

Trustees' Annual Report for the period

From	Period start date			To	Period end date		
	Day	Month	Year		Day	Month	Year
	01	10	2021		31	12	2022

Section A Reference and administration details

Charity name 100th Bomb Group Memorial Museum

Other names charity is known by

Registered charity number (if any) 1190624

Charity's principal address Common Road, Dickleburgh, Diss, Norfolk

Postcode IP214PH

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	Debra Hubbard	Chairperson		Founding Trustees
2	Ronald Batley	Curator		Ditto
3	Richard Gibson			Ditto
4	Adrian Poole	Treasurer	20 November 2021	Founding Trustees
5	Sophie Gemma		Ditto	Ditto
6	Richard Tallent		Ditto	Ditto
7	Peter Holland		Ditto	Ditto
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
Regional Museums Development Manager	Mr Jamie Everitt	Shirehall, Market Avenue, Norwich NR13JQ

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)	Charitable Incorporated Organisation ("CIO")
Trustee selection methods (eg. appointed by, elected by)	Appointed by Committee of Trustees / Election of Members

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.

On 1 October 2021, following its formation in 2020 as a CIO, the charity formally took over the museum business formerly run by its predecessor charity (registration 285169). The CIO is considered by the Trustees to be a legal entity better suited to achieving the charity's objects given the current and future challenges facing the museum.

The Charity was founded with a committee of three trustees. Once all remaining CIO legal formalities had been completed, the committee appointed four more trustees, taking the total to seven.

The organisational structure comprises the Trustees Committee, a wider management structure including Member Volunteers with allocated areas of responsibility, and a Membership network including other UK members, US members and occasional European members.

For Trustees and Member Volunteers, training is by induction, on-the-job supervision, relevant courses and individual assessment.

The Trustees keep the assessment of risks under review at their quarterly committee meetings. Advice is sought as appropriate from the Insurer, Insurance Broker, the charity's professional advisers, Norfolk Constabulary and other statutory bodies.

There are no related parties.

Section C Objectives and activities

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

The objects of the organisation are to advance the education and research of the public by maintaining and developing a museum and memorial for the exhibition and preservation of aircraft, aeronautical objects and information related to those associated with the 100th Bomb Group based at Thorpe Abbots circa 1943-45.

The museum continues to be well known and respected in its field, and it currently holds “Accredited Museum” status.

The Trustees are proud to report that during the period the Trustees and Volunteers were awarded the Queen’s Award for Voluntary Service, one of the Queen’s final acts as monarch and an award which was presented at the museum by her representative on the day of her passing.

The Trustees confirm that in maintaining and developing the museum and memorial, they have had regard to the Charity Commission’s guidance on public benefit:

Access to the museum

Following the lifting of the restrictions imposed through the Covid-19 pandemic, the museum was able to return to its normal opening days of Saturdays, Sundays and Bank Holidays (from March to October), and Wednesdays between May and September. In addition, where specially requested, the Trustees opened the museum on certain “closed” days to welcome pre-booked organised tour groups and veterans’ family members. All visitors to the museum continue to enjoy free admission.

Governance

Meetings were held during the year on a regular basis to conduct the Charity’s normal business and to consider and make decisions on significant issues arising. A wider management structure was agreed and implemented by the Trustees to manage the day-to-day upkeep and maintenance of the museum going forward.

Volunteers

The museum has maintained its volunteer numbers by continuing to attract new volunteers to replace certain elderly volunteers who have chosen to give up their duties. As in previous years, the Trustees are also indebted to members of the ARW, RAF Mildenhall, who readily gave up their time to come and assist the Trustees and volunteers on several open days.

Training

The Trustees have drafted a Volunteers Handbook to provide guidance to both new and existing volunteers on the processes in place to run and maintain the museum. An Induction Day was arranged for early 2023 specifically to familiarise new volunteers, prior to the 2023 open season, with what was expected of them on open days and other visitor days.

Security

The Trustees continue to update the security equipment, enabling 24-hour remote monitoring of the site. Trustees have regular contact with the local police force, who conduct ‘drive-by’ visits to check on site security.

Health and Safety

Fire safety and electrical safety checks have been carried out to timetable on a rolling basis.

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)

Exhibits

A number of exhibits have been refreshed, updated or acquired. Examples include the purchase from the US of a disassembled B17 engine, and the creation of a new exhibit to show how the base's medical facilities would have been typically used during the conflict.

Improved visitor experience

Before the start of the 2022 open season, the Trustees acquired an automatic coffee machine capable of dispensing a variety of coffees and other hot drinks. This has become particularly popular with our visitors and is proving a worthwhile investment.

At around the same time, the Trustees also invested in an electronic POS till system, providing a much speedier and more efficient retail experience for our visitors. The system also provides more reliable, real time till monitoring capability, thus strengthening financial control.

Social Media

The Trustees continue to look at ways to improve our social media presence and other ways to communicate with the local community.

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.

The charity does not make grants.

The Investment Policy of the Trustees is to maximise income and to enhance the value of funds by sound investment. The Trustees have collective responsibility for all investment funds held by the charity. During the period the Trustees decided to transfer one of the investment funds into an easy-access deposit account, to assist with cashflow in the event of any significant expenditure.

The organisation is run entirely by volunteers. The Trustees were pleased to be able to show their appreciation of the volunteers' contribution by resuming their annual end-of-season Appreciation Event.

Summary of the main achievements of the charity during the year**Museum visitors**

Following the lifting of the pandemic restrictions, we were able to open as normal during the 2022 season ie. free admission on a non-ticket basis. Visitor numbers were good albeit not yet returning to pre-pandemic levels. The number of first-time visitors living within a 20-mile radius did however show an increase.

During the year, the Trustees and volunteers were delighted to welcome several families of veterans who served at the base.

Third party events

The museum has not taken part in any events organised by third parties.

Events at the museum

The museum has not hosted any events in the 2022 season, other than the occasional visit for the day of ARW servicemen & servicewomen, and their families/partners.

The Trustees were of course delighted to host the ceremony for the presentation of the Queen's Award for Voluntary Service, at which several local dignitaries and senior ARW personnel were in attendance.

Membership

Membership continued to hold steady. All members received a copy of the museum's four-monthly newsletter, highlighting events at the museum and interesting articles about the activities of the 100th Bomb Group during its time at Thorpe Abbots.

Purchase of B17 engine

The Trustees were pleased to finally locate and agree the purchase of a B17 engine. It was in disassembled form and was shipped over by its US vendor, ready for assembly by volunteers as part of a project to provide a real-time "live" exhibit.

Section E

Financial review

Brief statement of the charity's policy on reserves

The charity's policy, as agreed by the Trustees, is to build up and retain sufficient reserves to ensure, as far as possible, the future existence of the museum. Where considered necessary or beneficial to the visitor experience, reserves are drawn on to maintain and improve the fabric and appearance of the museum buildings, displays and exhibits.

Details of any funds materially in deficit

There are no funds 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.

The charity's principal sources of funds are the sale of merchandise and refreshments, donations and membership subscriptions.

The major items of expenditure comprise the purchase of merchandise and refreshments, insurance, museum maintenance and electricity, all necessary to keep the museum running and in good condition.

The Trustees do not have an ethical policy of investment but as described earlier, take great care in managing the charity's investment funds.

Section F

Other optional information

The Trustees have regard for the anticipated increase in interest in the museum's history, and the consequent rise in visitors, that is expected to follow the imminent release of a major TV wartime drama series focusing on the USAAF bombing campaign over Europe in 1943-45.

They continue to plan for possible ways in which the museum can be expanded to accommodate the likely increase.

Section G

Declaration

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

Signed on behalf of the charity's trustees

Signature(s) D Hubbard

Full name(s) Debra Hubbard

Position (eg Secretary, Chair, etc) Chair

Date 29 July 2023



Charity Name		No (if any)		CC16a
100th Bomb Group Memorial Museum		1190624		
Receipts and payments accounts				
For the period from	Period start date	To	Period end date	
	01.10.2021		31.12.2022	

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					
Fund Raising	28,831	-	-	28,831	-
Donations	34,193	-	-	34,193	-
Membership	2,478	-	-	2,478	-
Interest	3,900	-	-	3,900	-
Grants	2,967	-	-	2,967	-
Tax Refund	-	-	-	-	-
Project Whirlwind	-	-	-	-	-
Transfer from charity 285169	377,641	-	-	377,641	-
Sub total	450,010	-	-	450,010	-
A2 Asset and investment sales, (see table).					
	-	-	-	-	-
	-	-	-	-	-
Sub total	-	-	-	-	-
Total receipts	450,010	-	-	450,010	-
A3 Payments					
Fund Raising	20,334	-	-	20,334	-
Insurance	4,619	-	-	4,619	-
Maintenance and Repairs	5,752	-	-	5,752	-
Alarm Rental & other Security	3,496	-	-	3,496	-
Water Rates	-	-	-	-	-
Electricity	6,007	-	-	6,007	-
Printing, Post, Telephone, Advertising	5,003	-	-	5,003	-
Equipment	14,511	-	-	14,511	-
Other	10,674	-	-	10,674	-
Sub total	70,395	-	-	70,395	-
A4 Asset and investment purchases, (see table)					
	-	-	-	-	-
	-	-	-	-	-
Sub total	-	-	-	-	-
Total payments	70,395	-	-	70,395	-
Vet of receipts/(payments)	379,615	-	-	379,615	-
A5 Transfers between funds	-	-	-	-	-
A6 Cash funds last year end	-	-	-	-	-
Cash funds this year end	379,615	-	-	379,615	-

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	Cash at Bank and in hand	129,465	-	-
	Cash on deposit	250,150	-	-
		-	-	-
	Total cash funds	379,615	-	-
B2 Other monetary assets	Details	Unrestricted funds to nearest £	Restricted funds to nearest £	Endowment funds to nearest £
	Stock for resale	13,149	-	-
		-	-	-
	Debtors and Prepayments	2,163	-	-
		-	-	-
		-	-	-
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)
	Equipment at written down value	13,512	-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-
B5 Liabilities	Details	Fund to which liability relates	Amount due (optional)	When due (optional)
	Creditors	878	-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-
Signed by one or two trustees on behalf of all the trustees	Signature	Print Name	Date of approval	
	Adrian Poole	Adrian Poole - Treasurer	31-May-23	



Independent examiner's report on the accounts

Section A

Independent Examiner's Report

Report to the trustees/ members of	Charity Name 100 th Bomb Group Memorial Museum CIO		
On accounts for the year ended	31/12/2022	Charity no (if any)	1190624
Set out on pages	1 and 2 <small>(remember to include the page numbers of additional sheets)</small>		
Respective responsibilities of trustees and examiner	<p>The charity's trustees are responsible for the preparation of the accounts. The charity's trustees consider that an audit is not required for this year under section 144 of the Charities Act 2011 (the Charities Act) and that an independent examination is needed.</p> <p>It is my responsibility to:</p> <ul style="list-style-type: none">• examine the accounts under section 145 of the Charities Act,• to follow the procedures laid down in the general Directions given by the Charity Commission (under section 145(5)(b) of the Charities Act, and• to state whether particular matters have come to my attention.		
Basis of independent examiner's statement	<p>My examination was carried out in accordance with general Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from the trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit, and consequently no opinion is given as to whether the accounts present a 'true and fair' view and the report is limited to those matters set out in the statement below.</p>		
Independent examiner's statement	<p>In connection with my examination, no matter has come to my attention (other than that disclosed below *)</p> <ol style="list-style-type: none">1. which gives me reasonable cause to believe that in, any material respect, the requirements:<ul style="list-style-type: none">• to keep accounting records in accordance with section 130 of the Charities Act; and• to prepare accounts which accord with the accounting records and comply with the accounting requirements of the Charities Act have not been met; or2. to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached. <p><i>* Please delete the words in the brackets if they do not apply.</i></p>		
Signed:		Date:	31/05/2023
Name:	ANTHONY JAMES BRICE		
Relevant professional qualification(s) or body (if any):	FCCA		

Address: 10, The Thoroughfare
Harleston, Norfolk
IP20 9AX

Section B

Disclosure

Only complete if the examiner needs to highlight material problems.

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

The total gross income shown for the 15 month period ending 31/12/22 was £450,010 but this includes the transfer of £377,641 from the previous charity bank accounts on the incorporation of the charity to a CIO. The actual gross income received from outside the charity is below the £250,000 annual threshold for accruals accounts hence receipts and payments accounts are presented by the trustees.