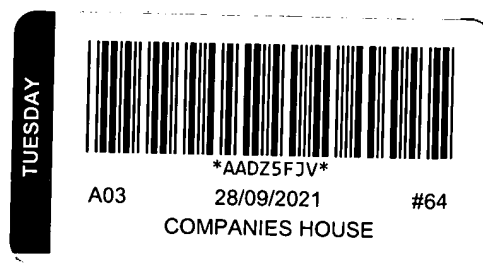


REGISTERED COMPANY NUMBER: 02472345

REGISTERED CHARITY NUMBER: 803006

**ROYAL ARTILLERY MUSEUM
REPORT OF THE TRUSTEES AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED
31 DECEMBER 2020**



ROYAL ARTILLERY MUSEUM
CONTENTS OF THE FINANCIAL STATEMENTS FOR
THE YEAR ENDED 31 DECEMBER 2020

	Page
Chairman's Report	1
Report of the Trustees	2 to 5
Report of the Independent Auditors	6 to 9
Consolidated Statement of Financial Activities	10
Consolidated Balance Sheet	11
Balance Sheet	12
Cash Flow Statement	13
Notes to the Cash Flow Statement	14
Notes to the Financial Statements	15 to 28

ROYAL ARTILLERY MUSEUM
CHAIRMAN'S REPORT
FOR THE YEAR ENDED 31 DECEMBER 2020

The development by RAM of detailed plans for a spectacular new Royal Artillery Museum at Avon Camp West on Salisbury Plain continued through the first half of the year. An updated business plan and detailed site and building designs were developed, and the planning application (some 1,000 pages) drafted. Substantive consultation and briefing sessions were carried out with the local community and although there were some objections raised to the project there was strong support from councillors and those who recognised the economic benefits which the museum would bring to the area. Fund raising for the first phase of the museum build was completed successfully and detailed lease negotiations for the land continued to make significant progress with Army Headquarters and the Defence Infrastructure Organisation. It therefore came as a completely unexpected and exceptionally disappointing surprise when the head of the Regiment received a letter out of the blue from the Chief of the General Staff withdrawing the offer of the land at Avon Camp West. Despite intense lobbying by many stakeholders it was clear that this decision would not be revisited. As an immediate result the Swindon and Wiltshire Local Enterprise Partnership grant of £1.35m had to be released as it was now impractical to spend it before the deadline in spring 2021.

After a period of reflection following the withdrawal of the land, the Regiment confirmed that it still wished the charity to endeavour to find a suitable site for its new museum near Larkhill. While initial work was undertaken to identify possible sites and refine them down to a short list for detailed consideration, the charity was forced by the Army's withdrawal of Avon Camp West to address two other issues as a priority: the storage of the collection and the charity's operating costs deficit.

As the main artefact storage site at Wroughton was required to be released back to the Science Museum in spring 2021, the Collections Management focus switched to identifying suitable storage for the collection which would be available for at least five years. As this issue was addressed with Army Headquarters, it became clear that the charity's smaller secondary storage and display location in Larkhill would also need to be released in 2021. Negotiations with the Army and DIO led to confirmation that storage in hangars on Netheravon Airfield Camp and in the Wood Road Hangars at Larkhill would be made available to the Regiment for an initial period of five years, and planning for the substantial and challenging moves into these sites commenced.

Based on the Avon Camp West plans and an expectation of visitor revenue being accrued from spring 2022, the charity's trustees had agreed to run an operating costs deficit in the period up to opening. Now that the prospect of a new museum was several years distant, the trustees took the painful decision to effect action to balance the core budget for the coming years. Given that the majority of the charity's costs lie in staff numbers it was unavoidable that the majority of savings would be found here. A restructuring study was followed by a professionally delivered redundancy process which reduced employed staff by 1.5 posts, and at the same time a range of other savings (both staff and non-staff) were identified and agreed to by the board. These were implemented in late 2020 in order to produce the requisite balanced budget for 2021 and beyond. Despite the disappointing news on Avon Camp West and the very significant disruption to routine Collections Management activity caused by Covid-19, the charity continued to develop and refine access to the Archive, and commenced a major WW1 digitisation programme with AMOT.

In conclusion, I would like to record my gratitude for the work of the board and the contribution trustees have made to the charity's activities during an intensely disappointing year. I would also like to place on record the board's appreciation of the work and achievements of the staff who have achieved much despite the frustrations which they have encountered, and to record its regret at having to run a redundancy programme. The trustees and staff remain firmly focussed on delivering a new, financially sustainable home for a unique and nationally important collection near the Regiment's home on Salisbury Plain but understood that adjustments needed to be made to enable the charity to husband its capital reserves for a future build programme. Once the collection is safely moved into its new locations the focus will switch back to securing a suitable museum site near Larkhill and developing imaginative plans for it for consideration by the Regiment and Wiltshire Council.

ROYAL ARTILLERY MUSEUM
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 DECEMBER 2020

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 December 2020. The report also incorporates the directors' report as required by company law. 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).

OBJECTIVES AND ACTIVITIES

Objectives and aims

The objectives of the charity are to provide a museum, archive and library, and raise funds for future museum development, in order to educate the public and members of the Regiment in its history and traditions. These objectives require it to develop, conserve and care for the Arts Council England designated collection.

Following the sale of the leasehold properties to the Royal Borough of Greenwich in November 2015 the museum in Woolwich closed to the public on 8 July 2016. The capital receipts from this sale, together with any future receipts from fund raising activities, will be re-invested in the development of a new museum near Larkhill to house the Royal Artillery Collection.

Public benefit

The trustees confirm that they have referred to the Charity Commission's guidance on Public Benefit in deciding what activities the charitable company should undertake in order to achieve its aims and objectives.

The future Museum will promote public benefit by providing an effective, interesting and accessible display of the heritage of the Royal Regiment of Artillery through the appropriate presentation of artefacts including artillery pieces of national and international importance. It will provide a source of information for those pursuing education, scholarship and research on matters relating to the Regiment and artillery in general.

Planned conservation that safeguards the collection, and a continuing programme of gathering in the Regiment's history (in its broadest sense) is also delivered.

ACHIEVEMENT AND PERFORMANCE

Review of Developments

The museum continued to enjoy the support of its major stakeholders during 2020. Financial support came principally from the Ministry of Defence with additional support received from the RAHT (the owners of the Collection) and the RAI.

The main focus of the Collections team during the year was on the conservation and restoration of objects stored at Wroughton with a view to relocation in 2021 upon lease expiration.

Conservation remained a key priority with the environment of the stores being closely monitored particularly with respect to sensitive items in the Collection.

The Museum continued to benefit from the expertise provided by a fully committed Board of Trustees, chaired by Major General Nick Eeles.

ROYAL ARTILLERY MUSEUM
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 DECEMBER 2020

FINANCIAL REVIEW

Grant income

The museum continued to benefit from the support of its major stakeholders, including the Ministry of Defence whose contributions have totalled over £280,000.

Investment Policy and Cash Balances

At the year end the charity held cash balances of £127,287 (2019 £32,673). In 2017, the trustees took the decision to invest the majority of cash funds so that these can be held towards the funding of the new museum, whilst generating a return in the meantime. The trustees considered the most appropriate policy for investing funds and put in place an investment policy which does not risk the invested capital sum and which is sufficiently liquid to meet the programme's cash requirements. The trustees decided that the charity will not invest directly in any organisation whose main activity is the production of tobacco, narcotics or pornographic material, the encouragement or enabling of gambling, provision of home credit (doorstep lending) or which uses child labour or other exploitative employment policies.

In order to meet these objectives the Finance and Risk Committee has been delegated responsibility for overseeing the investments. The charity has appointed stockbrokers to manage a diversified portfolio of suitable investments on a discretionary basis.

Reserves policy

Unrestricted funds amounted to £2,244,361 (2019 £2,426,461), of which £2,181,684 (2019 £2,371,857) is freely available.

Reserves are held for the purpose of funding day to day working capital requirements and to provide funding for the new museum.

The policy is to maximise the free reserves available for the funding of the new museum through careful control of the day to day working capital requirements.

Risk Management Policy

The board's Risk Management Group meets regularly to review the risk assessment schedule. This covers five main areas: Governance and Management, Financial, Operational, Environmental/external factors and Curatorial. Each risk is rated according to its likelihood and potential impact and a risk report is presented to the board on a regular basis. This schedule will be regularly reviewed and updated when appropriate.

During the transition period, RAM will be undertaking a review of its current operating procedures to ensure their continued efficacy throughout the business.

Environmental Policy

The board believes that all businesses are responsible for achieving good environmental practice and operating in a sustainable manner. The board is therefore committed to reducing its environmental impact and continually improving its environmental performance as an integral and fundamental part of its business strategy and operating methods.

Trading subsidiary

The charity's wholly owned trading subsidiary (Royal Artillery Museums (Enterprises) Limited) ceased to trade on the closure of the museum. The trustees will consider their future plans for the subsidiary during the period before the new museum is established. During the year the subsidiary was unable to donate any profits to the charity.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

The charity is controlled by its governing document, the Memorandum and Articles of Association, and constitutes a limited company, limited by guarantee, as defined by the Companies Act 2006.

Charity constitution

The company was incorporated on 20 February 1990 as a company limited by guarantee, registered number 2472345. It was subsequently registered with the Charity Commission under the registration number 803006, on 9 March 1990.

The registered office of the company together with details of the company's directors and names and addresses of professional advisors are given below.

ROYAL ARTILLERY MUSEUM
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 DECEMBER 2020

Induction and training of new trustees

New directors are provided with a copy of the memorandum and articles of association and informed of their obligations under company and charity law. All directors are encouraged to attend appropriate external courses which may assist them to carry out their role.

Key management remuneration

The Company's Memorandum and Articles of Association preclude the directors from receiving any remuneration for their role as trustee.

Fundraising standards

The charity does not currently carry out significant activity to raise funds from the public

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number

02472345

Registered Charity number

803006

Registered office

Artillery House Larkhill
Artillery Barracks
Salisbury
England
SP4 8QT

Trustees

Major General Nick Eeles (Chairman)

Graham Beal

Richard Davies

Resigned 31 August 2020

David Greenwood

Simon Hawkes

Peter Wragg

James Barnes

Mark Milligan

Susan Tapliss

Peter Carson

Charlotte More

Resigned 4 February 2020

Peter Thompson

Karen Peek

Appointed 16 September 2020

Company Secretary

Sonjeev Sehota

Auditors

Fiander Tovell Limited

Stag Gates House

63/64 The Avenue

Southampton

Hampshire

SO17 1XS

Bankers

Lloyds Bank Plc

Business Banking Service Centre

3rd Floor

10 Booth Street

Manchester

M2 4AW

ROYAL ARTILLERY MUSEUM
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 DECEMBER 2020

REFERENCE AND ADMINISTRATIVE DETAILS - Continued

Bankers (continued)

Lloyds TSB Bank Plc
19/21 Powis Street
Woolwich
London
SE18 6HZ

Investment managers

Brewin Dolphin
12 Smithfield Street
London
EC1A 9LA

Solicitors

Thompson Snell and Passmore
3 Lonsdale Gardens
Tunbridge Wells
Kent
TN1 1NX

Statement of trustees' responsibilities

The trustees (who are also the directors of Royal Artillery Museum for the purposes of company law) are responsible for preparing the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing those financial statements, the trustees are required to

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP;
- 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 charitable company will continue in business.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

Auditors

Fiander Tovell Limited are deemed to be re-appointed under section 487(2) of the Companies Act 2006.

This report has been prepared in accordance with the special provisions relating to small companies within Part 15 of the Companies Act 2006.

Approved by order of the board of trustees on 20/9/2021 | 10:10 BST and signed on its behalf by:

.....*Sonjeev Sehota*
Sonjeev Sehota
Company secretary

ROYAL ARTILLERY MUSEUM
INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS
OF ROYAL ARTILLERY MUSEUM
FOR THE YEAR ENDED 31 DECEMBER 2020

Opinion

We have audited the financial statements of Royal Artillery Museum (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 December 2020 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and parent charitable company's affairs as at 31 December 2020, and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group's or parent charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

ROYAL ARTILLERY MUSEUM
INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS
OF ROYAL ARTILLERY MUSEUM
FOR THE YEAR ENDED 31 DECEMBER 2020

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company's financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 5, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's and parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

ROYAL ARTILLERY MUSEUM
INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS
OF ROYAL ARTILLERY MUSEUM
FOR THE YEAR ENDED 31 DECEMBER 2020

Extent to which the audit was considered capable of detecting irregularities, including fraud

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations.
- we identified the laws and regulations applicable to the company through discussions with directors and other management, and from our commercial knowledge and experience.
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the company, including the Companies Act 2006, taxation legislation, data protection, employment, environmental and health and safety legislation.
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management.

We assessed the susceptibility of the company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud.
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

Audit response to risks identified

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships.
- tested journal entries to identify unusual transactions.
- performed transactional testing on payroll costs in respect of those employees with responsibility or authority in connection with the payroll function.
- assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias.
- investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation.
- enquiring of management as to actual and potential litigation and claims.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the directors and other management and the inspection of regulatory and legal correspondence, if any.

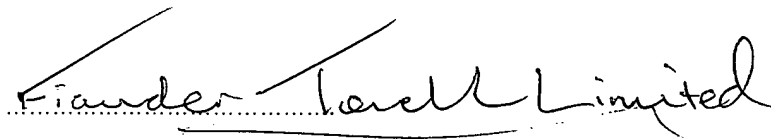
Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

ROYAL ARTILLERY MUSEUM
INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS
OF ROYAL ARTILLERY MUSEUM
FOR THE YEAR ENDED 31 DECEMBER 2020

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Fiander Tovell Limited

Andrew Jay ACA FCCA (Senior Statutory Auditor)
for and on behalf of Fiander Tovell Limited

27/9/21

Chartered Accountants
Registered Auditors

Stag Gates House
63/64 The Avenue
Southampton
Hampshire
SO17 1XS

ROYAL ARTILLERY MUSEUM
CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
(INCLUDING CONSOLIDATED INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 DECEMBER 2020

	Notes	Unrestricted funds £	Restricted Funds £	2020 Total funds £	2019 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies	2	80,644	287,848	368,492	1,232,596
Charitable activities	3	-	-	-	-
Other trading activities	4	14,000	-	14,000	22,700
Investment income	5	146,082	-	146,082	193,242
Other income	6	171	-	171	-
Total income		240,897	287,848	528,745	1,448,538
EXPENDITURE ON					
Raising funds	7	-	-	-	1,200
Charitable activities	8	418,995	287,848	706,843	687,974
Total expenditure		418,995	287,848	706,843	689,174
Net gains/(losses) on investments		(4,002)	-	(4,002)	157,979
NET INCOME/(EXPENDITURE)	10	(182,100)	-	(182,100)	917,343
Transfer between funds		-	-	-	-
NET MOVEMENT IN FUNDS		(182,100)	-	(182,100)	917,343
RECONCILIATION OF FUNDS					
Total funds brought forward		2,426,461	2,280,625	4,707,086	3,789,743
TOTAL FUNDS CARRIED FORWARD		2,244,361	2,280,625	4,524,986	4,707,086

CONTINUING OPERATIONS

All income and expenditure has arisen from continuing activities.

The notes form part of these financial statements

ROYAL ARTILLERY MUSEUM
CONSOLIDATED BALANCE SHEET
FOR THE YEAR ENDED 31 DECEMBER 2020

	Notes	Unrestricted funds	Restricted Funds	2020 Total funds	2019 Total funds
		£	£	£	£
FIXED ASSETS					
Tangible assets	15	39,777	-	39,777	54,604
Investments	16	<u>2,090,641</u>	<u>2,280,625</u>	<u>4,371,266</u>	<u>4,698,750</u>
		2,130,418	2,280,625	4,411,043	4,753,354
CURRENT ASSETS					
Debtors	17	55,153	-	55,153	28,841
Cash at bank and in hand	18	<u>127,270</u>	<u>-</u>	<u>127,270</u>	<u>32,675</u>
		<u>182,423</u>	<u>-</u>	<u>182,423</u>	<u>61,516</u>
CREDITORS					
Amount falling due within one year	19	<u>(68,480)</u>	<u>-</u>	<u>(68,480)</u>	<u>(107,784)</u>
NET CURRENT ASSETS/(LIABILITIES)		<u>113,943</u>	<u>-</u>	<u>113,943</u>	<u>(46,268)</u>
NET ASSETS/(LIABILITIES)		<u>2,244,361</u>	<u>2,280,625</u>	<u>4,524,986</u>	<u>4,707,086</u>
FUNDS					
Unrestricted funds	22			2,221,461	2,426,461
Designated funds	22			22,900	-
Restricted funds	22			<u>2,280,625</u>	<u>2,280,625</u>
TOTAL FUNDS				<u>4,524,986</u>	<u>4,707,086</u>

These financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small charitable companies.

The financial statements were approved by the Board of Trustees on

and were signed on its behalf by:

Nick Eeles
 Major General Nick Eeles
 Chairman and Director 16/9/2021 | 17:47 BST

Graham Beal
 Graham Beal
 Director 21/9/2021 | 17:09 BST

The notes form part of these financial statements

ROYAL ARTILLERY MUSEUM
BALANCE SHEET
FOR THE YEAR ENDED 31 DECEMBER 2020

	Notes	Unrestricted funds	Restricted Funds	2020 Total funds	2019 Total funds £
		£	£	£	
FIXED ASSETS					
Tangible assets	15	39,777	-	39,777	54,604
Investments	16	<u>2,090,643</u>	<u>2,280,625</u>	<u>4,371,268</u>	<u>4,698,752</u>
		2,130,420	2,280,625	4,411,045	4,753,356
CURRENT ASSETS					
Debtors	17	55,153	-	55,153	28,841
Cash at bank and in hand	18	<u>127,287</u>	-	<u>127,287</u>	<u>32,673</u>
		182,440	-	182,440	61,514
CREDITORS					
Amount falling due within one year	19	<u>(74,782)</u>	-	<u>(74,782)</u>	<u>(114,086)</u>
NET CURRENT ASSETS/(LIABILITIES)		<u>107,658</u>	-	<u>107,658</u>	<u>(52,572)</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		2,238,078	2,280,625	4,518,703	4,700,784
NET ASSETS/(LIABILITIES)		<u>2,238,078</u>	<u>2,280,625</u>	<u>4,518,703</u>	<u>4,700,784</u>
FUNDS					
Unrestricted funds	22			2,215,178	2,420,159
Designated funds	22			22,900	-
Restricted funds	22			<u>2,280,625</u>	<u>2,280,625</u>
TOTAL FUNDS				<u>4,518,703</u>	<u>4,700,784</u>

These financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small charitable companies.

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

Nick Eeles
 Major General Nick Eeles
 Chairman and Director

16/9/2021 | 17:47 BST

Graham Beal
 Graham Beal
 Director

21/9/2021 | 17:09 BST

The notes form part of these financial statements

Registered company number: 02472345

**ROYAL ARTILLERY MUSEUM
CONSOLIDATED CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 DECEMBER 2020**

	Notes	2020 £	2019 £
Cash flows from operating activities:			
Cash generated from/(used by) operations	1	(374,969)	1,288,260
Interest received		-	-
Interest paid		-	-
Net cash provided by/(used in) operating activities		<u>(374,969)</u>	<u>1,288,260</u>
Cash flows from investing activities:			
Purchase of tangible fixed assets		-	(52,798)
Sale of tangible fixed assets		-	-
Purchase of investments		(763,344)	(2,181,198)
Proceeds from sale of investments		1,111,848	581,859
Investment income		<u>146,082</u>	<u>193,242</u>
Net cash provided by (used in) investing activities		<u>494,586</u>	<u>(1,458,895)</u>
Cash flows from financing activities			
Repayment of bank loan		-	-
Repayment of repayable grant		-	-
Net cash provided by (used in) financing activities		-	-
Change in cash and cash equivalents in the reporting period		119,617	(170,635)
Cash and cash equivalents at the beginning of the reporting period	2	<u>221,651</u>	<u>392,286</u>
Cash and cash equivalents at the end of the reporting period	2	<u>341,268</u>	<u>221,651</u>

The notes form part of these financial statements

**ROYAL ARTILLERY MUSEUM
NOTES TO THE CASHFLOW STATEMENT
FOR THE YEAR ENDED 31 DECEMBER 2020**

1. RECONCILIATION OF NET INCOME/(EXPENDITURE) TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2020	2019
	£	£
Net income/(expenditure) for the reporting period (as per the statement of financial activities)	(182,100)	917,343
Adjustments for:		
Depreciation charges	14,360	9,205
Loss/(Profit) on disposal of tangible fixed assets	467	-
(Gains)/losses on investments	4,002	(157,979)
Interest and dividends received	(146,082)	(193,242)
Interest paid	-	-
Decrease in stock	-	-
Decrease/(increase) in debtors	(26,312)	708,489
(Decrease)/increase in creditors	<u>(39,304)</u>	<u>4,444</u>
Net cash provided by/(used in) operating activities	<u>(374,969)</u>	<u>1,288,260</u>

2. ANALYSIS OF CASH AND CASH EQUIVALENTS

Cash in hand	-	-
Bank balances (less than 3 months)	127,270	32,675
Cash balances within investment portfolio	213,998	188,976
Overdrafts included in bank loans and overdrafts falling due within one year	<u>-</u>	<u>-</u>
Total cash and cash equivalents	<u>341,268</u>	<u>221,651</u>

**ROYAL ARTILLERY MUSEUM
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2020**

1. ACCOUNTING POLICIES

COMPANY INFORMATION

Royal Artillery Museum ("RAM") was incorporated on 20 February 1990 under the Companies Act 1985, as a private limited company (limited by guarantee without share capital) and is registered in England and Wales.

The registered office of the company is Artillery House Larkhill, Artillery Barracks, Salisbury, England, SP4 8QT. RAM is a charity with Charity Commission registration number 803006.

The principal activity of RAM is to provide a museum and library for the exhibition of artefacts and documents connected with the Royal Regiment of Artillery.

Basis of preparing the financial statements

The financial statements of the charitable company, 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', the Charities Act 2011 and the Companies Act 2006.

The financial statements have been prepared under the historical cost convention with the exception of investments which are included at market value.

The presentational currency is £ sterling and values are rounded to the nearest pound.

Going Concern

The trustees have considered the impact of Covid 19 and consider that there continues to be sufficient headroom. They therefore consider that there are no material uncertainties about the charity's ability to continue as a going concern.

Parent Company disclosure exemptions

In preparing the separate financial statements of the parent company, advantage has been taken of the following disclosure exemptions:

- No Cash flow statement has been presented for the parent company;
- Disclosures in respect of the parent company's financial instruments have not been presented as equivalent disclosures are included in respect of the group as a whole; and
- No disclosure has been given for the aggregate remuneration of the key management personnel of the parent company as their remuneration is included in the totals for the group as a whole

Group Financial Statements

The financial statements consolidate the results of the charity and its wholly owned subsidiary Royal Artillery Museums (Enterprises) Limited on a line-by-line basis. Intercompany transactions and balances between the two companies have been eliminated in full.

A separate Statement of Financial Activities and Income and Expenditure Account for the charity has not been presented because the charity has taken advantage of the exemption afforded by section 408 of the Companies Act 2006.

In accordance with the transitional exemptions available in FRS 102, the group has chosen not to retrospectively apply the standard to the business combinations that occurred before the date of transition.

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.

**ROYAL ARTILLERY MUSEUM
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2020**

1. ACCOUNTING POLICIES -CONTINUED

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.

Income is the amount derived from ordinary activities and stated after any discounts and is net of VAT.

a) Grants

Income from grants is recognised, using the performance model, when the charity has entitlement to the funds, any performance conditions attached to the grant have been satisfied, receipt of the income is probable and the amount can be measured reliably.

b) Donations

Income from donations is recognised on receipt except where the donation includes terms and conditions, in which case income is recognised once any performance conditions attached to the donation have been satisfied.

c) Legacies

Income from legacies is recognised when the charity is aware that there has been grant of probate, notification has been received from the executors that a distribution will be made and any conditions attached to the legacy have been satisfied. Where the charity has been notified of a legacy but there is uncertainty to the amount of the payment, the legacy is treated as a contingent asset.

d) Investment income

Investment income is recognised when receivable and the amount can be measured reliably by the charity.

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. Redundancy or termination payments are recognised when there is a legal or constructive obligation.

Allocation and apportionment of costs

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include personnel, finance, administrative and governance costs which support the operation of the museum and its activities. These costs are allocated between the costs of charitable activities and raising funds. Further details of support costs are provided in note 9.

Tangible fixed assets

All tangible fixed assets are initially recognised at cost. Individual tangible fixed assets costing £500 or more are capitalised and are depreciated over their estimated economic lives on a straight line basis. Lower amounts are expensed in the year of purchase.

Depreciation is provided at the following annual rates:

Fixtures and fittings	20%
Motor vehicles	20%

**ROYAL ARTILLERY MUSEUM
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2020**

1. ACCOUNTING POLICIES –CONTINUED

Investments

Investments are held as fixed assets. The interest in the subsidiary undertaking is stated at cost less provision for diminution in value. Other investments are included on the balance sheet at market value. Changes in the market value of investments between financial years are charged to the Statement of Financial Activities as unrealised gains and losses. Profits and losses made on the sale of investments in the year are shown as realised gains and losses in the Statement of Financial Activities. Interest on cash deposited with banks and investment management companies is included in investment income in the Statement of Financial Activities.

Debtors

Trade and other debtors are recognised at the settlement amount due. Prepayments are valued at the amount prepaid.

Creditors

Creditors are recognised where the charity has a present obligation resulting from past events that will probably result in the transfer of funds to a third party and the amount to be settled can be measured or estimated reliably.

Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short term liquid investments with original maturities of three months or less, and bank overdrafts.

Financial instruments

The charity only has financial assets and financial liabilities of the kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and debt instruments are subsequently measured at amortised cost.

Taxation

The charity is exempt from corporation tax on its charitable activities.

Hire purchase and leasing commitments

Rentals paid under operating leases are charged to the Statement of Financial Activities on a straight line basis over the period of the lease.

Pension costs and other post-retirement benefits

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

Judgements in applying accounting policies

In preparing these financial statements the trustees have made the following judgements:

- Determining whether income is restricted or unrestricted. These decisions depend upon the whether the donor has given the income subject to certain terms or conditions which impose a restriction in trust law.
- Determining the allocation of support costs to activities. These decisions depend upon whether the costs can be directly attributed to an activity or shared between specific activities. The balance of costs are apportioned between the activities.

ROYAL ARTILLERY MUSEUM
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2020

2. DONATIONS AND LEGACIES

	2020	2019
	£	£
Donations	1,892	7,195
Legacies	24,900	900,000
Grants (see below)	<u>341,700</u>	<u>325,400</u>
	<u>368,492</u>	<u>1,232,596</u>

Grants received, included in the above, are as follows:

	2020 Unrestricted £	2020 Restricted £	2020 Total £	2019 Total £
Royal Artillery Institution	-	-	-	-
Ministry of Defence	-	287,848	287,848	278,690
Grants from RAHC (from RAI and RAHT)	38,250	-	38,250	39,210
RAHT	2,000	-	2,000	-
NLHF – WW1 funeral guns	-	-	-	7,500
Covid-19 grants	<u>13,602</u>	<u>-</u>	<u>13,602</u>	<u>-</u>
	<u>53,852</u>	<u>287,848</u>	<u>341,700</u>	<u>325,400</u>

In 2019, £278,690 of grants and £900,000 of legacies were restricted, all other donations and legacies were unrestricted.

ROYAL ARTILLERY MUSEUM
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2020

3. INCOME FROM CHARITABLE ACTIVITIES

	2020	2019
	Total	Total
	£	£
Visitor income	-	-
Education and research income	-	-
	<u>-</u>	<u>-</u>

4. OTHER TRADING ACTIVITIES

	2020	2019
	£	£
Loans income	14,000	22,700
Trading operations	-	-
	<u>14,000</u>	<u>22,700</u>

All income from other trading activities was unrestricted for the current and previous year.

5. INVESTMENT INCOME

	2020	2019
	£	£
Investment portfolio income	146,079	193,237
Deposit account interest	3	5
Other interest	-	-
	<u>146,082</u>	<u>193,242</u>

All investment income was unrestricted for the current and previous year.

6. OTHER INCOME

	2020	2019
	£	£
Other income	171	-
Profit on disposal of long leaseholds	-	-
	<u>171</u>	<u>-</u>

All other income was unrestricted for the current and previous year.

ROYAL ARTILLERY MUSEUM
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2020

7. RAISING FUNDS

	2020 Unrestricted £	2020 Restricted £	2020 Total £	2019 Total £
Raising donations and legacies				
Fund raising	-	-	-	1,200
Public relations and marketing	-	-	-	-
Trading: Cost of sales and other costs				
Cost of sales	-	-	-	-
Repairs and maintenance	-	-	-	-
Public relations and marketing	-	-	-	-
Light and heat	-	-	-	-
Support costs	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u>-</u>	<u>-</u>	<u>-</u>	<u>1,200</u>

8. CHARITABLE ACTIVITIES COSTS

	2020 Unrestricted £	2020 Restricted £	2020 Total £	2019 Total £
Collection management				
Staff costs	-	187,004	187,004	189,423
Motor and travel	11,130	-	11,130	11,274
Conservation	311	-	311	3,376
Storage	-	73,403	73,403	77,760
Packing	125	-	125	479
Transport	43	-	43	33,023
Support costs (note 9)	<u>85,163</u>	<u>13,721</u>	<u>98,884</u>	<u>92,067</u>
	<u>96,772</u>	<u>274,128</u>	<u>370,900</u>	<u>407,402</u>
Planning for the future museum				
Project manager	-	-	-	-
Project consultancy	34,625	-	34,625	48,000
Architect, structural and quantity surveyors	168,692	-	168,692	111,676
Planning, Environmental and ground investigation	479	-	479	3,896
Trade mark and other legal advice	18,331	-	18,331	4,451
Exhibition design	-	-	-	-
Travelling and motor expenses	3,189	-	3,189	5,761
Other costs	8,958	-	8,958	7,691
Trustee expenses	2,786	-	2,786	7,030
Support costs (note 9)	<u>85,163</u>	<u>13,720</u>	<u>98,883</u>	<u>92,067</u>
	<u>322,223</u>	<u>13,720</u>	<u>335,943</u>	<u>280,572</u>
Total Charitable Activities costs	<u>418,995</u>	<u>287,848</u>	<u>706,843</u>	<u>687,974</u>

ROYAL ARTILLERY MUSEUM
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2020

9. SUPPORT COSTS

	2020 Unrestricted £	2020 Restricted £	2020 Total £	2019 Total £
Staff costs and emoluments	80,796	23,674	104,470	93,751
Staff recruitment and training	2,050	-	2,050	1,530
Computer costs	6,801	-	6,801	6,454
Depreciation - other	14,360	-	14,360	9,205
Loss on disposal	467	-	467	-
Insurance	15,057	3,767	18,824	15,296
Legal fees	6,500	-	6,500	4,633
Bank interest and charges	687	-	687	714
Investment portfolio fees	23,603	-	23,603	38,665
Postage and stationery	2,010	-	2,010	1,591
Sundry expenses	1,258	-	1,258	752
Telephone and fax	3,596	-	3,596	3,345
Bad debts	5,686	-	5,686	-
Accountancy	480	-	480	720
Auditors remuneration	6,975	-	6,975	7,478
	<u>170,326</u>	<u>27,441</u>	<u>197,767</u>	<u>184,134</u>

10. NET EXPENDITURE

	2020 £	2019 £
Auditors' remuneration – Fiander Tovell	6,975	7,478
Lease rentals	58,760	58,760
Loss on disposal	467	-
Depreciation – owned assets	<u>14,360</u>	<u>9,205</u>

11. TRUSTEES' REMUNERATION AND BENEFITS

During the year, following previous consultation with the Charity Commission, the charity's chairman invoiced the charity £34,625 (2019: £45,500 relating to 2019 charges and £2,500 relating to 2018) in respect of consultancy services, administrative support and research. The chairman did not receive any remuneration in respect of his role as a trustee of the charity.

No other trustees received remuneration or other benefits for the year ended 31 December 2020 nor for the year ended 31 December 2019.

Trustees' expenses

During the year 4 trustees were reimbursed travel expenses totalling £4,275 (2019: 5 trustees totalling £13,699).

ROYAL ARTILLERY MUSEUM
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2020

12. STAFF COSTS

	2020	2019
	£	£
Wages and salaries	259,569	246,117
Social security costs	20,717	21,902
Other pension costs	<u>7,388</u>	<u>10,355</u>
	<u>287,674</u>	<u>278,374</u>

Staff costs are allocated as follows:

Collection management (note 8)	187,004	189,423
Support costs (note 9)	104,470	93,751
Non payroll costs included	<u>(3,800)</u>	<u>(4,800)</u>
	<u>287,674</u>	<u>278,374</u>

The average monthly number of employees during the year was as follows:

	2020	2019
	No.	No.
Museum	<u>7</u>	<u>8</u>

No employees received emoluments in excess of £60,000.

The company's staffing policy allows for a full-time position to be filled by several part time employees which ensures that a greater flexibility of staffing can be achieved during busy periods.

The museum benefits from grant support from the MoD.

	2020	2019
	£	£
Employment benefits of key management personnel	<u>138,832</u>	<u>136,339</u>

ROYAL ARTILLERY MUSEUM
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2020

13. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds £	Restricted funds £	Total funds £
INCOME AND ENDOWMENTS FROM			
Donations and legacies	53,906	1,178,690	1,232,596
Charitable activities	-	-	-
Other trading activities	22,700	-	22,700
Investment Income	193,242	-	193,242
Other Income	-	-	-
Total	<u>269,848</u>	<u>1,178,690</u>	<u>1,448,538</u>
EXPENDITURE ON			
Raising funds	1,200	-	1,200
Charitable activities	409,284	278,690	687,974
Other costs	-	-	-
Total	<u>410,484</u>	<u>278,690</u>	<u>689,174</u>
Net gains/(losses) on investments	157,979	-	157,979
NET INCOME/(EXPENDITURE)	17,343	900,000	917,343
Transfer between funds	-	-	-
NET MOVEMENT IN FUNDS	17,343	900,000	917,343
RECONCILIATION OF FUNDS			
Total funds brought forward	<u>2,409,118</u>	<u>1,380,625</u>	<u>3,789,743</u>
TOTAL FUNDS CARRIED FORWARD	<u>2,426,461</u>	<u>2,280,625</u>	<u>4,707,086</u>

14. PARENT CHARITY RESULT FOR THE YEAR

The parent charity has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own separate Statement of Financial Activities and Income and Expenditure Account. The net deficit of the charity for the year was £182,081 (2019: £917,406 surplus).

ROYAL ARTILLERY MUSEUM
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2020

15. TANGIBLE FIXED ASSETS

	Fixtures and fittings £	Motor vehicles	Total
Group and charity			
COST			
At 1 January 2020	90,398	11,650	102,048
Additions	-	-	-
Disposals	<u>(7,000)</u>	-	<u>(7,000)</u>
At 31 December 2020	<u>83,398</u>	<u>11,650</u>	<u>95,048</u>
DEPRECIATION			
At 1 January 2020	45,696	1,748	47,444
Charge for year	12,030	2,330	14,360
Eliminated on disposal	<u>(6,533)</u>	-	<u>(6,533)</u>
At December 2020	<u>51,193</u>	<u>4,078</u>	<u>55,271</u>
NET BOOK VALUE			
At 31 December 2020	<u>32,205</u>	<u>7,572</u>	<u>39,777</u>
At 31 December 2019	<u>44,702</u>	<u>9,902</u>	<u>54,604</u>

16. FIXED ASSET INVESTMENTS

	Quoted investments £	Total
COST OR VALUATION		
At 1 January 2020	4,698,750	4,698,750
Acquisitions at cost	788,366	788,366
Disposals at opening book value	<u>(1,122,278)</u>	<u>(1,122,278)</u>
Gains/(loss) on investment assets	<u>6,428</u>	<u>6,428</u>
At 31 December 2020	<u>4,371,266</u>	<u>4,371,266</u>

Investments held by the charity include an additional £2 (2019: £2) relating to the investments in the subsidiary companies (see below).

Included within the quoted investment portfolio is £213,998 (2019: £188,976) of cash balances.

There were no investment assets outside the UK.

Royal Artillery Museums (Enterprises) Limited, a company registered in England and Wales with the registered number 02692172, is the wholly owned trading subsidiary of Royal Artillery Museums Limited. The results of the subsidiary are included in the consolidated accounts.

A summary of the financial position is as follows:

	£		£
Turnover	-	Total assets	6,704
Expenses	<u>(69)</u>	Total liabilities	<u>(469)</u>
	<u>(69)</u>		<u>6,235</u>

ROYAL ARTILLERY MUSEUM
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2020

17. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group 2020	Company 2020	Group 2019	Company 2019
	£	£	£	£
Trade debtors	14,768	14,768	14,063	14,063
Amounts owed by group undertakings	-	-	-	-
VAT	-	-	11,245	11,245
Prepayments and accrued income	13,507	13,507	3,333	3,333
Accrued income	-	-	-	-
Other debtors	<u>26,878</u>	<u>26,878</u>	<u>200</u>	<u>200</u>
	<u>55,153</u>	<u>55,153</u>	<u>28,841</u>	<u>28,841</u>

18. CASH AT BANK AND IN HAND

	Group 2020	Company 2020	Group 2019	Company 2019
	£	£	£	£
Charities Official Investment Fund a/c	10	10	10	10
Other bank accounts	127,260	127,277	32,665	32,663
Cash in hand	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u>127,270</u>	<u>127,287</u>	<u>32,675</u>	<u>32,673</u>

19. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group 2020	Company 2020	Group 2019	Company 2019
	£	£	£	£
Trade creditors	37,063	37,063	44,991	44,991
Amounts owed to group undertakings	-	6,754	-	6,754
Tax and social security	19,415	18,963	17,635	17,183
Accruals and deferred income	<u>12,002</u>	<u>12,002</u>	<u>45,158</u>	<u>45,158</u>
	<u>68,480</u>	<u>74,782</u>	<u>107,784</u>	<u>114,086</u>

20. FINANCIAL INSTRUMENTS

	Group 2020	Company 2020	Group 2019	Company 2019
	£	£	£	£
Financial assets measured at fair value	<u>4,371,266</u>	<u>4,371,266</u>	<u>4,698,750</u>	<u>4,698,750</u>

ROYAL ARTILLERY MUSEUM
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2020

21. FUNDS

Unrestricted funds are used at the discretion of the trustees for any of the charity's purposes, this is mainly for the operation of the museum. Designated funds are amounts earmarked by the trustees for specific purposes.

Restricted funds comprise the following:

Rausing donation: A donation received which is to be used for educational purposes

Tony Howitt legacy: A legacy bequeathed to the charity which is to be used for the future development of the new museum

Museum capital fund: Grants received for the capital costs of the delivery of the new RA museum

Heritage and education fund: A legacy bequeathed to the charity which is to be used for the future development of the new museum, or otherwise for heritage and education.

Ministry of Defence funds: Grants received to fund staff and utilities costs.

22. MOVEMENT IN FUNDS

Group	At 1/1/20 £	Net movement in funds £	At 31/12/20 £
Unrestricted funds			
General fund	2,426,461	(205,000)	2,221,461
Designated funds			
Future museum project	-	22,900	22,900
Restricted funds			
Rausing Donation	580,625	-	580,625
Tony Howitt Legacy	100,000	-	100,000
Museum capital fund	700,000	-	700,000
Heritage and education fund	<u>900,000</u>	<u>-</u>	<u>900,000</u>
	<u>2,280,625</u>	<u>-</u>	<u>2,280,625</u>
TOTAL FUNDS	<u>4,707,086</u>	<u>(182,100)</u>	<u>4,524,986</u>

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

	Incoming resources £	Resources expended £	Investments £	Movement in funds £
Unrestricted funds				
General fund	217,997	(418,995)	(4,002)	(205,000)
Designated funds				
Future museum project	22,900	-	-	22,900
Restricted funds				
Ministry of Defence grant in aid	210,678	(210,678)	-	-
Ministry of Defence support	<u>77,170</u>	<u>(77,170)</u>	<u>-</u>	<u>-</u>
	<u>287,848</u>	<u>(287,848)</u>	<u>-</u>	<u>-</u>
TOTAL FUNDS	<u>528,745</u>	<u>(706,843)</u>	<u>(4,002)</u>	<u>(182,100)</u>

ROYAL ARTILLERY MUSEUM
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2020

22. MOVEMENT IN FUNDS - CONTINUED

In the prior year, the restricted Ministry of Defence grant in aid fund had incoming resources of £203,402 and resources expended of £203,402, the restricted Ministry of Defence support fund had incoming resources of £75,288 and resources expended of £75,288 and there was restricted income of £900,000 for the heritage and education fund. These were the only movements on restricted funds for the previous year.

Charity

	At 1/1/20 £	Net movement in £ funds £	At 31/12/20
Unrestricted funds			
General fund	2,420,159	(204,981)	2,215,178
Designated funds			
Future museum project	-	22,900	22,900
Restricted funds			
Raising Donation	580,625	-	580,625
Tony Howitt Legacy	100,000	-	100,000
Museum capital fund	700,000	-	700,000
Heritage and education fund	<u>900,000</u>	<u>-</u>	<u>900,000</u>
	<u>2,280,625</u>	<u>-</u>	<u>2,280,625</u>
TOTAL FUNDS	<u>4,700,784</u>	<u>(182,081)</u>	<u>4,518,703</u>

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

	Incoming resources £	Resources expended £	Investments £	Movement in funds £
Unrestricted funds				
General fund	217,997	(418,976)	(4,002)	(204,981)
Designated funds				
Future museum project	22,900	-	-	22,900
Restricted funds				
Ministry of Defence grant in aid	210,678	(210,678)	-	-
Ministry of Defence support	77,170	(77,170)	-	-
	<u>287,848</u>	<u>(287,848)</u>	<u>-</u>	<u>-</u>
TOTAL FUNDS	<u>528,745</u>	<u>(706,824)</u>	<u>(4,002)</u>	<u>(182,081)</u>

23. RELATED PARTY DISCLOSURES

Grants of £38,250 (2019: £Nil) were received from the Royal Artillery Institution (RAI) and amounts of £Nil (2019: £Nil) were included in debtors at the balance sheet date. Members of the Master Gunners' Committee have the right to become members of the Royal Artillery Museum and other applicants to membership must be elected by the Committee.

24. MEMBERS' GUARANTEES

The members' liability is limited to £1 each which is payable in the event of the company being wound up.

ROYAL ARTILLERY MUSEUM
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2020

25. LEASING AGREEMENTS

Minimum lease payments under non-cancellable operating leases fall due as follows:

	2020 £	2019 £
Within one year	26,167	69,500
Between one and five years	<u>46,667</u>	<u>72,833</u>
	<u>72,834</u>	<u>142,333</u>

26. PENSION SCHEME COMMITMENTS

With effect from 1 July 1997 a personal pension scheme with Standard Life was implemented for all permanent employees who wished to participate. The company matches the employee's contribution up to 5% and the employee has the option to pay additional contributions.

The amount of pension contributions recognised in the year as an expense is £7,388 (2019: £10,355).

27. ANALYSIS OF NET ASSETS BETWEEN FUNDS

The analysis of net assets between funds at 31 December 2020 is shown in the balance sheets on pages 10 and 11.

	Unrestricted funds £	Restricted funds £	Total £
Fund balances at 31 December 2019 are represented by:			
Group:			
Tangible fixed assets	54,604	-	54,604
Investments	2,418,125	2,280,625	4,698,750
Current assets	61,516	-	61,516
Creditors: amount falling due within one year	<u>(107,784)</u>	<u>-</u>	<u>(107,784)</u>
	<u>2,426,461</u>	<u>2,280,625</u>	<u>4,707,086</u>
Company:			
Tangible fixed assets	54,604	-	54,604
Investments	2,418,127	2,280,625	4,698,752
Current assets	61,514	-	61,514
Creditors: amount falling due within one year	<u>(114,086)</u>	<u>-</u>	<u>(114,086)</u>
	<u>2,420,159</u>	<u>2,280,625</u>	<u>4,700,784</u>