

Trustees' Annual Report for the period

| | | | | | | | |
|------|-------------------|-------------|--------------|----|-----------------|------------|--------------|
| From | Period start date | | | To | Period end date | | |
| | Day 01 | Month 01 | Year 2024 | | Day 31 | Mont 12 | Year 2024 |

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 | | | |
| 2 | Ronald Batley | Curator | | |
| 3 | Richard Gibson | | | |
| 4 | Adrian Poole | Treasurer | | |
| 5 | Peter Holland | | | |
| 6 | Reg Wilson | Chair | | |
| 7 | | | | |
| 8 | | | | |
| 9 | | | | |
| 10 | | | | |
| 11 | | | | |
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| 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)

| |
|--|
| |
|--|

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.

The organisational structure comprises the Trustees Committee and a wider management structure including Volunteers with allocated areas of responsibility. The Membership network formerly in place was ended on 31 December 2024.

For Trustees and Volunteers, training is by induction, supported by on-the-job supervision throughout a 3-month probation period, 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 and other statutory bodies.

The organisation set up a subsidiary limited company during the year, wholly owned by the charity, to conduct all trading activities within the museum.

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.

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

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

The museum continued its normal policy of opening on 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

Trustee 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. The management team continued to manage the day-to-day upkeep and maintenance of the museum going forward.

During the year, the Trustees decided to move the organisation’s accounting system from a manual spreadsheet basis onto Xero cloud-based accounting software. The transition, which was completed by the year-end, provides better and more reliable management information.

Volunteers

The Trustees have taken steps to attract new volunteers to cope with the higher visitor numbers expected as a result of the popularity of the museum in 2024. As in previous years, the Trustees are also indebted to members of the 100ARW, RAF Mildenhall, who readily gave up their time to come and assist the Trustees and volunteers on several open days.

Training

The Trustees have updated the 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 held early in the year to familiarise new volunteers, prior to the 2024 open season, with what was expected of them on open days and other visitor days. A similar day has been held in 2025.

Security

The Trustees continue to update the security equipment, enabling 24-hour remote monitoring of the site. During open days, key exhibits have a Volunteer nearby at all times.

Health and Safety

Fire safety and electrical safety checks have been carried out to timetable on a rolling basis. Separate monitored fire alarm systems operate in two key buildings of the museum to increase fire safety and to protect valuable exhibits.

Exhibits

A number of exhibits have been refreshed, updated or acquired. Plans are in place to acquire and display new exhibits in the two new Nissen huts upon their completion.

Improved visitor experience

Prior to the start of the season, the Trustees had agreed with the proprietors of a local public house to install a food truck permanently at

the museum throughout the season. The truck was manned by pub staff on open days, serving visitors with a range of hot food freshly cooked.

Following the receipt of planning permission in respect of the new Nissen huts, other legal formalities were dealt with and then agreement was reached with a local builder on a contract to manage the project through to completion. Initial preparatory work was started before the end of the year.

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.

The organisation is run entirely by volunteers. The Trustees were pleased to be able to show their appreciation of the Volunteers' contribution by their annual Appreciation Event at the end of the 2024 season.

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

Visitor numbers for the year exceeded expectations, largely as a result of the interest shown in the museum following the screening by Apple TV+ of the “Masters of the Air” TV series, between January and March 2024. Over 300 visitors were welcomed on Easter Monday, breaking the previous record for visitors recorded on a single day by some 75%.

As in previous years, the Trustees and volunteers were delighted to welcome several families of veterans who served at the base. In addition, a number of formal military ceremonies were conducted at the museum by personnel of 100ARW, RAF Mildenhall.

Third party events

The museum operated a stall at one of the Open Days organised by Duxford Imperial War Museum, selling museum merchandise.

Events at the museum

At the request of Norfolk County Council Tourism Department, an open day was hosted at the museum, attended by other museum and local hospitality representatives as invited by the Council. Council officials led a discussion on ways in which the interest shown in the area by potential visitors, wanting to see where the events portrayed in Masters of the Air” took place, could be maximised to the attendees’ benefit.

Membership

As reported above, the Trustees decided to bring the Membership system to a close at the end of 2024.

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 interest on investments.

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. During the year, a substantial amount was spent on professional fees to prepare for the start of construction of the two new Nissen huts.

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

Section G Declaration

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

Signed on behalf of the charity's trustees

Signature(s)

Adrian Poole

Adrian Poole (Sep 11, 2025 14:44:00 GMT+1)

Full name(s)

Adrian Poole

Position (eg Secretary, Chair, etc)

Treasurer

Date

11/09/2025



Independent examiner's report on the accounts

Section A

Independent Examiner's Report

**Report to the trustees/
members of**

Charity Name
100th Bomb Group Memorial Museum CIO

**On accounts for the year
ended**

31/12/2024

**Charity no
(if any)**

1190624

Set out on pages

10 and 11

(remember to include the page numbers of additional sheets)

**Respective
responsibilities of
trustees and examiner**

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.

It is my responsibility to:

- 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**

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.

**Independent
examiner's statement**

In connection with my examination, no matter has come to my attention (other than that disclosed below *)

1. which gives me reasonable cause to believe that in, any material respect, the requirements:

- 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; or

2. to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.

* Please delete the words in the brackets if they do not apply.

Signed:

Date:

18/09/2025

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.



| | | | |
|----------------------------------|-------------------|-------------|-----------------|
| Charity Name | | No (if any) | |
| 100th Bomb Group Memorial Museum | | 1190624 | |
| Receipts and payments accounts | | | |
| For the period from | Period start date | To | Period end date |
| | 01.01.2024 | | 31.12.2024 |

Man.

CC16a**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 | 43,936 | - | - | 43,936 | 35,089 |
| Donations | 53,187 | - | - | 53,187 | 37,837 |
| Membership | 458 | - | - | 458 | 1,947 |
| Interest | 11,083 | - | - | 11,083 | 8,113 |
| Grants | - | - | - | - | - |
| Tax Refund | 2,370 | - | - | 2,370 | - |
| Other | 532 | - | - | 532 | - |
| Banked on behalf of 100BGMM (Trading) Ltd | - | 58,615 | - | 58,615 | - |
| Sub total (Gross income for AR) | 111,566 | 58,615 | - | 170,182 | 82,987 |
| A2 Asset and investment sales, (see table). | | | | | |
| | - | - | - | - | - |
| | - | - | - | - | - |
| Sub total | - | - | - | - | - |
| Total receipts | 111,566 | 58,615 | - | 170,182 | 82,987 |
| A3 Payments | | | | | |
| Fund Raising | 41,576 | - | - | 41,576 | 28,937 |
| Insurance | 5,469 | - | - | 5,469 | 5,414 |
| Maintenance and Repairs | 6,287 | - | - | 6,287 | 6,703 |
| Alarm Rental & other Security | 5,355 | - | - | 5,355 | 23,867 |
| Water Rates | - | - | - | - | - |
| Electricity | 7,838 | - | - | 7,838 | 7,578 |
| Printing, Post, Telephone, Advertising | 5,080 | - | - | 5,080 | 3,643 |
| Equipment | 3,382 | - | - | 3,382 | 6,114 |
| Equipment rental | 6,143 | - | - | 6,143 | - |
| Accountancy and other professional fees | 6,457 | - | - | 6,457 | - |
| Other | 5,924 | - | - | 5,924 | 8,331 |
| Paid on behalf of 100BGMM (Trading) Ltd | - | 39,617 | - | 39,617 | - |
| Sub total | 93,511 | 39,617 | - | 133,128 | 90,587 |
| A4 Asset and investment purchases. (see table) | | | | | |
| Shares in 100 BGMM (Trading) Ltd | 100 | - | - | 100 | - |
| | - | - | - | - | - |
| Sub total | 100 | - | - | 100 | - |
| Total payments | 93,611 | 39,617 | - | 133,228 | 90,587 |
| Net of receipts/(payments) | 17,955 | 18,999 | - | 36,953 | - 7,600 |
| A5 Transfers between funds | - | - | - | - | - |
| A6 Cash funds last year end | 372,015 | - | - | 372,015 | 379,615 |
| Cash funds this year end | 389,970 | 18,999 | - | 408,968 | 372,015 |

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 | 122,185 | 18,999 | - |
| | Cash on deposit | 267,785 | - | - |
| | | - | - | - |
| | Total cash funds | 389,970 | 18,999 | - |
| B2 Other monetary assets | | Unrestricted funds to nearest £ | Restricted funds to nearest £ | Endowment funds to nearest £ |
| | Stock for resale | - | - | - |
| | | - | - | - |
| | Debtors and Prepayments | 4,507 | - | - |
| | Group debtor | 900 | - | - |
| | | - | - | - |

B3 Investment assets

Details

| |
|-------------------------------------|
| Investment in 100BGMM (Trading) Ltd |
| |
| |
| |
| |

**Fund to which
asset belongs**

| |
|--------|
| 20,483 |
| - |
| - |
| - |
| - |

Cost (optional)

| |
|---|
| - |
| - |
| - |
| - |
| - |

**Current value
(optional)**

| |
|---|
| - |
| - |
| - |
| - |
| - |

**B4 Assets retained for the
charity's own use**

Details

| |
|---------------------------------|
| Equipment at written down value |
| |
| |
| |
| |
| |
| |
| |
| |

**Fund to which
asset belongs**

| |
|--------|
| 13,328 |
| - |
| - |
| - |
| - |
| - |
| - |
| - |
| - |

Cost (optional)

| |
|---|
| - |
| - |
| - |
| - |
| - |
| - |
| - |
| - |
| - |

**Current value
(optional)**

| |
|---|
| - |
| - |
| - |
| - |
| - |
| - |
| - |
| - |
| - |

B5 Liabilities

Details

| |
|----------------|
| Creditors |
| Group creditor |
| |
| |
| |

**Fund to which
liability relates**

| |
|-------|
| 3,888 |
| - |
| - |
| - |
| - |

**Amount due
(optional)**

| |
|--------|
| - |
| 18,999 |
| - |
| - |
| - |

**When due
(optional)**

| |
|---|
| - |
| - |
| - |
| - |
| - |

Signed by one or two trustees on behalf of
all the trustees

Signature

Adrian Poole
Adrian Poole (Sep 11, 2025 14:44:00 GMT+1)

Print Name

Adrian Poole - Treasurer

Date of
approval

11/09/2025