

**REGISTERED COMPANY NUMBER:02472345**

**REGISTERED CHARITY NUMBER: 803006**

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**ROYAL ARTILLERY MUSEUM  
REPORT OF THE TRUSTEES AND FINANCIAL STATEMENTS  
FOR THE YEAR ENDED  
31 DECEMBER 2022**

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**ROYAL ARTILLERY MUSEUM**

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THE YEAR ENDED 31 DECEMBER 2022**

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**ROYAL ARTILLERY MUSEUM**  
**CHAIRMAN'S REPORT**  
**FOR THE YEAR ENDED 31 DECEMBER 2022**

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2022 has seen the implementation of a number of interim plans following the intensely disappointing withdrawal by the Army of the offer of land at Avon Camp West and the resultant loss of the Swindon and Wiltshire Local Enterprise Partnership grant of £1.35m. At the heart of these have been the outstanding work by our small cadre of employed staff, reinforced by a growing and fully committed team of volunteers, to provide a suitable home for the RA Collection during the transitional period which we have been forced to extend significantly. At the heart of this work has been the occupation and improvement of the Wood Road centre of operations, which is currently occupied as a Tenancy at Will but has the option to convert to a five year lease from the MoD (and the handing back of garaging in Larkhill Camp). Here the charity has established a thriving centre encompassing offices, meeting space, stores, a limited display of field artillery and a conservation workshop. The final element is an asset which the museum has not had before, and is enabling us to improve the condition of a number of important pieces which were stored outside during the Firepower years. Having most of the RAM team (less for the Archivist and her volunteers) working in a single, centralised location, has had enormous benefits in terms of output, efficiency and morale, and has also enabled us to host small visits by the serving Regiment (especially trainees), schools and the public.

Despite the loss of Avon Camp West, the charity remains (with strong regimental support) utterly committed to delivering an appropriate new home for its unique Collection near Larkhill. A full site options appraisal was completed in 2022 which identified a preferred location to the east of Larkhill Camp, and initial indications are that the Army will support the building of our new museum in this area. In parallel with this work, options for the initial museum project were developed, accepting that with reduced funding and high building inflation rates, our aspirations would need to be significantly more modest than previously envisaged. Early proposals falling out of this work have been endorsed by the RAM board and the Regiment. The site is not without its challenges (for example providing a suitable access route and utilities connections) but it offers a wonderful location close to the home of the Gunners and within walking distance of the majority of families' quarters in Larkhill. As such it will provide a unique community hub in the area.

Following the tough financial decisions which the RAM board took last year, the charity has strived to deliver a balanced budget despite the withdrawal by the Army of the Firepower specific support funding (c£70,000 pa). With no visitor income, the charity has been supported most generously by the Royal Artillery Institute and Royal Artillery Charitable Fund with grants for specific projects and the delivery of the Archive capability. This funding has enabled a range of activities to continue including planning for a new catalogue and website, the ongoing oral history project, deep conservation projects and archive research and development work.

In conclusion, I would like to record once again my gratitude for the work of the board and the contribution trustees have made to the charity's activities during another busy year in which we have occupied new accommodation while developing fresh plans for the future museum project. I would also like to place on record the board's appreciation for the work and achievements of the core staff and our expanding team of volunteers, who have again delivered well beyond expectations over the last twelve months. The trustees, staff and volunteers remain very much focussed on delivering a new, sustainable home for our nationally important collection near the Regiment's home on Salisbury Plain, at the same time as addressing many long-running collections management deficiencies, which stretch back to the Firepower days.

**ROYAL ARTILLERY MUSEUM**  
**REPORT OF THE TRUSTEES**  
**FOR THE YEAR ENDED 31 DECEMBER 2022**

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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 2022. 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 2022. 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 the conservation and restoration of objects stored at Wood Road, specifically items stored outside during the firepower days.

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 2022**

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## **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 £210,000 (2021 over £290,000).

### **Investment Policy and Cash Balances**

At the year end the charity held cash balances of £136,517 (2021 £110,125). 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 £1,896,642 (2021 (as restated) £2,483,482), of which £1,831,611 (2021 (as restated) £2,428,743) 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 2022**

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**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  
David Greenwood  
Simon Hawkes  
Peter Wragg  
James Barnes  
Mark Milligan  
Peter Carson  
Peter Thompson  
Karen Peek  
Thomas Foss-Smith  
Lt Col Benjamin Baldwinson

Resigned 28/11/2022  
Appointed 15/01/2023  
Appointed 09/01/2023

**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 2022**

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**REFERENCE AND ADMINISTRATIVE DETAILS - Continued**

**Bankers (continued)**

Lloyds 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;
- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements
- 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 26/9/2023 | 09:04 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 2022**

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**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 2022 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 2022, 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 2022**

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**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 2022

#### **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.
- reading minutes of those charged with governance.

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](http://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 2022

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**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

27/9/2023 | 09:38 BST

**Chartered Accountants**  
**Statutory 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 2022**

	Notes	Unrestricted funds £	Restricted Funds £	2022 Total funds £	2021 As Restated Total funds £
<b>INCOME AND ENDOWMENTS FROM</b>					
Donations and legacies	2	28,570	377,878	406,448	428,900
Charitable activities	3	-	-	-	-
Other trading activities	4	16,750	-	16,750	9,450
Investment income	5	150,472	-	150,472	154,280
Other income	6	-	-	-	-
<b>Total income</b>		<u>195,792</u>	<u>377,878</u>	<u>573,670</u>	<u>592,630</u>
<b>EXPENDITURE ON</b>					
Raising funds	7	-	-	-	-
Charitable activities	8	<u>293,231</u>	<u>211,878</u>	<u>505,109</u>	<u>551,122</u>
<b>Total expenditure</b>		<u>293,231</u>	<u>211,878</u>	<u>505,109</u>	<u>551,122</u>
Net gains/(losses) on investments		(655,401)	-	(655,401)	197,613
<b>NET INCOME/(EXPENDITURE)</b>	10	(752,840)	166,000	(586,840)	239,121
Transfer between funds		166,000	(166,000)	-	-
<b>NET MOVEMENT IN FUNDS</b>		<u>(586,840)</u>	<u>-</u>	<u>(586,840)</u>	<u>239,121</u>
<b>RECONCILIATION OF FUNDS</b>					
<b>Total funds brought forward (as restated)</b>		<u>2,483,482</u>	<u>2,280,625</u>	<u>4,764,107</u>	<u>4,524,986</u>
<b>TOTAL FUNDS CARRIED FORWARD</b>		<u>1,896,642</u>	<u>2,280,625</u>	<u>4,177,267</u>	<u>4,764,107</u>

**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 2022**

	Notes	Unrestricted funds	Restricted Funds	2022 Total funds	2021 As Restated Total funds
		£	£	£	£
<b>FIXED ASSETS</b>					
Tangible assets	15	42,131	-	42,131	31,838
Investments	16	<u>1,691,116</u>	<u>2,280,625</u>	<u>3,971,741</u>	<u>4,603,614</u>
		1,733,247	2,280,625	4,013,872	4,635,452
<b>CURRENT ASSETS</b>					
Debtors	17	81,256	-	81,256	92,070
Cash at bank and in hand	18	<u>136,517</u>	<u>-</u>	<u>136,517</u>	<u>110,125</u>
		<u>217,773</u>	<u>-</u>	<u>217,773</u>	<u>202,195</u>
<b>CREDITORS</b>					
Amount falling due within one year	19	<u>(54,378)</u>	<u>-</u>	<u>(54,378)</u>	<u>(73,540)</u>
<b>NET CURRENT ASSETS/(LIABILITIES)</b>		<u>163,395</u>	<u>-</u>	<u>163,395</u>	<u>128,655</u>
<b>NET ASSETS/(LIABILITIES)</b>		<u>1,896,642</u>	<u>2,280,625</u>	<u>4,177,267</u>	<u>4,764,107</u>
<b>FUNDS</b>					
Unrestricted funds	22			1,873,742	2,460,582
Designated funds	22			22,900	22,900
Restricted funds	22			<u>2,280,625</u>	<u>2,280,625</u>
<b>TOTAL FUNDS</b>				<u>4,177,267</u>	<u>4,764,107</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 26/9/2023 | 09:34 BST and were signed on its behalf by:

*Nick Eeles*  
 Major General Nick Eeles  
 Chairman and Director

*Graham Beal*  
 Graham Beal  
 Director

The notes form part of these financial statements

**ROYAL ARTILLERY MUSEUM**  
**BALANCE SHEET**  
**FOR THE YEAR ENDED 31 DECEMBER 2022**

	Notes	Unrestricted funds	Restricted Funds	2022 Total funds	2021 As Restated Total funds
		£	£	£	£
<b>FIXED ASSETS</b>					
Tangible assets	15	42,131	-	42,131	31,838
Investments	16	<u>1,691,118</u>	<u>2,280,625</u>	<u>3,971,743</u>	<u>4,603,616</u>
		1,733,249	2,280,625	4,013,874	4,635,454
<b>CURRENT ASSETS</b>					
Debtors	17	81,256	-	81,256	92,070
Cash at bank and in hand	18	<u>136,517</u>	<u>-</u>	<u>136,517</u>	<u>110,125</u>
		<u>217,773</u>	<u>-</u>	<u>217,773</u>	<u>202,195</u>
<b>CREDITORS</b>					
Amount falling due within one year	19	<u>(60,680)</u>	<u>-</u>	<u>(60,680)</u>	<u>(79,842)</u>
<b>NET CURRENT ASSETS/(LIABILITIES)</b>		<u>157,093</u>	<u>-</u>	<u>157,093</u>	<u>122,353</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		1,890,341	2,280,625	4,170,966	4,757,807
<b>NET ASSETS/(LIABILITIES)</b>		<u>1,890,342</u>	<u>2,280,625</u>	<u>4,170,967</u>	<u>4,757,807</u>
<b>FUNDS</b>					
Unrestricted funds	22			1,867,442	2,454,282
Designated funds	22			22,900	22,900
Restricted funds	22			<u>2,280,625</u>	<u>2,280,625</u>
<b>TOTAL FUNDS</b>				<u>4,170,967</u>	<u>4,757,807</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:

.....  
Major General Nick Eeles  
Chairman and Director

.....  
Graham Beal  
Director

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 2022**

	Notes	2022 £	2021 £
<b>Cash flows from operating activities:</b>			
Cash generated from/(used by) operations	1	(68,516)	(132,123)
Interest received		-	-
Interest paid		-	-
<b>Net cash provided by/(used in) operating activities</b>		<u>(68,516)</u>	<u>(132,123)</u>
<b>Cash flows from investing activities:</b>			
Purchase of tangible fixed assets		(32,036)	(4,568)
Sale of tangible fixed assets		-	-
Purchase of investments		(1,021,189)	(747,320)
Proceeds from sale of investments		980,799	587,042
Investment income		<u>150,472</u>	<u>154,280</u>
<b>Net cash provided by (used in) investing activities</b>		<u>78,046</u>	<u>(10,566)</u>
<b>Cash flows from financing activities</b>			
Repayment of bank loan		-	-
Repayment of repayable grant		-	-
<b>Net cash provided by (used in) financing activities</b>		-	-
<b>Change in cash and cash equivalents in the reporting period</b>		9,530	(142,689)
<b>Cash and cash equivalents at the beginning of the reporting period</b>	2	<u>198,579</u>	<u>341,268</u>
<b>Cash and cash equivalents at the end of the reporting period</b>	2	<u>208,109</u>	<u>198,579</u>

The notes form part of these financial statements

**ROYAL ARTILLERY MUSEUM  
NOTES TO THE CASHFLOW STATEMENT  
FOR THE YEAR ENDED 31 DECEMBER 2022**

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

	<b>2022 £</b>	<b>2021 As restated £</b>
<b>Net income/(expenditure) for the reporting period (as per the statement of financial activities)</b>	(586,840)	239,121
<b>Adjustments for:</b>		
Depreciation charges	21,743	12,507
Loss/(Profit) on disposal of tangible fixed assets	-	-
(Gains)/losses on investments	655,401	(197,613)
Interest and dividends received	(150,472)	(154,280)
Interest paid	-	-
Decrease in stock	-	-
Decrease/(increase) in debtors	10,814	(36,917)
(Decrease)/increase in creditors	<u>(19,162)</u>	<u>5,059</u>
<b>Net cash provided by/(used in) operating activities</b>	<u>(68,516)</u>	<u>(132,123)</u>

**2. ANALYSIS OF CASH AND CASH EQUIVALENTS**

Cash in hand	-	-
Bank balances (less than 3 months)	136,517	110,125
Cash balances within investment portfolio	71,592	88,454
Overdrafts included in bank loans and overdrafts falling due within one year	<u>-</u>	<u>-</u>
<b>Total cash and cash equivalents</b>	<u>208,109</u>	<u>198,579</u>



**ROYAL ARTILLERY MUSEUM  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2022**

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**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 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.

**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 2022**

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**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% - 33%
Motor vehicles	20%

**ROYAL ARTILLERY MUSEUM  
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)  
FOR THE YEAR ENDED 31 DECEMBER 2022**

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**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 the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

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.

The trustees do not consider there to be any key accounting estimates.

**ROYAL ARTILLERY MUSEUM**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 31 DECEMBER 2022**

**2. DONATIONS AND LEGACIES**

	<b>2022</b>	<b>2021</b>
		<b>As Restated</b>
	<b>£</b>	<b>£</b>
Donations	4,035	7,926
Legacies	-	1,000
Grants (see below)	<u>402,413</u>	<u>419,974</u>
	<u>406,448</u>	<u>428,900</u>

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

	<b>2022</b>	<b>2022</b>	<b>2022</b>	<b>2021</b>
	<b>Unrestricted</b>	<b>Restricted</b>	<b>Total</b>	<b>As restated</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>Total</b>
				<b>£</b>
Royal Artillery Institution	-	-	-	-
Ministry of Defence	-	211,878	211,878	294,627
Grants from RAHC (from RAI and RAHT)	-	166,000	166,000	90,000
RAHT	-	-	-	-
NLHF – WW1 funeral guns	-	-	-	-
Covid-19 grants	<u>24,535</u>	<u>-</u>	<u>24,535</u>	<u>35,347</u>
	<u>24,535</u>	<u>377,878</u>	<u>402,413</u>	<u>419,974</u>

In 2021, £294,627 of grants were restricted, all other donations and legacies were unrestricted.

**ROYAL ARTILLERY MUSEUM**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 31 DECEMBER 2022**

**3. INCOME FROM CHARITABLE ACTIVITIES**

	<b>2022</b>	<b>2021</b>
	<b>Total</b>	<b>Total</b>
	<b>£</b>	<b>£</b>
Visitor income	-	-
Education and research income	<u>-</u>	<u>-</u>
	<u><u>-</u></u>	<u><u>-</u></u>

**4. OTHER TRADING ACTIVITIES**

	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>
Loans income	16,750	9,450
Trading operations	<u>-</u>	<u>-</u>
	<u><u>16,750</u></u>	<u><u>9,450</u></u>

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

**5. INVESTMENT INCOME**

	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>
Investment portfolio income	150,469	154,279
Deposit account interest	3	1
Other interest	<u>-</u>	<u>-</u>
	<u><u>150,472</u></u>	<u><u>154,280</u></u>

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

**6. OTHER INCOME**

	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>
Other income	-	-
Profit on disposal of long leaseholds	<u>-</u>	<u>-</u>
	<u><u>-</u></u>	<u><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 2022**

**7. RAISING FUNDS**

	2022 Unrestricted £	2022 Restricted £	2022 Total £	2021 Total £
<b>Raising donations and legacies</b>				
Fund raising	-	-	-	-
Public relations and marketing	-	-	-	-
<b>Trading: Cost of sales and other costs</b>				
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>-</u>

**8. CHARITABLE ACTIVITIES COSTS**

	2022 Unrestricted £	2022 Restricted £	2022 Total £	2021 Total £
<b>Collection management</b>				
Staff costs	-	156,217	156,217	122,975
Motor and travel	2,679	-	2,679	5,240
Conservation	6,000	-	6,000	20,000
Storage	53,740	-	53,740	30,833
Packing	10	-	10	17
Transport	-	-	-	135,532
Support costs (note 9)	<u>74,720</u>	<u>27,831</u>	<u>102,551</u>	<u>90,335</u>
	<u>137,149</u>	<u>184,048</u>	<u>321,197</u>	<u>404,932</u>
<b>Planning for the future museum</b>				
Project manager	-	-	-	-
Project consultancy	61,764	-	61,764	39,920
Architect, structural and quantity surveyors	-	-	-	-
Planning, Environmental and ground investigation	-	-	-	2,469
Trade mark and other legal advice	150	-	150	61
Exhibition design	-	-	-	-
Travelling and motor expenses	8,236	-	8,236	8,211
Other costs	10,937	-	10,937	3,597
Trustee expenses	274	-	274	1,598
Support costs (note 9)	<u>74,721</u>	<u>27,830</u>	<u>102,551</u>	<u>90,334</u>
	<u>156,082</u>	<u>27,830</u>	<u>183,912</u>	<u>146,190</u>
<b>Total Charitable Activities costs</b>	<u>293,231</u>	<u>211,878</u>	<u>505,109</u>	<u>551,122</u>

**ROYAL ARTILLERY MUSEUM**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 31 DECEMBER 2022**

**9. SUPPORT COSTS**

	2022 Unrestricted £	2022 Restricted £	2022 Total £	2021 Total £
Staff costs and emoluments	23,454	55,661	79,115	95,201
Staff recruitment and training	-	-	-	-
Computer costs	15,489	-	15,489	7,280
Depreciation - other	21,743	-	21,743	12,507
Loss on disposal	-	-	-	-
Insurance	20,504	-	20,504	24,557
Legal fees	3,551	-	3,551	9,950
Bank interest and charges	387	-	387	519
Investment portfolio fees	21,965	-	21,965	17,423
Postage and stationery	3,374	-	3,374	1,978
Sundry expenses	560	-	560	427
Telephone and fax	3,550	-	3,550	3,583
Bad debts	10,980	-	10,980	-
Wood Road costs	14,610	-	14,610	-
Accountancy	-	-	-	-
Auditors remuneration	<u>9,274</u>	<u>-</u>	<u>9,274</u>	<u>7,244</u>
	<u>149,441</u>	<u>55,661</u>	<u>205,102</u>	<u>180,669</u>

**10. NET EXPENDITURE**

	2022 £	2021 £
Auditors' remuneration – Fiander Tovell	9,274	7,244
Lease rentals	27,890	26,167
Loss on disposal	-	-
Depreciation – owned assets	<u>21,743</u>	<u>12,507</u>

**11. TRUSTEES' REMUNERATION AND BENEFITS**

During the year, following previous consultation with the Charity Commission, the charity's chairman invoiced the charity £33,000 (2021: £31,000) 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 2022 nor for the year ended 31 December 2021.

**Trustees' expenses**

During the year, 3 trustees were reimbursed travel expenses totalling £4,751 (2021: 3 trustees totalling £3,779).

**ROYAL ARTILLERY MUSEUM**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 31 DECEMBER 2022**

**12. STAFF COSTS**

	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>
Wages and salaries	200,637	188,860
Social security costs	15,150	14,595
Other pension costs	<u>9,584</u>	<u>9,386</u>
	<u><b>225,371</b></u>	<u><b>212,841</b></u>

Staff costs are allocated as follows:

Collection management (note 8)	156,217	122,975
Support costs (note 9)	79,115	95,201
Non payroll costs included	<u>(9,961)</u>	<u>(3,800)</u>
	<u><b>225,371</b></u>	<u><b>214,376</b></u>

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

	<b>2022</b>	<b>2021</b>
	<b>No.</b>	<b>No.</b>
Museum	<u>7</u>	<u>6</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.

	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>
Employment benefits of key management personnel	<u>85,047</u>	<u>80,371</u>



**ROYAL ARTILLERY MUSEUM**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 31 DECEMBER 2022**

**13. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES (AS RESTATED)**

	Unrestricted funds £	Restricted funds £	Total funds £
<b>INCOME AND ENDOWMENTS FROM</b>			
Donations and legacies	134,273	294,627	428,900
Charitable activities	-	-	-
Other trading activities	9,450	-	9,450
Investment Income	154,280	-	154,280
Other Income	-	-	-
<b>Total</b>	<u>298,003</u>	<u>294,627</u>	<u>592,630</u>
<b>EXPENDITURE ON</b>			
Raising funds	-	-	-
Charitable activities	256,495	294,627	551,122
Other costs	-	-	-
<b>Total</b>	<u>256,495</u>	<u>294,627</u>	<u>551,122</u>
Net gains/(losses) on investments	197,613	-	197,613
<b>NET INCOME/(EXPENDITURE)</b>	239,121	-	239,121
Transfer between funds	-	-	-
<b>NET MOVEMENT IN FUNDS</b>	239,121	-	239,121
<b>RECONCILIATION OF FUNDS</b>			
<b>Total funds brought forward</b>	<u>2,244,361</u>	<u>2,280,625</u>	<u>4,524,986</u>
<b>TOTAL FUNDS CARRIED FORWARD</b>	<u>2,483,482</u>	<u>2,280,625</u>	<u>4,764,107</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 £586,840 (2021 (as restated): £239,104 surplus).

**ROYAL ARTILLERY MUSEUM**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 31 DECEMBER 2022**

**15. TANGIBLE FIXED ASSETS**

	Fixtures and fittings £	Motor vehicles	Total
<b>Group and charity</b>			
<b>COST</b>			
At 1 January 2022	87,966	11,650	99,616
Additions	32,036	-	32,036
Disposals	-	-	-
At 31 December 2022	<u>120,002</u>	<u>11,650</u>	<u>131,652</u>
<b>DEPRECIATION</b>			
At 1 January 2022	61,370	6,408	67,778
Charge for year	19,413	2,330	21,743
Eliminated on disposal	-	-	-
At December 2022	<u>80,783</u>	<u>8,738</u>	<u>89,521</u>
<b>NET BOOK VALUE</b>			
At 31 December 2022	<u>39,219</u>	<u>2,912</u>	<u>42,131</u>
At 31 December 2021	<u>26,596</u>	<u>5,242</u>	<u>31,838</u>

**16. FIXED ASSET INVESTMENTS**

	Quoted investments £	Total
<b>COST OR VALUATION</b>		
At 1 January 2022	4,603,614	4,603,614
Acquisitions at cost	1,021,189	1,021,189
Disposals at opening book value	(1,158,282)	(1,158,282)
Gains/(loss) on investment assets	<u>(494,780)</u>	<u>(494,780)</u>
At 31 December 2022	<u>3,971,741</u>	<u>3,971,741</u>

Investments held by the charity include an additional £2 (2021: £2) relating to the investments in the subsidiary companies (see below).

Included within the quoted investment portfolio is £71,592 (2021: £88,454) 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	6,680
Expenses	<u>(-)</u>	Total liabilities	<u>(452)</u>
	<u>=</u>		<u>6,228</u>

**ROYAL ARTILLERY MUSEUM**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 31 DECEMBER 2022**

**17. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	<b>Group</b>	<b>Company</b>	<b>Group As Restated 2021</b>	<b>Company As Restated 2021</b>
	<b>2022</b>	<b>2022</b>		
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Trade debtors	12,000	12,000	60,870	60,870
Amounts owed by group undertakings	-	-	-	-
VAT	-	-	-	-
Prepayments and accrued income	-	-	-	-
Accrued income	-	-	-	-
Other debtors	<u>69,256</u>	<u>69,256</u>	<u>31,200</u>	<u>31,200</u>
	<u>81,256</u>	<u>81,256</u>	<u>92,070</u>	<u>92,070</u>

**18. CASH AT BANK AND IN HAND**

	<b>Group 2022 £</b>	<b>Company 2022 £</b>	<b>Group 2021 £</b>	<b>Company 2021 £</b>
Charities Official Investment Fund a/c	10	10	10	10
Other bank accounts	133,507	133,507	110,115	110,115
Cash in hand	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u>136,517</u>	<u>136,517</u>	<u>110,125</u>	<u>110,125</u>

**19. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	<b>Group 2022 £</b>	<b>Company 2022 £</b>	<b>Group 2021 £</b>	<b>Company 2021 £</b>
Trade creditors	17,878	17,878	11,935	11,935
Amounts owed to group undertakings	-	6,754	-	6,754
Tax and social security	4,310	3,858	18,997	18,545
Accruals and deferred income	<u>32,190</u>	<u>32,190</u>	<u>42,608</u>	<u>42,608</u>
	<u>54,378</u>	<u>60,680</u>	<u>73,540</u>	<u>79,842</u>

**20. FINANCIAL INSTRUMENTS**

	<b>Group 2022 £</b>	<b>Company 2022 £</b>	<b>Group 2021 £</b>	<b>Company 2021 £</b>
Financial assets measured at fair value	<u>3,971,741</u>	<u>3,971,743</u>	<u>4,603,614</u>	<u>4,603,616</u>

**ROYAL ARTILLERY MUSEUM**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 31 DECEMBER 2022**

**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.

Royal Artillery Institution: Grants received to fund various projects.

**22. MOVEMENT IN FUNDS**

Group

	At 1/1/22 As restated £	Net movement in funds £	At 31/12/22 £
<b>Unrestricted funds</b>			
General fund	2,460,582	(586,840)	1,873,742
<b>Designated funds</b>			
Future museum project	22,900	-	22,900
<b>Restricted funds</b>			
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>
	2,280,625	-	2,280,625
<b>TOTAL FUNDS</b>	<u>4,764,107</u>	<u>(586,840)</u>	<u>4,177,267</u>

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

	Incoming resources £	Resources expended £	Investments £	Transfers £	Movement in funds £
<b>Unrestricted funds</b>					
General fund	195,792	(293,231)	(655,401)	166,000	(586,840)
<b>Designated funds</b>					
Future museum project	-	-	-	-	-
<b>Restricted funds</b>					
Ministry of Defence grant in aid	211,878	(211,878)	-	-	-
Ministry of Defence support	-	-	-	-	-
Royal Artillery Institution	<u>166,000</u>	<u>-</u>	<u>-</u>	<u>(166,000)</u>	<u>-</u>
	377,878	(211,878)	-	(166,000)	-
<b>TOTAL FUNDS</b>	<u>573,670</u>	<u>(505,109)</u>	<u>(655,401)</u>	<u>-</u>	<u>(586,840)</u>

**ROYAL ARTILLERY MUSEUM**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 31 DECEMBER 2022**

## 22. MOVEMENT IN FUNDS - CONTINUED

The transfer between unrestricted funds and the Royal Artillery Institution restricted fund represents the expenditure in the year in relation to this grant.

In the prior year, the restricted Ministry of Defence grant in aid fund had incoming resources of £215,528 and resources expended of £215,528, the restricted Ministry of Defence support fund had incoming resources of £79,099 and resources expended of £79,099. These were the only movements on restricted funds for the previous year.

Charity

	At 1/1/22 As restated £	Net movement in £ funds £	At 31/12/22
<b>Unrestricted funds</b>			
General fund	2,454,282	(586,840)	1,867,442
<b>Designated funds</b>			
Future museum project	22,900	-	22,900
<b>Restricted funds</b>			
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>
<b>TOTAL FUNDS</b>	<u>4,757,807</u>	<u>(586,840)</u>	<u>4,170,967</u>

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

	Incoming resources £	Resources expended £	Investments £	Transfers £	Movement in funds £
<b>Unrestricted funds</b>					
General fund	195,792	(293,231)	(655,401)	166,000	(586,840)
<b>Designated funds</b>					
Future museum project	-	-	-	-	-
<b>Restricted funds</b>					
Ministry of Defence grant in aid	211,878	(211,878)	-	-	-
Ministry of Defence support	-	-	-	-	-
Royal Artillery Institution	<u>166,000</u>	<u>-</u>	<u>-</u>	<u>(166,000)</u>	<u>-</u>
	<u>377,878</u>	<u>(211,878)</u>	<u>-</u>	<u>(166,000)</u>	<u>-</u>
<b>TOTAL FUNDS</b>	<u>573,670</u>	<u>(505,109)</u>	<u>(655,401)</u>	<u>-</u>	<u>(586,840)</u>

## 23. RELATED PARTY DISCLOSURES

Grants of £166,000 (2021 (as restated): £90,000) were received from the Royal Artillery Institution (RAI) and amounts of £Nil (2021 (as restated): £41,000) 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 2022**

**25. LEASING AGREEMENTS**

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

	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>
Within one year	33,735	33,735
Between one and five years	<u>11,667</u>	<u>29,167</u>
	<u>45,402</u>	<u>62,902</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 £9,584 (2021: £9,386).

**27. ANALYSIS OF NET ASSETS BETWEEN FUNDS**

The analysis of net assets between funds at 31 December 2022 is shown in the balance sheets on pages 11 and 12.

	<b>Unrestricted funds £</b>	<b>Restricted funds £</b>	<b>Total £</b>
Fund balances at 31 December 2021 (as restated) are represented by:			
<b>Group:</b>			
Tangible fixed assets	31,838	-	31,838
Investments	2,322,989	2,280,625	4,603,614
Current assets	202,195	-	202,195
Creditors: amount falling due within one year	<u>(73,540)</u>	<u>-</u>	<u>(73,540)</u>
	<u>2,483,482</u>	<u>2,280,625</u>	<u>4,764,107</u>
<b>Company:</b>			
Tangible fixed assets	31,838	-	31,838
Investments	2,322,991	2,280,625	4,603,616
Current assets	202,195	-	202,195
Creditors: amount falling due within one year	<u>(79,842)</u>	<u>-</u>	<u>(79,842)</u>
	<u>2,477,182</u>	<u>2,280,625</u>	<u>4,757,807</u>

**ROYAL ARTILLERY MUSEUM**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 31 DECEMBER 2022**

**28. PRIOR PERIOD ADJUSTMENT**

A prior period adjustment has been made to restate income and debtors for grant income that had not previously been recognised in accordance with our stated accounting policy.

	<b>Unrestricted funds £</b>	<b>Restricted funds £</b>	<b>Total £</b>
<b>Group</b>			
Fund balances at 31 December 2021 as previously reported:	2,442,482	2,280,625	4,723,107
Adjustments on restatement:			
Accrued income	<u>41,000</u>	<u>-</u>	<u>41,000</u>
Fund balances at 31 December 2021 as restated:	<u>2,483,482</u>	<u>2,280,625</u>	<u>4,764,107</u>
<b>Company:</b>			
Fund balances at 31 December 2021 as previously reported:	2,436,182	2,280,625	4,716,807
Adjustments on restatement:			
Accrued income	<u>41,000</u>	<u>-</u>	<u>41,000</u>
Fund balances at 31 December 2021 as restated:	<u>2,477,182</u>	<u>2,280,625</u>	<u>4,757,807</u>