr S Machaye Mr David Hardy Mr Stephen Greenwood Mr Graham Minshull Mr Keith Kiddie	
Country of incorporation	United Kingdom (England and Wales)	CE015571
Charity registration	England and Wales	1180612
Principal address	Station Road Forngett St Peter Norwich Norfolk NR16 1HZ	
Registered office	Station Road Forngett St Peter Norwich Norfolk NR16 1HZ	
Independent examiner	Waveney Accountants Limited T/as Newman & Co Chartered Accountants 4b Church Street Diss Norfolk IP22 4DD	

THE NORFOLK TANK MUSEUM CIO

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THE NORFOLK TANK MUSEUM CIO

TRUSTEES' REPORT (INCLUDING DIRECTOR'S REPORT)

FOR THE YEAR ENDED 31 MARCH 2025

The Trustees present their annual report and financial statements for the year ended 31 March 2025.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the CIO's governing document, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (as amended for accounting periods commencing from 1 January 2016)

Objectives and activities

The CIO's objects are to advance the education of the public by establishing and maintaining a museum for the exhibition and preservation of armoured vehicles, weaponry and tanks. The policies adopted in furtherance of these objects are detailed below and there has been no change in these during the year.

Public benefit

The Trustees have paid due regard to guidance issued by the Charity Commission in deciding what activities the CIO should undertake.

Volunteers

20 (2024: 20) volunteers worked for the charity during the year.

Achievements and performance

Significant activities and achievements against objectives

Financial review

Reserves policy

It is the policy of the CIO that unrestricted funds which have not been designated for a specific use should be maintained at a level equivalent to between three and six month's expenditure. The Trustees consider that reserves at this level will ensure that, in the event of a significant drop in funding, they will be able to continue the CIO's current activities while consideration is given to ways in which additional funds may be raised. This level of reserves has been maintained throughout the year.

Major risks

The Trustees have assessed the major risks to which the CIO is exposed, and are satisfied that systems are in place to mitigate exposure to the major risks.

Structure, governance and management

The CIO is a Charitable Incorporated Organisation (CIO) and was established on 8th November 2018.

The Trustees, who are also the directors for the purpose of company law, and who served during the year and up to the date of signature of the financial statements were:

Mr S Machaye

Mr David Hardy

Mr Stephen Greenwood

Mr Graham Minshull

Mr Keith Kiddie

Recruitment and appointment of trustees

None of the Trustees has any beneficial interest in the company. All of the Trustees are members of the company and guarantee to contribute £10 in the event of a winding up.

THE NORFOLK TANK MUSEUM CIO

TRUSTEES' REPORT (INCLUDING DIRECTOR'S REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

The trustees' report was approved by the Board of Trustees.



.....
Mr S Machaye

Trustee

Date: 03 / 02 / 2026
.....

THE NORFOLK TANK MUSEUM CIO

INDEPENDENT EXAMINER'S REPORT

TO THE TRUSTEES OF THE NORFOLK TANK MUSEUM CIO

I report to the Trustees on my examination of the financial statements of The Norfolk Tank Museum CIO (the CIO) for the year ended 31 March 2025.

Responsibilities and basis of report

As the Trustees of the CIO (and also its directors for the purposes of company law), you are responsible for the preparation of the financial statements in accordance with the requirements of the Companies Act 2006.

Having satisfied myself that the financial statements of the CIO are not required to be audited under Part 16 of the Companies Act 2006 and are eligible for independent examination, I report in respect of my examination of the CIO's financial statements carried out under section 145 of the Charities Act 2011. In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the Charities Act 2011.

Independent examiner's statement

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

- 1 accounting records were not kept in respect of the CIO as required by section 386 of the Companies Act 2006.
- 2 the financial statements do not accord with those records; or
- 3 the financial statements do not comply with the accounting requirements of section 396 of the Companies Act 2006 other than any requirement that the financial statements give a true and fair view, which is not a matter considered as part of an independent examination; or
- 4 the financial statements have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

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 financial statements to be reached.



Mr W T Goddard FCCA ACA CTA
Waveney Accountants Limited
T/as Newman & Co
Chartered Accountants
4b Church Street
Diss
Norfolk
IP22 4DD

Dated:21/2/2026.....

THE NORFOLK TANK MUSEUM CIO

STATEMENT OF FINANCIAL ACTIVITIES
INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2025

	Notes	Unrestricted funds 2025 £	Unrestricted funds 2024 £
Income from:			
Donations and legacies	3	2,056	6,560
Charitable activities	4	103,920	116,638
Total income		<u>105,976</u>	<u>123,198</u>
Expenditure on:			
Raising funds	5	2,794	2,737
Charitable activities	6	106,941	123,055
Total expenditure		<u>109,735</u>	<u>125,792</u>
Net expenditure and movement in funds		(3,759)	(2,594)
Reconciliation of funds:			
Fund balances at 1 April 2024		10,962	13,556
Fund balances at 31 March 2025		<u>7,203</u>	<u>10,962</u>

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

THE NORFOLK TANK MUSEUM CIO

BALANCE SHEET

AS AT 31 MARCH 2025

	Notes	2025 £	£	2024 £	£
Fixed assets					
Tangible assets	12		9,051		10,505
Current assets					
Stocks	13	200		200	
Debtors	14	-		2,247	
Cash at bank and in hand		322		780	
		522		3,227	
Creditors: amounts falling due within one year	15	(2,370)		(2,770)	
Net current (liabilities)/assets			(1,848)		457
Total assets less current liabilities			7,203		10,962
The funds of the CIO					
Unrestricted funds	16		7,203		10,962
			7,203		10,962

The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 March 2025.

The director acknowledges his responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

The members have not required the company to obtain an audit of its financial statements for the year in question in accordance with section 476.

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The financial statements were approved by the Trustees on 03 / 02 / 2026



Mr S Machaye
Trustee

THE NORFOLK TANK MUSEUM CIO

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025

1 Accounting policies

Charity information

The Norfolk Tank Museum CIO is a charitable incorporated organisation incorporated in England and Wales. The registered office is Station Road, Fornsett St Peter, Norwich, Norfolk, NR16 1HZ.

1.1 Basis of preparation

The financial statements have been prepared in accordance with the CIO's governing document, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (as amended for accounting periods commencing from 1 January 2016). The CIO is a Public Benefit Entity as defined by FRS 102.

The CIO has taken advantage of the provisions in the SORP for charities applying FRS 102 Update Bulletin 1 not to prepare a Statement of Cash Flows.

The financial statements are prepared in sterling, which is the functional currency of the CIO. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the financial statements, the Trustees have a reasonable expectation that the CIO has adequate resources to continue in operational existence for the foreseeable future. Thus the Trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the Trustees in furtherance of their charitable objectives.

Restricted funds are subject to specific conditions by donors or grantors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

Endowment funds are subject to specific conditions by donors that the capital must be maintained by the CIO.

1.4 Income

Income is recognised when the CIO is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the CIO has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Legacies are recognised on receipt or otherwise if the CIO has been notified of an impending distribution, the amount is known, and receipt is expected. If the amount is not known, the legacy is treated as a contingent asset.

1.5 Expenditure

Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where cost can not be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

THE NORFOLK TANK MUSEUM CIO

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

1 Accounting policies

(Continued)

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Leasehold land and buildings	Not depreciated
Plant and equipment	25% reducing balance

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

1.7 Impairment of fixed assets

At each reporting end date, the CIO reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

1.8 Stocks

Stocks are stated at the lower of cost and estimated selling price less costs to complete and sell. Cost comprises direct materials and, where applicable, direct labour costs and those overheads that have been incurred in bringing the stocks to their present location and condition. Items held for distribution at no or nominal consideration are measured the lower of replacement cost and cost.

Net realisable value is the estimated selling price less all estimated costs of completion and costs to be incurred in marketing, selling and distribution.

1.9 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

1.10 Financial instruments

The CIO has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the CIO's balance sheet when the CIO becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

THE NORFOLK TANK MUSEUM CIO

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

1 Accounting policies

(Continued)

Basic financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities

Financial liabilities are derecognised when the CIO's contractual obligations expire or are discharged or cancelled.

1.11 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the CIO is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

2 Critical accounting estimates and judgements

In the application of the CIO's accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

3 Income from donations and legacies

	Unrestricted funds 2025 £	Unrestricted funds 2024 £
Donations and gifts	2,056	6,560

THE NORFOLK TANK MUSEUM CIO

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

4 Charitable activities

	Museum 2025 £	Museum 2024 £
Cafe and admissions	103,920	116,638

5 Expenditure on raising funds

	Unrestricted funds 2025 £	Unrestricted funds 2024 £
Fundraising and publicity		
Advertising	2,794	2,737

6 Charitable activities

	Museum 2025 £	Museum 2024 £
Staff costs	7,564	8,867
Depreciation and impairment	1,454	1,459
Machinery running costs	13,343	24,308
Machinery repairs and maintenance	13,975	13,199
Museum expenditure	19,135	16,428
Rent and other establishment costs	9,075	8,700
Light and heat	1,406	5,896
Insurance	5,488	3,540
Credit card charges	974	644
Postage, printing and stationery	463	1,579
Telephone	1,106	912
Cafe expenditure, subsistence and entertainment	32,358	35,635
	106,341	121,167
Share of governance costs (see note 7)	600	1,888
	106,941	123,055

THE NORFOLK TANK MUSEUM CIO

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

7 Support costs

	Support costs	Governance costs	2025	2024
	£	£	£	£
Accountancy	-	600	600	1,888
	-	600	600	1,888
Analysed between Charitable activities	-	600	600	1,888

8 Net movement in funds

	2025	2024
	£	£
The net movement in funds is stated after charging/(crediting):		
Fees payable for the independent examination of the charity's financial statements	600	1,888
Depreciation of owned tangible fixed assets	1,454	1,459

9 Trustees

None of the Trustees (or any persons connected with them) received any remuneration or benefits from the CIO during the year.

10 Employees

The average monthly number of employees during the year was:

	2025	2024
	Number	Number
	1	1
Employment costs	2025	2024
	£	£
Wages and salaries	7,564	8,867

There were no employees whose annual remuneration was more than £60,000.

Remuneration of key management personnel

The remuneration of key management personnel was as follows: Nil.

11 Taxation

The charity is exempt from taxation on its activities because all its income is applied for charitable purposes.

THE NORFOLK TANK MUSEUM CIO

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

12 Tangible fixed assets

	Leasehold land and buildings	Plant and equipment	Total
	£	£	£
Cost			
At 1 April 2024	4,740	15,338	20,078
At 31 March 2025	4,740	15,338	20,078
Depreciation and impairment			
At 1 April 2024	-	9,573	9,573
Depreciation charged in the year	-	1,454	1,454
At 31 March 2025	-	11,027	11,027
Carrying amount			
At 31 March 2025	4,740	4,311	9,051
At 31 March 2024	4,740	5,765	10,505

The assets on show at the museum are on loan from Mr S Machaye, one of the trustees. No charge has been made in respect of the loan and it is ongoing, subject to the assets being on show to the public.

13 Stocks

	2025	2024
	£	£
Consumable stock	200	200

14 Debtors

	2025	2024
	£	£
Amounts falling due within one year:		
Prepayments and accrued income	-	2,247

15 Creditors: amounts falling due within one year

	2025	2024
	£	£
Accruals and deferred income	2,370	2,770

THE NORFOLK TANK MUSEUM CIO

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

16 Unrestricted funds

The unrestricted funds of the charity comprise the unexpended balances of donations and grants which are not subject to specific conditions by donors and grantors as to how they may be used. These include designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes.

	At 1 April 2024	Incoming resources	Resources expended	At 31 March 2025
	£	£	£	£
General funds	10,962	105,976	(109,735)	7,203
	<u> </u>	<u> </u>	<u> </u>	<u> </u>
Previous year:	At 1 April 2023	Incoming resources	Resources expended	At 31 March 2024
	£	£	£	£
General funds	13,556	123,198	(125,792)	10,962
	<u> </u>	<u> </u>	<u> </u>	<u> </u>

17 Analysis of net assets between funds

	Unrestricted funds 2025
	£
At 31 March 2025:	
Tangible assets	9,051
Current assets/(liabilities)	(1,848)
	<u> </u>
	7,203
	<u> </u>
	Unrestricted funds 2024
	£
At 31 March 2024:	
Tangible assets	10,505
Current assets/(liabilities)	457
	<u> </u>
	10,962
	<u> </u>

18 Operating lease commitments

Lessee

At the reporting end date the CIO had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	2025	2024
	£	£
In over five years	3,000	3,000
	<u> </u>	<u> </u>

THE NORFOLK TANK MUSEUM CIO

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

19 Related party transactions

Transactions with related parties

During the year the CIO entered into the following transactions with related parties:

A ten year lease agreement for the land was entered into on 8 November 2018 with Mrs N Machaye. Rent payable under the agreement is a minimum of £3,000 per annum.