

KING'S OWN ROYAL BORDER REGIMENT MUSEUM FUND

England & Wales · Charity number 271943

Details

Other names	KING'S OWN ROYAL BORDER REGIMENT MUSEUM, CUMBRIA'S MILITARY MUSEUM, CUMBRIA'S MUSEUM OF MILITARY LIFE
Status	Registered
Legal form	Other
Registered	1976-10-26
Register	View on the Charity Commission register

Contact

Address	Cumbria's Museum Of Military Life The Castle Carlisle CA3 8UR
Phone	01228532774
Email	enquiries@cmoml.org
Website	www.cumbriasmuseumofmilitarylife.org

Activities

Objects: FOR THE PURPOSES OF UPHOLDING THE TRADITIONS OF THE REGIMENT AND OF PERPETUATING ITS DEEDS.

Activities: The Museum exists to collect, document, preserve and interpret the material evidence and associated information relating to the Regiment's History from 1702 to the present day, for public benefit to the best standards for the education and enjoyment of the inhabitants of Cumbria, North Lancashire, present and former members of the Regiment and their families and visitors present and future

Classification

- **How:** Provides Buildings/facilities/open Space, Provides Services, Sponsors Or Undertakes Research, Other Charitable Activities
- **What:** Education/training, Arts/culture/heritage/science, Environment/conservation/heritage
- **Who:** The General Public/mankind

Geography

- Scotland
- Cumbria
- Lancashire

Finances

Period end	Income	Expenditure	Assets	Employees
2025-02-28	£217,720	£184,118	-	-
2024-02-29	£204,461	£168,250	-	-
2023-02-28	£144,884	£148,919	-	-
2022-02-28	£243,064	£129,496	-	-
2021-02-28	£128,947	£91,892	-	-

Trustees

Name	Role	Appointed
COLONEL ANDREW DENNIS OBE	Chair	2011-04-14
COLIN WILLIAM GLOVER		2013-03-11
JULIE MARGARET FITZSIMMINS		2013-03-11
PETER THOMAS HAMPSON		
Vivienne Parry ACA		2019-03-09

KING'S OWN ROYAL BORDER REGIMENT MUSEUM FUND

England & Wales - Charity number 271943

Accounts

The King's Own Royal Border Regiment Museum Fund

Trustees Annual Report 28th February 2025

Registered Charity No. 271943



**CUMBRIA'S
MUSEUM OF
MILITARY LIFE**

Tattersall Bailey
3 Fisher Street
Carlisle CA3 8RR

The King's Own Royal Border Regiment Museum Fund

**Report of the Trustees
For the Year ended 28th February 2025**

The King's Own Royal Border Regiment Museum Fund

Financial statements Year ended 28th February 2025

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The King's Own Royal Border Regiment Museum Fund

Report of the Trustees For the Year ended 28th February 2025

Reference and administrative details

Charity number	271943
Trustees	
Colonel Andrew Dennis OBE Chairman	Serving Officer, The Duke of Lancaster's Regiment
Major Mark English TD	Resigned
Mrs. Julie M. Fitzsimmins	Marketing Executive
Mr. Colin W. Glover	Retired Carlisle City Councillor
Mr. Peter T. Hampson	Director, British Resorts and Destinations Association
Ms. Viv Parry	Accountant
Capt Peter Reynolds	4LANCS
Mr Chris Braithwaite	
Mr Simon Sole	
Ex-Officio	Vacant
Museum Manager	Mrs J Wooding FHA BA(Hons)
Principal address	Alma Block The Castle Carlisle Cumbria CA3 3UR
Bankers	RBS PLC 36 St Andrew's Square Edinburgh EH2 2YB
Solicitors	Cartmell Shepherd Viaduct House Carlisle CA3 8EZ
Accountants & Independent examiner	Tattersall Bailey 3 Fisher Street Carlisle CA3 8RR

The King's Own Royal Border Regiment Museum Fund

Report of the Trustees For the Year ended 28th February 2025

Statement of Chair of Trustees

Our vision—to share a locally and regionally renowned collection of military history as a hub of communities, a focal point for visitors, and a strong support to the military family—has again shaped our actions throughout the year.

This has been a year marked by purposeful development, successful partnership working, and growing recognition from across the heritage and military sectors. The Museum's progress reflects the collective effort of staff, volunteers, Trustees, Friends, and the wider community of supporters—now approaching 200 people—whose commitment underpins every achievement described in this report.

The year has seen significant external validation and support for the Museum's direction. We were successful in securing grant funding from the Army Museums Ogilby Trust, UK Shared Prosperity Funding through Cumberland Council, Museum Development North, and the Association of Independent Museums. While the financial support is important, the Trustees place equal value on what these awards represent: confidence from respected national and regional bodies in our stewardship of the collection, our public offer, and the professionalism of our team. Support from these funders signals the Museum's growing standing within the wider heritage landscape and enables us to continue strengthening our interpretation, skills, and resilience.

We are equally grateful for the sustained support of the Ministry of Defence and The Duke of Lancaster's Regiment. Their continued investment—both financial and through practical collaboration—cements the Museum's role as the living repository of the Regiment's story. The confirmation of Army support beyond 2030 provides long-term assurance and is a clear expression of confidence in the Museum's relevance and performance.

Engagement with our communities has remained exceptionally strong. Our schools programme continues to serve young learners across Cumbria, while our veterans' lunches, association links, and informal contacts reaffirm the Museum's role as a constant point of connection for those who have served. Partnerships with the Carlisle Refugee Advisory Group and Cumberland Council enabled activity with local refugee groups, particularly Afghan families, demonstrating our commitment to sharing the military story in ways that support understanding, belonging, and wellbeing.

The Museum's visitor experience remains one of its defining strengths. Visitor numbers continue to be robust, reflecting the quality of the displays, the dedication of our staff, and our close partnership with English Heritage. The annual Military Festival has become a highlight of

The King's Own Royal Border Regiment Museum Fund

Report of the Trustees For the Year ended 28th February 2025

the Carlisle cultural calendar, attracting wide audiences and bringing the collection vividly to life.

Collections care and development continue to progress. With over 24,000 items now catalogued on MODES, the Museum's staff and volunteers have worked with diligence to preserve, record, and interpret our shared heritage. Temporary exhibitions and redisplay have allowed important material to be brought to public attention, while loans to partner institutions extend the reach and relevance of our collection.

Our focus on long-term resilience remains steadfast. Work supported through Heritage Fund initiatives—including the Resilient Alma project—has advanced digital development, strengthened the retail offer, and improved our operational readiness for the future. The combination of skilled staff, dedicated volunteers, and diversified income streams continues to provide a stable and sustainable foundation.

I wish to record my sincere thanks to the entire Museum team. Their professionalism, adaptability, and commitment are the engine of our success. Our volunteers contribute hundreds of hours and are central to our ability to deliver a high-quality visitor experience. My fellow Trustees continue to provide expert governance, insight, and strategic oversight. And our external partners—funders, heritage bodies, the MoD, English Heritage, and The Duke of Lancaster's Regiment—have strengthened us through their confidence, collaboration, and material support.

In summary, this has been a year of sustained achievement, growing recognition, and increased resilience. The Museum is well positioned to meet future challenges with confidence, clarity of purpose, and a strong community of support. I commend this report to you.



F7590000-D810A-92A5-3CFA-08DE420F7002

Colonel A Dennis OBE
Chair of Trustees
The King's Own Royal Border Regiment Museum Fund

The King's Own Royal Border Regiment Museum Fund

Report of the Trustees For the Year ended 28th February 2025

The Trustees present their annual report and the un-audited financial statements of the charity for the year ended 28th February 2025.

REFERENCE AND ADMINISTRATIVE DETAILS

Reference and administrative details are shown in the schedule of reference and administrative information on page 1 of the Financial Statements.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing Document

The King's Own Royal Border Regiment Museum Fund is an unincorporated association and is constituted by Deed of Trust and is a registered charity, No. 271943. The Museum Fund is constituted by a Deed of Trust dated 8th May 1976.

Note -The current working/operating title of the Museum is **“Cumbria’s Museum of Military Life”**.

Appointment / Removal of Trustees

The power to appoint or remove any of the Trustees is with the remaining trustees.

Recruitment, Induction and Training of New Trustees

New Trustees are recruited for the skills that they can bring to the body of Trustees.

An induction package is available for new Trustees. This includes a Trustee Manual, appropriate documents and briefings by the Chairman and Curator.

Training is arranged for new Trustees, where a need is identified.

Organisation Structure

The Manager is responsible for the day to day running of the museum in accordance with the Policies and Objectives set by the Trustees.

The Manager is supported in her role by:

- Chair of Trustees
- Trustees
- Regimental Secretary, The Duke of Lancaster’s Regiment, Preston

The King's Own Royal Border Regiment Museum Fund

Report of the Trustees For the Year ended 28th February 2025

Other Trustees are appointed to support specific activities where this is deemed necessary and appropriate.

The Trustees include a former senior Officer of the Regiment working in the MoD, a former senior Manager in Industry, an executive in the Tourism Industry, a senior marketing executive, an accountant, a local councillor, a financial advisor, and members of the Regiment. All Trustees have a wide range of skills and expertise, from which the Charity benefits and calls upon on a regular basis.

Risk Management

The major risks to which the charity is exposed, as identified by the Trustees, have been recorded in a register and are reviewed on a periodic basis. Actions are in place to mitigate those risks.

The risk register includes:

- ***Pandemic or similar hazard***
- ***Reduction of MoD subsidy for staffing and energy***
- ***Failure to attract visitors.***
- ***Changes in the National Curriculum***
- ***Relationship breakdown with key partners***
- ***Government policy towards the region reduces support***
- ***Economic Downturn***

The King's Own Royal Border Regiment Museum Fund

Report of the Trustees For the Year ended 28th February 2025

Statement of Purpose:

Our mission is: Through diligent stewardship of its collections, Cumbria's Museum of Military Life tells the story of ordinary people doing extraordinary things, enriching people's lives in our local, regional, international specialist and military communities of interest.

Our Core Values, as Trustees, Staff, Volunteers and Friends we share these values for the Museum through:

- **People** – our visitors, donors, military community and local and regional community are why we exist – to enrich their lives
- **Stewardship** – we are the current custodians of the collection, we value it for now and the future, and we endeavour to ensure it is cared for to the best possible standard so that it remains available to fulfil our mission
- **Learning** – we value learning ourselves and continually seek to enhance our knowledge and try to help others learn in formal and informal settings.
- **Curiosity** – We take a strong interest in our collection and enhancing it, and the communities we serve - we want to know more about them, this underpins our learning and helps us to create exhibitions and events which stimulate curiosity in others to enable them to understand the meaning and relevance of the military experience.

Our underpinning values: As people we will behave with

- Integrity and accountability
- Commitment and loyalty to the Museum and
- We will serve our community with respect for each other and all our visitors.

Our vision is:

By sharing a locally and regionally renowned collection of military history the museum becomes:

- A Hub of vibrant communities of interest
- A focal point for visitors to Carlisle and Cumbria.
- A strong support to the military community, with a focus on the current and antecedent regiments

The King's Own Royal Border Regiment Museum Fund

Report of the Trustees

For the Year ended 28th February 2025

The Organisation:

Established within Carlisle Castle in 1932 by Officers of the Border Regiment, the Museum was set-up to house the military collections of the local infantry regiment and promote its traditions and showcase its history. As the collections grew, the Museum relocated within the Castle, and on 8 May 1976, the King's Own Border Regiment Museum Trust was established. The Museum was granted Accredited Status in September 2019 and is recognised as an Accredited Museum by Arts Council England (No. 435).

Operating under Cumbria's Museum of Military Life (CMoML), the Museum is still situated within Carlisle Castle, a scheduled ancient monument which houses the former barrack buildings of the Border Regiment Depot. The Museum is currently located in Alma Block, the former Regimental Institute, moving to its present location in 2014 with support from the Heritage Lottery Fund. The Museum building is occupied under the terms of a lease held by the Museum Trustees from Historic England/English Heritage, who manage Carlisle Castle as a visitor attraction and as a monument in care. The Museum opens to the public every day from April to mid-November, and weekends from November to March.

The Museum has a ground floor exhibition space of 278 square metres with a permanent display showcasing the history of the County Infantry Regiment and its soldiers past and present. There is a small shop, and a café (operated by John Watts & Sons from Easter to the end of October). A flexible first floor space of 80 square metres enables the museum to install temporary exhibitions, deliver education workshops, talks and host events.

The collections consist of - 2000 books and Journals; Objects c. 19,000; Archives and documents c. 6000; Photographs and images including negatives c. 60,000. These items relate to the current Duke of Lancaster's Regiment and its forebears back into the 18th Century. In addition, access to the collection is provided through research facilities, together with a full programme of over 200 events both at the Museum and across the region (latest list enclosed as Annex A).

The Museum operates with a full-time Museum Manager and a Museum Assistant, plus two seasonal part-time Assistants, who are employed by the Charity and one full-time Museum Assistant funded by the MoD. Additionally, a Learning and Events Assistant is funded by both the Heritage Fund and the Trust. The MoD also fund certain utility costs within the Museum. All other operational costs are funded by the Charity.

The King's Own Royal Border Regiment Museum Fund

Report of the Trustees

For the Year ended 28th February 2025

Our Museum Forward plan established six main objectives in support of achieving our vision. These remain our guide for all activities, and we monitor and evaluate performance in each.

1. Provide a broad and varied engagement programme.
2. Manage and care for the Museum Collections
3. Provide high quality user services.
4. Become resilient and sustainable.
5. Develop the capability of the Board of Trustees, staff and volunteers.
6. Enhance our digital presence.

Achievements and Performance:

1. Provide a Broad and Varied Engagement Programme (Mar 24 – Feb 25):

Our engagement programme connected with local schools, communities, and audiences throughout this period. This year our regular schools' workshops saw 18 schools visit to learn about the First and Second World Wars, and Remembrance, 4 College and University visits plus 5 school outreach session. In total, 1161 students were engaged in sessions delivered by Museum staff.

The Museum continued to engage with veterans and our monthly Veterans Lunch provided a welcoming venue for ex-service personnel to come together in an informal setting, subsidised by local supermarkets and charitable donations. 439 veterans attended 12 lunches between March and February. Museum staff attended Association meetings which ensures a direct connection to veterans' organisations within Cumbria.

Our monthly Tuesday talks programme hosted a variety of speakers bringing a range of military-related topics to the area. The Tuesday talks held between March and February saw an attendance of 390. The Museum hosted its first themed Lecture Day in October with 48 attendees.

The Museum delivered 11 free creative family workshops with a varied programme of activity during school holidays engaging with over 453 participants. We also organised and delivered a summer activity week for 10 local refugee children.

The annual Military Festival weekend was held in June 2025. This included a military encampment in the Castle grounds, family activities, 4LANCS recruiting team, Solway Aviation Museum trailer, The Royal British Legion and the Carlisle branch of the Regimental Association. Re-enactors including Norman knights to WW2 Home Guard provided regular engagement with visitors. Over 848 visitors attended the event throughout the weekend.

The King's Own Royal Border Regiment Museum Fund

Report of the Trustees For the Year ended 28th February 2025

The main temporary exhibition was *Arnhem 80: the aftermath and the legacy 1944-2024* funded by UK Government's Shared Prosperity scheme. An accompanying events programme included a Lecture Day, two events for Arnhem families and holiday workshops.

2. Manage and care for the Museum Collections:

The Museum continues to care for its collections. Over 24,000 items are recorded on the MODES database including photographs, archives, books, and artefacts. Staff and volunteers continue to look after our collections, regularly checking and maintaining them. Staff undertook collections related training including *Rethinking Cataloguing* and *Imperial Legacy*. Volunteers provide support through repacking objects and checking the database to ensure information is kept up to date.

During this period, the Museum has 229 accessioned objects. All acquisitions fall within the scope of the Museum's Acquisitions and Disposals Policy.

During 2024, the Museum's main temporary exhibition commemorated the 80th anniversary of Operation Market Garden. Additional items from the stores told the story of the aftermath of the Battle of Arnhem and saw over 17,500 visitors during its six-month period.

In 2024, the Museum also loaned one artefact – a sporting shield – to the Armitage Museum in Ambleside.

3. Provide high quality user services:

The Museum welcomed 28,713 visitors to Alma Block during this period. Our Front desk staff provide a high level of customer service to enhance the visitor experience. We continue to work with English Heritage to provide a site-wide offer and operate a successful joint admission ticket to enable visitors to view both Carlisle Castle and the Museum.

The Museum promoted activity and events through the local newspapers, local radio, online media sites and staff were interviewed on Border TV.

The Museum continues to offer a research service for family history enquiries. Five paid enquiries were completed during this period and staff dealt with many additional requests for information from visitors to the Museum.

4. Become resilient and sustainable:

The Museum continued to deliver the 'Resilient Alma' National Lottery Heritage Funded project. The funding enabled the continuation of the Learning and Events post engaging with 18 schools and 553 pupils within the Museum and visiting 5 schools to deliver outreach sessions to

The King's Own Royal Border Regiment Museum Fund

Report of the Trustees For the Year ended 28th February 2025

539 pupils. The postholder organised a further 11 holiday workshops for families with 453 attendees.

During 2024-5, the Museum team have worked with a variety of partners including Cumberland Council and Carlisle Refugee Advisory Group (CRAG). This included a one-off activity day and a four-day children's summer workshop. We continue to work with other organisations including English Heritage, Carlisle Cathedral, Cumberland Council and Tullie Museum.

The Museum secured grant funding from Museum Development North to work with a consultant to update, review and refresh our volunteering offer including the development of a volunteer strategy to help relaunch volunteering at the Museum.

5. Develop the capability of the Board of Trustees, staff, and volunteers:

Two new trustees were recruited to the Board in December 2024.

Staff have continued to develop their skills throughout the year and have undertaken Collections-related training, level 2 Safeguarding and Prevent and MODES database training.

Volunteers, including the Friends of the Museum, continue to play an important part in the Museum undertaking a variety of tasks. These include general maintenance, reception duties, data input, holiday workshop support, veterans' lunches, collections care, exhibition and event support, and the production of the Museum magazine. 17 volunteers have given over 550 hours of their time between March 2024 and February 2025.

6. Enhance our digital presence:

Digital engagement remains a priority objective in our Forward Plan.

With ongoing assistance from the Heritage Fund, we continued our journey to refresh our website. Over 4800 people visited our website during this period. We regularly interact on social media, and Museum staff have promoted activities, showcased our collections and marked anniversaries through our social media accounts. During this period, 40274 online visitors viewed and interacted on Facebook and Instagram.

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Document Signers

Signer 1

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2025-12-23 10:38 +00:00	SYSTEM	ACCESS LINK: SENDING EMAIL TO: JULES.WOODING@CMOML.ORG. (3 DOCUMENTS - 0 SIGNING ACTIONS).
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More Information

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**KINGS OWN ROYAL REGIMENT MUSEUM FUND
TRUSTEES' REPORT AND
UNAUDITED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 28 FEBRUARY 2025**

Kings Own Royal Regiment Museum Fund Contents

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The following pages do not form part of the statutory accounts:	
Detailed Statement of Financial Activities	13—14

**Kings Own Royal Regiment Museum Fund
Reference and Administrative Details
For The Year Ended 28 February 2025**

Trustees	R English A Dennis OBE - Chairman V Parry ACA C W Glover J M Fitzsimmons P T Hampson C Braithwaite (appointed 01/12/2024) S Sole (appointed 01/12/2024) P Reynolds
Museum Manager	Mrs J Wooding FHA BA(Hons)
Charity Number	271943
Independent Examiner	Luke Tattersall FCA Tattersall Bailey 14a Main Street Cockermouth Cumbria CA13 9LQ

**Kings Own Royal Regiment Museum Fund
Trustees' Report For The Year Ended 28 February 2025**

The trustees present their report and the financial statements for the year ended 28 February 2025.

Other Information

The Trustees Annual Report

The Trustees Annual Report is included as a separate document to these statements

The trustees' report was approved by the board of trustees and signed on its behalf by:



F7590000-D89A-92A5-7A36-08DE420F7002

A Dennis OBE

Trustee
18/12/2025

**Kings Own Royal Regiment Museum Fund
Independent Examiner's Report to the Trustees of Kings Own Royal Regiment Museum Fund
For The Year Ended 28 February 2025**

I report to the trustees on my examination of the accounts of Kings Own Royal Regiment Museum Fund (the Trust) for the year ended 28 February 2025.

Responsibilities and Basis of Report

As the charity trustees of the Trust 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 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 giving me cause to believe that in any material respect:

1. accounting records were not kept in respect of the Trust as required by section 130 of the Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the applicable requirements concerning the form and contents 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.



Luke Tattersall FCA

18/12/2025
14a Main Street
Cockermouth
Cumbria
CA13 9LQ

**Kings Own Royal Regiment Museum Fund
Statement of Financial Activities
For The Year Ended 28 February 2025**

				2025	2024
		Unrestricted funds	Restricted funds	Total funds	Total funds
	Notes	£	£	£	£
INCOME AND ENDOWMENTS FROM:					
Donations and legacies	3	129,456	43,505	172,961	162,446
Charitable activities:					
Charitable activities		42,664	1,800	44,464	41,797
Investments	4	295	-	295	218
		<u>172,415</u>	<u>45,305</u>	<u>217,720</u>	<u>204,461</u>
EXPENDITURE ON:					
Charitable activities:					
Charitable activities	6	(181,483)	(2,635)	(184,118)	(168,250)
NET INCOME		20,615	12,987	33,602	36,211
Transfers between funds	18	8,398	(8,398)	-	-
NET MOVEMENT IN FUNDS		29,013	4,589	33,602	36,211
RECONCILIATION OF FUNDS:					
Total funds brought forward		295,273	11,074	306,347	270,136
TOTAL FUNDS CARRIED FORWARD	18	<u><u>324,286</u></u>	<u><u>15,663</u></u>	<u><u>339,949</u></u>	<u><u>306,347</u></u>

The notes on pages 7 to 12 form part of these financial statements.

**Kings Own Royal Regiment Museum Fund
Comparative Statement of Financial Activities
For The Year Ended 28 February 2025**

		2024		
		Unrestricted funds	Restricted funds	Total funds
	Notes	£	£	£
INCOME AND ENDOWMENTS FROM:				
Donations and legacies	3	162,446	-	162,446
Charitable activities:				
Charitable activities		41,797	-	41,797
Investments	4	218	-	218
		<u>204,461</u>	<u>-</u>	<u>204,461</u>
EXPENDITURE ON:				
Charitable activities:				
Charitable activities	6	(168,250)	-	(168,250)
NET INCOME		36,211	-	36,211
Transfers between funds	18	(11,074)	11,074	-
NET MOVEMENT IN FUNDS		<u>25,137</u>	<u>11,074</u>	<u>36,211</u>
RECONCILIATION OF FUNDS:				
Total funds brought forward		270,136	-	270,136
TOTAL FUNDS CARRIED FORWARD	18	<u><u>295,273</u></u>	<u><u>11,074</u></u>	<u><u>306,347</u></u>

The notes on pages 7 to 12 form part of these financial statements.

**Kings Own Royal Regiment Museum Fund
Statement of Financial Position
As At 28 February 2025**

				2025	2024
		Unrestricted funds	Restricted funds	Total funds	Total funds
	Notes	£	£	£	£
FIXED ASSETS					
Tangible Assets	11	127,738	-	127,738	129,730
		<u>127,738</u>	<u>-</u>	<u>127,738</u>	<u>129,730</u>
CURRENT ASSETS					
Stocks	12	14,551	-	14,551	13,730
Debtors	13	7,284	-	7,284	5,544
Cash at bank and in hand		187,508	15,663	203,171	179,916
		<u>209,343</u>	<u>15,663</u>	<u>225,006</u>	<u>199,190</u>
Creditors: Amounts Falling Due Within One Year	14	<u>(10,015)</u>	<u>-</u>	<u>(10,015)</u>	<u>(13,490)</u>
NET CURRENT ASSETS (LIABILITIES)		<u>199,328</u>	<u>15,663</u>	<u>214,991</u>	<u>185,700</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>327,066</u>	<u>15,663</u>	<u>342,729</u>	<u>315,430</u>
Creditors: Amounts Falling Due After More Than One Year	15	<u>(2,780)</u>	<u>-</u>	<u>(2,780)</u>	<u>(9,083)</u>
NET ASSETS		<u>324,286</u>	<u>15,663</u>	<u>339,949</u>	<u>306,347</u>
FUNDS OF THE CHARITY					
Restricted Funds				15,663	11,074
Unrestricted Funds				<u>324,286</u>	<u>295,273</u>
TOTAL FUNDS	18			<u>339,949</u>	<u>306,347</u>

On behalf of the board



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A Dennis OBE

Trustee
18/12/2025

The notes on pages 7 to 12 form part of these financial statements.

Kings Own Royal Regiment Museum Fund
Notes to the Financial Statements
For The Year Ended 28 February 2025

1. General Information

Kings Own Royal Regiment Museum Fund is an unincorporated charity registered with the Charity Commission, registered charity number 271943. The principal address is .

2. Accounting Policies

2.1. Basis of Preparation of Financial Statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) "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) (effective 1 January 2019)", Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" and the Charities Act 2011.

The charity is a Public Benefit Entity as defined by FRS 102.

2.2. Incoming Resources

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

2.3. Resources Expended

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

2.4. Tangible Fixed Assets and Depreciation

Tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. Depreciation is provided at rates calculated to write off the cost of the fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Plant & Machinery	- at varying rates on cost
Fixtures & Fittings	- 10% on reducing balance

2.5. Stocks and Work in Progress

Stocks and work in progress are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks.

Cost is determined using the first-in, first-out method. Cost includes all direct costs and an appropriate proportion of fixed and variable overheads.

Work in progress is reflected in the accounts on a contract by contract basis by recording turnover and related costs as contract activity progresses.

At the end of each reporting period stocks are assessed for impairment. If an item of stock is impaired, the identified stock is reduced to its selling price less costs to complete and sell and an impairment charge is recognised in the statement of financial activities. Where a reversal of the impairment is required the impairment charge is reversed, up to the original impairment loss, and is recognised as a credit in the statement of financial activities.

2.6. Cash and Cash Equivalents

Cash and cash equivalents are basic financial assets and include cash in hand and deposits held at call with banks, other short-term highly liquid investments that mature in no more than three months from the date of acquisition and are readily convertible to a known amount of cash with insignificant risk of change in value, and bank overdrafts.

3. Income from Donations and Legacies

			2025
	Unrestricted	Restricted	Total
	funds	funds	funds
	£	£	£
Donations and gifts	100,715	750	101,465
Grants	28,741	42,755	71,496
	129,456	43,505	172,961

Kings Own Royal Regiment Museum Fund
Notes to the Financial Statements (continued)
For The Year Ended 28 February 2025

	Unrestricted funds	Restricted funds	2024 Total funds
	£	£	£
Donations and gifts	154,842	-	154,842
Grants	7,604	-	7,604
	162,446	-	162,446

4. Investment Income

	2025 Unrestricted funds		2024 Unrestricted funds
	£		£
Interest on short-term deposits	295		218
	295		218

5. Net Income/(Expenditure)

The net income is stated after charging/(crediting):

	2025		2024
	£		£
Depreciation of tangible fixed assets - owned	10,059		8,247
	10,059		8,247

6. Analysis of Expenditure

	Activities undertaken directly	Support costs (see note 7)	2025 Total
	£	£	£
Charitable activities	178,450	5,668	184,118
	178,450	5,668	184,118

	Activities undertaken directly	Support costs (see note 7)	2024 Total
	£	£	£
Charitable activities	158,412	9,838	168,250
	158,412	9,838	168,250

**Kings Own Royal Regiment Museum Fund
Notes to the Financial Statements (continued)
For The Year Ended 28 February 2025**

7. Support Costs

	2025 Charitable activities £
Interest payable	1,710
Governance costs	3,958
	5,668
	5,668
	2024 Charitable activities £
Interest payable	1,918
Governance costs	7,920
	9,838
	9,838

8. Independent Examiner's Remuneration

The independent examiner was paid £1,386 for their work in carrying out the independent examination of the charity's accounts. No other benefits were paid to the independent examiner.

	2025 £	2024 £
Independent examination of the financial statements	1,386	1,320
Other assurance services	-	-
Tax advisory services	-	-
Other financial services	-	-
	1,386	1,320
	1,386	1,320

9. Staff Costs

Staff costs were as follows:

	2025 £	2024 £
Wages and salaries	95,187	87,963
Social security costs	2,130	1,424
Other pension costs	1,623	4,696
	98,940	94,083
	98,940	94,083

No employees received employee benefits (excluding employer pension costs) for the reporting period of more than £60,000.

10. Average Number of Employees

Average number of employees during the year was as follows:

	2025	2024
Charitable Activities	4	4
Ministry of Defence employee	1	1
	5	5
	5	5

**Kings Own Royal Regiment Museum Fund
Notes to the Financial Statements (continued)
For The Year Ended 28 February 2025**

11. Tangible Assets

	Plant & Machinery	Fixtures & Fittings	Total
	£	£	£
Cost			
As at 1 March 2024	130,000	57,179	187,179
Additions	-	8,067	8,067
As at 28 February 2025	<u>130,000</u>	<u>65,246</u>	<u>195,246</u>
Depreciation			
As at 1 March 2024	32,500	24,949	57,449
Provided during the period	6,500	3,559	10,059
As at 28 February 2025	<u>39,000</u>	<u>28,508</u>	<u>67,508</u>
Net Book Value			
As at 28 February 2025	<u>91,000</u>	<u>36,738</u>	<u>127,738</u>
As at 1 March 2024	<u>97,500</u>	<u>32,230</u>	<u>129,730</u>

12. Stocks

	2025	2024
	£	£
Stock	<u>14,551</u>	<u>13,730</u>

13. Debtors

	2025	2024
	£	£
Due within one year		
Trade debtors	6,612	1,487
Other debtors	672	4,057
	<u>7,284</u>	<u>5,544</u>

14. Creditors: Amounts Falling Due Within One Year

	2025	2024
	£	£
Trade creditors	-	1,125
Bank loans and overdrafts	6,655	6,815
Other creditors	433	853
Taxation and social security	1,541	3,251
Accruals and deferred income	1,386	1,446
	<u>10,015</u>	<u>13,490</u>

15. Creditors: Amounts Falling Due After More Than One Year

	2025	2024
	£	£
Bank loans	<u>2,780</u>	<u>9,083</u>

**Kings Own Royal Regiment Museum Fund
Notes to the Financial Statements (continued)
For The Year Ended 28 February 2025**

16. Loans

An analysis of the maturity of loans is given below:

	2025	2024
	£	£
Amounts falling due within one year or on demand:		
Bank loans	6,655	6,815
	6,655	6,815
	2025	2024
	£	£
Amounts falling due between one and five years:		
Bank loans	2,780	9,083
	2,780	9,083

17. Pension Commitments

The charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charity in an independently administered fund.

During the year the charge to the statement of financial activities in respect of defined contribution schemes was £1,403 (2024: £1,544).

At the statement of financial position date contributions of £319 (2024: £0) were due to the fund and are included in creditors.

18. Movement in Funds

	As at 1 March 2024	Income	Expenditure	Transfers	As at 28 February 2025
	£	£	£	£	£
Unrestricted funds					
General:					
General unrestricted fund	295,273	172,415	(151,800)	8,398	324,286
Restricted funds					
Afghan Community Project	4,000	-	-	(4,000)	-
Afghan Exhibition	186	-	-	(186)	-
Outdoor Exhibits	1,340	-	-	(1,340)	-
Resilient Alma	-	39,480	(27,339)	-	12,141
Sporting Heritage AMOT	2,872	-	-	(2,872)	-
Veterans' Lunches	2,676	2,550	(1,704)	-	3,522
Collections Care	-	3,275	(3,275)	-	-
Total restricted funds	11,074	45,305	(32,318)	(8,398)	15,663
Total funds	306,347	217,720	(184,118)	-	339,949

	As at 1 March 2023	Income	Expenditure	Transfers	As at 29 February 2024
	£	£	£	£	£
Unrestricted funds					
General:					
General unrestricted fund	270,136	204,461	(168,250)	(11,074)	295,273
Restricted funds					
Afghan Community Project	-	-	-	4,000	4,000
Afghan Exhibition	-	-	-	186	186
Outdoor Exhibits	-	-	-	1,340	1,340

...CONTINUED

**Kings Own Royal Regiment Museum Fund
Notes to the Financial Statements (continued)
For The Year Ended 28 February 2025**

Sporting Heritage AMOT	-	-	-	2,872	2,872
Veterans' Lunches	-	-	-	2,676	2,676
Total restricted funds	-	-	-	11,074	11,074
Total funds	270,136	204,461	(168,250)	-	306,347

19. Transactions with Trustees

None of the trustees received any remuneration or any other benefits from an employment with the charity or a related entity during the current or previous year.

No trustee expenses have been incurred.

20. Related Party Disclosures

There have been no related party transactions in the reporting period that require disclosure.

**Kings Own Royal Regiment Museum Fund
Detailed Statement of Financial Activities
For The Year Ended 28 February 2025**

	2025	2024
	Total funds	Total funds
	£	£
INCOME AND ENDOWMENTS FROM:		
Donations and legacies		
Appeals and donations	13,570	64,821
Admissions	87,895	90,021
Grants	71,496	7,604
	172,961	162,446
Charitable Activities:		
Charitable activities		
Education	3,406	3,537
Events	10,883	9,442
Gift shop	24,160	22,580
Bar	1,027	1,665
Café	4,988	4,573
	44,464	41,797
Investments		
Interest on short term deposits	295	218
	295	218
	217,720	204,461
EXPENDITURE ON:		
Charitable Activities:		
Charitable activities		
Opening stock and work in progress	(13,730)	(12,288)
Bar and shop purchases	(13,273)	(13,364)
Event expenses	(9,745)	(4,322)
Exhibition costs	(8,743)	(428)
Rates and water	(337)	(337)
Licence fees	(714)	(686)
Wages and salaries	(95,187)	(87,963)
Social security	(2,130)	(1,424)
Pensions	(1,403)	(1,544)
Staff training expenditure	(220)	(3,152)
Computer software, IT consumables and maintenance	(2,510)	(890)
Repairs, renewals and maintenance	(5,842)	(7,490)
Insurance	(5,594)	(7,055)
Marketing and advertising costs	(2,018)	(2,998)
Data and telecommunications costs	(297)	(230)
Printing, postage and stationery	(2,941)	(2,344)
Subscriptions	(1,271)	(1,634)
Other direct costs	(16,987)	(15,746)
Depreciation	(10,059)	(8,247)
Closing stock and work in progress	14,551	13,730
Bank interest payable	(355)	(507)

...CONTINUED

**Kings Own Royal Regiment Museum Fund
Detailed Statement of Financial Activities (continued)
For The Year Ended 28 February 2025**

Bank charges	(1,355)	(1,411)
Accountancy fees	(2,308)	(1,820)
Consultancy fees	(1,650)	(6,100)
	<u>(184,118)</u>	<u>(168,250)</u>
	(184,118)	(168,250)
NET INCOME	<u>33,602</u>	<u>36,211</u>

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More Information

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**KINGS OWN ROYAL REGIMENT MUSEUM FUND
TRUSTEES' REPORT AND
UNAUDITED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 28 FEBRUARY 2025**

Kings Own Royal Regiment Museum Fund Contents

	Page
Reference and Administrative Details	1
Trustees' Report	2
Independent Examiner's Report	3
Statement of Financial Activities	4
Comparative Statement of Financial Activities	5
Statement of Financial Position	6
Notes to the Financial Statements	7—12
The following pages do not form part of the statutory accounts:	
Detailed Statement of Financial Activities	13—14

**Kings Own Royal Regiment Museum Fund
Reference and Administrative Details
For The Year Ended 28 February 2025**

Trustees	R English A Dennis OBE - Chairman V Parry ACA C W Glover J M Fitzsimmons P T Hampson C Braithwaite (appointed 01/12/2024) S Sole (appointed 01/12/2024) P Reynolds
Museum Manager	Mrs J Wooding FHA BA(Hons)
Charity Number	271943
Independent Examiner	Luke Tattersall FCA Tattersall Bailey 14a Main Street Cockermouth Cumbria CA13 9LQ

**Kings Own Royal Regiment Museum Fund
Trustees' Report For The Year Ended 28 February 2025**

The trustees present their report and the financial statements for the year ended 28 February 2025.

Other Information

The Trustees Annual Report

The Trustees Annual Report is included as a separate document to these statements

The trustees' report was approved by the board of trustees and signed on its behalf by:



F7590000-D89A-92A5-7A36-08DE420F7002

A Dennis OBE

Trustee
18/12/2025

Kings Own Royal Regiment Museum Fund
Independent Examiner's Report to the Trustees of Kings Own Royal Regiment Museum Fund
For The Year Ended 28 February 2025

I report to the trustees on my examination of the accounts of Kings Own Royal Regiment Museum Fund (the Trust) for the year ended 28 February 2025.

Responsibilities and Basis of Report

As the charity trustees of the Trust 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 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 giving me cause to believe that in any material respect:

1. accounting records were not kept in respect of the Trust as required by section 130 of the Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the applicable requirements concerning the form and contents 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.



Luke Tattersall FCA

18/12/2025
14a Main Street
Cockermouth
Cumbria
CA13 9LQ

**Kings Own Royal Regiment Museum Fund
Statement of Financial Activities
For The Year Ended 28 February 2025**

				2025	2024
		Unrestricted funds	Restricted funds	Total funds	Total funds
	Notes	£	£	£	£
INCOME AND ENDOWMENTS FROM:					
Donations and legacies	3	129,456	43,505	172,961	162,446
Charitable activities:					
Charitable activities		42,664	1,800	44,464	41,797
Investments	4	295	-	295	218
		<u>172,415</u>	<u>45,305</u>	<u>217,720</u>	<u>204,461</u>
EXPENDITURE ON:					
Charitable activities:					
Charitable activities	6	(181,483)	(2,635)	(184,118)	(168,250)
NET INCOME		20,615	12,987	33,602	36,211
Transfers between funds	18	8,398	(8,398)	-	-
NET MOVEMENT IN FUNDS		29,013	4,589	33,602	36,211
RECONCILIATION OF FUNDS:					
Total funds brought forward		295,273	11,074	306,347	270,136
TOTAL FUNDS CARRIED FORWARD	18	<u><u>324,286</u></u>	<u><u>15,663</u></u>	<u><u>339,949</u></u>	<u><u>306,347</u></u>

The notes on pages 7 to 12 form part of these financial statements.

**Kings Own Royal Regiment Museum Fund
Comparative Statement of Financial Activities
For The Year Ended 28 February 2025**

	Notes	2024		
		Unrestricted funds	Restricted funds	Total funds
		£	£	£
INCOME AND ENDOWMENTS FROM:				
Donations and legacies	3	162,446	-	162,446
Charitable activities:				
Charitable activities		41,797	-	41,797
Investments	4	218	-	218
		<u>204,461</u>	<u>-</u>	<u>204,461</u>
EXPENDITURE ON:				
Charitable activities:				
Charitable activities	6	(168,250)	-	(168,250)
NET INCOME		36,211	-	36,211
Transfers between funds	18	(11,074)	11,074	-
NET MOVEMENT IN FUNDS		25,137	11,074	36,211
RECONCILIATION OF FUNDS:				
Total funds brought forward		270,136	-	270,136
TOTAL FUNDS CARRIED FORWARD	18	<u>295,273</u>	<u>11,074</u>	<u>306,347</u>

The notes on pages 7 to 12 form part of these financial statements.

**Kings Own Royal Regiment Museum Fund
Statement of Financial Position
As At 28 February 2025**

				2025	2024
		Unrestricted funds	Restricted funds	Total funds	Total funds
	Notes	£	£	£	£
FIXED ASSETS					
Tangible Assets	11	127,738	-	127,738	129,730
		<u>127,738</u>	<u>-</u>	<u>127,738</u>	<u>129,730</u>
CURRENT ASSETS					
Stocks	12	14,551	-	14,551	13,730
Debtors	13	7,284	-	7,284	5,544
Cash at bank and in hand		187,508	15,663	203,171	179,916
		<u>209,343</u>	<u>15,663</u>	<u>225,006</u>	<u>199,190</u>
Creditors: Amounts Falling Due Within One Year	14	<u>(10,015)</u>	<u>-</u>	<u>(10,015)</u>	<u>(13,490)</u>
NET CURRENT ASSETS (LIABILITIES)		<u>199,328</u>	<u>15,663</u>	<u>214,991</u>	<u>185,700</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>327,066</u>	<u>15,663</u>	<u>342,729</u>	<u>315,430</u>
Creditors: Amounts Falling Due After More Than One Year	15	<u>(2,780)</u>	<u>-</u>	<u>(2,780)</u>	<u>(9,083)</u>
NET ASSETS		<u>324,286</u>	<u>15,663</u>	<u>339,949</u>	<u>306,347</u>
FUNDS OF THE CHARITY					
Restricted Funds				15,663	11,074
Unrestricted Funds				<u>324,286</u>	<u>295,273</u>
TOTAL FUNDS	18			<u>339,949</u>	<u>306,347</u>

On behalf of the board



F7590000-DA0A-92A5-7A3E-08DE420F7002

A Dennis OBE

Trustee
18/12/2025

The notes on pages 7 to 12 form part of these financial statements.

Kings Own Royal Regiment Museum Fund
Notes to the Financial Statements
For The Year Ended 28 February 2025

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2.2. Incoming Resources

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

2.3. Resources Expended

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2.4. Tangible Fixed Assets and Depreciation

Tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. Depreciation is provided at rates calculated to write off the cost of the fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Plant & Machinery	- at varying rates on cost
Fixtures & Fittings	- 10% on reducing balance

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Stocks and work in progress are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks.

Cost is determined using the first-in, first-out method. Cost includes all direct costs and an appropriate proportion of fixed and variable overheads.

Work in progress is reflected in the accounts on a contract by contract basis by recording turnover and related costs as contract activity progresses.

At the end of each reporting period stocks are assessed for impairment. If an item of stock is impaired, the identified stock is reduced to its selling price less costs to complete and sell and an impairment charge is recognised in the statement of financial activities. Where a reversal of the impairment is required the impairment charge is reversed, up to the original impairment loss, and is recognised as a credit in the statement of financial activities.

2.6. Cash and Cash Equivalents

Cash and cash equivalents are basic financial assets and include cash in hand and deposits held at call with banks, other short-term highly liquid investments that mature in no more than three months from the date of acquisition and are readily convertible to a known amount of cash with insignificant risk of change in value, and bank overdrafts.

3. Income from Donations and Legacies

			2025
	Unrestricted	Restricted	Total
	funds	funds	funds
	£	£	£
Donations and gifts	100,715	750	101,465
Grants	28,741	42,755	71,496
	129,456	43,505	172,961
	129,456	43,505	172,961

Kings Own Royal Regiment Museum Fund
Notes to the Financial Statements (continued)
For The Year Ended 28 February 2025

	Unrestricted funds	Restricted funds	2024 Total funds
	£	£	£
Donations and gifts	154,842	-	154,842
Grants	7,604	-	7,604
	162,446	-	162,446

4. Investment Income

	2025 Unrestricted funds	2024 Unrestricted funds
	£	£
Interest on short-term deposits	295	218
	295	218

5. Net Income/(Expenditure)

The net income is stated after charging/(crediting):

	2025	2024
	£	£
Depreciation of tangible fixed assets - owned	10,059	8,247
	10,059	8,247

6. Analysis of Expenditure

	2025 Activities undertaken directly	2025 Support costs (see note 7)	2025 Total
	£	£	£
Charitable activities	178,450	5,668	184,118
	178,450	5,668	184,118

	2024 Activities undertaken directly	2024 Support costs (see note 7)	2024 Total
	£	£	£
Charitable activities	158,412	9,838	168,250
	158,412	9,838	168,250

**Kings Own Royal Regiment Museum Fund
Notes to the Financial Statements (continued)
For The Year Ended 28 February 2025**

7. Support Costs

	2025 Charitable activities £
Interest payable	1,710
Governance costs	3,958
	5,668
	5,668
	2024 Charitable activities £
Interest payable	1,918
Governance costs	7,920
	9,838
	9,838

8. Independent Examiner's Remuneration

The independent examiner was paid £1,386 for their work in carrying out the independent examination of the charity's accounts. No other benefits were paid to the independent examiner.

	2025 £	2024 £
Independent examination of the financial statements	1,386	1,320
Other assurance services	-	-
Tax advisory services	-	-
Other financial services	-	-
	1,386	1,320
	1,386	1,320

9. Staff Costs

Staff costs were as follows:

	2025 £	2024 £
Wages and salaries	95,187	87,963
Social security costs	2,130	1,424
Other pension costs	1,623	4,696
	98,940	94,083
	98,940	94,083

No employees received employee benefits (excluding employer pension costs) for the reporting period of more than £60,000.

10. Average Number of Employees

Average number of employees during the year was as follows:

	2025	2024
Charitable Activities	4	4
Ministry of Defence employee	1	1
	5	5
	5	5

**Kings Own Royal Regiment Museum Fund
Notes to the Financial Statements (continued)
For The Year Ended 28 February 2025**

11. Tangible Assets

	Plant & Machinery	Fixtures & Fittings	Total
	£	£	£
Cost			
As at 1 March 2024	130,000	57,179	187,179
Additions	-	8,067	8,067
As at 28 February 2025	<u>130,000</u>	<u>65,246</u>	<u>195,246</u>
Depreciation			
As at 1 March 2024	32,500	24,949	57,449
Provided during the period	6,500	3,559	10,059
As at 28 February 2025	<u>39,000</u>	<u>28,508</u>	<u>67,508</u>
Net Book Value			
As at 28 February 2025	<u>91,000</u>	<u>36,738</u>	<u>127,738</u>
As at 1 March 2024	<u>97,500</u>	<u>32,230</u>	<u>129,730</u>

12. Stocks

	2025	2024
	£	£
Stock	<u>14,551</u>	<u>13,730</u>

13. Debtors

	2025	2024
	£	£
Due within one year		
Trade debtors	6,612	1,487
Other debtors	672	4,057
	<u>7,284</u>	<u>5,544</u>

14. Creditors: Amounts Falling Due Within One Year

	2025	2024
	£	£
Trade creditors	-	1,125
Bank loans and overdrafts	6,655	6,815
Other creditors	433	853
Taxation and social security	1,541	3,251
Accruals and deferred income	1,386	1,446
	<u>10,015</u>	<u>13,490</u>

15. Creditors: Amounts Falling Due After More Than One Year

	2025	2024
	£	£
Bank loans	<u>2,780</u>	<u>9,083</u>

Kings Own Royal Regiment Museum Fund
Notes to the Financial Statements (continued)
For The Year Ended 28 February 2025

16. Loans

An analysis of the maturity of loans is given below:

	2025	2024
	£	£
Amounts falling due within one year or on demand:		
Bank loans	6,655	6,815
	6,655	6,815
	2025	2024
	£	£
Amounts falling due between one and five years:		
Bank loans	2,780	9,083
	2,780	9,083

17. Pension Commitments

The charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charity in an independently administered fund.

During the year the charge to the statement of financial activities in respect of defined contribution schemes was £1,403 (2024: £1,544).

At the statement of financial position date contributions of £319 (2024: £0) were due to the fund and are included in creditors.

18. Movement in Funds

	As at 1 March 2024	Income	Expenditure	Transfers	As at 28 February 2025
	£	£	£	£	£
Unrestricted funds					
General:					
General unrestricted fund	295,273	172,415	(151,800)	8,398	324,286
Restricted funds					
Afghan Community Project	4,000	-	-	(4,000)	-
Afghan Exhibition	186	-	-	(186)	-
Outdoor Exhibits	1,340	-	-	(1,340)	-
Resilient Alma	-	39,480	(27,339)	-	12,141
Sporting Heritage AMOT	2,872	-	-	(2,872)	-
Veterans' Lunches	2,676	2,550	(1,704)	-	3,522
Collections Care	-	3,275	(3,275)	-	-
Total restricted funds	11,074	45,305	(32,318)	(8,398)	15,663
Total funds	306,347	217,720	(184,118)	-	339,949

	As at 1 March 2023	Income	Expenditure	Transfers	As at 29 February 2024
	£	£	£	£	£
Unrestricted funds					
General:					
General unrestricted fund	270,136	204,461	(168,250)	(11,074)	295,273
Restricted funds					
Afghan Community Project	-	-	-	4,000	4,000
Afghan Exhibition	-	-	-	186	186
Outdoor Exhibits	-	-	-	1,340	1,340

...CONTINUED

**Kings Own Royal Regiment Museum Fund
Notes to the Financial Statements (continued)
For The Year Ended 28 February 2025**

Sporting Heritage AMOT	-	-	-	2,872	2,872
Veterans' Lunches	-	-	-	2,676	2,676
Total restricted funds	-	-	-	11,074	11,074
Total funds	270,136	204,461	(168,250)	-	306,347

19. Transactions with Trustees

None of the trustees received any remuneration or any other benefits from an employment with the charity or a related entity during the current or previous year.

No trustee expenses have been incurred.

20. Related Party Disclosures

There have been no related party transactions in the reporting period that require disclosure.

**Kings Own Royal Regiment Museum Fund
Detailed Statement of Financial Activities
For The Year Ended 28 February 2025**

	2025	2024
	Total funds	Total funds
	£	£
INCOME AND ENDOWMENTS FROM:		
Donations and legacies		
Appeals and donations	13,570	64,821
Admissions	87,895	90,021
Grants	71,496	7,604
	172,961	162,446
Charitable Activities:		
Charitable activities		
Education	3,406	3,537
Events	10,883	9,442
Gift shop	24,160	22,580
Bar	1,027	1,665
Café	4,988	4,573
	44,464	41,797
Investments		
Interest on short term deposits	295	218
	295	218
	217,720	204,461
EXPENDITURE ON:		
Charitable Activities:		
Charitable activities		
Opening stock and work in progress	(13,730)	(12,288)
Bar and shop purchases	(13,273)	(13,364)
Event expenses	(9,745)	(4,322)
Exhibition costs	(8,743)	(428)
Rates and water	(337)	(337)
Licence fees	(714)	(686)
Wages and salaries	(95,187)	(87,963)
Social security	(2,130)	(1,424)
Pensions	(1,403)	(1,544)
Staff training expenditure	(220)	(3,152)
Computer software, IT consumables and maintenance	(2,510)	(890)
Repairs, renewals and maintenance	(5,842)	(7,490)
Insurance	(5,594)	(7,055)
Marketing and advertising costs	(2,018)	(2,998)
Data and telecommunications costs	(297)	(230)
Printing, postage and stationery	(2,941)	(2,344)
Subscriptions	(1,271)	(1,634)
Other direct costs	(16,987)	(15,746)
Depreciation	(10,059)	(8,247)
Closing stock and work in progress	14,551	13,730
Bank interest payable	(355)	(507)

...CONTINUED

**Kings Own Royal Regiment Museum Fund
Detailed Statement of Financial Activities (continued)
For The Year Ended 28 February 2025**

Bank charges	(1,355)	(1,411)
Accountancy fees	(2,308)	(1,820)
Consultancy fees	(1,650)	(6,100)
	<u>(184,118)</u>	<u>(168,250)</u>
	(184,118)	(168,250)
NET INCOME	<u>33,602</u>	<u>36,211</u>

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KING'S OWN ROYAL BORDER REGIMENT MUSEUM FUND

England & Wales - Charity number 271943

Accounts

**REPORT OF THE TRUSTEES AND
UNAUDITED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 29 FEBRUARY 2024
FOR
THE KING'S OWN ROYAL BORDER
REGIMENT MUSEUM FUND**

Tattersall Bailey
Chartered Accountants
14A Main Street
Cockermouth
Cumbria
CA13 9LQ

**THE KING'S OWN ROYAL BORDER
REGIMENT MUSEUM FUND**

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FOR THE YEAR ENDED 29 FEBRUARY 2024**

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**THE KING'S OWN ROYAL BORDER
REGIMENT MUSEUM FUND**

**REFERENCE AND ADMINISTRATIVE DETAILS
FOR THE YEAR ENDED 29 FEBRUARY 2024**

Charity number	271943
Trustees	
Colonel Andrew Dennis OBE (Chairman)	Serving Officer, The Duke of Lancaster's Regiment
Colonel Michael. G. Diss OBE TD	Retired Industrialist
Major A. Paul Chandler TD	Retired / resigned May 2022
Major Mark English TD	Financial advisor / retired Army Reserve Officer
Mrs. Julie M. Fitzsimmins	Marketing Executive
Mr. Colin W. Glover	Retired Carlisle City Councillor
Mr. Peter T. Hampson	Director, British Resorts and Destinations Association
Ms. Viv Parry	Accountant
Capt Peter Reynolds	Serving Army Officer
Ex-Officio	Vacant
Museum Manager	Mrs J Wooding FHA BA(Hons)
Principal address	Alma Block, The Castle, Carlisle, Cumbria, CA3 3UR
Independent Examiner	Luke Tattersall FCA
Bankers	RBC Plc, 36 St Andrew's Square, Edinburgh, EH2 2YB
Solicitors	Cartmell Shepherd, Viaduct House, Carlisle, Cumbria, CA3 8EX
Accountants	Tattersall Bailey, 3 Fisher Street, Carlisle, Cumbria, CA3 8RR

**THE KING'S OWN ROYAL BORDER
REGIMENT MUSEUM FUND**

**STATEMENT OF CHAIR OF TRUSTEES
FOR THE YEAR ENDED 29 FEBRUARY 2024**

The British Army distillation of the principles of war denotes selection and maintenance of the aim as the master principle. Echoing this entreaty Cumbria's Museum of Military Life's (CMoML) vision continues to drive actions. The vision informs the actions of the CMoML community including the trustees, staff, volunteers, friends and other informal supporters, numbering close to 200 overall. The community is continuing to fulfil the vision and this report illustrates that.

Over this last year we have shared the collection with over 40,000 visitors in real life, and a growing number through our digital activities. The trustees think it fair to say that the museum is locally and regionally renowned, enjoying the positive support of regional media, government, educational organisations and the military. The detail is set out within this report, as trustees we highlight that the Museum is:

- o A Hub of vibrant communities of interest. These range from veterans, through work with a local Afghan refugee organisation, 30 schools, a leading light within the Northern group of military museums, and a key part of the local museum network.

- o A focal point for visitors to Carlisle and Cumbria. Our strong visitor numbers (40k+) are supported by hundreds of positive reviews online, in person, by letter. Many identify CMoML as being the strongest element of interest within Carlisle Castle.

- o A strong support to the military community, with a focus on the current and antecedent regiments. Our healthy Friends of the Museum organisation, volunteer programme, programme of veterans events (10 lunches and two weekend events) together with a wide range of informal interactions evidence the importance of the museum to the military community.

2023 was another strong year for the Museum. Although this is the result of myriad efforts the board recognise that the museum team are at the heart of our success. The tireless hard work and dedication of the Museum team is exemplary. Their enthusiasm hard work and adaptability are superb. The trustees are very grateful for all their efforts.,

COL A DENNIS OBE

**THE KING'S OWN ROYAL BORDER
REGIMENT MUSEUM FUND**

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 29 FEBRUARY 2024**

The trustees present their report with the financial statements of the charity for the year ended 29 February 2024. The trustees have adopted the provisions of 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) (effective 1 January 2019).

**THE KING'S OWN ROYAL BORDER
REGIMENT MUSEUM FUND**

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 29 FEBRUARY 2024**

OBJECTIVES AND ACTIVITIES

Statement of Purpose:

Our mission is: Through diligent stewardship of its collections, Cumbria's Museum of Military Life tells the story of ordinary people doing extraordinary things, enriching people's lives in our local, regional, international specialist and military communities of interest.

Our Core Values , as Trustees, Staff, Volunteers and Friends we share these values for the Museum:

- > People - our visitors, donors, military community and local and regional community are why we exist - to enrich their lives
- > Stewardship - we are the current custodians of the collection, we value it for now and the future, and we endeavour to ensure it is cared for to the best possible standard so that it remains available to fulfil our mission
- > Learning - we value learning ourselves and continually seek to enhance our knowledge and try to help others learn in formal and informal settings.
- > Curiosity - We take a strong interest in our collection and enhancing it, and the communities we serve - we want to know more about them, this underpins our learning and helps us to create exhibitions and events which stimulate curiosity in others to enable them to understand the meaning and relevance of the military experience.

Our underpinning values: As people we will behave with

- > Integrity and accountability
- > Commitment and loyalty to the Museum and
- > We will serve our community with respect for each other and all our visitors.

Our vision is:

By sharing a locally and regionally renowned collection of military history the museum becomes:

- > A Hub of vibrant communities of interest
- > A focal point for visitors to Carlisle and Cumbria.
- > A strong support to the military community, with a focus on the current and antecedent regiments

The Organisation:

The Museum was originally established within Carlisle Castle in 1932 by Officers of the Border Regiment to house the military collections of the local infantry regiment 'The Border Regiment', to promote its traditions and showcase its history. As the collections grew, the Museum relocated within the Castle, and on 8 May 1976, the King's Own Royal Border Regiment Museum Trust was established. The Museum was granted Accredited Status in September 2019 and is recognised as an Accredited Museum by Arts Council England (No. 435).

Operating as Cumbria's Museum of Military Life (CMoML), the Museum is still situated within Carlisle Castle, a scheduled ancient monument which houses the former barrack buildings of the Border Regiment Depot. The Museum is currently located in Alma Block, the former Regimental Institute, moving to its present location in 2014 with support from the Heritage Lottery Fund. The Museum building is occupied under the terms of a lease held by the Museum Trustees from Historic England/English Heritage, who manage Carlisle Castle as a visitor attraction and as a monument in care. The Museum opens to the public every day from April to November, and weekends from November to February. From February to Easter the Museum opens six days a week excluding Friday.

The Museum has a ground floor exhibition space of 278 square metres with a permanent display showcasing the history of the County Infantry Regiment and its soldiers past and present. There is a small shop and a café (operated by John Watts & Sons from Easter to the end of October). A flexible first floor space of 80 square metres enables the museum to install temporary exhibitions, deliver education workshops and host events.

**THE KING'S OWN ROYAL BORDER
REGIMENT MUSEUM FUND**

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 29 FEBRUARY 2024**

The collections consist of: 2000 books and Journals; Objects c. 15,000; Archives and documents c. 6000; Photographs and images including negatives c. 60,000. These items relate to the current Duke of Lancaster's Regiment and its forebears back into the 18th Century. In addition, access to the collection is provided through research facilities and online virtual tour access (<https://www.cumbriasmuseumofmilitarylife.org/museum/virtual-tour/>) together with a full programme of over 200 outreach events both at the Museum and across the region (latest list enclosed as Annex A).

The Museum operates with a Museum Manager, a Museum Assistant, and a part-time Assistant, who are employed by the Charity and one Museum Assistant funded by the MoD. A part-time Learning Assistant funded by the Heritage Fund resigned in January 2023. The MoD also fund certain utility costs within the Museum. All other operational costs are funded by the Charity.

Our 2019 Museum Forward plan established six main objectives in support of achieving our vision. These remain our guide for all activities, and we monitor and evaluate performance in each.

1. Provide a broad and varied engagement programme.
2. Manage and care for the Museum Collections
3. Provide high quality user services.
4. Become resilient and sustainable.
5. Develop the capability of the Board of Trustees, staff and volunteers.
6. Enhance our digital presence.

**THE KING'S OWN ROYAL BORDER
REGIMENT MUSEUM FUND**

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 29 FEBRUARY 2024**

ACHIEVEMENT AND PERFORMANCE

1. Provide a Broad and Varied Engagement Programme (Mar 23 - Feb 24):

Our engagement programme connects with local schools, communities, and audiences throughout this period. Our regular schools' workshops saw 30 schools visit to learn about the First and Second World Wars, and Remembrance. In total, 1,147 pupils attended school sessions at the Museum.

The Museum continued to engage with veterans and our monthly Veterans Lunch provided a welcoming venue for ex-service personnel to come together in an informal setting, subsidised by local supermarkets and charitable donations. 418 veterans attended 12 lunches between March and February. Museum staff attended Association meetings ensuring a direct connection to veterans' organisations within Cumbria an important network to support our vision.

Our monthly Tuesday talks programme hosted a variety of speakers bringing a range of military-related topics to the area. The Tuesday talks held between March and February saw an attendance of 326.

Throughout the school holidays, the Museum delivered 12 free creative workshops with a varied programme of activity including engaging with over 330 attendees with a varied make your own medal and designing your own toy soldier. The Museum also worked with Cumberland Council to provide a Winter-themed event for local refugee families with over 55 attendees.

The Museum organised its second Military Festival in 2023, with a military encampment in the Castle grounds, family activities, as well as hosting the Army Cadets, 4LANCS, The Royal British Legion and the Carlisle branch of the Regimental Association. Over 570 visitors attended the event throughout the weekend.

2. Manage and care for the Museum Collections:

The Museum continues to care for its collections Over 24,000 items are recorded on the MODES database including photographs, archives, books, and artefacts. Volunteers continue to support staff inputting data into MODES.

All acquisitions fall within the scope of the Museum's Acquisitions and Disposals Policy.

Staff and volunteers look after our collections, regularly checking and maintaining them. During 2023, we held a temporary exhibition Commanding Images showcasing paintings and pictures from the stores, some on display to the public for the first time. The exhibition also saw the redisplay of Protais' 1861 oil painting of the Soldiers of the 34th Playing Skittles before Sebastapol recently returned from the Lancashire Conservation Studios.

The Museum also loaned The Milton Shield to Ambleside's Armit Museum for display in their temporary exhibition Running Int' Fells.

3. Provide high quality user services:

The Museum welcomed 44,502 visitors to Alma Block during this period. Our Front desk staff provide a high level of customer service to enhance the visitor experience. We continue to work with English Heritage to provide a site-wide offer and operate a successful joint admission ticket to enable visitors to view both Carlisle Castle and the Museum.

The Museum promoted activity and events through the local newspapers, local radio and staff were interviewed on Border TV. This included coverage of our annual Veterans' Christmas Lunch.

The Museum continues to offer a research service for family history enquiries. 18 paid enquiries were completed during this period.

4. Become resilient and sustainable:

The Museum continues to deliver a National Lottery Heritage Fund project to make it more sustainable. 'Resilient Alma' runs to 2025 and funding this year has enabled us work with consultants to review our retail offer, refresh the Museum leaflet and begin to overhaul our website.

During this period, the Museum team have worked with a variety of partners including Cumberland Council and Carlisle Refugee Advisory Group (CRAG) on a project involving Afghan refugees. The team have also worked with Helping Hands on developing volunteering opportunities at the Museum. We also worked with English Heritage, Carlisle Cathedral and Tullie Museum on a city-wide Heritage Open Day initiative.

5. Develop the capability of the Board of Trustees, staff, and volunteers:

**THE KING'S OWN ROYAL BORDER
REGIMENT MUSEUM FUND**

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 29 FEBRUARY 2024**

Funding from the Heritage Fund enabled a staff member to continue a part-time AAT Level 2 Certificate in Accounting course. Over the past 12 months, staff have undertaken Collections-related training, Introduction to Museum Learning, Museum interpretation training and the Welcome Host course.

Volunteers continue to play an important part in the Museum undertaking a variety of tasks including general maintenance, reception duties, data input, holiday workshops, veterans' lunches, collections care, exhibition and event support. 17 Volunteers have given over 400 hours of their time between March 2023 and February 2024.

6. Enhance our digital presence:

With the assistance of the Heritage Fund, we have worked with locally based consultants to review our website and social media. Over 12500 people visited our website during this period. We regularly interact on social media, and Museum staff have shared collection stories and promoted activities through our social media accounts with 42813 visitors to Facebook, Instagram and Twitter.

Digital engagement remains a priority objective in our Forward Plan.

RISK

Our forward plan includes a risk register. This is actively reviewed by the trustees during board meetings, measures to control risk and prepare to mitigate impacts are discussed. The most significant risks to the museum relate to generating income and gaining funding from other sources. Consistent effort over the last 3 years since Covid sees the museum in a sustainable position, and able to reconstitute a reserve. In addition, the Army has selected the museum for continued funding beyond 2030. The trustees and staff remain energetic in pursuit of resources to enable us to fulfil our vision.

FINANCIAL REVIEW

2022-2023 is the first full financial year that has been: clear of Covid closures; under the new management structure including café arrangements; using revised ticketing arrangements with English heritage; and the implementation of Xero bookkeeping for financial control. All of these changes have bedded in and are reflected in a much stronger financial situation. Museum activities are now sustainably supported by income generated from: visitors; retail activities; grants; and donor support. In FY2023/2024 the trustees will re-establish a formal reserve based on a revised strategic risk assessment. Improvements in financial control will continue through staff training and improvements in financial governance through a dashboard approach.

The overall responsibility for the accounts is dealt with by Mr Luke tattersall of Tattersall Bailey Chartered Accountants.

The attached accounts comply with the current statutory requirements and with the requirements of the charity's governing instrument.

**THE KING'S OWN ROYAL BORDER
REGIMENT MUSEUM FUND**

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 29 FEBRUARY 2024**

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing Document

The King's Own Royal Border Regiment Museum Fund is an unincorporated association and is constituted by Deed of Trust and is a registered charity, No. 271943. The Museum Fund is constituted by a Deed of Trust dated 8th May 1976.

Note -The current working/operating title of the Museum is "**Cumbria's Museum of Military Life**".

Appointment / Removal of Trustees

The power to appoint or remove any of the Trustees is with the remaining trustees.

Recruitment, Induction and Training of New Trustees

New Trustees are recruited for the skills that they can bring to the body of Trustees.

An induction package is available for new Trustees. This includes a Trustee Manual, appropriate documents and briefings by the Chairman and Curator.

Training is arranged for new Trustees, where a need is identified.

Organisational Structure

The Manager is responsible for the day to day running of the museum in accordance with the Policies and Objectives set by the Trustees.

The Manager is supported in her role by:

- > Chair of Trustees
- > Trustees
- > Regimental Secretary, The Duke of Lancaster's Regiment, Preston

Other Trustees are appointed to support specific activities where this is deemed necessary and appropriate.

The Trustees include a former senior Officer of the Regiment working in the MoD, a former senior Manager in Industry, an executive in the Tourism Industry, a senior marketing executive, an accountant, a local councillor, a financial advisor, and members of the Regiment. All Trustees have a wide range of skills and expertise, from which the Charity benefits and calls upon on a regular basis.

Risk Management

The major risks to which the charity is exposed, as identified by the Trustees, have been recorded in a register and are reviewed on a periodic basis. Actions are in place to mitigate those risks.

The risk register includes:

- > Pandemic or similar hazard
- > Reduction of MoD subsidy for staffing and energy
- > Failure to attract visitors.
- > Changes in the National Curriculum
- > Relationship breakdown with key partners
- > Government policy towards the region reduces support
- > Economic Downturn

RESPONSIBILITIES OF THE TRUSTEES

**THE KING'S OWN ROYAL BORDER
REGIMENT MUSEUM FUND**

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 29 FEBRUARY 2024**

Law applicable to charities in England and Wales requires the Trustees to prepare financial statements for each financial year. Under that law the trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). The financial statements are required by law to give a true and fair view of the state of affairs of the charity and of the surplus or deficit of the charity for that period.

In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently.
- make judgements and estimates that are reasonable and prudent.
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

- The trustees are responsible for keeping proper accounting records, which disclose with reasonable accuracy at any time the financial position of the charity and which enable them to ensure that the financial statements comply with the Charities Act 1993. The Trustees are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Independent Examiner

The Trustees resolved to retain their independent examiner for the period of this reporting year.

Approved by order of the board of trustees on 08/12/2024 and signed on its behalf by:

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Colonel A Dennis OBE - Trustee

**INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF
THE KING'S OWN ROYAL BORDER
REGIMENT MUSEUM FUND**

Independent examiner's report to the trustees of The King's Own Royal Border Regiment Museum Fund

I report to the charity trustees on my examination of the accounts of The King's Own Royal Border Regiment Museum Fund (the Trust) for the year ended 29 February 2024.

Responsibilities and basis of report

As the charity trustees of the Trust 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 Act and in carrying out my examination I have followed all 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 giving me cause to believe that in any material respect:

1. accounting records were not kept in respect of the Trust as required by Section 130 of the Act; or
2. the accounts do not accord with those records; or
3. the accounts do 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.



Luke Tattersall

Tattersall Bailey
Chartered Accountants

Date:09/12/2024.....

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**THE KING'S OWN ROYAL BORDER
REGIMENT MUSEUM FUND**

**STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 29 FEBRUARY 2024**

	Notes	Unrestricted fund £	Restricted funds £	29.2.24 Total funds £	28.2.23 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies		64,881	7,007	71,888	34,721
Charitable activities					
Charitable activities		130,597	1,758	132,355	110,143
Investment income	2	218	-	218	20
Total		<u>195,696</u>	<u>8,765</u>	<u>204,461</u>	<u>144,884</u>
EXPENDITURE ON					
Charitable activities					
Charitable activities		132,647	23,445	156,092	131,231
Support costs		6,058	6,100	12,158	17,688
Total		<u>138,705</u>	<u>29,545</u>	<u>168,250</u>	<u>148,919</u>
NET INCOME/(EXPENDITURE)					
Transfers between funds	11	56,991 <u>(5,180)</u>	(20,780) <u>5,180</u>	36,211 <u>-</u>	(4,035) <u>-</u>
Net movement in funds		51,811	(15,600)	36,211	(4,035)
RECONCILIATION OF FUNDS					
Total funds brought forward		243,461	26,675	270,136	274,171
TOTAL FUNDS CARRIED FORWARD		<u><u>295,272</u></u>	<u><u>11,075</u></u>	<u><u>306,347</u></u>	<u><u>270,136</u></u>

The notes form part of these financial statements

**THE KING'S OWN ROYAL BORDER
REGIMENT MUSEUM FUND**

**BALANCE SHEET
29 FEBRUARY 2024**

	Notes	Unrestricted fund £	Restricted funds £	29.2.24 Total funds £	28.2.23 Total funds £
FIXED ASSETS					
Tangible assets	5	129,730	-	129,730	109,277
CURRENT ASSETS					
Stocks	6	13,730	-	13,730	12,288
Debtors	7	5,544	-	5,544	1,990
Cash at bank and in hand		168,842	11,074	179,916	172,395
		<u>188,116</u>	<u>11,074</u>	<u>199,190</u>	<u>186,673</u>
CREDITORS					
Amounts falling due within one year	8	(13,490)	-	(13,490)	(10,422)
		<u>174,626</u>	<u>11,074</u>	<u>185,700</u>	<u>176,251</u>
NET CURRENT ASSETS					
		<u>304,356</u>	<u>11,074</u>	<u>315,430</u>	<u>285,528</u>
TOTAL ASSETS LESS CURRENT LIABILITIES					
		<u>295,273</u>	<u>11,074</u>	<u>306,347</u>	<u>270,136</u>
CREDITORS					
Amounts falling due after more than one year	9	(9,083)	-	(9,083)	(15,392)
		<u>295,273</u>	<u>11,074</u>	<u>306,347</u>	<u>270,136</u>
NET ASSETS					
		<u>295,273</u>	<u>11,074</u>	<u>306,347</u>	<u>270,136</u>
FUNDS					
	11			295,273	243,461
Unrestricted funds				11,074	26,675
Restricted funds				<u>306,347</u>	<u>270,136</u>
TOTAL FUNDS					
				<u>306,347</u>	<u>270,136</u>

The financial statements were approved by the Board of Trustees and authorised for issue on
and were signed on its behalf by:



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A Dennis OBE - Trustee

**THE KING'S OWN ROYAL BORDER
REGIMENT MUSEUM FUND**

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 29 FEBRUARY 2024**

1. ACCOUNTING POLICIES

Basis of preparing the financial statements

The financial statements of the charity, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) '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) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Charities Act 2011. The financial statements have been prepared under the historical cost convention.

Income

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Plant and machinery	- at varying rates on cost
Fixtures and fittings	- 10% on reducing balance

Stocks

Stocks are valued at the lower of cost and net realisable value, after making due allowance for obsolete and slow moving items.

Taxation

The charity is exempt from tax on its charitable activities.

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Pension costs and other post-retirement benefits

The charity operates a defined contribution pension scheme. Contributions payable to the charity's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

**THE KING'S OWN ROYAL BORDER
REGIMENT MUSEUM FUND**

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 29 FEBRUARY 2024**

2. INVESTMENT INCOME

	29.2.24	28.2.23
	£	£
Deposit account interest	218	20
	<u>218</u>	<u>20</u>

3. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 29 February 2024 nor for the year ended 28 February 2023.

Trustees' expenses

There were no trustees' expenses paid for the year ended 29 February 2024 nor for the year ended 28 February 2023.

4. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted fund £	Restricted funds £	Total funds £
INCOME AND ENDOWMENTS FROM			
Donations and legacies	34,721	-	34,721
Charitable activities			
Charitable activities	110,143	-	110,143
Investment income	20	-	20
Total	<u>144,884</u>	<u>-</u>	<u>144,884</u>
EXPENDITURE ON			
Charitable activities			
Charitable activities	131,231	-	131,231
Support costs	17,688	-	17,688
Total	<u>148,919</u>	<u>-</u>	<u>148,919</u>
NET INCOME/(EXPENDITURE)			
Transfers between funds	(4,035)	-	(4,035)
	<u>(26,675)</u>	<u>26,675</u>	<u>-</u>
Net movement in funds	(30,710)	26,675	(4,035)
RECONCILIATION OF FUNDS			
Total funds brought forward	274,171	-	274,171
	<u>274,171</u>	<u>-</u>	<u>274,171</u>
TOTAL FUNDS CARRIED FORWARD	<u>243,461</u>	<u>26,675</u>	<u>270,136</u>

**THE KING'S OWN ROYAL BORDER
REGIMENT MUSEUM FUND**

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 29 FEBRUARY 2024**

5. TANGIBLE FIXED ASSETS

	Plant and machinery £	Fixtures and fittings £	Totals £
COST			
At 1 March 2023	130,000	28,479	158,479
Additions	-	28,700	28,700
At 29 February 2024	130,000	57,179	187,179
DEPRECIATION			
At 1 March 2023	26,000	23,202	49,202
Charge for year	6,500	1,747	8,247
At 29 February 2024	32,500	24,949	57,449
NET BOOK VALUE			
At 29 February 2024	97,500	32,230	129,730
At 28 February 2023	104,000	5,277	109,277

6. STOCKS

	29.2.24 £	28.2.23 £
Stocks	13,730	12,288

7. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	29.2.24 £	28.2.23 £
Trade debtors	1,487	1,285
Prepayments	4,057	705
	5,544	1,990

**THE KING'S OWN ROYAL BORDER
REGIMENT MUSEUM FUND**

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 29 FEBRUARY 2024**

8.	CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR	29.2.24	28.2.23
		£	£
	Bank loans and overdrafts (see note 10)	6,815	6,815
	Trade creditors	1,018	552
	Taxation and social security	3,895	1,935
	Other creditors	1,762	1,120
		<u>13,490</u>	<u>10,422</u>

9.	CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR	29.2.24	28.2.23
		£	£
	Bank loans (see note 10)	<u>9,083</u>	<u>15,392</u>

10. LOANS

An analysis of the maturity of loans is given below:

	29.2.24	28.2.23
	£	£
Amounts falling due within one year on demand:		
Bank loans	<u>6,815</u>	<u>6,815</u>
Amounts falling between one and two years:		
Bank loans - 1-2 years	<u>6,815</u>	<u>6,815</u>
Amounts falling due between two and five years:		
Bank loans - 2-5 years	<u>2,268</u>	<u>8,577</u>

11. MOVEMENT IN FUNDS

	At 1.3.23	Net movement in funds	Transfers between funds	At 29.2.24
	£	£	£	£
Unrestricted funds				
General fund	243,461	56,992	(5,180)	295,273
Restricted funds				
Afghan Community Project	-	4,000	-	4,000
Afghan Exhibition	186	-	-	186
Outdoor Exhibits	-	1,340	-	1,340
Resilient Alma	21,655	(26,835)	5,180	-
Sporting Heritage AMOT	3,041	(169)	-	2,872
Veteran Lunches	1,793	883	-	2,676
	<u>26,675</u>	<u>(20,781)</u>	<u>5,180</u>	<u>11,074</u>
TOTAL FUNDS	<u>270,136</u>	<u>36,211</u>	<u>-</u>	<u>306,347</u>

**THE KING'S OWN ROYAL BORDER
REGIMENT MUSEUM FUND**

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 29 FEBRUARY 2024**

11. MOVEMENT IN FUNDS - continued

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	195,696	(138,704)	56,992
Restricted funds			
Afghan Community Project	5,000	(1,000)	4,000
Outdoor Exhibits	1,340	-	1,340
Resilient Alma	-	(26,835)	(26,835)
Sporting Heritage AMOT	-	(169)	(169)
Veteran Lunches	2,425	(1,542)	883
	<u>8,765</u>	<u>(29,546)</u>	<u>(20,781)</u>
TOTAL FUNDS	<u><u>204,461</u></u>	<u><u>(168,250)</u></u>	<u><u>36,211</u></u>

Comparatives for movement in funds

	At 1.3.22 £	Net movement in funds £	Transfers between funds £	At 28.2.23 £
Unrestricted funds				
General fund	274,171	(4,035)	(26,675)	243,461
Restricted funds				
Afghan Exhibition	-	-	186	186
Resilient Alma	-	-	21,655	21,655
Sporting Heritage AMOT	-	-	3,041	3,041
Veteran Lunches	-	-	1,793	1,793
	<u>-</u>	<u>-</u>	<u>26,675</u>	<u>26,675</u>
TOTAL FUNDS	<u><u>274,171</u></u>	<u><u>(4,035)</u></u>	<u><u>-</u></u>	<u><u>270,136</u></u>

**THE KING'S OWN ROYAL BORDER
REGIMENT MUSEUM FUND**

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 29 FEBRUARY 2024**

11. MOVEMENT IN FUNDS - continued

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	144,884	(148,919)	(4,035)
	<u> </u>	<u> </u>	<u> </u>
TOTAL FUNDS	<u>144,884</u>	<u>(148,919)</u>	<u>(4,035)</u>

A current year 12 months and prior year 12 months combined position is as follows:

	At 1.3.22 £	Net movement in funds £	Transfers between funds £	At 29.2.24 £
Unrestricted funds				
General fund	274,171	52,957	(31,855)	295,273
Restricted funds				
Afghan Community Project	-	4,000	-	4,000
Afghan Exhibition	-	-	186	186
Outdoor Exhibits	-	1,340	-	1,340
Resilient Alma	-	(26,835)	26,835	-
Sporting Heritage AMOT	-	(169)	3,041	2,872
Veteran Lunches	-	883	1,793	2,676
	<u> </u>	<u> </u>	<u> </u>	<u> </u>
	-	(20,781)	31,855	11,074
	<u> </u>	<u> </u>	<u> </u>	<u> </u>
TOTAL FUNDS	<u>274,171</u>	<u>32,176</u>	<u>-</u>	<u>306,347</u>

**THE KING'S OWN ROYAL BORDER
REGIMENT MUSEUM FUND**

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 29 FEBRUARY 2024**

11. MOVEMENT IN FUNDS - continued

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	340,580	(287,623)	52,957
Restricted funds			
Afghan Community Project	5,000	(1,000)	4,000
Outdoor Exhibits	1,340	-	1,340
Resilient Alma	-	(26,835)	(26,835)
Sporting Heritage AMOT	-	(169)	(169)
Veteran Lunches	2,425	(1,542)	883
	<u>8,765</u>	<u>(29,546)</u>	<u>(20,781)</u>
TOTAL FUNDS	<u><u>349,345</u></u>	<u><u>(317,169)</u></u>	<u><u>32,176</u></u>

12. RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 29 February 2024.

**THE KING'S OWN ROYAL BORDER
REGIMENT MUSEUM FUND**

**DETAILED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 29 FEBRUARY 2024**

	29.2.24	28.2.23
	£	£
INCOME AND ENDOWMENTS		
Donations and legacies		
Appeals and donations	13,512	13,473
Legacies	49,000	11,000
Grants	9,376	10,248
	71,888	34,721
Investment income		
Deposit account interest	218	20
Charitable activities		
Admissions	92,620	76,207
Shop	22,580	18,016
Café	4,573	1,158
Bar	1,815	1,626
Other income	10,767	13,136
	132,355	110,143
Total incoming resources	204,461	144,884
EXPENDITURE		
Charitable activities		
Wages	87,962	76,444
Social security	1,423	-
Pensions	1,544	1,275
Rates and water	337	736
Insurance	7,055	6,925
Repairs and maintenance	16,542	15,970
Postage, stationary and advertising	5,570	3,650
Staff Training	3,152	2,453
Event expenses	11,620	4,573
Exhibition costs	1,191	3,278
Bar and shop purchases	11,449	9,184
Depreciation of tangible fixed assets	8,247	6,743
	156,092	131,231
Support costs		
Finance		
Bank charges	1,411	1,022
Carried forward	1,411	1,022

This page does not form part of the statutory financial statements

**THE KING'S OWN ROYAL BORDER
REGIMENT MUSEUM FUND**

**DETAILED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 29 FEBRUARY 2024**

	29.2.24	28.2.23
	£	£
Finance		
Brought forward	1,411	1,022
Bank interest	507	676
	1,918	1,698
Governance costs		
Licence Fees/ Subscription	2,320	2,303
Accountancy Fees	1,820	1,800
Consulting	6,100	11,887
	10,240	15,990
Total resources expended	168,250	148,919
Net income/(expenditure)	36,211	(4,035)

This page does not form part of the statutory financial statements

Document electronically signed



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More Information

For more information on electronic signatures and to validate this document was signed by the parties listed above, please visit www.fusesign.com

KING'S OWN ROYAL BORDER REGIMENT MUSEUM FUND

England & Wales - Charity number 271943

Accounts

**REPORT OF THE TRUSTEES AND
UNAUDITED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 28 FEBRUARY 2023
FOR
THE KING'S OWN ROYAL BORDER
REGIMENT MUSEUM FUND**

Tattersall Bailey
Chartered Accountants
14A Main Street
Cockermouth
Cumbria
CA13 9LQ

**THE KING'S OWN ROYAL BORDER
REGIMENT MUSEUM FUND**

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FOR THE YEAR ENDED 28 FEBRUARY 2023**

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**THE KING'S OWN ROYAL BORDER
REGIMENT MUSEUM FUND**

**REFERENCE AND ADMINISTRATIVE DETAILS
FOR THE YEAR ENDED 28 FEBRUARY 2023**

Charity number	271943
Trustees	
Colonel Andrew Dennis OBE (Chairman)	Serving Officer, The Duke of Lancaster's Regiment
Colonel Michael. G. Diss OBE TD	Retired Industrialist
Major A. Paul Chandler TD	Retired / resigned May 2022
Major Mark English TD	Financial advisor / retired Army Reserve Officer
Mrs. Julie M. Fitzsimmins	Marketing Executive
Mr. Colin W. Glover	Retired Carlisle City Councillor
Mr. Peter T. Hampson	Director, British Resorts and Destinations Association
Ms. Viv Parry	Accountant
Capt Peter Reynolds	Serving Army Officer
Ex-Officio	Vacant
Museum Manager	Mrs J Wooding FHA BA(Hons)
Principal address	Alma Block, The Castle, Carlisle, Cumbria, CA3 3UR
Independent Examiner	Luke Tattersall FCA
Bankers	RBC Plc, 36 St Andrew's Square, Edinburgh, EH2 2YB
Solicitors	Cartmell Shepherd, Viaduct House, Carlisle, Cumbria, CA3 8EX
Accountants	Tattersall Bailey, 3 Fisher Street, Carlisle, Cumbria, CA3 8RR

**THE KING'S OWN ROYAL BORDER
REGIMENT MUSEUM FUND**

**STATEMENT OF CHAIR OF TRUSTEES
FOR THE YEAR ENDED 28 FEBRUARY 2023**

Our collective team of staff, volunteers, friends, and trustees support an expansive ambition for Cumbria's Museum of Military Life. We developed it pre-covid and it still guides us. Our vision is that by sharing a locally and regionally renowned collection of military history the museum becomes:

- > A Hub of vibrant communities of interest
- > A focal point for visitors to Carlisle and Cumbria.
- > A strong support to the military community, with a focus on the current and antecedent regiments

We track our progress through a set of six major objectives. This report sets out our progress in reaching them. The headlines are:

- > We continue to engage visitors. The Museum welcomed 27880 visitors in 2022-2023.
- > We are developing communities: From 699 school pupils undertaking a workshop to 326 veterans at our monthly lunches, we continue to engage and interact with our audiences in a meaningful way.
- > Our collection is well managed and accessible. We have over 18,000 items recorded on our MODES database including photographs, archives, books, and artefacts and engage actively with the Military community.

This represents great progress, rooted in no small way in the support we have gained from donors in the sector. Our successful grant applications included support from the Art Fund for Audience Development work, and from the Association of Independent Museums for governance support and a Collections Care audit. Our Resilient Alma project awarded by the National Lottery Heritage Fund is now in its second year and continues to deliver in all areas from staff training through to expanding learning and access

Though this is a report and not a forecast we recognise that there is further work for us to do. We are conscious of the need to continually refine our governance, improve our collections management and embrace the digital age - and work continues in all these areas. Alongside this we are managing to attract visitors and provide resources to enable our activities. We don't take this for granted and have made some successful changes this year.

In conclusion we, the trustees, think that Cumbria's Museum of Military Life is a vibrant organisation which makes a worthwhile contribution to our city, county, and wider community. The evidence is in this report.

COL A DENNIS OBE

**THE KING'S OWN ROYAL BORDER
REGIMENT MUSEUM FUND**

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 28 FEBRUARY 2023**

The trustees present their report with the financial statements of the charity for the year ended 28 February 2023. The trustees have adopted the provisions of 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) (effective 1 January 2019).

**THE KING'S OWN ROYAL BORDER
REGIMENT MUSEUM FUND**

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 28 FEBRUARY 2023**

OBJECTIVES AND ACTIVITIES

Statement of Purpose:

Our mission is: Through diligent stewardship of its collections, Cumbria's Museum of Military Life tells the story of ordinary people doing extraordinary things, enriching people's lives in our local, regional, international specialist and military communities of interest.

Our Core Values, as Trustees, Staff, Volunteers and Friends we share these values for the Museum:

- > People - our visitors, donors, military community and local and regional community are why we exist - to enrich their lives
- > Stewardship - we are the current custodians of the collection, we value it for now and the future, and we endeavour to ensure it is cared for to the best possible standard so that it remains available to fulfil our mission
- > Learning - we value learning ourselves and continually seek to enhance our knowledge and try to help others learn in formal and informal settings.
- > Curiosity - We take a strong interest in our collection and enhancing it, and the communities we serve - we want to know more about them, this underpins our learning and helps us to create exhibitions and events which stimulate curiosity in others to enable them to understand the meaning and relevance of the military experience.

Our underpinning values: As people we will behave with

- > Integrity and accountability
- > Commitment and loyalty to the Museum and
- > We will serve our community with respect for each other and all our visitors.

Our vision is:

By sharing a locally and regionally renowned collection of military history the museum becomes:

- > A Hub of vibrant communities of interest
- > A focal point for visitors to Carlisle and Cumbria.
- > A strong support to the military community, with a focus on the current and antecedent regiments

The Organisation:

The Museum was originally established within Carlisle Castle in 1932 by Officers of the Border Regiment to house the military collections of the local infantry regiment 'The Border Regiment', to promote its traditions and showcase its history. As the collections grew, the Museum relocated within the Castle, and on 8 May 1976, the King's Own Royal Border Regiment Museum Trust was established. The Museum was granted Accredited Status in September 2019 and is recognised as an Accredited Museum by Arts Council England (No. 435).

Operating as Cumbria's Museum of Military Life (CMoML), the Museum is still situated within Carlisle Castle, a scheduled ancient monument which houses the former barrack buildings of the Border Regiment Depot. The Museum is currently located in Alma Block, the former Regimental Institute, moving to its present location in 2014 with support from the Heritage Lottery Fund. The Museum building is occupied under the terms of a lease held by the Museum Trustees from Historic England/English Heritage, who manage Carlisle Castle as a visitor attraction and as a monument in care. The Museum opens to the public every day from April to November, and weekends from November to February. From February to Easter the Museum opens six days a week excluding Friday.

The Museum has a ground floor exhibition space of 278 square metres with a permanent display showcasing the history of the County Infantry Regiment and its soldiers past and present. There is a small shop and a café (operated by John Watts & Sons from Easter to the end of October). A flexible first floor space of 80 square metres enables the museum to install temporary exhibitions, deliver education workshops and host events.

**THE KING'S OWN ROYAL BORDER
REGIMENT MUSEUM FUND**

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 28 FEBRUARY 2023**

The collections consist of: 2000 books and Journals; Objects c. 15,000; Archives and documents c. 6000; Photographs and images including negatives c. 60,000. These items relate to the current Duke of Lancaster's Regiment and its forebears back into the 18th Century. In addition, access to the collection is provided through research facilities and online virtual tour access (<https://www.cumbriasmuseumofmilitarylife.org/museum/virtual-tour/>) together with a full programme of over 200 outreach events both at the Museum and across the region (latest list enclosed as Annex A).

The Museum operates with a Museum Manager, a Museum Assistant, and a part-time Assistant, who are employed by the Charity and one Museum Assistant funded by the MoD. A part-time Learning Assistant funded by the Heritage Fund resigned in January 2023. The MoD also fund certain utility costs within the Museum. All other operational costs are funded by the Charity.

Our 2019 Museum Forward plan established six main objectives in support of achieving our vision. These remain our guide for all activities, and we monitor and evaluate performance in each.

1. Provide a broad and varied engagement programme.
2. Manage and care for the Museum Collections
3. Provide high quality user services.
4. Become resilient and sustainable.
5. Develop the capability of the Board of Trustees, staff and volunteers.
6. Enhance our digital presence.

**THE KING'S OWN ROYAL BORDER
REGIMENT MUSEUM FUND**

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 28 FEBRUARY 2023**

ACHIEVEMENT AND PERFORMANCE

1. Provide a Broad and Varied Engagement Programme (Mar 22 - Feb 23):

Our engagement programme has continued to expand this year as we rebuild our audiences post-COVID. We continued to re-establish connections with local schools, communities, and audiences throughout this period. Our regular schools' workshops saw 11 schools visit to learn about the First and Second World Wars. This was enhanced with an additional 7 schools taking part in a joint Remembrance workshop with Carlisle Cathedral. In total, 699 pupils attended school sessions at the Museum.

The Museum continued to engage with veterans and our monthly Veterans Lunch provided a welcoming venue for ex-service personnel to come together in an informal setting, subsidised by local supermarkets and charitable donations. 326 veterans attended 11 lunches between March and February. Museum staff attended Association meetings and have direct connections to other veterans' organisations within Cumbria providing a valuable link.

Our monthly Tuesday talks programme restarted in September 2022. The Museum hosted a variety of speakers bringing a range of military-related topics to the area. The five talks held within this period saw an attendance of 194.

Throughout the school holidays, the Museum delivered 11 free creative Wednesday workshops from finding out what it was like to be a Roman soldier (as part of the Hadrian 1900 celebrations) to making a lion and dragon craft. An additional royal-themed workshop celebrating the Queen's Jubilee engaged families visiting over the bank holiday.

Working with the Friends of the Museum, the Museum hosted a Saturday talks programme with an accompanying Military Festival. Local organisations from the County Archives to the Family History Society were also present. The festival saw re-enactment groups camping in the Outer Ward and engaging with visiting families throughout the weekend.

The Museum hosted one touring exhibition during this period. Delayed by COVID, this was a partnership exhibition between The Fusiliers Museum in Bury, The Lancashire Infantry Museum in Preston, The National Football Museum and Cumbria Archives. Funded by the Sporting Heritage Network, the exhibition ran for eight weeks and explored the connection between football and the Army.

As part of our remit to develop sustainability, we secured a grant from the Art Fund to work with consultants and now have in place an audience development plan to help frame future development.

2. Manage and care for the Museum Collections:

The Museum continues to care for its collections and in September commissioned a Collections Care Audit funded by the Association for Independent Museums. This report will provide the basis for future collections work and help towards securing additional funding. During this period 42 items were accessioned into the collections. Over 18,000 items are recorded on the MODES database including photographs, archives, books, and artefacts. Volunteers continue to support staff inputting data into MODES.

All acquisitions fall within the scope of the Museum's Acquisitions and Disposals Policy.

Staff and volunteers have started to review our framed collections - condition checking, documenting, repackaging, and relocating them within the store. Funding from the Friends of the Museum enabled the Museum to reshelve our small store to provide a dedicated area for artwork.

3. Provide high quality user services:

The Museum welcomed 27880 visitors to Alma Block during this period. Our Front desk staff continue to provide a high level of customer service to enhance the visitor experience. We continue to work with English Heritage to provide a site-wide offer and operate a successful joint admission ticket to enable visitors to view both Carlisle Castle and the Museum.

The Museum promoted activity and events through the local newspapers, local radio and staff were interviewed on Border TV. This included coverage of the unveiling of the King's Own Royal Border Regiment plaque in May and the Museum's 90th birthday in December.

The Museum continues to offer a research service for family history enquiries. Twenty-two enquiries were completed during this period.

**THE KING'S OWN ROYAL BORDER
REGIMENT MUSEUM FUND**

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 28 FEBRUARY 2023**

4. Become resilient and sustainable:

The Museum is currently delivering a National Lottery Heritage Fund project to make it more sustainable. 'Resilient Alma' runs from 2021 to 2025 and provides funding for staff and trustees to develop skills to assist with future planning and practice. This includes working with a consultant to look at fundraising activity, from individual giving to donations and The Friends of the Museum funded a bespoke donations box for the main gallery. We trialled a 'sponsor an object' campaign as part of the Museum's 90th birthday celebrations to encourage sponsors to donate money to the Museum by adopting an object for the year.

As part of the Museum's retail review, a retail consultant was commissioned to evaluate the current offer and make recommendations for future development. This included using local suppliers and developing new products for the shop.

The Museum team worked with a variety of partners including Carlisle Cathedral to support Remembrance activity for schools, and English Heritage to develop a successful visitor tour for the re-opening of the Castle cells for Heritage Open Day in September.

5. Develop the capability of the Board of Trustees, staff, and volunteers:

The Resilient Alma project included training and support for the Museum Board and Trustees, staff, and stakeholders worked with Digi-Board to complete an online governance questionnaire. This was followed up with practical, hands-on support from the Association of Independent Museum who funded a consultant to work in more depth with staff and Trustees.

Funding from the Heritage Fund enabled a staff member to undertake a part-time AAT Level 2 Certificate in Accounting course. The Group of Education in Museum provided a bursary for the Learning and Access Assistant to undertake the GEM Foundation course in Museum Learning and staff have attended training throughout the year including a MODES Advanced course, disability awareness training, and a First Aid course.

Volunteers continue to play an important part in the Museum undertaking a variety of tasks including general maintenance, reception duties, data input, holiday workshops, veterans' lunches, collections care and exhibition support. 26 volunteers have given over 1000 hours of their time between March 2022 and February 2023.

6. Enhance our digital presence:

Over the year, we have continued to maintain our website and interact on social media. Over 17,000 people visited our website. Museum staff have shared collections stories and promoted activities through our social media accounts with 65659 using Facebook and Twitter. This included a sustained '90 days to our 90th birthday' social media campaign from September to December. We also opened a TikTok account developing a unique way to interact with 77640 online visitors.

As part of our Resilient Alma project, we will be working with consultants to review our website and improve our digital engagement which remains a priority objective.

FINANCIAL REVIEW

2022-2023 is the first full financial year that has been: clear of Covid closures; under the new management structure including café arrangements; using revised ticketing arrangements with English heritage; and the implementation of Xero bookkeeping for financial control. All of these changes have bedded in and are reflected in a much stronger financial situation. Museum activities are now sustainably supported by income generated from: visitors; retail activities; grants; and donor support. In FY2023/2024 the trustees will re-establish a formal reserve based on a revised strategic risk assessment. Improvements in financial control will continue through staff training and improvements in financial governance through a dashboard approach.

The overall responsibility for the accounts is dealt with by Mr Luke tattersall of Tattersall Bailey Chartered Accountants.

The attached accounts comply with the current statutory requirements and with the requirements of the charity's governing instrument.

**THE KING'S OWN ROYAL BORDER
REGIMENT MUSEUM FUND**

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 28 FEBRUARY 2023**

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing Document

The King's Own Royal Border Regiment Museum Fund is an unincorporated association and is constituted by Deed of Trust and is a registered charity, No. 271943. The Museum Fund is constituted by a Deed of Trust dated 8th May 1976.

Note -The current working/operating title of the Museum is "**Cumbria's Museum of Military Life**".

Appointment / Removal of Trustees

The power to appoint or remove any of the Trustees is with the remaining trustees.

Recruitment, Induction and Training of New Trustees

New Trustees are recruited for the skills that they can bring to the body of Trustees.

An induction package is available for new Trustees. This includes a Trustee Manual, appropriate documents and briefings by the Chairman and Curator.

Training is arranged for new Trustees, where a need is identified.

Organisational Structure

The Manager is responsible for the day to day running of the museum in accordance with the Policies and Objectives set by the Trustees.

The Manager is supported in her role by:

- > Chair of Trustees
- > Trustees
- > Regimental Secretary, The Duke of Lancaster's Regiment, Preston

Other Trustees are appointed to support specific activities where this is deemed necessary and appropriate.

The Trustees include a former senior Officer of the Regiment working in the MoD, a former senior Manager in Industry, an executive in the Tourism Industry, a senior marketing executive, an accountant, a local councillor, a financial advisor, and members of the Regiment. All Trustees have a wide range of skills and expertise, from which the Charity benefits and calls upon on a regular basis.

Risk Management

The major risks to which the charity is exposed, as identified by the Trustees, have been recorded in a register and are reviewed on a periodic basis. Actions are in place to mitigate those risks.

The risk register includes:

- > Pandemic or similar hazard
- > Reduction of MoD subsidy for staffing and energy
- > Failure to attract visitors.
- > Changes in the National Curriculum
- > Relationship breakdown with key partners
- > Government policy towards the region reduces support
- > Economic Downturn

RESPONSIBILITIES OF THE TRUSTEES

Law applicable to charities in England and Wales requires the Trustees to prepare financial statements for each financial year. Under that law the trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). The financial statements are required by law to give a true and fair view of the state of affairs of the charity and of the surplus or deficit of the charity for that period.

**THE KING'S OWN ROYAL BORDER
REGIMENT MUSEUM FUND**

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 28 FEBRUARY 2023**

In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently.
 - make judgements and estimates that are reasonable and prudent.
 - prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.
- The trustees are responsible for keeping proper accounting records, which disclose with reasonable accuracy at any time the financial position of the charity and which enable them to ensure that the financial statements comply with the Charities Act 1993. The Trustees are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Independent Examiner

The Trustees resolved to retain their independent examiner for the period of this reporting year.

Approved by order of the board of trustees on 19 December 2023 and signed on its behalf by:

A handwritten signature in black ink, appearing to read 'A Dennis', is written above a horizontal line.

Colonel A Dennis OBE - Trustee

**INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF
THE KING'S OWN ROYAL BORDER
REGIMENT MUSEUM FUND**

Independent examiner's report to the trustees of The King's Own Royal Border Regiment Museum Fund

I report to the charity trustees on my examination of the accounts of The King's Own Royal Border Regiment Museum Fund (the Trust) for the year ended 28 February 2023.

Responsibilities and basis of report

As the charity trustees of the Trust 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 Act and in carrying out my examination I have followed all 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 giving me cause to believe that in any material respect:

1. accounting records were not kept in respect of the Trust as required by section 130 of the Act; or
2. the accounts do not accord with those records; or
3. the accounts do 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.



Luke Tattersall
ICAEW
Tattersall Bailey
Chartered Accountants

19 December 2023

**THE KING'S OWN ROYAL BORDER
REGIMENT MUSEUM FUND**

**STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 28 FEBRUARY 2023**

	Notes	28.2.23 Unrestricted fund £	28.2.22 Total funds £
INCOME AND ENDOWMENTS FROM			
Donations and legacies		36,227	132,601
Other trading activities	2	108,637	110,461
Investment income	3	<u>20</u>	<u>2</u>
Total		<u>144,884</u>	<u>243,064</u>
 EXPENDITURE ON			
Raising funds - Cost of other trading activities		9,184	9,795
Charitable activities			
Charitable activities		122,047	103,031
Support costs		<u>17,688</u>	<u>16,670</u>
Total		<u>148,919</u>	<u>129,496</u>
 NET INCOME/(EXPENDITURE)		 (4,035)	 113,568
 RECONCILIATION OF FUNDS			
Total funds brought forward		 <u>274,171</u>	 <u>160,603</u>
 TOTAL FUNDS CARRIED FORWARD		 <u><u>270,136</u></u>	 <u><u>274,171</u></u>

The notes form part of these financial statements

**THE KING'S OWN ROYAL BORDER
REGIMENT MUSEUM FUND**

**BALANCE SHEET
28 FEBRUARY 2023**

	Notes	28.2.23 Unrestricted fund £	28.2.22 Total funds £
FIXED ASSETS			
Tangible assets	6	109,277	113,587
CURRENT ASSETS			
Stocks	7	12,288	12,867
Debtors	8	1,990	2,296
Cash at bank and in hand		<u>172,395</u>	<u>183,066</u>
		186,673	198,229
CREDITORS			
Amounts falling due within one year	9	(10,422)	(15,522)
		<u>176,251</u>	<u>182,707</u>
NET CURRENT ASSETS			
		285,528	296,294
TOTAL ASSETS LESS CURRENT LIABILITIES			
CREDITORS			
Amounts falling due after more than one year	10	(15,392)	(22,123)
NET ASSETS		<u>270,136</u>	<u>274,171</u>
FUNDS	12		
Unrestricted funds		<u>270,136</u>	<u>274,171</u>
TOTAL FUNDS		<u>270,136</u>	<u>274,171</u>

The financial statements were approved by the Board of Trustees and authorised for issue on 19 December 2023 and were signed on its behalf by:



A Dennis OBE - Trustee

**THE KING'S OWN ROYAL BORDER
REGIMENT MUSEUM FUND**

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 28 FEBRUARY 2023**

1. ACCOUNTING POLICIES

Basis of preparing the financial statements

The financial statements of the charity, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) '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) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Charities Act 2011. The financial statements have been prepared under the historical cost convention.

Income

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Plant and machinery	- at varying rates on cost
Fixtures and fittings	- 10% on reducing balance

Stocks

Stocks are valued at the lower of cost and net realisable value, after making due allowance for obsolete and slow moving items.

Taxation

The charity is exempt from tax on its charitable activities.

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Pension costs and other post-retirement benefits

The charity operates a defined contribution pension scheme. Contributions payable to the charity's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

**THE KING'S OWN ROYAL BORDER
REGIMENT MUSEUM FUND**

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 28 FEBRUARY 2023**

2. OTHER TRADING ACTIVITIES

	28.2.23	28.2.22
	£	£
Shop income	18,016	15,990
Other income	13,256	14,201
Café	1,158	6,439
Admissions	<u>76,207</u>	<u>73,831</u>
	<u>108,637</u>	<u>110,461</u>

3. INVESTMENT INCOME

	28.2.23	28.2.22
	£	£
Deposit account interest	<u>20</u>	<u>2</u>

4. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 28 February 2023 nor for the year ended 28 February 2022.

Trustees' expenses

There were no trustees' expenses paid for the year ended 28 February 2023 nor for the year ended 28 February 2022.

5. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted fund £
INCOME AND ENDOWMENTS FROM	
Donations and legacies	132,601
Other trading activities	110,461
Investment income	<u>2</u>
Total	<u>243,064</u>
 EXPENDITURE ON	
Raising funds	9,795
Charitable activities	
Charitable activities	103,031
Support costs	<u>16,670</u>
Total	<u>129,496</u>
 NET INCOME	 113,568
 RECONCILIATION OF FUNDS	
Total funds brought forward	160,603

**THE KING'S OWN ROYAL BORDER
REGIMENT MUSEUM FUND**

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 28 FEBRUARY 2023**

5.	COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES - continued		Unrestricted fund £
			<u>274,171</u>
	TOTAL FUNDS CARRIED FORWARD		<u>274,171</u>
6.	TANGIBLE FIXED ASSETS		
		Plant and machinery £	Fixtures and fittings £
			Totals £
	COST		
	At 1 March 2022	130,000	26,046
	Additions	<u>-</u>	<u>2,433</u>
	At 28 February 2023	<u>130,000</u>	<u>28,479</u>
	DEPRECIATION		
	At 1 March 2022	19,500	22,959
	Charge for year	<u>6,500</u>	<u>243</u>
	At 28 February 2023	<u>26,000</u>	<u>23,202</u>
	NET BOOK VALUE		
	At 28 February 2023	<u>104,000</u>	<u>5,277</u>
	At 28 February 2022	<u>110,500</u>	<u>3,087</u>
7.	STOCKS		
		28.2.23 £	28.2.22 £
	Stocks	<u>12,288</u>	<u>12,867</u>
8.	DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR		
		28.2.23 £	28.2.22 £
	Trade debtors	1,285	1,548
	Prepayments	<u>705</u>	<u>748</u>
		<u>1,990</u>	<u>2,296</u>

**THE KING'S OWN ROYAL BORDER
REGIMENT MUSEUM FUND**

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 28 FEBRUARY 2023**

9. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	28.2.23	28.2.22
	£	£
Bank loans and overdrafts (see note 11)	6,815	6,239
Trade creditors	552	5,669
Taxation and social security	1,935	1,728
Other creditors	<u>1,120</u>	<u>1,886</u>
	<u>10,422</u>	<u>15,522</u>

10. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	28.2.23	28.2.22
	£	£
Bank loans (see note 11)	<u>15,392</u>	<u>22,123</u>

11. LOANS

An analysis of the maturity of loans is given below:

	28.2.23	28.2.22
	£	£
Amounts falling due within one year on demand:		
Bank loans	<u>6,815</u>	<u>6,239</u>
Amounts falling between one and two years:		
Bank loans - 1-2 years	<u>6,815</u>	<u>6,239</u>
Amounts falling due between two and five years:		
Bank loans - 2-5 years	<u>8,577</u>	<u>15,884</u>

12. MOVEMENT IN FUNDS

	At 1.3.22	Net movement in funds	At 28.2.23
	£	£	£
Unrestricted funds			
General fund	274,171	(4,035)	270,136
	<u>274,171</u>	<u>(4,035)</u>	<u>270,136</u>
TOTAL FUNDS	<u>274,171</u>	<u>(4,035)</u>	<u>270,136</u>

Net movement in funds, included in the above are as follows:

	Incoming resources	Resources expended	Movement in funds
	£	£	£
Unrestricted funds			
General fund	144,884	(148,919)	(4,035)
	<u>144,884</u>	<u>(148,919)</u>	<u>(4,035)</u>
TOTAL FUNDS	<u>144,884</u>	<u>(148,919)</u>	<u>(4,035)</u>

**THE KING'S OWN ROYAL BORDER
REGIMENT MUSEUM FUND**

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 28 FEBRUARY 2023**

12. MOVEMENT IN FUNDS - continued

Comparatives for movement in funds

	At 1.3.21 £	Net movement in funds £	At 28.2.22 £
Unrestricted funds			
General fund	160,603	113,568	274,171
	<hr/>	<hr/>	<hr/>
TOTAL FUNDS	<u>160,603</u>	<u>113,568</u>	<u>274,171</u>

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	243,064	(129,496)	113,568
	<hr/>	<hr/>	<hr/>
TOTAL FUNDS	<u>243,064</u>	<u>(129,496)</u>	<u>113,568</u>

A current year 12 months and prior year 12 months combined position is as follows:

	At 1.3.21 £	Net movement in funds £	At 28.2.23 £
Unrestricted funds			
General fund	160,603	109,533	270,136
	<hr/>	<hr/>	<hr/>
TOTAL FUNDS	<u>160,603</u>	<u>109,533</u>	<u>270,136</u>

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	387,948	(278,415)	109,533
	<hr/>	<hr/>	<hr/>
TOTAL FUNDS	<u>387,948</u>	<u>(278,415)</u>	<u>109,533</u>

**THE KING'S OWN ROYAL BORDER
REGIMENT MUSEUM FUND**

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 28 FEBRUARY 2023**

13. RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 28 February 2023.

**THE KING'S OWN ROYAL BORDER
REGIMENT MUSEUM FUND**

**DETAILED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 28 FEBRUARY 2023**

	28.2.23	28.2.22
	£	£
INCOME AND ENDOWMENTS		
Donations and legacies		
Appeals and donations	14,979	18,431
Legacies	11,000	10,700
Grants	<u>10,248</u>	<u>103,470</u>
	36,227	132,601
Other trading activities		
Shop income	18,016	15,990
Other income	13,256	14,201
Café	1,158	6,439
Admissions	<u>76,207</u>	<u>73,831</u>
	108,637	110,461
Investment income		
Deposit account interest	<u>20</u>	<u>2</u>
Total incoming resources	144,884	243,064
EXPENDITURE		
Other trading activities		
Opening stock	12,867	13,489
Purchases	8,605	9,173
Closing stock	<u>(12,288)</u>	<u>(12,867)</u>
	9,184	9,795
Charitable activities		
Wages	76,444	66,018
Pensions	1,275	1,011
Rates and water	736	376
Insurance	6,925	5,004
Repairs and maintenance	15,970	17,631
Postage, stationary and advertising	3,650	3,475
Staff Training	2,453	3,887
Event expenses	4,573	1,375
Exhibition costs	3,278	249
Depreciation of tangible fixed assets	<u>6,743</u>	<u>6,843</u>
	122,047	105,869
Support costs		
Finance		
Bank charges	1,022	1,598
Carried forward	1,022	1,598

This page does not form part of the statutory financial statements

**THE KING'S OWN ROYAL BORDER
REGIMENT MUSEUM FUND**

**DETAILED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 28 FEBRUARY 2023**

	28.2.23	28.2.22
	£	£
Finance		
Brought forward	1,022	1,598
Bank interest	<u>676</u>	<u>336</u>
	1,698	1,934
 Governance costs		
Licence Fees/ Subscription	2,303	2,196
Accountancy Fees	1,800	2,832
Consulting	<u>11,887</u>	<u>6,870</u>
	<u>15,990</u>	<u>11,898</u>
 Total resources expended	 <u>148,919</u>	 <u>129,496</u>
 Net (expenditure)/income	 <u><u>(4,035)</u></u>	 <u><u>113,568</u></u>

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KING'S OWN ROYAL BORDER REGIMENT MUSEUM FUND

England & Wales - Charity number 271943

Accounts

**REPORT OF THE TRUSTEES AND
UNAUDITED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 28 FEBRUARY 2022
FOR
THE KING'S OWN ROYAL BORDER
REGIMENT MUSEUM FUND**

Tattersall Bailey
Chartered Accountants
14A Main Street
Cockermouth
Cumbria
CA13 9LQ

**THE KING'S OWN ROYAL BORDER
REGIMENT MUSEUM FUND**

**CONTENTS OF THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 28 FEBRUARY 2022**

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**THE KING'S OWN ROYAL BORDER
REGIMENT MUSEUM FUND**

**REFERENCE AND ADMINISTRATIVE DETAILS
FOR THE YEAR ENDED 28 FEBRUARY 2022**

TRUSTEES

Colonel A Dennis OBE Former Officer The Duke of Lancaster's
Colonel M G Diss OBE Retired Industrialist
Major A P Chandler Retired former TA officer & CEO Cumbria
Major M English TD Financial Advisor retired TA/Reserve
Mrs J M Fitzsimmins Marketing Executive
Mrs C W Glover Carlisle City Councillor
P T Hampson Director, British Resorts & Destinations
Ms V Parry Accountant

PRINCIPAL ADDRESS

Alma Block
The Castle
Carlisle
Cumbria
CA3 3UR

**REGISTERED CHARITY
NUMBER**

271943

INDEPENDENT EXAMINER

Tattersall Bailey
Chartered Accountants
14A Main Street
Cockermouth
Cumbria
CA13 9LQ

SOLICITORS

Cartmell Shepherd
Viaduct House
Carlisle
Cumbria
CA3 8EZ

BANKERS

RBS PLC
Drumand House
1 Redhaugh Avenue
Edinburgh
EH12 9JN

**THE KING'S OWN ROYAL BORDER
REGIMENT MUSEUM FUND**

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 28 FEBRUARY 2022**

The trustees present their report with the financial statements of the charity for the year ended 28 February 2022. The trustees have adopted the provisions of 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) (effective 1 January 2019).

OBJECTIVES AND ACTIVITIES

Objectives and aims

To provide and maintain a Regimental Museum and to collect and preserve material evidence, both artefacts and archives relating to the history of the Border Regiment 1702 to 1959, its successors The King's Own Royal Border Regiment 1959 to 2006 and the Duke of Lancaster's Regiment (King's, Lancashire & Border) from 2006 to date; and all their associated Regular, Territorial, Volunteer, Militia, Home Guard, Cadet and affiliated units, together with other military units raised in, or associated with Cumbria.

The Museum is for the benefit of all visitors. This includes present and former members of the Regiment and their families, the residents of Cumbria and North-West England, schools and educational groups of all ages, visitors to the area and other interested organisations.

There have been no major changes to the aims of the organisation during the year. All the aims and objectives are governed by the Museum's Collection Management Plan, a Forward Plan, and ethical guidelines of the Museums Association (MA) and Arts Council England.

The Museum was granted Accredited Status in September 2019 and is recognised as an Accredited Museum by Arts Council England (No. 435). As part of accreditation the Museum maintains a forward plan which sets out objectives in more detail.

OPERATIONS - GENERAL OUTLINE

Location: The Museum is based in Carlisle Castle, a scheduled ancient monument which houses the former barrack buildings of the Border Regiment's Depot. The Museum building is occupied under the terms of a lease held by the Museum Trustees from Historic England/English Heritage, who manage Carlisle Castle as a visitor attraction and as a monument in care. The links with the Regiment and the Army continue at the Castle with the presence of a sub-unit of the Regiment's 4th Reserve Battalion and the HQ of Cumbria Army Cadet Force.

Opening: The Museum normally opens to the public every day from April to November, and weekends from November to February. From February to Easter the Museum opens six days a week excluding Friday.

Staff: The Museum operations with a Museum Manager, a Museum Assistant, and a part-time Assistant, who are employed by the charity and one Museum Assistant funded by the MoD. From January 2022, a part-time Learning Assistant has been appointed funded by the Heritage Fund. The MoD also fund certain utility costs within the Museum. All other operational costs are funded by the Charity. One of our Museum Assistants (MA) supports our IT work and the management of volunteers for the collections cataloguing and digitisation work. The other MA supports the Manager & Trustees with financial management running a software book-keeping programme and dealing with Gift Aid claims to HMRC. Staff actively engaged with online lectures and courses throughout the year to develop their skills and knowledge.

In addition, the Museum hosted two kick-start placements in 2021 - one focussing on social media and the second on front of house duties.

**THE KING'S OWN ROYAL BORDER
REGIMENT MUSEUM FUND**

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 28 FEBRUARY 2022**

OBJECTIVES AND ACTIVITIES

Significant activities

The main activities of the Charity are:

Collect and maintain the collection. To collect by gift, purchase, bequest and loan artefacts, books, documents, photographs, images, audio, and archive material for the collections and provide for the display, storage, and preservation and recording of same.

Engage Audiences. The museum engages audiences through various activities:

The Museum provides displays and exhibitions and access to material in the reserve collections.

Cooperation to widen engagement. To provide material on loan to and information for other Museums and appropriate bodies for display and exhibition.

Education and Outreach. To work with and provide presentations and lectures to a wide range of educational and other groups of all ages in the Museum and at schools and locations throughout the county and elsewhere, as a commitment to lifelong learning.

The museum provides information and research to other Museums, organisations and particularly to members of the public who enquire at the Museum.

Organised engagement with specific groups. The museum is supported by an active Friends organisation, the Duke of Lancaster's Regiment, Veteran's Organisations, and volunteers.

Fund Raising. The museum raises funds through a mix of retail activities, charging admission, donations and bequests and charging for some activities. The most important element of income is admissions and close cooperation with English Heritage over joint admissions policy was critical during Covid.

Communications. To promote and advertise the Museum through the Regimental Family, in local and national tourism related guides, in other publications, on the Internet, by press releases and publicity with local and national media, by lectures and presentations, by written articles and publications, and by attending local shows and other events in the County and elsewhere

**THE KING'S OWN ROYAL BORDER
REGIMENT MUSEUM FUND**

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 28 FEBRUARY 2022**

ACHIEVEMENT AND PERFORMANCE

Collections, Conservation & Storage

There has been limited increase in the collections during this period with 127 objects, documents and photographs accessioned into the collection. All acquisitions fall within the scope of the Museum's Acquisitions and Disposals Policy.

Public Engagement and Outreach. Covid reduced the museum's usual programme of events though the museum did actively explore other mechanisms to maintain engagement.

Displays and Exhibitions:

One outdoor display has been produced to highlight the Regiment's connection with the buildings in the Castle' Outer ward - Arnhem (displayed over the anniversary in September).

Enquiries and Research:

The Museum Staff, supported by the volunteers, continue to deal with enquiries which predominantly focus on family history.

Visitors:

The Museum re-opened to visitors on the 17th of May 2021. Visitor numbers were 24,656, double the previous year due to an increase in day visits and holidays at home after the pandemic. During this reporting period the Museum changed its opening arrangements to open seven days a week from April to the end of October, weekends only from November to February and six days a week from February to the end of March, with a break for Christmas and the New Year.

Events:

The Museum's established lecture series delivered three lectures to limited audiences before the decision was made to temporarily suspend the programme for six months. Additional events included two online quiz nights, seven veterans' lunches, and nine holiday workshops, many of these delivered outside the Museum building the encourage participation. This is further supported by the Museum's website and regular use of social media. The Museum has pages or links on various websites including those of the Duke of Lancaster's Regiment, the MoD, and the Army Museums Ogilby Trust.

Organisation Engagement

Volunteers. The Museum remained in contact with volunteers throughout this reporting period. Although the volunteer programme was slowly reintroduced during 2021, the Museum ensured volunteers felt comfortable and supported on their return. 397 volunteer hours were logged during this reporting period.

Links with the Duke of Lancaster's Regiment & Army Heritage Branch (MoD). The strong relationship with the Duke of Lancaster's Regiment continued with support from Regimental Headquarters in Preston, our local Reserve Company, local branches of the Regimental Association, and Cumbria ACF. The Museum continued to support the Regimental Associations within Cumbria. The Museum continues to be a focal point for veterans' enquiries within the local area and has hosted the newly formed Carlisle Veterans Hub. The Museum continues to work with the Regiment, although there has been limited contact, and with former members to acquire recent and current items, archive material and images, including digital recordings of the military assistance given during the pandemic.

Cooperation. The Museum actively engages with other military Museums in the region and maintains contact with the MoD (Heritage Branch) and the Army Museums Ogilby Trust. The Museum is part of the North-western network of Military Museums which is chaired by the Museum Manager.

The Museum Friends Group. The Friends Group membership remains static at c. 130 members during the year. The Friends' Magazine has provided members with articles, Museum news and current information to keep members as we bounce back from the effect of the pandemic. The Friends held their first evening at the Museum since the lockdowns and has provided valued support to the Museum throughout this reporting period.

Fundraising

The increase in visitors during this year is reflected in the increase in shop sales. Donations have increased slightly but are levelling out as we return to normality.

The Museum café, run by an established local company (John Watt & Son), is on a 50/50 profit share basis. In this reporting period, the café profits increased with the rise in visitor admissions.

**THE KING'S OWN ROYAL BORDER
REGIMENT MUSEUM FUND**

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 28 FEBRUARY 2022**

There was a reduction in the hire of facilities and the hosting of events during this reporting period.

In August 2021, the Museum obtained a grant from the Heritage Fund to work on a programme to improve its resilience. This has enabled us to employ a part-time Learning Assistant on a three-year contract.

As previously reported and as anticipated, the Trustees committed much of the reserve to the Alma Project. The Trustees' intent remains to restore a reserve over the next five years. As the Alma Project has bedded in, the Trustees' focus is on supporting efforts to ensure that all financial commitments for the running of the Museum can be met sustainably by income generated from visitors, retail activities, grants, and donor support.

Communication - Visitors, Publicity & Marketing

Feedback from visitors has continued to be positive and supportive, whether online or through written correspondence. The Museum maintains close contacts with various heritage and cultural attractions, major local government and non-local government organisations, tourism, educational institutions and businesses within Carlisle and the wider County area. The Museum continued with marketing and publicity, especially online, and worked with local media (TV, Radio, Press, etc) both directly and in association with Carlisle City Council, English Heritage, and other organisations.

FINANCIAL REVIEW

Financial position

Closure throughout this period has seen a reduction in the spend in the shop but an increase in online sales. The installation of an electronic donation facility within the Museum saw a rise in donations. The Museum café, run by an established local company (John Watt and Son) is on a 50/50 profit share basis. The café profits are reflected in their limited opening during our main visitor season.

The Trust fully implemented the use of the book-keeping software package XERO this financial year to provide financial administration in-house. An external bookkeeper provides help with HMRC, Payroll and Pension administration. The overall responsibility for the Accounts is dealt with by Mr Luke Tattersall of Tattersall Bailey Chartered Accountants. The Museum Trustees have Financial Management Bureau Ltd. of Kendal as their Investment Advisers.

Reserves Policy

As previously reported and as anticipated, the Trustees found it necessary to commit much of their Reserve to the Alma Project. The Trustees' intent remains to restore a reserve over the next five years. As the Alma project has bedded in the Trustees' focus is on supporting efforts to ensure that all financial commitments for the running of the Museum can be met sustainably by income generated from visitors, retail activities, grants, and donor support.

Noting that the Alma project has seen very significant investment in the Museum the Trustees do not foresee a call on reserve funding for the next five-year period. Physical risks to the collection and museum are managed through comprehensive insurance and security arrangements.

Statutory Requirements

The attached accounts comply with current statutory requirements and with the requirement of the charity's governing instrument

**THE KING'S OWN ROYAL BORDER
REGIMENT MUSEUM FUND**

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 28 FEBRUARY 2022**

**STRUCTURE, GOVERNANCE AND MANAGEMENT
RESPONSIBILITIES OF THE TRUSTEES**

Law applicable to charities in England and Wales requires the Trustees to prepare financial statements for each financial year. Under that law the trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). The financial statements are required by law to give a true and fair view of the state of affairs of the charity and of the surplus or deficit of the charity for that period.

In preparing these financial statements, the Trustees are required to:

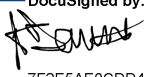
- select suitable accounting policies and then apply them consistently.
 - make judgements and estimates that are reasonable and prudent.
 - prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.
- The trustees are responsible for keeping proper accounting records, which disclose with reasonable accuracy at any time the financial position of the charity and which enable them to ensure that the financial statements comply with the Charities Act 1993. The Trustees are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Independent Examiner

The Trustees resolved to retain their independent examiner for the period of this reporting year.

30 December 2022 | 5:02 PM GMT

Approved by order of the board of trustees on and signed on its behalf by:

DocuSigned by:

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Colonel A Dennis OBE - Trustee

**INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF
THE KING'S OWN ROYAL BORDER
REGIMENT MUSEUM FUND**

Independent examiner's report to the trustees of The King's Own Royal Border Regiment Museum Fund

I report to the charity trustees on my examination of the accounts of The King's Own Royal Border Regiment Museum Fund (the Trust) for the year ended 28 February 2022.

Responsibilities and basis of report

As the charity trustees of the Trust 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 Act and in carrying out my examination I have followed all 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 giving me cause to believe that in any material respect:

1. accounting records were not kept in respect of the Trust as required by section 130 of the Act; or
2. the accounts do not accord with those records; or
3. the accounts do 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.

DocuSigned by:

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Luke Tattersall
ICAEW
Tattersall Bailey
Chartered Accountants
14A Main Street
Cockermouth
Cumbria
CA13 9LQ

30 December 2022 | 5:02 PM GMT
Date:

**THE KING'S OWN ROYAL BORDER
REGIMENT MUSEUM FUND**

**STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 28 FEBRUARY 2022**

	Notes	28.2.22 Unrestricted fund £	28.2.21 Total funds £
INCOME AND ENDOWMENTS FROM			
Donations and legacies		132,601	88,007
Other trading activities	2	110,461	40,940
Investment income	3	2	-
Total		<u>243,064</u>	<u>128,947</u>
 EXPENDITURE ON			
Raising funds	4	9,919	594
Charitable activities			
Charitable activities		103,032	86,926
Support costs		16,545	4,372
Total		<u>129,496</u>	<u>91,892</u>
 NET INCOME		113,568	37,055
 RECONCILIATION OF FUNDS			
Total funds brought forward		160,603	123,548
 TOTAL FUNDS CARRIED FORWARD		<u><u>274,171</u></u>	<u><u>160,603</u></u>

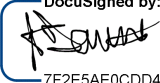
The notes form part of these financial statements

**THE KING'S OWN ROYAL BORDER
REGIMENT MUSEUM FUND**

**BALANCE SHEET
28 FEBRUARY 2022**

	Notes	28.2.22 Unrestricted fund £	28.2.21 Total funds £
FIXED ASSETS			
Tangible assets	7	113,587	120,430
CURRENT ASSETS			
Stocks	8	12,867	13,489
Debtors	9	2,296	620
Cash at bank and in hand		183,066	61,242
		<hr/>	<hr/>
		198,229	75,351
CREDITORS			
Amounts falling due within one year	10	(15,522)	(35,178)
		<hr/>	<hr/>
NET CURRENT ASSETS		182,707	40,173
		<hr/>	<hr/>
TOTAL ASSETS LESS CURRENT LIABILITIES		296,294	160,603
CREDITORS			
Amounts falling due after more than one year	11	(22,123)	-
		<hr/>	<hr/>
NET ASSETS		274,171	160,603
		<hr/>	<hr/>
FUNDS	13		
Unrestricted funds		274,171	160,603
		<hr/>	<hr/>
TOTAL FUNDS		274,171	160,603
		<hr/>	<hr/>

The financial statements were approved by the Board of Trustees and authorised for issue on 30 December 2022 at 5:02 PM GMT and were signed on its behalf by:

DocuSigned by:

7F2E5AE0CDD44F7.....
 A Dennis OBE - Trustee

**THE KING'S OWN ROYAL BORDER
REGIMENT MUSEUM FUND**

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 28 FEBRUARY 2022**

1. ACCOUNTING POLICIES

Basis of preparing the financial statements

The financial statements of the charity, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) '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) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Charities Act 2011. The financial statements have been prepared under the historical cost convention.

Income

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Plant and machinery	- at varying rates on cost
Fixtures and fittings	- 10% on reducing balance

Stocks

Stocks are valued at the lower of cost and net realisable value, after making due allowance for obsolete and slow moving items.

Taxation

The charity is exempt from tax on its charitable activities.

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Pension costs and other post-retirement benefits

The charity operates a defined contribution pension scheme. Contributions payable to the charity's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

**THE KING'S OWN ROYAL BORDER
REGIMENT MUSEUM FUND**

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 28 FEBRUARY 2022**

2. OTHER TRADING ACTIVITIES

	28.2.22	28.2.21
	£	£
Shop income	15,990	9,413
Other income	14,201	1,235
Café	6,439	2,649
Admissions	73,831	27,643
	<u>110,461</u>	<u>40,940</u>

3. INVESTMENT INCOME

	28.2.22	28.2.21
	£	£
Deposit account interest	2	-
	<u>2</u>	<u>-</u>

4. RAISING FUNDS

Raising donations and legacies

	28.2.22	28.2.21
	£	£
Support costs	124	-
	<u>124</u>	<u>-</u>

5. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 28 February 2022 nor for the year ended 28 February 2021.

Trustees' expenses

There were no trustees' expenses paid for the year ended 28 February 2022 nor for the year ended 28 February 2021.

6. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted fund £
INCOME AND ENDOWMENTS FROM	
Donations and legacies	88,007
Other trading activities	40,940
Total	<u>128,947</u>
EXPENDITURE ON	
Raising funds	594
Charitable activities	
Charitable activities	86,926
Support costs	4,372
Total	<u>91,892</u>

**THE KING'S OWN ROYAL BORDER
REGIMENT MUSEUM FUND**

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 28 FEBRUARY 2022**

6. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES - continued

Unrestricted
fund
£
37,055

NET INCOME

RECONCILIATION OF FUNDS

Total funds brought forward

123,548

TOTAL FUNDS CARRIED FORWARD

160,603

7. TANGIBLE FIXED ASSETS

	Plant and machinery £	Fixtures and fittings £	Totals £
COST			
At 1 March 2021 and 28 February 2022	<u>130,000</u>	<u>26,046</u>	<u>156,046</u>
DEPRECIATION			
At 1 March 2021	13,000	22,616	35,616
Charge for year	<u>6,500</u>	<u>343</u>	<u>6,843</u>
At 28 February 2022	<u>19,500</u>	<u>22,959</u>	<u>42,459</u>
NET BOOK VALUE			
At 28 February 2022	<u>110,500</u>	<u>3,087</u>	<u>113,587</u>
At 28 February 2021	<u>117,000</u>	<u>3,430</u>	<u>120,430</u>

8. STOCKS

	28.2.22 £	28.2.21 £
Stocks	<u>12,867</u>	<u>13,489</u>

9. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	28.2.22 £	28.2.21 £
Trade debtors	1,548	-
Prepayments	<u>748</u>	<u>620</u>
	<u>2,296</u>	<u>620</u>

**THE KING'S OWN ROYAL BORDER
REGIMENT MUSEUM FUND**

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 28 FEBRUARY 2022**

10. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	28.2.22	28.2.21
	£	£
Bank loans and overdrafts (see note 12)	6,239	32,000
Trade creditors	5,669	1,348
Taxation and social security	1,728	750
Other creditors	1,886	1,080
	<u>15,522</u>	<u>35,178</u>

11. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	28.2.22	28.2.21
	£	£
Bank loans (see note 12)	<u>22,123</u>	<u>-</u>

12. LOANS

An analysis of the maturity of loans is given below:

	28.2.22	28.2.21
	£	£
Amounts falling due within one year on demand:		
Bank loans	<u>6,239</u>	<u>32,000</u>
Amounts falling between one and two years:		
Bank loans - 1-2 years	<u>6,239</u>	<u>-</u>
Amounts falling due between two and five years:		
Bank loans - 2-5 years	<u>15,884</u>	<u>-</u>

13. MOVEMENT IN FUNDS

	At 1.3.21	Net movement in funds	At 28.2.22
	£	£	£
Unrestricted funds			
General fund	160,603	113,568	274,171
	<u>160,603</u>	<u>113,568</u>	<u>274,171</u>
TOTAL FUNDS	<u>160,603</u>	<u>113,568</u>	<u>274,171</u>

Net movement in funds, included in the above are as follows:

	Incoming resources	Resources expended	Movement in funds
	£	£	£
Unrestricted funds			
General fund	243,064	(129,496)	113,568
	<u>243,064</u>	<u>(129,496)</u>	<u>113,568</u>
TOTAL FUNDS	<u>243,064</u>	<u>(129,496)</u>	<u>113,568</u>

**THE KING'S OWN ROYAL BORDER
REGIMENT MUSEUM FUND**

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 28 FEBRUARY 2022**

13. MOVEMENT IN FUNDS - continued

Comparatives for movement in funds

	At 29.2.20 £	Net movement in funds £	At 28.2.21 £
Unrestricted funds			
General fund	123,548	37,055	160,603
	<hr/>	<hr/>	<hr/>
TOTAL FUNDS	<u>123,548</u>	<u>37,055</u>	<u>160,603</u>

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	128,947	(91,892)	37,055
	<hr/>	<hr/>	<hr/>
TOTAL FUNDS	<u>128,947</u>	<u>(91,892)</u>	<u>37,055</u>

A current year 12 months and prior year 12 months combined position is as follows:

	At 29.2.20 £	Net movement in funds £	At 28.2.22 £
Unrestricted funds			
General fund	123,548	150,623	274,171
	<hr/>	<hr/>	<hr/>
TOTAL FUNDS	<u>123,548</u>	<u>150,623</u>	<u>274,171</u>

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	372,011	(221,388)	150,623
	<hr/>	<hr/>	<hr/>
TOTAL FUNDS	<u>372,011</u>	<u>(221,388)</u>	<u>150,623</u>

**THE KING'S OWN ROYAL BORDER
REGIMENT MUSEUM FUND**

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 28 FEBRUARY 2022**

14. RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 28 February 2022.

**THE KING'S OWN ROYAL BORDER
REGIMENT MUSEUM FUND**

**DETAILED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 28 FEBRUARY 2022**

	28.2.22	28.2.21
	£	£
INCOME AND ENDOWMENTS		
Donations and legacies		
Gifts	-	(1)
Appeals and donations	18,431	8,187
Legacies	10,700	-
Grants	103,470	79,821
	<hr/>	<hr/>
	132,601	88,007
Other trading activities		
Shop income	15,990	9,413
Other income	14,201	1,235
Café	6,439	2,649
Admissions	73,831	27,643
	<hr/>	<hr/>
	110,461	40,940
Investment income		
Deposit account interest	2	-
	<hr/>	<hr/>
Total incoming resources	243,064	128,947
EXPENDITURE		
Other trading activities		
Opening stock	13,489	11,750
Purchases	9,173	2,333
Closing stock	(12,867)	(13,489)
	<hr/>	<hr/>
	9,795	594
Charitable activities		
Wages	66,018	56,677
Pensions	1,011	1,010
Insurance	5,004	6,878
Repairs and maintenance	17,631	11,020
Postage, stationary and advertising	3,475	2,814
Staff Training	3,887	-
Event expenses	1,375	1,920
Exhibition costs	249	6,097
Depreciation of tangible fixed assets	6,843	-
	<hr/>	<hr/>
	105,493	86,416
Support costs		
Management		
Rates and water	376	-

This page does not form part of the statutory financial statements

**THE KING'S OWN ROYAL BORDER
REGIMENT MUSEUM FUND**

**DETAILED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 28 FEBRUARY 2022**

	28.2.22	28.2.21
	£	£
Management		
Finance		
Bank charges	1,598	1,436
Bank interest	336	510
	<u>1,934</u>	<u>1,946</u>
Governance costs		
Auditors Remuneration	-	1,752
Licence Fees/ Subscription	2,196	-
Accountancy Fees	2,832	1,184
Consulting	6,870	-
	<u>11,898</u>	<u>2,936</u>
Total resources expended	<u>129,496</u>	<u>91,892</u>
Net income	<u><u>113,568</u></u>	<u><u>37,055</u></u>

KING'S OWN ROYAL BORDER REGIMENT MUSEUM FUND

England & Wales - Charity number 271943

Accounts

Report of the Trustees and
Unaudited Financial Statements
for the Year Ended 28 February 2021
for
The King's Own Royal Border Regiment
Museum Fund

The King's Own Royal Border Regiment
Museum Fund

Contents of the Financial Statements
for the Year Ended 28 February 2021

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Independent Examiner's Report	7
Statement of Financial Activities	8
Balance Sheet	9
Notes to the Financial Statements	10 to 14
Detailed Statement of Financial Activities	15 to 16

The King's Own Royal Border Regiment
Museum Fund

Reference and Administrative Details
for the Year Ended 28 February 2021

Colonel A. Dennis OBE Chairman
Colonel M. G. Diss OBE TD
Major A. P. Chandler
Major M English TD
Mrs J M Fitzsimmins
Mr C W Glover
Mr P. T. Hampson
Ms V Parry

Former Officer The Duke of Lancaster's Regiment
Retired Industrialist
Retired former TA officer & CEO Cumbria Army Cadet Force
Financial Advisor retired TA/Reserve Officer
Marketing Executive
Carlisle City Councillor
Director, British Resorts and Destinations Association
Accountant

Ex-Officio
Captain M Armstrong

Major (Retd) S Laidler MA

PSAO 'C' Kohima Company 4th Battalion The Duke of Lancaster's
Regiment from December 2012 vice Capt. Hall
County Secretary (Carlisle) of The Duke of Lancaster's Regiment
from December 2012 vice Major Brandwood

Curator Mrs J Wooding FHA BA9Hons)

PRINCIPAL ADDRESS

Alma Block
The Castle
Carlisle
Cumbria
CA3 3UR

**REGISTERED CHARITY
NUMBER**

271943

INDEPENDENT EXAMINER

B J Laidlaw & Co Ltd

SOLICITORS

Cartmell Shepherd
Viaduct House
Carlisle
Cumbria
CA3 8EZ

BANKERS

RBS PLC
Drumand House
1 Redhaugh Avenue
Edinburgh
EH12 9JN

The King's Own Royal Border Regiment
Museum Fund

Report of the Trustees
for the Year Ended 28 February 2021

The trustees present their report with the financial statements of the charity for the year ended 28 February 2021. The trustees have adopted the provisions of 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) (effective 1 January 2019).

OBJECTIVES AND ACTIVITIES

Objectives

To provide and maintain a Regimental Museum and to collect and preserve material evidence, both artefacts and archives relating to the history of the Border Regiment 1702 to 1959, its successors The King's Own Royal Border Regiment 1959 to 2006 and the Duke of Lancaster's Regiment (King's, Lancashire & Border) from 2006 to date; and all their associated Regular, Territorial, Volunteer, Militia, Home Guard, Cadet and affiliated units, together with other military units raised in, or associated with Cumbria.

The Museum is for the benefit of all visitors. This includes present and former members of the Regiment and their families, the residents of Cumbria and North-West England, schools and educational groups of all ages, visitors to the area and other interested organisations.

The Museum is based in Carlisle Castle, a scheduled ancient monument which houses the former barrack buildings of the Border Regiment's Depot. The Museum building is occupied under the terms of a lease held by the Museum Trustees from Historic England/English Heritage, who manage Carlisle Castle as a visitor attraction and as a monument in care. The links with the Regiment and the Army continue at the Castle with a unit of the Regiment's 4th Reserve Battalion and the HQ of Cumbria Army Cadet Force.

The Museum normally opens to the public every day from April to November, and Saturday to Thursday (closed Fridays) from November to March with a short period closed from Christmas to the New Year. The Museum operates with a Museum Manager, a Museum Assistant, and a part-time Assistant, who are employed by the Charity and one Museum Assistant funded by the MoD. The MoD also fund certain utility costs within the Museum. All other operational costs are funded by the Charity.

The Museum was granted Accredited Status in September 2019 and is recognised as an Accredited Museum by Arts Council England (No. 435).

Activities

The main activities of the Charity are:

To collect by gift, purchase, bequest and loan artefacts, books, documents, photographs, images, audio, and archive material for the collections and provide for the display, storage and preservation and recording of same.

To provide displays and exhibitions within the Museum and access to material in the reserve collections. To provide material on loan to and information for other Museums and appropriate bodies for display and exhibition.

To work with and provide presentations and lectures to a wide range of educational and other groups of all ages in the Museum and at schools and locations throughout the county and elsewhere as a commitment to lifelong learning. To provide of information and research to other Museums, organisations and particularly to members of the public who enquire at the Museum.

To promote and advertise the Museum through the Regimental Family; in local and national tourism related guides, in other publications, on the Internet, by press releases and publicity with local and national media, by lectures and presentations, by written articles and publications, and by attending local shows and other events in the County and elsewhere.

There have been no major changes to the aims of the organisation during the year. All the aims and objectives are governed by the Museum's Collection Management Plan, a Forward Plan, and ethical guidelines of the Museums Association (MA) and Arts Council England.

ACHIEVEMENT AND PERFORMANCE
Review of progress and achievement

Displays and Exhibitions

With financial support from an external donor, the Museum commissioned bespoke outdoor display stands for use outside the Museum. Staff researched and produced an external exhibition for the 75th anniversary of VJ (Victory over Japan) day providing outdoor access to Museum collections in a covid-safe environment.

4. Collections, Conservation & Storage

There has been limited increase in the collections during this period with 208 objects, more than 24 books & periodicals, 6 documents/archive material and photographs accessioned into the collection.

All acquisitions fall within the scope of the Museum's Acquisitions and Disposals Policy, and will enhance the displays, reserve collections, archives, and handling collections for educational use.

5. Museum Staff & Volunteers

Staff - Staff actively engaged with online lectures and courses throughout the year to develop their skills and knowledge.

One of our Museum Assistants (MA) supports our IT work and the management of volunteers for the collections cataloguing and digitisation work. The other MA supports the Manager & Trustees with financial management running a software book-keeping programme and dealing with Gift Aid claims to HMRC.

The Museum Curator retired in April 2020 after 27 years' service. After an open competition and short-listing of four candidates the Learning & Access Officer (LAO) became the new Museum Manager in February 2020. Throughout the period of the report, we have been unable to recruit a replacement Learning & Access Officer the limited education activity possible during Covid 19 Pandemic has been dealt with by the Manager.

Our well-established activity programme of approximately 100 events annually was severely curtailed by the pandemic restrictions. Ten on-line holiday workshops were developed and delivered by freelancers supported by funding from Arts Council England.

The Volunteer Programme was suspended throughout the period of the report although the staff team kept in regular contact with all 30 volunteers through newsletters, emails, and phone calls.

6. Education & Outreach Work

Due to lockdown and opening restrictions the range of work during this reporting period has been severely limited: -

2 - Presentations were delivered online to educational groups

10 - Online holiday workshops were provided for children and families over the summer and half term holidays.

0 - Workplace attachments and holiday placements at the Museum by Year 10-13 School pupils and University Students.

0 - Lectures and presentations by staff to community and other groups at the Museum and locations throughout Cumbria.

0 - Monthly veterans' lunches at the Museum were suspended throughout this period.

Throughout the pandemic, the Museum continued to promote its collections to increase public awareness, encourage greater access and provide resources to support education at all levels and life-long learning. The use of social media and online engagement enabled us to keep in contact with a wider audience.

7. Enquiries and Research

The Museum Staff continue to deal with enquiries which predominantly focus on family history.

8. Visitors, Publicity & Marketing

Visitor numbers were 12,481 reflecting our limited opening of 149 days throughout the reporting period. There were no outreach off-site visits to school and community groups, and we did not hire our facilities during these restrictions.

Every effort has been made to market the Museum, mainly online, and we have worked with local media (TV, Radio, Press etc.) both directly and in association with Carlisle City Council, English Heritage, and other organisations.

The Museum's established lecture programme delivered 1 lecture in early March 2020 before lockdown. Additional events included three online quiz nights and regular engagement and activity through social media, including a veteran focussed weekend. This is further supported by the Museum's website. The Museum has pages or links on various websites including those of the Duke of Lancaster's Regiment, the MoD, and the Army Museums Ogilby Trust.

Comments from visitors have been very positive, either in correspondence or via the website and social media reflecting considerable satisfaction with the service provided by the Museum. The Museum maintains close contacts with various heritage and cultural attractions, major local government and non-local government organisations, tourism, educational institutions and businesses within Carlisle and the wider County area.

9. Links with The Duke of Lancaster's Regiment & Army Heritage Branch (MoD)

The strong relationship with the Duke of Lancaster's Regiment continued with support from Regimental HQ in Preston, our local Reserve Company and Cumbria ACF. There has been limited contact with serving members of the Regiment (Regular and Reserve). The Museum has continued to support the Regimental Associations within Cumbria. The Museum is part of the Northwestern network of Military Museums which is chaired by the Museum Manager. The Museum has also seen an active increase in enquiries since the closure of the Regimental Area Headquarters which was located in Carlisle castle adjacent to the Museum.

The Museum continues to work with the Regiment and former members to acquire recent and current items, archive material and images. The Museum actively engages with other Military Museums in the region and maintains contact with the MoD (Heritage Branch) and the Army Museums Ogilby Trust.

10. The Museum Friends Group

The Friends Group membership remains static at c. 130 members during the year. The Friends' magazine has provided members with articles, Museum news and current information to keep members connected throughout the pandemic.

The Friends Committee held meetings online including its AGM and has provided valued support to the Museum throughout this reporting period.

The King's Own Royal Border Regiment
Museum Fund

Report of the Trustees
for the Year Ended 28 February 2021

FINANCIAL REVIEW

Closure throughout this period has seen a reduction in the spend in the shop but an increase in online sales. The installation of an electronic donation facility within the Museum saw a rise in donations. The Museum café, run by an established local company (John Watt and Son) is on a 50/50 profit share basis. The café profits are reflected in their limited opening during our main visitor season.

The Trust fully implemented the use of the book-keeping software package XERO this financial year to provide financial administration in-house. An external bookkeeper provides help with HMRC, Payroll and Pension administration. The overall responsibility for the Accounts is dealt with by Mr Brian Laidlaw of B. J. Laidlaw & Co., a Chartered Certified Accountant. The Museum Trustees have Financial Management Bureau Ltd. of Kendal as their Investment Advisers.

Reserves Policy

As previously reported and as anticipated, the Trustees found it necessary to commit much of their Reserve to the Alma Project. The Trustees' intent remains to restore a reserve over the next five years. As the Alma project has bedded in the Trustees' focus is on supporting efforts to ensure that all financial commitments for the running of the Museum can be met sustainably by income generated from visitors, retail activities, grants, and donor support.

Noting that the Alma project has seen very significant investment in the Museum the Trustees do not foresee a call on reserve funding for the next five-year period. Physical risks to the collection and museum are managed through comprehensive insurance and security arrangements.

Statutory Requirements

The attached accounts comply with current statutory requirements and with the requirement of the charity's governing instrument

RESPONSIBILITIES OF THE TRUSTEES

Law applicable to charities in England and Wales requires the Trustees to prepare financial statements for each financial year. Under that law the trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). The financial statements are required by law to give a true and fair view of the state of affairs of the charity and of the surplus or deficit of the charity for that period.

In preparing these financial statements, the Trustees are required to:

select suitable accounting policies and then apply them consistently.

make judgements and estimates that are reasonable and prudent.

prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping proper accounting records, which disclose with reasonable accuracy at any time the financial position of the charity and which enable them to ensure that the financial statements comply with the Charities Act 1993. The Trustees are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

INDEPENDENT EXAMINER

The Trustees resolved to retain their independent examiner for the period of this reporting year.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

The King's Own Royal Border Regiment Museum Fund is an unincorporated association and is constituted by Deed of Trust and is a registered charity, No. 271943. The Museum Fund is constituted by a Deed of Trust dated 8th May 1976.

Note -following the completion of the relocation of the Museum to Alma Block in 2014, the working/operating title of the Museum is "Cumbria's Museum of Military Life".

Recruitment and appointment of new trustees

The power to appoint or remove any of the Trustees is with the remaining trustees.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Organisational structure

The Manager is responsible for the day to day running of the museum in accordance with the Policies and Objectives set by the Trustees.

The Manager is supported in her role by
Chairman
Trustees
Regimental Secretary, The Duke of Lancaster's Regiment

Other Trustees are appointed to support specific activities where this is deemed necessary and appropriate.

The Trustees include a former senior Officer of the Regiment working in the MOD, a former senior Manager in Industry, an executive in the Tourism Industry, a senior marketing executive, an accountant, a local councillor, and members of the Regiment. All Trustees have a wide range of skills and expertise, from which the Charity benefits and calls upon on a regular basis.

Induction and training of new trustees

New Trustees are recruited based on the skills that they can bring to the body of Trustees.

An induction package is available for new Trustees. This includes a Trustee Manual, appropriate documents and briefings by the Chairman and Manager.

Training is arranged for new Trustees, where a need is identified.

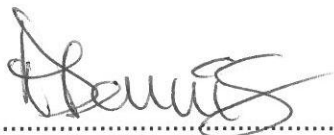
Risk management

The major risks to which the charity is exposed, as identified by the Trustees, have been recorded in a register and are reviewed on a periodic basis and actions are in place to mitigate those risks.

Impact of COVID-19 during this reporting period:

The Museum has been affected by the pandemic resulting in closure, furlough, staff working from home and additional restrictions which have greatly impacted on the normal running of the organisation, and the programme of exhibitions, events, and activities.

Approved by order of the board of trustees on11 DEC 2021..... and signed on its behalf by:



.....
Col A Dennis OBE - Trustee

Independent Examiner's Report to the Trustees of
The King's Own Royal Border Regiment
Museum Fund

Independent examiner's report to the trustees of The King's Own Royal Border Regiment Museum Fund

I report to the charity trustees on my examination of the accounts of The King's Own Royal Border Regiment Museum Fund (the Trust) for the year ended 28 February 2021.

Responsibilities and basis of report

As the charity trustees of the Trust 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 Act and in carrying out my examination I have followed all 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 giving me cause to believe that in any material respect:

1. accounting records were not kept in respect of the Trust as required by section 130 of the Act; or
2. the accounts do not accord with those records; or
3. the accounts do 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.



B J Laidlaw FCCA
B J Laidlaw & Co Ltd

Date: 11/12/2021

The King's Own Royal Border Regiment
Museum Fund

Statement of Financial Activities
for the Year Ended 28 February 2021

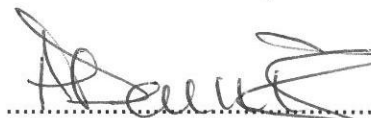
	Notes	28.2.21 Unrestricted fund £	28.2.20 Total funds £
INCOME AND ENDOWMENTS FROM			
Donations and legacies		88,008	30,004
Other trading activities	2	40,939	79,464
Investment income	3	-	4
Total		<u>128,947</u>	<u>109,472</u>
EXPENDITURE ON			
Raising funds		594	7,847
Charitable activities			
Charitable activities		86,926	135,312
Other		4,372	12,198
Total		<u>91,892</u>	<u>155,357</u>
NET INCOME/(EXPENDITURE)		<u>37,055</u>	<u>(45,885)</u>
RECONCILIATION OF FUNDS			
Total funds brought forward		123,548	169,433
TOTAL FUNDS CARRIED FORWARD		<u><u>160,603</u></u>	<u><u>123,548</u></u>


The King's Own Royal Border Regiment
Museum Fund

Balance Sheet
28 February 2021

	Notes	28.2.21 Unrestricted fund £	28.2.20 Total funds £
FIXED ASSETS			
Tangible assets	6	120,430	120,430
CURRENT ASSETS			
Stocks	7	13,490	11,751
Debtors	8	620	33,916
Cash at bank and in hand		61,242	9,685
		<u>75,352</u>	<u>55,352</u>
CREDITORS			
Amounts falling due within one year	9	(35,179)	(52,234)
NET CURRENT ASSETS		<u>40,173</u>	<u>3,118</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		160,603	123,548
NET ASSETS		<u>160,603</u>	<u>123,548</u>
FUNDS			
Unrestricted funds	11	160,603	123,548
TOTAL FUNDS		<u>160,603</u>	<u>123,548</u>

The financial statements were approved by the Board of Trustees and authorised for issue on 11 Dec 2021 and were signed on its behalf by:


.....
A Dennis OBE - Trustee

 11/12/21
.....
M-G Diss OBE TD - Trustee
RM ENGLISH TD

1. ACCOUNTING POLICIES

Basis of preparing the financial statements

The financial statements of the charity, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) '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) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Charities Act 2011. The financial statements have been prepared under the historical cost convention.

Income

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Donations

Donations and gifts are included in the account when received.

Fixed assets

All fixed assets are initially recorded at cost.

Stocks

Stocks are valued at the lower of cost and net realisable value, after making due allowance for obsolete and slow moving items.

Taxation

The charity is exempt from tax on its charitable activities.

Fund accounting

The fund is an unrestricted fund, solely at the discretion of the Trustees.

Pension costs and other post-retirement benefits

The charity operates a defined contribution pension scheme. Contributions payable to the charity's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

2. OTHER TRADING ACTIVITIES

	28.2.21	28.2.20
	£	£
Shop sales	9,412	14,759
Other income	1,235	12,246
Café	2,649	3,166
Admissions	27,643	49,293
	<u>40,939</u>	<u>79,464</u>

Notes to the Financial Statements - continued
for the Year Ended 28 February 2021

3. INVESTMENT INCOME

	28.2.21	28.2.20
	£	£
Bank interest receivable	-	4
	<u> </u>	<u> </u>

4. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 28 February 2021 nor for the year ended 28 February 2020.

5. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted fund £
INCOME AND ENDOWMENTS FROM	
Donations and legacies	30,004
Other trading activities	79,464
Investment income	4
Total	<u>109,472</u>
EXPENDITURE ON	
Raising funds	7,847
Charitable activities	
Charitable activities	135,312
Other	12,198
Total	<u>155,357</u>
NET INCOME/(EXPENDITURE)	<u>(45,885)</u>
RECONCILIATION OF FUNDS	
Total funds brought forward	169,433
TOTAL FUNDS CARRIED FORWARD	<u><u>123,548</u></u>

6. TANGIBLE FIXED ASSETS

	Plant and machinery £	Fixtures and fittings £	Totals £
COST			
At 29 February 2020 and 28 February 2021	130,000	26,046	156,046
DEPRECIATION			
At 29 February 2020 and 28 February 2021	13,000	22,616	35,616
NET BOOK VALUE			
At 28 February 2021	<u>117,000</u>	<u>3,430</u>	<u>120,430</u>
At 28 February 2020	<u>117,000</u>	<u>3,430</u>	<u>120,430</u>

7. STOCKS

	28.2.21 £	28.2.20 £
Stocks	<u>13,490</u>	<u>11,751</u>

8. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	28.2.21 £	28.2.20 £
Trade Debtors	-	2,014
Other debtors	-	31,214
Prepayments	620	688
	<u>620</u>	<u>33,916</u>

9. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	28.2.21 £	28.2.20 £
Bank loans and overdrafts (see note 10)	32,000	41,878
Trade creditors	1,349	7,869
Taxation and social security	750	1,410
Other creditors	1,080	1,077
	<u>35,179</u>	<u>52,234</u>

10. LOANS

An analysis of the maturity of loans is given below:

	28.2.21 £	28.2.20 £
Amounts falling due within one year on demand:		
Bank overdrafts	-	41,878
Bank loans	32,000	-
	<u>32,000</u>	<u>41,878</u>

11. MOVEMENT IN FUNDS

	At 29.2.20 £	Net movement in funds £	At 28.2.21 £
Unrestricted funds			
General fund	123,548	37,055	160,603
TOTAL FUNDS	<u>123,548</u>	<u>37,055</u>	<u>160,603</u>

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	128,947	(91,892)	37,055
TOTAL FUNDS	<u>128,947</u>	<u>(91,892)</u>	<u>37,055</u>

Comparatives for movement in funds

	At 1.3.19 £	Net movement in funds £	At 28.2.20 £
Unrestricted funds			
General fund	169,433	(45,885)	123,548
TOTAL FUNDS	<u>169,433</u>	<u>(45,885)</u>	<u>123,548</u>

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	109,472	(155,357)	(45,885)
TOTAL FUNDS	<u>109,472</u>	<u>(155,357)</u>	<u>(45,885)</u>

A current year 12 months and prior year 12 months combined position is as follows:

	At 1.3.19 £	Net movement in funds £	At 28.2.21 £
Unrestricted funds			
General fund	169,433	(8,830)	160,603
TOTAL FUNDS	<u>169,433</u>	<u>(8,830)</u>	<u>160,603</u>

The King's Own Royal Border Regiment
Museum Fund

Notes to the Financial Statements - continued
for the Year Ended 28 February 2021

11. MOVEMENT IN FUNDS - continued

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	238,419	(247,249)	(8,830)
TOTAL FUNDS	<u>238,419</u>	<u>(247,249)</u>	<u>(8,830)</u>

12. RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 28 February 2021.

The King's Own Royal Border Regiment
Museum Fund

Detailed Statement of Financial Activities
for the Year Ended 28 February 2021

	28.2.21 £	28.2.20 £
INCOME AND ENDOWMENTS		
Donations and legacies		
Appeal and donations	8,187	20,856
Legacies	-	586
Grants	79,821	8,562
	<hr/>	<hr/>
	88,008	30,004
Other trading activities		
Shop sales	9,412	14,759
Other income	1,235	12,246
Café	2,649	3,166
Admissions	27,643	49,293
	<hr/>	<hr/>
	40,939	79,464
Investment income		
Bank interest receivable	-	4
	<hr/>	<hr/>
Total incoming resources	128,947	109,472
EXPENDITURE		
Other trading activities		
Opening stock	11,750	12,093
Purchases	2,333	7,504
Closing stock	(13,489)	(11,750)
	<hr/>	<hr/>
	594	7,847
Charitable activities		
Wages	56,677	71,235
Pensions	1,010	1,213
Insurance	6,878	8,653
Repairs and maintenance	11,020	11,177
Postage stationery advertising	2,814	9,627
Event expenses	1,920	15,452
Exhibition costs	6,097	14,613
	<hr/>	<hr/>
	86,416	131,970
Support costs		
Finance		
Bank charges	1,436	2,278
Bank interest	510	1,064
	<hr/>	<hr/>
	1,946	3,342
Governance costs		
Accountancy fees	1,752	1,032
Legal and professional fees	1,184	11,166
	<hr/>	<hr/>
	2,936	12,198

This page does not form part of the statutory financial statements

The King's Own Royal Border Regiment
Museum Fund

Detailed Statement of Financial Activities
for the Year Ended 28 February 2021

	28.2.21 £	28.2.20 £
Total resources expended	<u>91,892</u>	<u>155,357</u>
Net income/(expenditure)	<u><u>37,055</u></u>	<u><u>(45,885)</u></u>

This page does not form part of the statutory financial statements