

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.



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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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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:	
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**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 statetemnts

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



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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:	6				
Charitable activities		(181,483)	(2,635)	(184,118)	(168,250)
NET INCOME		<u>20,615</u>	<u>12,987</u>	<u>33,602</u>	<u>36,211</u>
Transfers between funds	18	8,398	(8,398)	-	-
NET MOVEMENT IN FUNDS		<u>29,013</u>	<u>4,589</u>	<u>33,602</u>	<u>36,211</u>
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:	6			
Charitable activities		(168,250)	-	(168,250)
NET INCOME		<u>36,211</u>	<u>-</u>	<u>36,211</u>
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
		127,738	-	127,738	129,730
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
		209,343	15,663	225,006	199,190
Creditors: Amounts Falling Due Within One Year	14	(10,015)	-	(10,015)	(13,490)
NET CURRENT ASSETS (LIABILITIES)		199,328	15,663	214,991	185,700
TOTAL ASSETS LESS CURRENT LIABILITIES		327,066	15,663	342,729	315,430
Creditors: Amounts Falling Due After More Than One Year	15	(2,780)	-	(2,780)	(9,083)
NET ASSETS		324,286	15,663	339,949	306,347
FUNDS OF THE CHARITY					
Restricted Funds				15,663	11,074
Unrestricted Funds				324,286	295,273
TOTAL FUNDS	18			339,949	306,347

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
	<u>129,456</u>	<u>43,505</u>	<u>172,961</u>

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
	<u>162,446</u>	<u>-</u>	<u>162,446</u>

4. Investment Income

	2025 Unrestricted funds	2024 Unrestricted funds
	£	£
Interest on short-term deposits	<u>295</u>	<u>218</u>

5. Net Income/(Expenditure)

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

	2025 £	2024 £
Depreciation of tangible fixed assets - owned	<u>10,059</u>	<u>8,247</u>

6. Analysis of Expenditure

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

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

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
	<u>5,668</u>
	<u><u>5,668</u></u>
	2024
	Charitable activities
	£
Interest payable	1,918
Governance costs	7,920
	<u>9,838</u>
	<u><u>9,838</u></u>

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	-	-
	<u>1,386</u>	<u>1,320</u>
	<u><u>1,386</u></u>	<u><u>1,320</u></u>

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
	<u>98,940</u>	<u>94,083</u>
	<u><u>98,940</u></u>	<u><u>94,083</u></u>

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
	<u>5</u>	<u>5</u>
	<u><u>5</u></u>	<u><u>5</u></u>

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	130,000	65,246	195,246
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	39,000	28,508	67,508
Net Book Value			
As at 28 February 2025	91,000	36,738	127,738
As at 1 March 2024	97,500	32,230	129,730

12. Stocks

	2025	2024
	£	£
Stock	14,551	13,730

13. Debtors

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

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
	10,015	13,490

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

	2025	2024
	£	£
Bank loans	2,780	9,083

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
	<u>2025</u>	<u>2024</u>
	£	£
Amounts falling due between one and five years:		
Bank loans	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	<u>11,074</u>	<u>45,305</u>	<u>(32,318)</u>	<u>(8,398)</u>	<u>15,663</u>
Total funds	<u>306,347</u>	<u>217,720</u>	<u>(184,118)</u>	<u>-</u>	<u>339,949</u>

	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
	<hr/> 172,961	<hr/> 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
	<hr/> 44,464	<hr/> 41,797
Investments		
Interest on short term deposits	295	218
	<hr/> 295	<hr/> 218
	<hr/> 217,720	<hr/> 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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**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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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 statetemnts

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



F7590000-0A9A-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:	6				
Charitable activities		(181,483)	(2,635)	(184,118)	(168,250)
NET INCOME		<u>20,615</u>	<u>12,987</u>	<u>33,602</u>	<u>36,211</u>
Transfers between funds	18	8,398	(8,398)	-	-
NET MOVEMENT IN FUNDS		<u>29,013</u>	<u>4,589</u>	<u>33,602</u>	<u>36,211</u>
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:	6			
Charitable activities		(168,250)	-	(168,250)
NET INCOME		<u>36,211</u>	<u>-</u>	<u>36,211</u>
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
		127,738	-	127,738	129,730
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
		209,343	15,663	225,006	199,190
Creditors: Amounts Falling Due Within One Year	14	(10,015)	-	(10,015)	(13,490)
NET CURRENT ASSETS (LIABILITIES)		199,328	15,663	214,991	185,700
TOTAL ASSETS LESS CURRENT LIABILITIES		327,066	15,663	342,729	315,430
Creditors: Amounts Falling Due After More Than One Year	15	(2,780)	-	(2,780)	(9,083)
NET ASSETS		324,286	15,663	339,949	306,347
FUNDS OF THE CHARITY					
Restricted Funds				15,663	11,074
Unrestricted Funds				324,286	295,273
TOTAL FUNDS	18			339,949	306,347

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

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
	<u>129,456</u>	<u>43,505</u>	<u>172,961</u>

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
	<u>162,446</u>	<u>-</u>	<u>162,446</u>

4. Investment Income

	2025 Unrestricted funds	2024 Unrestricted funds
	£	£
Interest on short-term deposits	295	218
	<u>295</u>	<u>218</u>

5. Net Income/(Expenditure)

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

	2025 £	2024 £
Depreciation of tangible fixed assets - owned	10,059	8,247
	<u>10,059</u>	<u>8,247</u>

6. Analysis of Expenditure

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

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

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
	<u>5,668</u>
	<u><u>5,668</u></u>
	2024
	Charitable activities
	£
Interest payable	1,918
Governance costs	7,920
	<u>9,838</u>
	<u><u>9,838</u></u>

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	-	-
	<u>1,386</u>	<u>1,320</u>
	<u><u>1,386</u></u>	<u><u>1,320</u></u>

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
	<u>98,940</u>	<u>94,083</u>
	<u><u>98,940</u></u>	<u><u>94,083</u></u>

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
	<u>5</u>	<u>5</u>
	<u><u>5</u></u>	<u><u>5</u></u>

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
	2025	2024
	£	£
Amounts falling due between one and five years:		
Bank loans	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

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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
	<hr/> 172,961	<hr/> 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
	<hr/> 44,464	<hr/> 41,797
Investments		
Interest on short term deposits	295	218
	<hr/> 295	<hr/> 218
	<hr/> 217,720	<hr/> 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)

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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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