**THE ROYAL GREEN JACKETS (RIFLES) MUSEUM TRUST**

**REPORT OF THE TRUSTEES**

**FOR THE YEAR ENDED 31ST DECEMBER 2017**

The Trustees are pleased to present their report together with the financial statements of the charity for the year ended 31st December 2017.

Legal and administrative information set out on the information page forms part of this report. The financial statements have been prepared in accordance with the accounting policies set out in the notes to the accounts and comply with the Charity’s Trust Deed, the Charities Act 2011 and 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 published on 16th July 2014.

**Structure, Governance and Management**

The RGJ (Rifles) Museum is a MOD-sponsored and part-funded museum, accredited by the Arts Council (Registration No: 959). The RGJ Museum Trust is a Charitable Incorporated Organisation (No: 1156207) approved by the Charity Commission with effect from 1 January 2015.

The Museum has an operating company (2193863), which generates income by trading through the Museum shop and which manages the charitable operation of the Museum on the Trust’s behalf. The Trust provides grant-in-aid from its own income, including donations from its restricted funds, to assist the Trading Company in funding the Museum’s charitable operations.

The Board of Trustees has 12 elected and two ex-officio Trustees. Elected trustees are appointed for an initial period of five years, renewable up to a maximum of ten years, with provision to exceed ten years in exceptional circumstances; the Board meets formally three times a year and is served by a General Purpose and Finance (GP&F) Committee and a Development Group to oversee continuous improvement of the Museum and its displays.

An audit of Trustees’ competencies is periodically carried out by the Board to ensure that its members collectively have the skills required for the Board to do its job properly as required by Charity Law. When gaps are identified, new Trustees are sought within the total number allowed. The names of potential candidates are then considered at a Trustees’ meeting, with no formal approach made to potential candidates without the full agreement of the Board. If, after being approached, potential candidates indicate a readiness to serve on the Board, a meeting with the Chairman is arranged at the Museum and, *inter alia*, the responsibilities of Trustees explained and the candidate’s attention drawn to the latest edition of Charity Commission publications CC3/CC3a. The potential candidate also receives an induction pack including a copy of the Trust Deed, the latest annual accounts and the minutes of recent meetings. If the candidate remains ready to be nominated as a Trustee, his or her name goes forward to the Board for election, or otherwise, at the next Board meeting. Any further induction required, including training, takes place thereafter.

The Board meets formally three times a year to review the operation of the Museum, including its financial position; to make decisions regarding the future of the Museum; to approve the Forward Plan for the next two years, including the establishment of Key Performance Indicators and the budget for the year ahead (Year 1); and to agree a provisional budget for Year 2.

Day-to-day management of the Museum rests with the Museum Curator and her staff, who administer the Museum as directed by the MOD and the Trustees.

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**Statement of Risk**

The Trustees have considered the major risks to which the Charity could be exposed and have reviewed the systems and arrangements in place to mitigate such risks; a risk register and ongoing system of review are in place. They are unaware of any irregularities, including fraud, involving the management or employees of the Charity, or of any instances of actual or possible non-compliance with laws, regulations or agreements, that might result in the Charity suffering significant penalties or other loss.

**Objectives and activities**

The legal object of the RGJ Museum Trust, as stated in the Trust Deed, is to hold the Regimental Collection upon Trust for the purpose of upholding the traditions of the Regiment and of perpetuating its deeds.

The legal object has been developed into a Mission Statement as follows: ‘The purpose of The Royal Green Jackets Museum Trust is to collect, document, preserve, and provide access to material relating to The Royal Green Jackets and its antecedent regiments, and to use and interpret this material for the education and benefit of members of the Armed Forces and the public of all ages and backgrounds.’

The Trustees’ vision for the future is that: ‘The Royal Green Jackets (Rifles) Museum should be widely recognised as a dynamic and progressive constituent of Winchester’s Military Museums that capitalises on the excellence of its collection and modern technology to reach out and provide information and an experience for visitors and users that excites, inspires, educates and appeals, which prompts them to return, and which generates sufficient income for the Museum to develop and flourish.’

The Museum’s principal objectives during 2017 were:

**MO 1** To attract additional visitors and users of all ages and backgrounds, and to be more accessible to all, including electronically

**MO 2** To optimise the use of resources and maximise revenue generation in order to achieve greater levels of self-sufficiency

**MO 3** To manage, conserve and exploit use of the Museum Collection efficiently and effectively

**MO 4** To sustain the current programme of continuous improvement of the Museum and its displays

**MO 5** To exercise good governance and administer the Museum in accordance with best practice, providing opportunity for the staff to acquire the necessary skills to develop and realise their full potential

**MO 6** To develop existing partnership arrangements to mutual advantage and seek others

**Public Benefit**

In the Trustees’ view, the Mission Statement is compliant with the Charities Act 2006 and subsequent Charity Commission guidance, highlighting, explicitly and implicitly, the public benefit arising from the Trust’s use of its collection to educate Servicemen and the public at large about the character, activities and history of The Royal Green Jackets and the British Army in general. In particular, the Trust’s educational activities emphasise the importance of the interaction between the civil and military in developing a full understanding of the role, significance and advancement in the modern world of citizenship, human rights and conflict resolution.

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**Achievement and Performance 2017**

*The Trustees pre-determined five Key Performance Indicators (KPIs) (targets) used to measure the Museum’s achievements during 2017 were:*

***KPI 1*** *To achieve 15,000 recorded visits to the Museum*

***KPI 2*** *Maintain an in-year minimum Gift Aid admission rate of 65%*

***KPI 3*** *Achieve an average of 4,500 monthly visitors to the Museum website*

***KPI 4*** *Maintain 90% of visitors surveyed rating the Museum ‘Very Good’*

***KPI 5*** *Operate within the budgetary limits set for 2017*

*KPI 1 Was not met with 12,451 recorded visits to the Museum a reduction of 17%. Whilst this was a drop on the exceptional numbers in 2015 it is close to the historic 12 month average over the past 14 years.*

*KPI 2 Was not achieved with 57% of paying visitors gift-aiding their admission (2015: 68%).*

*KPI 3 Was not achieved with 4,000**monthly visitors to the Museum website (2015: 4,089). A new website went live in the summer 2016 and is anticipated to attract an increase in visitors.*

*KPI 4 Was achieved.*

*KPI 5 Was achieved.*

*During 2016 the Museum ran a reduced programme of evening talks compared to previous years; regrettably one speaker had to cancel at short notice and an alternative could not be found. A total of 5 talks and 2 Saturday seminars were attended by 295 people, a reduction on 2015 when the emphasis on Waterloo and a special programme of 10 talks and seminars attracted 463 people. A temporary exhibition coinciding with the 100th anniversary of the first day of the Somme and comparing it to the battle of Waterloo entitled ‘Blood Soaked Fields – Waterloo and the First day of the Somme’ ran from 28 June-11 September; included on 6 mornings was a lecture on Waterloo from a local historian. Other events included a temporary exhibition ‘Royal Connections’ 7 November – 16 December in conjunction with Winchesters Military Museums. A ‘Fun for All’ day was held in June as part of Winchester Military Museums ‘On Parade’ Day that marked the start of Armed Forces Week; the Museum also participated with Winchester’s Military Museums in the National Heritage Open Weekend 10-11 September. Additionally, the year was punctuated with schoolchildren’s visits, with 260 pupils from 9 schools attending sessions hosted collectively by Winchester’s Military Museums (2015: 293 pupils, 6 schools).*

*During 2016 the Museum staff responded to 154 research enquiries relating to the Museum Collection, including its archives, regimental history and the service of former members of the Regiment (2015:249). This generated £1521 in fee income (2015: £2284).*

*Negotiations with MOD for a lease of not less than 30 years on the Museum building did not progress. The issue now forms a part of the MOD review of Regimental Military Museums sustainability; findings are anticipated to be discussed in summer 2017 and the question of the Lease remains on hold until then at the earliest*

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**Financial Review**

The Trust Fund finished 2017 in a satisfactory position with current assets of £247,714, £33,212 more than at the start of the year. The General (Unrestricted) Fund, showed an increase in value of £14,854.

As at 31 December 2017 the balance standing to the credit of each fund was:

General (Unrestricted) Fund £164,513 (£150,019 in 2016)

Development Fund £22,680 (£13,230 in 2016)

Endowment Fund £43,588 (£46,321 in 2016)

Oxf & Bucks LI Fund £16,933 (£4,932 in 2016)

**Reserves**

It is Trustees’ policy to maintain the ‘free reserves’ of the Charity – that is those unrestricted funds not committed or invested in tangible fixed assets – at a level to provide sufficient funds to cover the management, administration and support costs of the Charity for a period of 6 months without income from admission or trading. In fulfilment of this policy, the Trustees aimed in 2017 to retain free reserves of not less than £40,000, a sum which is presently covered by the credit balance held in the General (Unrestricted) Fund.

**Plans for the Future**

The Museum’s Trustees envisage some challenging years ahead as the MOD reduces the current level of funding support to the Museum to nil by 31 March 2030. The excess of income over expenditure accruing to the General (Unrestricted) Fund over the last years is not forecast to continue.

The Museum Trustees are therefore keenly focused on ways and means during 2017 and beyond to husband the remaining assets and develop the Museum’s financial resilience to cope with likely increase costs including the unexpected, while continuing to invest resources in the Museum’s current programme of continuous improvement.

The financial statements were approved by the Board of Trustees on

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G de V W Hayes

Chairman of Trustees