

BOARD OF TRUSTEES OF THE ROYAL ARMOURIES

ANNUAL REPORT AND ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2025

HC 1560

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Presented to Parliament pursuant to paragraphs 29 (7) and 30 (4) of Schedule 1 to the National Heritage Act 1983.

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TRUSTEES' AND ACCOUNTING OFFICER'S ANNUAL REPORT

ANNUAL REPORT

WELCOME FROM CHAIRMAN



2024/25 was a time of change and challenge, at home and abroad. It has been a delight to see how the Royal Armouries has embraced that change and welcomed the challenge. We welcomed a new government in July 2024, with a new focus on missions and we have risen to the challenge that was set out by the Secretary of State for Culture, Media and Sport to show how we can help to deliver her priorities in support of those missions.

Through successfully hosting events like UKREiF (one event alone which brought an estimated £21 million added spend into the local economy in May 2024), the Royal Armouries has shown how we can help support growth and good jobs in every place – and we have used that as a springboard for plans to develop Leeds Dock to drive hundreds of new jobs and millions of pounds in land value uplift and annual added expenditure in the economy.

Our innovative and award-winning cultural programme has shown how the Royal Armouries can help everyone live richer and larger lives. From close encounters with medieval jousters in the heart of Leeds through to creative cultural collaborations and ground-breaking trauma-informed work with some of our most under-served communities, we are constantly exploring ways to broaden horizons – not least our own.

No less a priority is social cohesion. On a daily basis, throughout 2024/25, our teams have been working with NGOs, community organisations, charities, police, intelligence and defence organisations to support community safety initiatives, build conflict resolution capacity and to mitigate and combat the impacts of violence and weapons proliferation.

It's a pleasure to share our work with you.

John Procter

Chair, Board of Trustees of the Armouries

STATEMENT FROM DIRECTOR GENERAL AND MASTER OF THE ARMOURIES



This year has been an exciting one for all of us at the Royal Armouries and I have felt immensely proud of our whole team. Our staff, our volunteers and our partners have delivered some remarkable projects and results while returning real value for the public – and working to consistently high professional standards.

From award-winning work in digital communications, AI research and live interpretation, through collections development and conservation projects that continue to grow and sustain a leading international collection, to the quiet professionalism of work behind the scenes to support national security and protect our communities, I feel privileged to support an exceptional group of people.

This is a year we have shared with many collaborators, colleagues and friends – too numerous to comprehensively list. We have been 'taken over' by students from Leeds Conservatoire. We have welcomed the Museums Association national conference and the ICOM Arms and Military international conference. We have hosted the Department for Culture, Media and Sport and the Chairs and CEOs of all of its Arms Length Bodies and we have seen the crowds at UKREiiF grow in magnitude and reach – welcoming metro mayors, regional and national leaders from every corner of the UK. With their help, we have made an ever stronger case for the museum as a real asset for the whole nation and as a powerful driver for meaningful and lasting growth, especially in its Leeds home.

It was a fitting end to the period to see our combined efforts secure finance to acquire the freehold of Leeds Dock, the site we have leased since moving our headquarters to Leeds thirty years ago. Now, for the first time in our 702-year history, the Royal Armouries owns its own home. Our destiny is very much in all our hands – and I cannot imagine better ones to hold it.

Nat Edwards

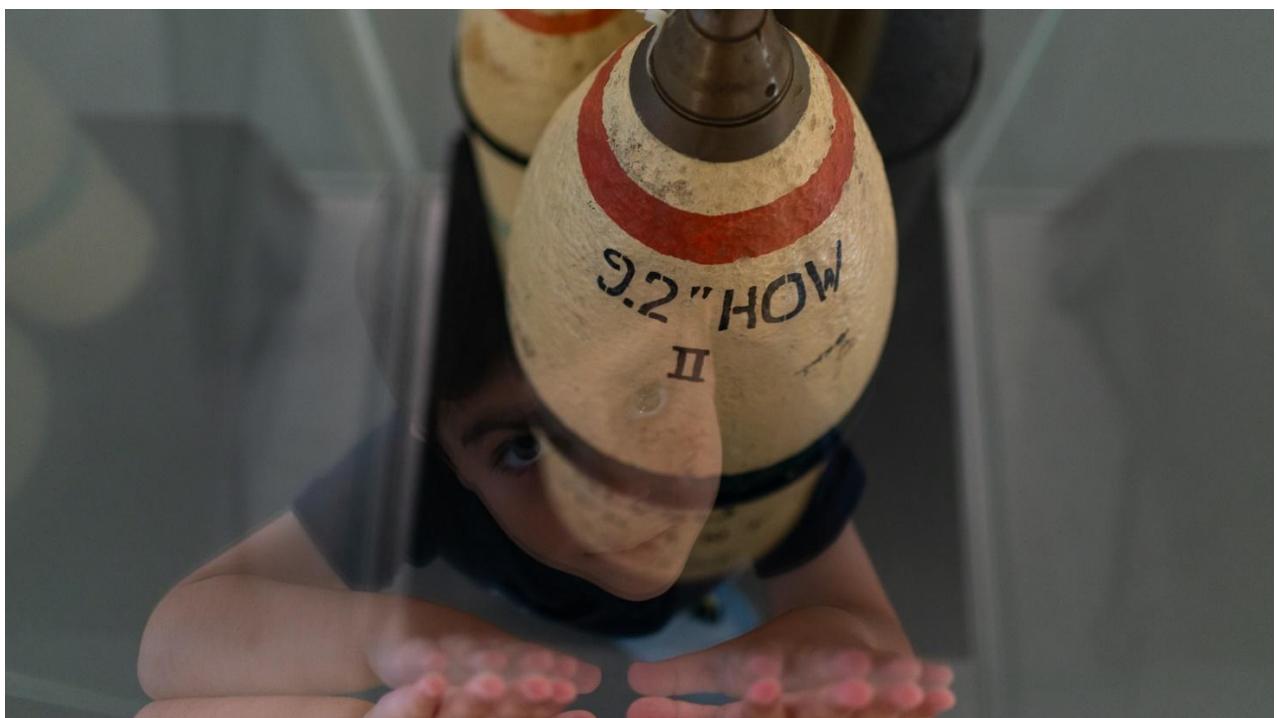
Director General & Master of the Armouries

WHAT WE DO

Our Duty

The charitable objectives of the Board of Trustees of the Royal Armouries are set out by Parliament (under the provisions of the National Heritage Act 1983) as follows:

- To care for, preserve and add to the objects in the collection of arms, armour and associated objects
- To secure that the objects are exhibited to the public
- To secure that the objects are available to persons seeking to inspect them in connection with study or research
- To maintain a record relating to their collection, to arms and armour generally and to the Tower
- To promote the public's enjoyment and understanding of arms and armour, both by means of the Board's collection and by such other means as they consider appropriate



Visitor examines a howitzer shell, Royal Armouries Museum Leeds

Our Mission

To meet these objectives, we share a mission, across the four sites we manage and through our partnerships and wider engagement with the public, to be

Armed with Hope and Understanding

We use our collection to explore the complex role of arms and armour throughout humanity's past and present,

Sharing expertise, encouraging discussion and creating engaging experiences, to inspire a safer and more hopeful future.

Our strategic objectives to deliver this mission are detailed in our Corporate 5-year plan (2023-2028) and in our Annual Operating Plan, measured against a balanced scorecard of operational targets covering Collections and Learning, Brand and Audiences, People and Sustainability. Together these help to ensure we meet our mission by engaging with as large and as diverse a public as possible; by making our collection as representative, relevant and accessible as possible and supporting research and learning with real public benefits; by developing our people and by supporting them to deliver excellent service within an inclusive and effective organisational culture and by sustaining a resilient organisation that can support wider growth, community wellbeing and safety with as little adverse environmental impact as possible.



Live Interpretation, Royal Armouries Museum Leeds

HOW WE ARE MANAGED – AND BY WHOM

Since the appointment, in 1323, of John Fleet as the keeper of the King's Privy Wardrobe at the Tower of London, the Royal Armouries has had many different forms of governance. Its present form was set out in the National Heritage Act (1983) as a Non-Departmental Public Body (NDPB) sponsored by the Department for Culture, Media and Sport (DCMS) but operating at 'arm's length' from it. Under the Freedom's Charter (2023), the Royal Armouries is one of 23 Arms-Length Bodies (ALBs) that enjoy certain operational freedoms, in recognition of the unique nature and value of their work. There is a Framework Agreement (2025) in place with DCMS and receipt of Grant-in-Aid is dependent upon the Royal Armouries' compliance with the agreement. The Royal Armouries is an exempt charity under the Charities Act 2011.

The governing body is the Board of Trustees, established in 1984. Trustees are appointed by the Secretary of State for Culture, Media and Sport, apart from one appointed by HM The King and another, the Constable of the Tower of London, who is a member *ex-officio*.

The Board of Trustees is responsible for overseeing the affairs of the Royal Armouries and determining its overall strategy. The number of Trustees who may serve at any one time may not be less than 6 or more than 11. A list of Trustees who served in the financial year is given on page 7. Trustees are not remunerated for their services but are eligible to claim reasonable expenses. The Board of Trustees met seven times during the year.

The Board of Trustees appoints a member of staff to be responsible for providing leadership to the Royal Armouries and reporting all matters of performance to the Board of Trustees. Since 30 September 2013 the role has been undertaken by the Director General & Master of the Armouries, who also holds responsibility as Accounting Officer. Since 3 October 2022 Nat Edwards has held that position.

There are five sub-committees of the Board of Trustees:

- Finance and Capital Development Committee
- Audit Committee
- Remuneration Committee
- Masterplan Committee
- Collections, Learning & Research Committee

BOARD OF TRUSTEES OF THE ROYAL ARMOURIES

The following persons were members of the Board of Trustees of the Royal Armouries in 2024/25 and served on the sub-committees shown:

	Date of appointment	Expiry of appointment
Chair		
John Procter	02.11.19	01.11.27
Members		
Paul Kirkman	28.09.18	27.09.26
Jonathan Sands	28.09.18	27.09.26
Neil Grant	01.10.18	30.09.26
Paul Mancey	18.11.19	17.11.27
Monica Turner	18.11.19	17.11.27
Andrew Latchmore	18.11.19	17.11.27
Professor Steven Gunn	01.03.21	28.02.29
Barbara Woroncow OBE	01.01.22	31.12.29
General Sir Gordon Messenger KCB DSO* OBE DL	01.08.22	31.07.27
Lt General Sir Edward Smyth-Osbourne KCVO CBE	30.05.23	29.05.27

Recruitment and Appointment of New Trustees

The process for appointing new trustees is in accordance with the procedures defined by the DCMS under which descriptions of the roles required would be advertised, interviews conducted and recommendations made for appointment by the Secretary of State for Culture, Media and Sport. Upon appointment, new trustees go through a formal induction process, which includes a full briefing by the Chair, Accounting Officer and members of the Executive Board.

Executive Board

Nat Edwards – Director General & Master

Rod Taylor – Chief Operating Officer

Malcolm Duncan – Finance Director

Laura Bell – Director of Collections

Florence Symington – Director of Brand & Audiences

Sofi Lundgren – Director of Development

Staff Engagement and Representation

Day to day management of the various operational functions of the Royal Armouries is overseen by the Leadership Group, comprising the key functional heads. Staff receive regular 1-2-1 meetings and appraisals, which are supplemented by a regular staff newsletter and quarterly all-staff meetings for each site.

Staff representation is by the Prospect Trade Union

Trade Union Facility Time

As required by the Trade Union (Facility Time Publication Requirements) Regulations 2017 the following information is reported:

i) Relevant Union Officials

Number of employees who were relevant union officials during the relevant period	5
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Full-time equivalent employee number	4.13
--------------------------------------	------

ii) Percentage of time spent on facility time

Percentage of time	Number of employees
--------------------	---------------------

0%	-
----	---

1-50%	5
-------	---

51-99%	-
--------	---

100%	-
------	---

iii) Percentage of paybill spent on facility time

Total Cost of facility time	£1,808
-----------------------------	--------

Total paybill	£7,839,678
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% of total paybill spent on facility time	0.02%
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iv) Paid trade union activities

Time spent on trade union activities as a % of total paid facility time hours	1.28%
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Sickness Absence

The average number of days lost per head due to sickness absence during the year was 7.0 (2023/24: 8.4). Excluding those members of staff who were on long term sickness over 4 weeks, the average number of days was 4.1 (2023/24: 5.4).

Managing Risk

Risk Framework

In line with the Government's Orange Book standard, the Royal Armouries operates an integrated approach to the management of risk, with established processes for identifying and assessing, controlling, monitoring and reporting risk, which are regularly reviewed. This approach is supported by three lines of assurance, with senior management overseeing risk control measures, functional leaders ensuring delivery of risk management and internal audit ensuring an objective evaluation of the risk framework.

A description of the principal risks and uncertainties facing the museum and its subsidiary undertakings, as identified by the museum Trustees, together with a summary of their plans and strategies for managing those risks is shown within the Governance Statement on pages 40 to 49.

Financial Instruments and Risk

Details of financial instruments are given in Note 23 to the financial statements. There is not considered to be any material risk in relation to financial instruments.

Data and Information Risk

The Finance Director is the Senior Information Risk Owner and is responsible for the development of information risk policies and protocols. There were no protected personal data related incidents reportable to the Information Commissioner's Office in 2024/25.

Equal Opportunities

Equality, Diversity and Inclusion is important to the Royal Armouries. As an organisation, we want to build a museum that creates spaces for people to be themselves, hold a collection that tells diverse stories and be a fair, progressive and hopeful place to work – for us, Equality, Diversity and Inclusion means more than just words, and is an expression of a constantly evolving organisational culture.

We believe that both equality and equity are critical to our work to bring together the best talent, knowledge and creativity. To do this we need to recognise, understand and remove cultural barriers faced by staff, volunteers, stakeholders or visitors.

We will adhere to the Equality Act 2010, upholding the protected characteristics of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation. We need to go further, by not only adhering to our responsibilities; we will actively identify and address inequalities and challenging discriminatory practices when and where we find them.

Monitoring Equality

At 31 March 2025 the Royal Armouries, and Royal Armouries Trading & Enterprises Ltd had 224 full, part-time and casual contract employees in total split as follows:

	Male	Female	Total
Executive	3	3	6
Staff	103	115	218
Total	106	118	224

178 of the staff were on permanent contracts with the remaining 46 on fixed term or casual contracts.

Accessibility

The Royal Armouries has an Accessibility Statement which is updated regularly. Following the Access Audit conducted in 2023/24, revised plans for key changes, potentially funded by the Public Buildings Infrastructure Fund, have been devised for all three sites.

Fundraising

Fundraising activities at the Royal Armouries are led by the Development Department, which is made up of suitably qualified and experienced fundraisers. No fundraising activity was carried out by professional fundraisers or commercial participants during the year.

The Royal Armouries voluntarily subscribes to the Fundraising Regulator who sets and maintains the standards for charitable fundraising. The Royal Armouries Development Department complies with the standards for fundraising as outlined in the Code of Fundraising Practice which the Fundraising Regulator sets through its Standards Committee.

All fundraising conducted on behalf of Royal Armouries, whether by staff or volunteers, must comply with the Code of Practice of the Institute of Fundraising, the professional body for UK fundraising, in addition to all relevant legislation, including but not limited to Charities Act 2011, Equality Act 2010, Bribery Act 2010 and Data Protection Act 2018. Doing so ensures vulnerable people and other members of the public are protected from unreasonable behaviour.

Internally, staff or volunteers fundraising for the Royal Armouries must also comply with the charity's policies and procedures pertaining to fundraising, including but not limited to the Fundraising Policy, Ethics Policy, Cash Handling Policy, Gifts & Hospitality Policy, Information & Records Management Policy, Information Security Policy, Data Protection Policy, Anti Money Laundering Policy and Counter Fraud Policy.

During 2024/25 the Royal Armouries received no complaints about its fundraising activities.

Relationships with Other Parties

Details of bodies consolidated into these accounts are contained in Note 1.1 to the financial statements. Details of related party transactions are contained in Note 16 to the financial statements.

The Royal Armouries is a Non-Departmental Public Body whose parent body is the DCMS. The DCMS, and other entities for which DCMS is regarded as the parent company, are regarded as related parties.

In 2009 a decision was taken by the Royal Armouries Board of Trustees to set up a trading company to run commercial activities previously undertaken by the charity. Royal Armouries Trading & Enterprises Ltd (RATE), incorporated on 14 September 2010, is a wholly owned subsidiary of the charity and hence its accounts are consolidated into the Royal Armouries' financial statements. The charity transferred its commercial trading activities to the new company on 1 April 2011. The company's activities are overseen by a board of directors, chaired by a Trustee and comprising a mixture of Trustees, Executive Board members and independent members. Day to day operational responsibility is delegated to the Chief Operating Officer.

The Arms and Armour Heritage Trust (AAHT), formed in June 2011, had the ability to award grants to support the achievement of the Royal Armouries' charitable objectives as well as grants to other charities supporting the efficiency of the Armed Services. The AAHT was a completely self-regulating and independent trust. The Trust Deed ensured that no serving Royal Armouries Board of Trustees member could be a trustee. The Accounting Officer and Finance Director were invited to attend meetings but have no voting powers.

As a result of its independence, the accounts of the AAHT are not consolidated into the Royal Armouries' financial statements. In September 2023 Trustees took the decision to dissolve the trust with all remaining funds to be donated to several charities agreed by Trustees. The Trust was dissolved in February 2025 following an application to the Charities Commission. The Royal Armouries did not award any grants to the AAHT during the year. A donation of £3,534 was received by the Royal Armouries from AAHT prior to it being dissolved.

The Tower of London houses part of the Royal Armouries' collection of arms and armour, and the Royal Armouries is also the institutional Keeper of Tower History. The Tower of London itself, however, is in the care of Historic Royal Palaces. The relationship between the Royal Armouries and Historic Royal Palaces is defined in a Memorandum of Understanding. The postholder of Constable of the Tower of London, is an ex-officio Trustee and is also a Trustee of Historic Royal Palaces. General Sir Gordon Messenger has held this position since 1 August 2022.

Managing Complaints

The Royal Armouries introduced a new Complaints Policy in July 2024, superseding previous Customer feedback procedures. The new policy includes a commitment to quarterly monitoring by the Executive Board and annual reporting to the Board of Trustees.

During the reporting period, a total of eight complaints (as defined by the policy) were received. Insight from considering and resolving these contributed to some small but welcome operational improvements to our events booking procedures.

Sustainability

The Royal Armouries recognises that its activities impact on society and the environment through the resources it consumes, the waste it produces, the travel and work patterns it encourages amongst its staff and the products it buys. As part of our ongoing commitments to working on sustainability more widely, in 2024/25 the Royal Armouries joined Sustainable Action In Leeds (SAIL), as well as hosting an event on the circular economy in partnership with Leeds University.

The Royal Armouries is required to report under the Greening Government Commitments. As far as possible, actual figures have been used to calculate greenhouse gas emissions. Where this has not been possible, estimations have been extrapolated from actual data, with some comparative data provided, and restated where required. The Royal Armouries does not have a car fleet.

Throughout 2024/25 there has been substantial building work on site at the Royal Armouries Museum Leeds to finalise the new Special Exhibition Gallery. As a result, this has led to increases across the board in electricity and gas usage, as well as related emissions and costs. On a smaller scale, there has been an ongoing programme to replace halogen bulbs with LEDs which has continued through 2024/25.

During 2024/25 there has also been substantial work to scope potential improvements to the estate which would contribute to the long-term target of a reduction in emissions as well as general improvements in energy efficiency. These works would be funded by the Public Bodies Infrastructure Fund and be undertaken in 2025/26.

Looking further into the future, a decarbonisation audit has been commissioned in 2024/25, to take place in 2025/26, which, alongside the ongoing use of Creative Climate Tools, will help to illustrate further possible avenues for decarbonisation, energy efficiency and cost reduction.

Greenhouse Gas Emissions		2024/25 Actual	2023/24 Actual	2022/23 Actual (restated)	2021/22 Baseline (restated)
Non-financial Indicators (tCO2e)	Gross emissions				
	Scope 1- direct energy emissions	680	601	617	631
	Scope 2 – indirect energy emissions	458	405	389	454
	Scope 3 – business travel emissions (excluding T&D)	2	7	3	3
	Total emissions	1,140	1,013	1,009	1,088
Related energy consumption (kWh)	Gas	3,715,268	3,285,554	3,377,638	3,446,025
	Electricity – non-renewable	2,034,246	1,956,354	2,011,367	2,139,236
	Total kWh	5,749,514	5,241,908	5,389,005	5,585,261
Expenditure (£'000)	Electricity	563	447	318	291
	Gas	192	144	142	86
	Business travel	99	71	52	21
	Total Expenditure	854	662	512	398

Waste management as an area has continued to be re-assessed in more detail across 2024/25, building on the work done in previous years, which has resulted in a further restatement of previous years' data where possible. While waste output is up for the third successive year, this sits in the context of increased levels of activity, particularly at the Royal Armouries Museum Leeds.

Waste Management		2024/25 Actual	2023/24 Actual (restated)	2022/23 Actual (restated)	2021/22 Baseline
Non-financial Indicators (tonnes)	Total waste – non-hazardous	245	195	187	725
Expenditure (£'000)		82	62	51	44

The substantial building works on site at the Royal Armouries Museum throughout 2024/25, mentioned earlier, have had a noticeable associated impact, not only on gas and electricity, but also on water consumption, as shown below. Note that in the below table, the water consumption and costs listed here include New Dock Hall, a building owned but not operated by the Royal Armouries.

Paper usage, which has increased over the last several years, has continued to increase, though at a slower rate than previously. This continues to be associated with an increase in business conducted across all three sites, but most notably increased scale of conference activity at the Royal Armouries Museum, such as UKREiiF.

Finite Resource Consumption – Water and Paper	2024/25 Actual	2023/24 Actual	2022/23 Actual	2021/22 Baseline
Non-financial Indicators (m3)				
Water Consumption	Supplied	22,146	15,298	14,201
Expenditure (£000)				
Water Supply Costs		41	22	21
Non-financial Indicators (Reams)				
A4 Paper		739	613	210
Change against prior year		+21%	+192%	+41%
Expenditure (£000)				
A4 Paper		2.9	2.3	1.1

While air travel continues to be less than other entities, 2024/25 saw a notable increase. This was due to the arrangements for the 2025/26 special exhibition, *Gladiators: Heroes of the Colosseum*, necessitated a substantial amount of travel by staff to Rome and Naples, totalling twelve flights across the year, reciprocal participation in international jousting events and increased activity related to ongoing expansion of commercial activity.

Air Travel – distance kilometres	2024/25 Actual	2023/24 Actual	2022/23 Actual
Domestic	1,025	0	1,019
International – short haul	56,879	28,082	16,129
International – long haul	97,660	9,404	38,421
Total	155,563	37,486	55,569
Total number of individual flights	55	13	24
Average distance per flight	2,828	2,884	2,315
Longest flight	16,904	9,404	9,044
Shortest flight	450	126	443

OUR PERFORMANCE IN 2024/25

PERFORMANCE INDICATORS

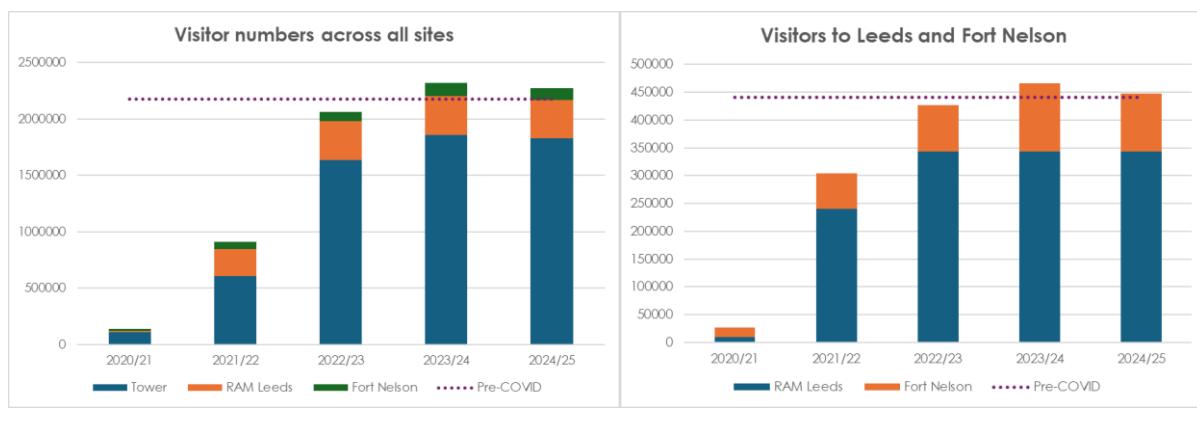
The Royal Armouries entered into a Management Agreement with DCMS in December 2016. This agreement confirms the 12 performance indicators for the Royal Armouries. The actual performance achieved against each of the indicators for 2024/25 and 2023/24 is set out in the table below. Explanations of key movements are given in the Key Achievements section and the Financial Review on pages 27 to 30.

Those key performance indicators marked with an asterisk (*) do not include figures for the Tower of London, for which the information is either not available from Historic Royal Palaces or else is not relevant.

Performance Indicator	2024/25	2023/24
	Out-turn	Out-turn
Total number of visits	2,274,640	2,323,530
Number of unique users visiting the website	1,089,984	1,398,497
Number of children aged 16 and under visiting the Royal Armouries	519,636	516,696
Number of overseas visitors	1,325,740	1,337,705
Number of visitors under 18, in formal education, attending the Royal Armouries in facilitated and self-directed visits *	25,822	22,665
Number of visitors under 18 participating in on-site organised activities *	23,702	25,370
Percentage of visitors who would recommend a visit	91.90%	92.33%
Admissions income *	£34,542	£102,407
Trading income - Net Profit *	£2,209,675	£2,227,394
Fundraising income (excluding lottery funding)	£478,451	£263,231
Ratio of fund raising to Grant-in-Aid	5.8%	3.1%
Number of UK loan venues	91	94

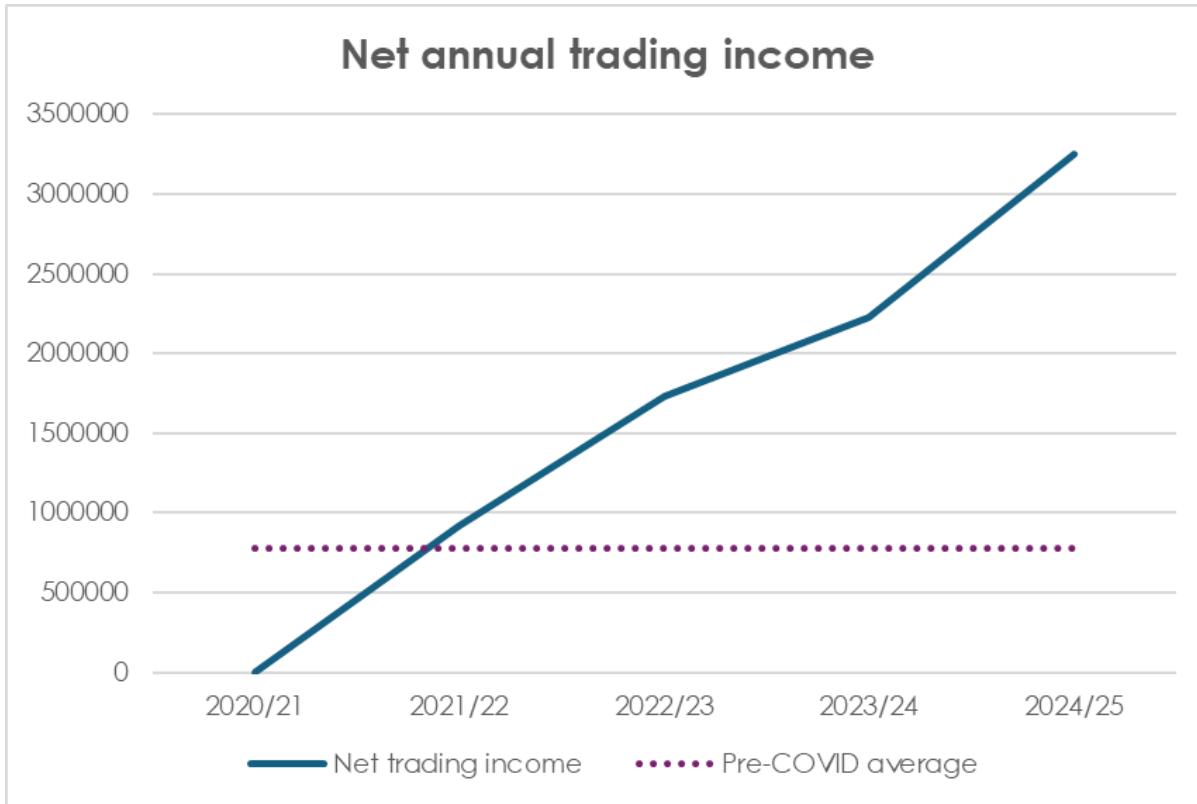
POST COVID RECOVERY

The three charts below illustrate visitor numbers across the last 5 years, compared with the average visitor numbers for the 5 years immediately preceding COVID (i.e. 2015/16 – 2019/20) – shown as combined results for all three sites and for the two directly managed sites at Leeds and Fort Nelson, respectively – and also net trading revenues over the five year period compared to the Pre-COVID average for the preceding 5 years. They show a steep rate of visitor recovery in the two years following the Pandemic, achieving and sustaining a level slightly better than the pre-COVID mean across years 2023/24 and 2024/25.



Visitor Numbers across all sites, 2020-2025

Visitor Numbers at Leeds and Fort Nelson, 2020-2025



Net Annual Trading Income, 2020-2025

KEY ACHIEVEMENTS

Armed with Hope and Understanding: Developing our Brand and Audiences

2024/25 saw the Royal Armouries broadly sustain the levels of visitors achieved in 2023/24, with a focus on digital engagement, innovative public programming and preparing for a new special exhibitions programme, to be launched in June 2025 with our first major touring international exhibition, *Gladiators: Heroes of the Colosseum*.



Easter Joust, Royal Armouries Museum Leeds

New initiatives launched during the year included the Digital Playground installation at Leeds, a new interactive digital display space, created, with support from the National Heritage Lottery Fund as part of the Digital Vision Project, installation of a new Crossbow range, launch of a new TikTok channel (recognised with a shortlisting for a 2025 Museums and Heritage Award), introduction of twilight jousting as part of the summer joust, a new Christmas programme at Fort Nelson, an issue with Royal Mail of a series of commemorative Royal Armouries stamps, a new 6-episode podcast series on 'Warrior Women' and, as part of a wider project, launch of a pilot digital 'Bring your own device' guide to the White Tower.



Diana Johnson, Minister of State for Policing and Crime Prevention, National Firearms Centre

Exhibitions and displays during the year included a D-Day exhibition and outdoor art installation at Fort Nelson, a new display on Prisoners and Punishment at the White Tower (itself a pilot for a more extensive planned permanent exhibition in partnership with Historic Royal Palaces), a new display on Southern Africa, with a greater focus on resistance to colonial rule and a display of decorated Ukrainian body armour in Leeds. Our public events programmes continued to draw good audiences and wider acclaim – our Murder at the Museum activity programme was nominated for a 2025 Association of Heritage Interpretation Award.

Putting the Nation's treasures to the service of all: Developing Collections and Learning

During the year, the Royal Armouries continued to develop and care for its collection, with some notable highlights including securing funding which will allow us to acquire in 2025/26 the last armour used at a coronation by the King's Champion, significant improvements to the storage of its National Firearms Centre collection and restoration of the self-propelled 25pr (Sexton) gun at Fort Nelson. Our work conserving, growing and making accessible the UK's national collection of arms and armour was supported in 2024/25 for the first time by a new Collections Research and Learning Committee, bringing a wide range of expertise and diverse perspectives to the service of the Armouries' work.

The Royal Armouries continued to work closely with other museums and partners. It lent major items to the Ranjit Singh exhibition at the Wallace Collection, to the Six Lives exhibition at the National Portrait Gallery and to exhibitions at Versailles and the Louvre.

Following a visit to the armoury of the Grand Master's Palace in Malta, the Royal Armouries has begun the process of drafting a new agreement to work closely with Heritage Malta to help increase scholarly and public access to Maltese items that have become dispersed around the world. Other partnership agreements that were progressed during the period included a new partnership with the University of Leeds and one with the Leeds Conservatoire that enabled a creative new programme of collaboration and student take-overs of the public programme in Leeds.



Leeds Conservatoire Performance, Royal Armouries Museum Leeds

Research projects during the period included the completion of the first phase of our Inclusive narratives project and a Collections Trust award-winning project on Colonial Collections and the Responsible Use of AI. In addition, the Royal Armouries organised our regular Weapons and Society conference and also delivered papers to conferences in the UK and abroad, including the Cody Firearms Symposium, International Medieval Congress, European Registrars Conference, and the 2024 UK Museums conference. In September, we co-hosted, with the National Army Museum, the ICOMAM international conference.

The best workshop I have seen in 26 years of teaching

Year 4 teacher, Burnley Road Academy

In the areas of learning and community engagement, the Royal Armouries was able to continue to build on the foundations of innovative and inclusive practice that it has developed in recent years. With support from the Esmee Fairburn Fund, we have launched a Shared Stories project, with a focus on developing the Armouries' capacity to embed trauma informed practice and, by so doing, to work more effectively with under-served groups.

Our core learning offer has had a 91.6% 'outstanding' score returned by users across the year and our specialist agency training for defence, law enforcement and other agencies has continued to receive strong endorsements from participants and senior officers alike.

Without your willingness to share your vast knowledge and experience, and precious time, with us; we would be unable to respond to the threat from illegal firearms as effectively as we have been.

Covert Operations Manager, Specialist Operations (Online), NCA

The team has consistently delivered high-quality training to the soldiers of [redacted], thereby enabling their successful deployment to various operational theatres.

Director Land Warfare Centre

Alongside the support we have delivered to research, learning and specialist agencies, the Royal Armouries have continued to put their expertise to the service of the Creative Industries. This has included providing technical advice, expertise and collections access for Games developers film-makers and broadcasters, from local studios to international A list Directors, such as Baz Luhrmann, who worked with our team to better understand how to use 15th century arms and armour in a major new Hollywood project.



Baz Luhrmann, Royal Armouries Museum Leeds

Growing opportunities for everyone: Developing our People

Extensive work was undertaken across the year on staff engagement and development. A regular series of staff briefings on a revised model was further established with generally good levels of participation and feedback achieved. Working groups on key aspects of engagement work have also been formed and are progressing well.

A programme of Executive development, centred on collaborative working and enhanced performance from Executive Board and Leadership Group members concluded having accomplished its primary task and again, feedback from participants was very positive with steps being taken to further build on and extend outcomes in the successive year.

Reward management remains increasingly challenging, and in order to support the development of a new multi-year reward strategy position, a programme of external pay benchmarking was undertaken and successfully concluded which is of immense use in informing attitudes and expectations for how we move forward in this both complex and sensitive area.

A newly defined role of Volunteer Coordinator was appointed, and work has begun on further developing policy and procedural approaches as well as programmes and campaigns to further enhance the volunteer operations and reach across the Armouries.

Securing our future: Developing a sustainable museum

During 2024/25 we continued to develop the programme of initiatives that comprise the Armouries 700 masterplan. This included major works towards a £1.3 million conversion of space on the 4th and 5th floors of our Leeds museum into a new Special Exhibitions Gallery, which will be completed in 2025/26, and preparation of business cases in support of our wider programme to submit to the 2025 Spending Review. This included completion of a 5-case Green Book Outline Business Case to build a new facility on our Tiltyard. Following the marketing of the land at Leeds Dock in the Autumn, the Royal Armouries was successful in purchasing the freehold of the land previously leased from the Canal and Rivers Trust – helping to de-risk development on the site and opening up opportunities for future commercial and civic partnerships.

The Royal Armouries joined the Leeds Anchors Network in 2024, a group of public sector employers who collectively employ over 67,000 people in Leeds. Working together with the Network, the Armouries has adopted the Anchors Progression Framework to coordinate more inclusive and sustainable employment, procurement, service user engagement, environmental impact and civic partnership. As part of the Network, the Royal Armouries have helped to inform the evolution of Leeds' Best City Ambition.

As the necessity to build self-generated income becomes ever more important, new investments were made to bring on stream further event hire spaces through the refurbishment of repurposed estate in Leeds and a brand new Crossbow experience was designed, built and launched in the Leeds Museum which achieved significant new visitor-related income, in year.

Development of the Digital Asset Management System (DAMS), to facilitate more efficient storage, search and usage of digital assets, as well as associated records was completed in year. DAMS brings a variety of benefits, notably around delivery of commercial image access services, as well as ensuring greater security and compliance.

The Leeds-based events business continued to grow throughout the year, with record incomes being achieved across most of the trading period and with several high-value and prestige events being successfully delivered. These bring much needed income for the Armouries, as well as secondary financial benefits for Leeds, such as with UKReiiF, the national real estate development and regeneration convention.

Elsewhere, the Armouries' IT operations were substantially enhanced by the completion of the 'ICT2' works on a major project known as Network Solutions. This had initially been a complex programme of work to specify and procure but after a substantial work from the team, the aim of overhauling all of the Armouries' core network infrastructure was accomplished.

These works looked to ensure the Armouries systems were more reliable, operational effective, secure and resilient. There were additional benefits achieved through enhanced wi-fi capacity and reach which ensured the programme delivered all core design outcomes and more.

The Armouries' estate benefited from a number of notable improvements throughout the year. These included re-development of a suite of new operational spaces to support the delivery of formal learning programmes, collaborating for Historic Royal Palaces (HRP) colleagues and contractors on the renovation of the roof on the Armouries facilities in the Middle Tower at the Tower of London and the completion of an extensive programme of essential safety and compliance building and estates improvements, kindly funded by the DCMS PBIF scheme. The large programme of works to de-install and remove a long-standing gallery display and refurbish that space as a purpose built, state-of-the art special exhibition gallery was also achieved, a major accomplishment which was largely and valiantly managed in-house and self-funded from Armouries reserves. The significance of the establishment of that Special Exhibitions space for the Armouries' future audience programme ambitions is of course impossible to underestimate.

The Armouries continues to work towards greater environmental sustainability, developing a roadmap in year which aims for carbon neutrality, defining an action plan to that end.

PLANS FOR FUTURE PERIODS

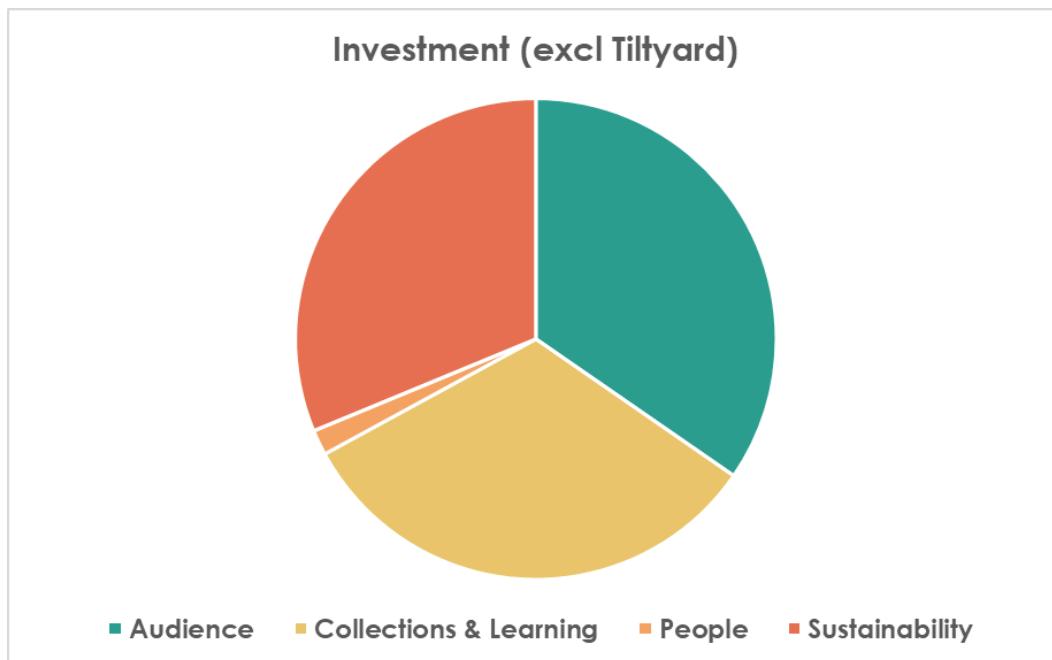
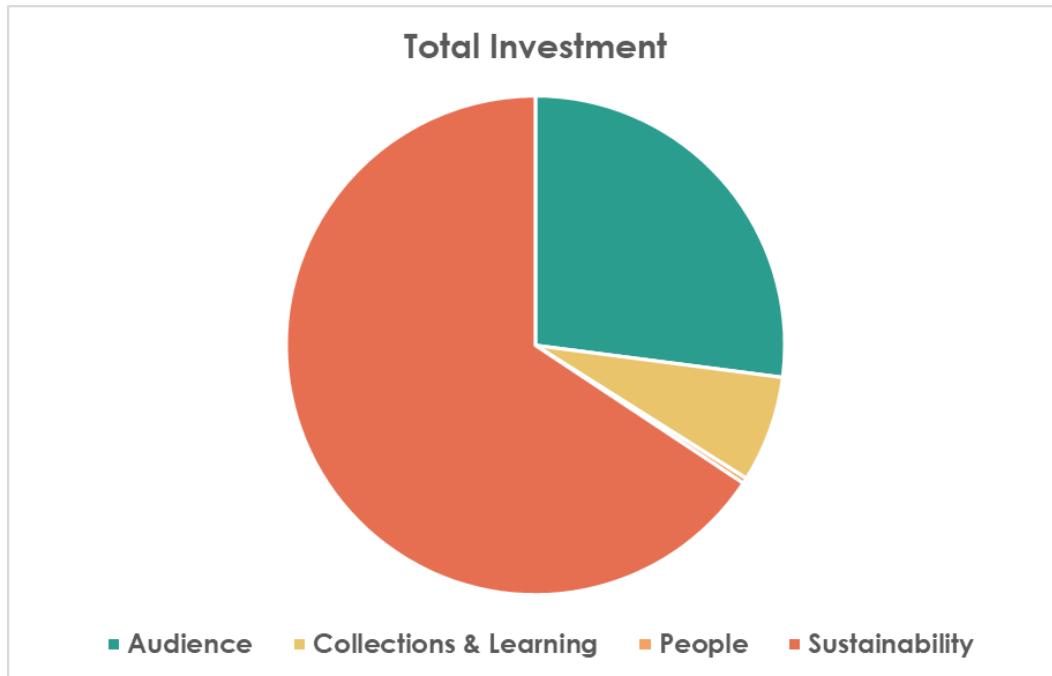
Key targets that are set out in our current 5-year Corporate Plan (2023-2028), include:

- By 2028, achieving £3.2 million net income per annum from commercial enterprise trading
- By 2028, c. 600,000 annual visitors to our Leeds and Fort Nelson sites
- Securing £7.9 million capital to invest in our estate across the period
- Raising £2.5 million through fundraising across the period

To meet Corporate Plan targets, we have set out a number of objectives, across our Balanced Scorecard Quadrants of Audience and Brand, Collections and Learning, People and Sustainability. These are delivered through our ongoing Business as Usual, through the initiatives set out in our Annual Operating Plan, through commercial and partnership projects and through the capital investments proposed in our Armouries 700 programme (which includes a longer term outline capital programme projected to 2030/31).

In total, this represents a c. £188 million investment ambition for the Leeds estate across the period (including c. £148 million for the Royal Armouries Waterfront development, comprising a c. £114m project to develop the Tiltyard and a c. £34m adjacent hotel development).

Project Pipeline investment across Balanced Scorecard Quadrants is illustrated below (in total and excluding Tiltyard to show a more balanced investment spread):



Impact – investment vs targets (£000s)

2023-2028 Corporate Plan Targets	2025/26 Annual Operating Plan	2025/26 ongoing (incl PBIF)	RAM Masterplan (excl Tillyard)	RAM Masterplan (Tillyard)	Commercial & Starburst (FN)	White Tower (Prisoners & Punishment)
<p>Grow Audiences to 590,000 pa across RAM and FN by 2028 Achieve (& sustain) >70% Net Promoter Score Increase website visitors to 1.2m pa social media audience 26.5m impressions pa 470K YouTube subscribers</p>	496		12,360	36,957	595	400* (underwritten by HRP)
<p>90% formal learning marked 'outstanding' by 2028 Achieve an All Metac score of 7 per research article Average of 1 successful research support bid pa 95% of audited collection in 'good' condition 100% of collection audited in location</p>	227		12,744			
<p>Achieve and sustain 100% appraisal rate Achieve 89.6% staff retention Improve staff satisfaction levels by 10% Establish baseline to measure staff inclusion</p>	36	215	430			
<p>Min RATE income of £3.2m pa by 2028 £2.5m fundraised revenue across the period £7.9m fundraised capital contribution to delivery of programme 'moderate' internal audit level Unqualified external audit opinion Develop carbon & green strategy</p>	711	2,135	8,690	110,872	957	

Project Pipeline - outputs

2025/26 Annual Operating Plan	2025/26 ongoing (incl PBIF)	RAM Masterplan (excl Tillyard)	RAM Masterplan (Tillyard)	Commercial & Project Starburst Fort Nelson	White Tower (Prisoners & Punishment)
<p>Ticketing system Welcome desks Rubens installation Gladiators delivery, launch & promotion Genghis Khan development Gallery displays Digital Content Place of Deposit FN Conservation Champion's Armour Chain armour storage NFC storage Training partners FN car park works Stakeholder development programme CRM upgrades Windows 11 Masters flat NDH remediation investigation Decarbonisation strategy</p>	<p>ICT 2 PBIF Minor works Security Control Room Distribution Boards Kitchen ventilation Boiler replacement Generator replacement MICE kitchen refurbishment</p>	<p>Conservation area refurbishment Gallery refurbishments (3 Phases) Education centre Kaleidoscope (staff accommodation – 3 phases) Hall of Steel lighting Hall of Steel upper level Conference spaces Ground floor, riverside entrance, displays commercial spaces and circulation Service bay and access Library refurbishment</p>	<p>Royal Armouries Waterfront project</p>	<p>Armouries Square catering Armouries Square demountable structure RAM digital range (PFE) FN Playfort planning & delivery FN Temporary Café FN Permanent Café FN Visitor Centre works FN Crossbows</p>	<p>White Tower (Prisoners & Punishment)</p>

REFERENCE AND ADMINISTRATION DETAILS

A register of Trustees' interests is held and this is regularly updated. It is available on request. The Secretary of State for Culture, Media and Sport was appointed principal regulator of the Royal Armouries on 1 June 2010, with the implementation of the relevant provisions under the Charities Act 2011.

Royal Armouries Addresses

Principal Address:
Royal Armouries
Armouries Drive
Leeds
LS10 1LT

Website: www.royalarmouries.org

Royal Armouries
Fort Nelson
Portsmouth Hill Road
Portsmouth
Hampshire
PO17 6AN

Royal Armouries
HM Tower of London
London
EC3N 4AB

List of Royal Armouries Advisers and Auditors

External Auditors for Royal Armouries

Comptroller and Auditor General
National Audit Office
157-197 Buckingham Palace Road
Victoria
London
SW1W 9SP

External Auditors for Royal Armouries Trading & Enterprises Ltd

Grant Thornton UK LLP
No 1 Whitehall Riverside
Whitehall road
Leeds
LS1 4BN

Internal Auditors

Forvis Mazars LLP
One St Peter's Square
Manchester
M2 3DE

Bankers

NatWest plc
Bishopsgate Business Centre
London
EC2P 2AP

Solicitors

Burges Salmon LLP
One Glass Wharf
Bristol
BS2 0ZX

Investment Advisers to RA

Charles Stanley & Co. Ltd
25 Luke Street
London
EC2A 4AR

The fees paid for audit services are disclosed in Note 5.

FINANCIAL REVIEW

Overview of Financial Position

The financial statements have been prepared in accordance with the Charities Statement of Recommended Practice (Charities SORP (FRS102)), Accounting and Reporting for Charities and with regard to the Government Financial Reporting manual. In accordance with the SORP, the total amount of grant and other income received for capital projects is included in the Statement of Financial Activities (SoFA) on page 57.

Although overall visitor levels to the Royal Armouries during 2024/25 were down slightly on 2023/24, they remained strong, exceeding pre COVID-19 levels. The performance indicators on page 15 show that the percentage of visitors who would recommend a visit has remained relatively constant.

Both the income and cost base of the organisation increased. Incoming resources for the period amounted to £14,221k (2023/24: £14,024k) comprising of Grant-in-Aid of £8,310k (2023/24: £8,420k), Donations and Legacies of £592k (2023/24: £488k), Charitable Activity income of £240k (2023/24: £285k), Other Trading income of £5,004k (2023/24: £4,748k) and Investment income of £75k (2023/24: £83k). In addition to £7,986k of core funding (2023/24: £7,902k), the Grant-in-Aid funding included £326k (2023/24: £518k) from the Public Bodies Infrastructure Fund 2021.

Other Trading Income is 4.6% higher than 2023/24 reflecting steady year on year growth following the post COVID-19 recovery. The Royal Armouries share of gate income from Historic Royal Palaces has contributed £450k (2023/24: £424k) towards the Tower of London operating costs. The performance of the group's trading subsidiary, Royal Armouries Trading & Enterprises Ltd, remained strong with comprehensive income for the year of £2,210k being recorded against £2,227k in 2023/24 with all business areas operating at a mature level following their recovered post COVID-19.

Resources expended in the period in furtherance of the Royal Armouries charitable objectives as set out on page 4, amounted to £16,719k (2023/24: £15,605k) and with investment gains of £0k (2023/24: gain of £4k) results in net expenditure of £2,498k (before transfers and revaluations) (2023/24: £1,577k). £2,730k (2023/24: £2,883k) was attributable to depreciation, impairment and amortisation charges; these were financed from the capital project income credited to designated and restricted funds in previous years.

Total resources expended included salaries and related employee costs of £7,944k (2023/24: £7,217k), being £727k higher than 2023/24 due primarily to an increase in staff levels and the 2024/25 pay award. Salary and related employee expenditure accounted for 48% of operational cost with depreciation, impairment and amortisation at £2,730k (2023/24: £2,883k) accounting for 16%. Other direct costs of £6,045k (2023/24: £5,441k) were 11% higher than 2023/24 due a combination of increased investment in programme and the impact of inflation.

In 2024/25 the Royal Armouries recorded £696k net expenditure before transfers for general unrestricted funds (2023/24: net income £451k). Charitable donations of £0k were made during the year (2023/24: £0k) and no grants were awarded (2023/24: £0k).

Resource expenditure for 2025/26 has been planned around anticipated resource income levels, fund raising and sustained commercial trading income. The budget includes a number of discretionary areas of spend which can be flexed depending on actual income levels.

Balance Sheet

Of the fund balances at 31 March 2025:

- restricted funds, subject to specific restriction by the providers of the funds, amounted to £67,968k (2023/24: £67,575k), the majority of which comprise the value of buildings;
- designated funds, which includes designated unrestricted funds and those set aside to finance tangible fixed assets other than those classed as restricted, amounted to £12,993k (2023/24: £14,345k); and
- the surplus on general unrestricted funds available for use in furtherance of the general objectives of the Royal Armouries amounted to £2,500k (2023/24: £2,500k).

By virtue of the National Heritage Act 1983, the Royal Armouries was vested with the property and objects, which formed part of the collection of arms and armour or were associated with the maintenance or administration of the collection. The value of the collection was not identified in the records passing into the Royal Armouries' ownership and the Trustees have determined that the cost of obtaining valuations for the pre-2001 collection is not commensurate to the benefits provided by doing so.

In accordance with the Financial Reporting Manual and Charities SORP, Heritage Asset additions to the collection since 1 April 2001 are capitalised and recognised in the Balance Sheet, at the cost or value of the acquisition. Such items are not depreciated or revalued as a matter of routine. Acquisitions and donations to the value of £94k were capitalised in 2024/25 (2023/24 £71k).

Group Debtors decreased by £109k to £1,544k due to lower prepaid expenditure and trade debtors only partially being offset by higher VAT recoverable and a fee undertaking held by solicitors. Group Creditors have remained relatively stable with a small £18k increase to £13,732k.

Under the Freedoms charter approved by HM Treasury and Cabinet Office in April 2023, the Royal Armouries has the freedom to maintain and spend reserves of self-generated income. Whilst this gives some flexibility in terms of committing funds in future years, the Royal Armouries is still mindful of not committing funds beyond those available, even though this means that some projects cannot be pursued, and others can proceed only as fast as funding permits. It actively pursues other sources of funding for activities that cannot be financed by Grant-in-Aid. Nevertheless, the future financial viability of the Royal Armouries is critically dependent on continued government Grant-in-Aid. The funds of the Royal Armouries are adequate to support its future requirements only in the technical sense that commitments are not made beyond the resources available.

Reserves Policy

The policy on reserves is reviewed by the Trustees as part of the annual planning and budget setting process. The museum freedom measures mean that access to historic reserves is easier and building up reserves from current year operating surpluses to cover anticipated future costs is more practical and relevant.

The Trustees recognise that a General Reserve allows the organisation to deal with short-term fluctuations in income, to provide adequate working capital and to underpin budgetary risk arising from capital expenditure projects.

The Trustees have considered the scale, complexity and risk profile of the Royal Armouries, and taken account of the funding base which consists of Grant-in-Aid from the DCMS and self-generated income. The former has historically been reasonably foreseeable, given that it is normally subject to a multi-year funding agreement. Self-generated income is always liable to fluctuation depending on economic circumstances and visitor activity.

After considering these factors, the Trustees consider that a minimum General Reserve balance of £2.5m should be maintained, representing around 12 months of operational expenditure not covered by the current level of Grant-in-Aid. In addition, the Trustees have designated a total of £2.6m of unrestricted reserves against a number of projects including masterplan, building infrastructure renewal and museum offer. It is anticipated that these reserves will be spent over the next five years in line with the 2023-2028 Corporate Plan, with £1.0m budgeted to be spent during 2025/26.

Although the Royal Armouries' total reserves at 31 March 2025 are shown as £83.5m on the balance sheet, other than the £2.5m of General Reserves and £2.572m of cash within the overall £12.993m of Designated Funds transferred in prior years, all of the reserves are tied up in restricted funds, and fixed assets, none of which can be used for other purposes.

Payment of Creditors

The Royal Armouries continues to review the efficiency of its operations and aims to comply with best practice wherever possible. The Royal Armouries aims to settle all invoices within 30 days of the invoice being approved in accordance with the supplier's terms of business. In 2024/25, the Royal Armouries paid approximately 86.4% (2023/24: 87.0%) of supplier invoices within the target of 30 days.

Losses and Special Payments, Remote Contingent Liabilities, Gifts and Income from fee and Charges (audited)

There were no reportable losses or special payments during the year ended 31 March 2025 (2023/24: Nil). There are no disclosable remote contingent liabilities (2023/24: nil). No gifts were made over the limits prescribed in Managing Public Money (2023/24: nil) and no material income from fees and charges (2023/24: nil).

John Procter

Chair

Date 15 December 2025

Nat Edwards

Accounting Officer

Date 15 December 2025

REMUNERATION AND STAFF REPORT

Remuneration Committee

The membership of the Remuneration Committee is:

John Procter

Neil Grant

Andrew Latchmore

Paul Kirkman

Policy on the Remuneration of the Director General & Master and Directors

The Remuneration Committee reviews and approves the salaries of the Accounting Officer and Directors with reference to any guidance from the Government. In 2024/25 a 5% cost of living increase was awarded to Directors. This was part of the overall 2024/25 organisational pay award which saw 5% awarded to staff across all grades.

Policy on Duration of Contracts, Notice Period and Termination Payments

The Director General & Master and Directors are permanent employees of the Royal Armouries. Notice periods are between three and six months and all termination payments are in accordance with the Royal Armouries contractual terms.

Pension Membership

Pension benefits are provided either through the Civil Service pension arrangements or a defined contribution scheme with People's Pension. Staff who started in their current role prior to April 2020 are members of the Civil Service scheme. New starters since January 2020 are invited to join the defined contribution scheme.

Civil Service Scheme

From 1 April 2015 a new pension scheme for civil servants was introduced – the Civil Servants and Others Pension Scheme or alpha, which provides benefits on a career average basis with a normal pension age equal to the member's State Pension Age (or 65 if higher). From that date all newly appointed civil servants and the majority of those already in service joined alpha. Prior to that date, civil servants participated in the Principal Civil Service Pension Scheme (PCSPS). The PCSPS has four sections: three providing benefits on a final salary basis (classic, premium or classic plus) with a normal pension age of 60; and one providing benefits on a whole career basis (nuvos) with a normal pension age of 65.

These statutory arrangements are unfunded with the cost of benefits met by monies voted by Parliament each year. Pensions payable under classic, premium, classic plus, nuvos and alpha are increased annually in line with Pensions Increase legislation. Existing members of the PCSPS who were within 10 years of their normal pension age on 1 April 2012 remained in the PCSPS after 1 April 2015.

Those who were between 10 years and 13 years and 5 months from their normal pension age on 1 April 2012 were switched into alpha sometime between 1 June 2015 and 1 February 2022. Because the Government plans to remove discrimination identified by the courts in the way that the 2015 pension reforms were introduced for some members, it is expected that, in due course, eligible members with relevant service between 1 April 2015 and 31 March 2022 may be entitled to different pension benefits in relation to that period (and this may affect the Cash Equivalent Transfer Values shown in this report). All members who switch to alpha have their PCSPS benefits 'banked', with those with earlier benefits in one of the final salary sections of the PCSPS having those benefits based on their final salary when they leave alpha. (The pension figures quoted for officials show pension earned in PCSPS or alpha – as appropriate. Where the official has benefits in both the PCSPS and alpha the figure quoted is the combined value of their benefits in the two schemes.) Members joining from October 2002 may opt for either the appropriate defined benefit arrangement or a 'money purchase' stakeholder pension with an employer contribution (partnership pension account).

Employee contributions are salary-related and range between 4.6% and 8.05% of pensionable earnings for members of classic, premium, classic plus, nuvos and alpha. Benefits in classic accrue at the rate of 1/80th of final pensionable earnings for each year of service. In addition, a lump sum equivalent to three years initial pension is payable on retirement. For premium, benefits accrue at the rate of 1/60th of final pensionable earnings for each year of service. Unlike classic, there is no automatic lump sum. Classic plus is essentially a hybrid with benefits for service before 1 October 2002 calculated broadly as per classic and benefits for service from October 2002 worked out as in premium. In nuvos a member builds up a pension based on his pensionable earnings during their period of scheme membership. At the end of the scheme year (31 March) the member's earned pension account is credited with 2.3% of their pensionable earnings in that scheme year and the accrued pension is uprated in line with Pensions Increase legislation. Benefits in alpha build up in a similar way to nuvos, except that the accrual rate is 2.32%. In all cases members may opt to give up (commute) pension for a lump sum up to the limits set by the Finance Act 2004.

The partnership pension account is a stakeholder pension arrangement which is part of the Legal & General Mastertrust. The employer makes a basic contribution of between 8% and 14.75% (depending on the age of the member). The employee does not have to contribute, but where they do make contributions, the employer will match these up to a limit of 3% of pensionable salary (in addition to the employer's basic contribution). Employers also contribute a further 0.5% of pensionable salary to cover the cost of centrally-provided risk benefit cover (death in service and ill health retirement).

The accrued pension quoted is the pension the member is entitled to receive when they reach pension age, or immediately on ceasing to be an active member of the scheme if they are already at or over pension age. Pension age is 60 for members of classic, premium and classic plus, 65 for members of nuvos, and the higher of 65 or State Pension Age for members of alpha. (The pension figures quoted for officials show pension earned in PCSPS or alpha – as appropriate. Where the official has benefits in both the PCSPS and alpha the figure quoted is the combined value of their benefits in the two schemes, but note that part of that pension may be payable from different ages.)

Further details about the Civil Service pension arrangements can be found at the website www.civilservicepensionscheme.org.uk

Cash Equivalent Transfer Value

A Cash Equivalent Transfer Value (CETV) is the actuarially assessed capitalised value of the pension scheme benefits accrued by a member at a particular point in time. The benefits valued are the member's accrued benefits and any contingent spouse's pension payable from the scheme. A CETV is a payment made by a pension scheme or arrangement to secure pension benefits in another pension scheme or arrangement when the member leaves a scheme and chooses to transfer the benefits accrued in their former scheme. The pension figures shown relate to the benefits that the individual has accrued as a consequence of their total membership of the pension scheme, not just their service in a senior capacity to which the disclosure applies.

The figures include the value of any pension benefit in another scheme or arrangement which the member has transferred to the Civil Service pension arrangements. They also include any additional pension benefit accrued to the member as a result of their buying additional pension benefits at their own cost.

CETVs are worked out in accordance with The Occupational Pensions Schemes (Transfer Values) (Amendment) Regulations 2008 and do not take account of any actual or potential reduction to benefits resulting from Lifetime Allowance Tax which may be due when pension benefits are taken.

Real Increase in CETV

The real increase uses common market valuation factors for the start and end of the period and reflects the increase in CETV that is funded by the employer. It does not include the increase in accrued pension due to inflation and contributions paid by the employee (including the value of any benefits transferred from another pension scheme or arrangement).

Defined Contribution Scheme

New starters are invited to join the defined contribution pension scheme with People's Pension. Employers' contributions to the scheme are made at rates between 6% and 9%, with employee contributions paid at rates between 3% and 6% of pensionable pay.

Remuneration (salary, benefits in kind and pensions) – audited

	Salary (Annual Equivalent) £'000		Bonus Payments £'000		Pension Benefit to nearest £1,000 *		Total Remuneration £'000	
	2024/25	2023/24	2024/25	2023/24	2024/25	2023/24	2024/25	2023/24
N Edwards #	140-145	135-140	-	-	9,000	9,000	150-155	140-145
R Taylor	105-110	100-105	-	-	41,000	39,000	145-150	140-145
S Lundgren #	80-85	35-40 (75-80)	-	-	7,000	2,000	85-90	35-40
M Duncan	90-95	85-90	-	-	35,000	34,000	125-130	115-120
L Bell	85-90	80-85	-	-	33,000	32,000	115-120	110-115
F Symington #	80-85	75-80	-	-	6,000	4,000	85-90	80-90

* The value of pension benefits accrued during the year is calculated as (the real increase in pension multiplied by 20) plus (the real increase in any lump sum) less (the contributions made by the individual). The real increases exclude increases due to inflation or any increase or decreases due to a transfer of pension rights.

N Edwards, S Lundgren and F Symington are members of the defined contribution pension scheme. Values shown are the value of employer contributions made to the scheme.

Salary is gross salary and allowances only as no overtime is paid to Directors. No bonuses were awarded to directors during 2024/25 (2023/24: 0) and there were no benefits in kind in either 2024/25 or 2023/24. Trustees receive no emoluments however they are reimbursed for legitimate expenses, see Note 4b of the financial statements.

Pension benefits – audited

	Accrued pension at pension age as at 31/03/25 (related lump sum) £'000	Real increase in pension (related lump sum) at pension age £'000	CETV at 31 March 2025 £'000	CETV at 31 March 2024 £'000	Real Increase in CETV £'000
N Edwards #	-	-	-	-	-
R Taylor	25-30 (0-5)	0-2.5 (0-2.5)	445	374	30
S Lundgren #	-	-	-	-	-
M Duncan	20-25 (0-5)	0-2.5 (0-2.5)	380	322	25
L Bell	15-20 (0-5)	0-2.5 (0-2.5)	242	203	16
F Symington #	-	-	-	-	-

N Edwards, S Lundgren and F Symington are members of the defined contribution pension scheme and as such the above disclosure is not relevant to them.

Fair Pay - audited

Reporting bodies are required to disclose the relationship between the remuneration of the highest paid director in their organisation and the lower quartile, median and upper quartile remuneration of the organisation's workforce. This disclosure is provided in the table below. The calculations are based on the salary and remuneration of the employees of both the Royal Armouries and Royal Armouries Trading and Enterprises.

Percentile	2024/25					2023/24				
	Salary	Salary	Remuner	Total	Salary	Salary	Remuner	Total		
	Ratio	£,000	ation	Remuner	Ratio	£,000	ation	Remuner	£'000	
25th	6.4:1	22.3	6.3:1	22.7	6.8:1	20.3	6.8:1	20.3		
Median	5.3:1	27.0	5.2:1	27.4	5.2:1	26.5	5.2:1	26.5		
75th	4.1:1	34.5	4.1:1	34.8	4.1:1	33.4	4.0:1	34.2		

The banded remuneration of the highest paid director in the Royal Armouries in 2024/25 was £140-145k (2023/24: £135-140k). The salary of the highest paid director during the year changed by 5.0% (2023/24: 6.0%) reflecting the 5% cost of living increase awarded to the majority of non national living wage staff. There was no performance pay and bonuses payable to the highest paid director in the current or previous year and as such their salary and total remuneration were the same.

The 25th percentile, median and 75th percentile salaries increased by 9.8%, 2.0% and 3.5% respectively. The increase in the 25th percentile salary reflects the 9.8% increase in the national wage awarded to the lower quartile of staff. An increase in the number of staff earning national living wage effectively pulled down the median and 75th percentile points and this partially offset the 5% cost of living salary increase awarded to the majority of non national living wage staff. The ratio for the 25th percentile reduced reflecting the higher salary increase awarded to this quartile, whilst the median and 75th percentile remained broadly constant given that the remuneration of the highest paid director increased by a similar percentage.

The average percentage increase from 2024/25 in respect of the employees of the entity taken as a whole in respect of salary costs and allowances was 4.9%. The average performance pay and bonus across all employees in 2024/25 was £159 (2023/24: £102) a 56.3% increase reflecting the 5% increase in base pay and the strong commercial performance in 2024/25 resulting in more commercial staff achieving their full bonus targets.

In 2024/25 (and 2023/24) no employee received remuneration in excess of the highest paid director. Remuneration ranged from £21,416 to £142,500 (2023/24: £19,506 to £137,500). Total remuneration includes salary, non-consolidated performance-related pay and benefits-in-kind. It does not include severance payments, employer pension contributions and the cash equivalent transfer value of pensions.

Exit Costs - audited

There was 1 redundancy during the year (2023/24: 1).

Exit package cost band	Number of compulsory redundancies		Number of other departures agreed		Total number of exit packages by cost band	
	2024/25	2023/24	2024/25	2023/24	2024/25	2023/24
£25,000 - £50,000	-	-	1	-	1	-
£50,000 - £75,000	-	-	-	1	-	1
Total number of exit packages	-	-	1	1	1	1
Total resource cost (£0,000)	-	-	41	70	41	70

Redundancy and other departure costs have been paid in accordance with the provisions of the Civil Service Compensation Scheme, a statutory scheme made under the Superannuation Act 1972. Exit costs are accounted for in full in the year the decision was made.

Off Payroll

As at 31 March 2025 there were no off-payroll engagements for more than £245 per day (2023/24: 0). During the year there were no such engagements.

Staff Numbers

Disclosure of staff costs and average staff numbers is provided in Note 4 to the accounts on pages 68 to 71.

John Procter

Chair

Date 15 December 2025

Nat Edwards

Accounting Officer

Date 15 December 2025

STATEMENT OF THE TRUSTEES' AND THE ACCOUNTING OFFICER'S RESPONSIBILITIES

Under Schedule 1 Section 29 of The National Heritage Act 1983 the Secretary of State for Culture, Media and Sport (with the consent of HM Treasury) has directed the Board of Trustees of the Royal Armouries to prepare for each financial year a statement of accounts in the form and on the basis set out in the Accounts Direction. The accounts are prepared on an accruals basis and must give a true and fair view of the state of affairs of the Royal Armouries and of its income and expenditure, balance sheet and cash flows for the financial year.

In preparing the accounts, the Trustees and the Accounting Officer are required to have regard to the requirements of the *Government Financial Reporting Manual* and in particular to:

- Observe the Accounts Direction issued by the Secretary of State, including the relevant accounting and disclosure requirements, and apply suitable accounting policies on a consistent basis;
- Make judgements and estimates on a reasonable basis;
- State whether applicable accounting standards as set out in the *Government Financial Reporting Manual* and in the Statement of Recommended Practice: Accounting and Reporting for Charities (Charities SORP (FRS 102)) have been followed, and disclose and explain any material departures in the accounts; and
- Prepare the financial statements on a going concern basis.

The Accounting Officer of the Department for Culture, Media and Sport designated Nat Edwards, Director General & Master, as Accounting Officer of the Royal Armouries on his appointment on 3 October 2022. The responsibilities of an Accounting Officer include responsibility for the propriety and regularity of public finances for which the Accounting Officer is answerable, for keeping proper records and for safeguarding the Board of Trustees' assets, as set out in *Managing Public Money* issued by HM Treasury.

The Trustees and the Accounting Officer, who were in office on the date of approval of these financial statements, have confirmed, as far as they are aware, that the Royal Armouries has disclosed all relevant information to their auditors. Having made enquiries of the Board of Trustees and the Board's auditor, the Accounting Officer has confirmed that he has taken all the steps that he ought to have taken in order to make himself aware of any information relevant to the audit and to establish that the auditor is aware of that information.

The Accounting Officer has confirmed that the annual report and accounts as a whole is fair, balanced and understandable and that he takes personal responsibility for the annual report and accounts and the judgments required for determining that it is fair, balanced and understandable.

John Procter

Chair

Date 15 December 2025

Nat Edwards

Accounting Officer

Date 15 December 2025

ROYAL ARMOURIES GOVERNANCE STATEMENT

Purpose

This statement covers the Royal Armouries governance arrangements for the year ended 31 March 2025 and up to the date on which the financial statements were approved by the Board of Trustees. The Accounting Officer has responsibility for ensuring that the organisation maintains a sound system of internal control that supports the achievement of the Royal Armouries' policies, aims and objectives, whilst safeguarding public funds and museum assets. The purpose of the Governance Statement is to show how these responsibilities have been met in the course of the year.

Governance Framework

The Strategic direction of the Royal Armouries is set by a Board of non-executive Trustees, who also serve as Trustees of the Charity. One Trustee is appointed by HM The King; the Constable of the Tower of London is an ex-officio Trustee and the remaining Trustees and Chair are appointed by the Secretary of State for Culture, Media and Sport.

Operational issues and the implementation of strategy are delegated to an Executive Board led by the Director General & Master of the Armouries. On the advice of the Board of Trustees, DCMS appointed the Director General & Master of the Royal Armouries to be the Accounting Officer. Chapter 3 of *Managing Public Money* sets out the responsibilities of an Accounting Officer and these include personal responsibility for safeguarding the public funds of which they have charge, propriety and regularity in handling public funds and ensuring that the Royal Armouries is run according to the highest standards of governance, decision-making and financial management.

The Trustees have a duty under section 17 of the Charities Act 2011 to have due regard to guidance published by the Charity Commission and the Trustees consider that they have complied with this duty.

Control Environment

The Executive Board continues to hold regular risk review meetings and risk management remains a standing agenda item for the Audit Committee.

It is recognised that there needs to be a continual process of control review and improvements. This remains a key focus of the Audit Committee and the Executive Board, although there are currently no major areas of concern.

The Internal Audit programme has been structured to ensure that key areas such as finance, HR, payroll, procurement and IT are regularly reviewed but also that other areas of concern can be included if necessary.

The Royal Armouries has in place policies and procedures to manage conflicts of interest. At each Board of Trustees and Committee meeting all attendees are asked to declare any conflict of interest and the details are recorded in the formal minutes. A Register of Interests for Trustees and Directors is maintained and updated regularly. It is a requirement that potential conflicts of interest are disclosed in advance and where appropriate the individual concerned would take no direct part in the decision-making process. Likewise, it is a requirement that potential conflicts of interest in the procurement and recruitment processes are disclosed and that the individuals should not participate in the decision-making process.

The Board of Trustees

The Board met seven times in 2024/25, one in Leeds, once at the Tower of London, twice at Fort Nelson, and three times by video conference. Attendance by video conference was also made available for meetings if a Trustee was unable to travel. Board Papers are prepared by the Executive Board and circulated at least one week prior to meetings. Regular reports are provided on strategy, policy, governance, financial position, meetings of sub-committees and operational issues. The Board considers the information presented to it and where appropriate will request amendments to formats or such additional information as may be required to improve the understanding of the operations and activities of the organisation.

At 11 December 2025, The Board comprised the Chair and ten Trustees and full details are included on page 7 of this report.

The Board is required to carry out an externally facilitated review of its performance and effectiveness at least every three years with an internal self-assessment carried out in intervening years. An externally facilitated review was undertaken in Autumn 2024 and concluded that the Board operated effectively and there were no specific recommendations that required implementation. The Chair also conducted annual one to one reviews with each Trustee during 2024/25.

The Board has high standards in terms of the data it expects to receive to support it in discharging its duties. Data relating to the delivery of the Royal Armouries' objectives, including financial control and the management of risk, are regularly reviewed by the Board and its committees.

Over the course of the year key topics discussed by the Board included:

- Reports from the Board sub-committees on progress of key issues including audit control points, financial planning, risk and health and safety
- Updates on the 2024/25 Annual Operating Plan and 5 year Corporate Plan
- Brand positioning
- Operational updates
- Freehold purchase of leasehold land.
- Public programme
- Staff survey outcomes and action plan
- Masterplanning
- Fundraising

Table of attendance at meetings during 2024/25.

	Board	Audit	Finance & Capital Development	Remuneration	Masterplan	Collections, Research & Learning
John Procter	7/7	2/4	2/4	1/1	3/3	3/4
Paul Kirkman	5/7	-	4/4	1/1	3/3	-
Jonathan Sands	4/7	-	-	-	3/3	-
Neil Grant	7/7	4/4	4/4	1/1	-	-
Paul Mancey	7/7	3/4	-	-	-	-
Andrew Latchmore	5/7	3/4	3/4	1/1	3/3	-
Monica Turner	6/7	-	4/4	-	3/3	-
Steven Gunn	6/7	-	-	-	3/3	3/4
Barbara Woroncow	5/7	-	-	-	-	4/4
Gordon Messenger	5/7	-	-	-	-	-
Edward Smyth-Osbourne	5/7	-	-	-	-	4/4
Andrew Broome*	-	1/4	-	-	-	-
Adam Beaumont*	-	2/4	-	-	-	-
Simon Metcalf*	-	-	-	-	-	4/4
Simon Kay*	-	-	-	-	-	3/4
Josh Sendall*	-	-	-	-	-	2/4
Paul Wray*	-	-	-	-	1/3	-
Elinor Groom†	0/1	-	-	-	1/1	-

*Andrew Broome and Adam Beaumont are independent co-opted members of the Audit Committee and as such only attend that committee. Simon Metcalf, Simon Kay and Josh Sendall are independent co-opted members of the Collections, Research & Learning Committee and as such only attend that committee.

†Elinor Groom is a member of the Board of Trustees for the calendar year 2025 through the Boardroom Apprenticeship Scheme.

Committees of the Board

The Board has established a number of Committees to provide support and monitoring on matters of risk, control and governance. These Committees are Remuneration, Finance & Capital Development, Audit, Masterplan and Collections, Research & Learning.

Remuneration Committee

The Remuneration Committee reviews the salaries of the Accounting Officer and Directors. The Committee met once during the year and concluded that it was appropriate to award the same 5% cost of living increase effective from 1 April 2024 that had been awarded to the majority of staff.

Finance and Capital Development Committee

This Committee has responsibility for reviewing the annual budget, quarterly re-forecasts, the outturn and all capital projects and income generating ventures valued at more than £50,000.

The Accounting Officer, Finance Director, Chief Operating Officer, Director of Collections, Research & Learning, Director of Brand & Audiences and Director of Development routinely attend the meetings.

Masterplan Committee

The Board of Trustees established the Masterplan Committee to support it in carrying out its responsibilities relating overseeing the preparation and delivery of the museum's Masterplan for the redevelopment of its three sites.

The Accounting Officer, Finance Director, Chief Operating Officer, Director of Collections, Research & Learning, Director of Brand & Audiences and Director of Development routinely attend the meetings.

Collections, Research & Learning Committee

The Board of Trustees established the Collections, Research and Learning Committee to advise it about the suitability and appropriateness of strategy and policy for Royal Armouries' Collections, Research and Learning strands within the context of the Royal Armouries' purpose, as set out in the National Heritage Act 1983.

The Accounting Officer, Director of Collections, Research & Learning and Director of Brand & Audiences will routinely attend these meetings.

Audit Committee

The Board of Trustees has delegated authority to the Audit Committee for reviewing the integrity of the annual report and accounts, together with the effectiveness of the system of internal control and risk management systems. Specific duties include working with the external auditors to consider the nature and scope of the audit together with its outcomes, cost effectiveness and the audit fee. The Audit Committee also review and discuss with management and auditors the financial statements including Accounting Policies, significant judgements and estimates and compliance with relevant financial reporting standards. Finally, the Audit Committee reviews and comments on the Governance Statement and the appointment of Internal Auditors, together with the scope of their work and its outcomes.

The Trustee membership of the Committee is complemented by additional co-opted members with specific skills. During the year co-opted members bought knowledge and experience in the areas of IT, legal and Health and Safety.

The Accounting Officer, Chief Operating Officer, Finance Director, Director of Collections, Research & Learning and the internal and external auditors routinely attend the meetings.

A report from the Audit Committee has been adopted as a standing item on the Board Agenda to ensure that matters of risk and control receive the appropriate attention.

The Committee has received and reviewed reports and presentations from management, internal and external auditors to fulfil its terms of reference. In particular, the Committee considered:

- Accounting principles, policies and procedures adopted in the financial statements and the accounting issues dealt with in the accounts
- The external audit planning document, the detailed findings following audit and recommendations therein
- Impact of the Procurement Act 2023, associated Public Contract Regulation 2024 and the proposed revisions to policy and procedures
- Areas covered by internal audit during 2023/24 which included Strategic Planning, Payroll, Staff Engagement and Stakeholder Management
- Cyber security and progress on the steps being taken to improve overall IT resilience
- Implementation of recommendations from current and prior year audits
- Policies due for renewal
- Health and Safety issues
- The Strategic and departmental risk registers

Royal Armouries Trading & Enterprises Ltd

Royal Armouries Trading & Enterprises Ltd (RATE) is a wholly owned subsidiary of the Royal Armouries and is managed by a Board of Directors with relevant skills and experience including sales, finance and marketing. The objectives of RATE are set out in its Memorandum and Articles of Association and its Statutory Accounts are approved by the Board of RATE and subject to external audit by Grant Thornton UK LLP.

Several measures are in place to provide assurance to the Accounting Officer that RATE is operating in the best interests of the Royal Armouries. These include a Service Level Agreement which is reviewed and approved annually and Trustees who serve on both Boards. In addition, the Accounting Officer is also appointed as a Director of RATE and attends Board meetings in that capacity together with a senior member of the Royal Armouries Finance Team.

The RATE Business Plan is agreed with the Royal Armouries Board of Trustees and there are regular updates to the Royal Armouries Board of Trustees on the financial performance of RATE activities and the anticipated financial contribution for the year.

RATE saw a strong performance with comprehensive income stabilising after the post COVID-19 recovery and showing a small reduction in 2024/25 from £2,227k to £2,210k. The forecast for 2025/26 shows gradually growth with a projected comprehensive income of £2,406k.

Executive Board

The team supporting the Accounting Officer comprises:

- Chief Operating Officer
- Finance Director
- Director of Collections, Research & Learning
- Director of Brand & Audiences
- Director of Development

The Executive Board, which generally meets weekly, is responsible for keeping under review all controls, policies and procedures and in particular to ensure at an operational level that the organisation complies with changes in the law or with instructions and guidance from the sponsoring department, HM Treasury and the Charity Commission.

System of Internal Control

The Accounting Officer and the Board of Trustees are responsible for setting a system of internal control and reviewing its effectiveness and the Executive Board is responsible for implementing and maintaining the system of controls. This system is designed to manage rather than eliminate the risk of failing to achieve aims, objectives and conformity with policies; it therefore provides reasonable but not absolute assurance of effectiveness. In setting the control environment the Royal Armouries follows the relevant government functional standards (further information of the content of the government functional standards can be found at the following website: [Functional Standards - GOV.UK](https://www.gov.uk/government/publications/government-functional-standards)).

A corporate Risk Register is maintained centrally along with registers held and maintained by each Department. All of the registers are formatted according to the same template, using common classifications. The corporate register and key changes to departmental registers are reviewed and discussed at regular risk management meetings attended by the Executive Board and other members of staff as appropriate. The corporate Risk Register is also reviewed by the Audit Committee.

Where significant risks are recognised and accepted, potential impacts are identified and appropriate mitigating actions put in place. The key residual risk areas identified in our Strategic Risk Register are:

- Staff retention and recruitment – It is recognised that high wage inflation combined with financial restrictions is causing significant challenges with staffing and that the 2025/26 pay proposal and wider staff engagement needs to respond to these.
- Staff communication and development – Ongoing challenge to ensure good and effective staff engagement.
- Building Plant Maintenance – Ageing equipment means increasing maintenance costs and reliability challenges.
- Cyber security – Ongoing challenge to ensure that IT systems and infrastructure are as robust as possible to protect against cyber-attacks and safeguard data.

Independent Assurance

The Accounting Officer has responsibility for reviewing the effectiveness of the system of internal control and the review is informed by the work of the internal auditors and the executive directors. Collectively, they have responsibility for the development and maintenance of the internal control framework, and also take into account comments by the external auditors made in their management letter and other reports.

In order to provide the assurance necessary to support completion of this Governance Statement, the Accounting Officer has taken into account the reports provided by the Internal Auditor; the minutes of Trustee and Committee meetings; discussions with the Chair of Audit Committee and other long serving Trustees together with the information provided by the current Executive Board and a review of the Management Accounts.

Internal Audit for 2024/25 was provided under contract by Forvis Mazars LLP, who undertook three levels of audit:

- strategic audits through which the design of controls were tested;
- compliance audits, whereby adherence to previously tested processes and controls are checked and confirmed and;
- advisory audits where the design of controls in place are reviewed but not tested.

Forvis Mazars also provided assurance to the Audit Committee on the implementation of internal audit recommendations including outstanding points from prior years.

The audit areas and outcomes were:

Audit area	OPINION
• Strategic Planning	Moderate
• Payroll	Moderate
• Staff Engagement	Moderate
• Stakeholder Management	Advisory

In their Annual Report, Forvis Mazars concluded that "On the basis of our audit work, our opinion on the framework of governance, risk management, and control is **Moderate** in its overall adequacy and effectiveness. We noted some areas in which the control environment could be improved. All three strategic reviews completed in 2024/25 received a 'Moderate' opinion. We raised 'Medium' priority recommendations within each of the reviews undertaken in 2024/25, however, no 'High' priority findings were raised. These matters have been discussed with management, to whom we have made several recommendations. All of these have been, or are in the process of being addressed, as detailed in our individual reports. The Royal Armouries' average implementation rate of internal audit action for 2024/25 is 72.5%. Whilst it is slightly below what is deemed best practice, 85%, the average is in line with our other clients within the sector.

Taking into account Forvis Mazars' annual audit opinion, the individual audit outcome and the resolution of audit points, overall, the view of the Board of Trustees and Accounting Officer is that governance, risk management and internal control have been sufficient to allow the Royal Armouries to continue its usual operations. The level of inherent risk has remained at a level that is considered to be appropriate by the Audit Committee and the Board of Trustees.

Whistleblowing Policy

The museum upholds the core values detailed in the Code of Professional Ethics of the Museums Association. In line with these, the museum is committed to the highest standards of openness, probity and accountability. A vital part of accountability and openness is having a way for our people, including contractors and agency staff, to voice any concerns responsibly and effectively. The Royal Armouries has a clear policy and processes, through which issues may be raised both internally and externally and encourages employees and others with serious concerns about any aspect of the museum's work to come forward and voice those concerns, and expects its managers to encourage employees to express their views openly. This process is clearly documented in the organisation's Whistleblowing policy which is available to all staff. There were no whistleblowing instances during the year.

Compliance with the Corporate Governance Code

Changes in recent years, including the recent board effectiveness review, mean that the Royal Armouries generally complies with the intentions of the 'Corporate Governance in Central Government Departments: Code of Good Practice 2017', in so far as it is relevant to an NDPB.

Data and Information Security Management

The Royal Armouries has an Information Management Strategy with which all staff must comply. The Royal Armouries Archives & Records Manager acts as the Departmental Records Officer, Freedom of Information Officer and Data Controller. The Royal Armouries Finance Director has been designated as the Senior Information Risk Owner and Freedom of Information champion.

The Royal Armouries has reviewed the status of information and data security during the year to ensure that information is correctly managed and safeguarded. These are contained in the Royal Armouries Records and Information Management Policy and the Information Security Policy. There were no protected personal data related incidents reportable to the Information Commissioner's Office in 2024/25.

The requirements of the government's transparency agenda have been implemented within the required timelines. Staff capacity and systems are in place to carry through this work on a continuous basis.

Fraud and Errors

The Royal Armouries is committed to meeting the requirements of the Counter Fraud Functional Standard and has a Counter Fraud Strategy and Policy which sets out in detail its approach to tackling fraud and error. Counterfraud measures are one of the considerations when considering the design and effectiveness of controls and is a key element of the assurance mapping process. The most recent fraud risk assessment did not identify any high-risk areas. The Royal Armouries suffered no material fraud losses during 2024/25.

John Procter

Chair

Date 15 December 2025

Nat Edwards

Accounting Officer

Date 15 December 2025

THE CERTIFICATE AND REPORT OF THE COMPTROLLER AND AUDITOR GENERAL TO THE HOUSES OF PARLIAMENT

Opinion on financial statements

I certify that I have audited the financial statements of the Board of Trustees of the Royal Armouries (the Royal Armouries) and its Group for the year ended 31 March 2025 under the National Heritage Act 1983.

The financial statements comprise the Royal Armouries and its Group's:

- the Consolidated Balance Sheet as at 31 March 2025;
- the Consolidated Statement of Financial Activities and Consolidated Statement of Cash Flows for the year then ended; and
- the related notes including the significant accounting policies.

The financial reporting framework that has been applied in the preparation of the Group financial statements is applicable law and United Kingdom accounting standards including Financial Reporting Standards (FRS) 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In my opinion, the financial statements:

- give a true and fair view of the state of the Royal Armouries and its Group's affairs as at 31 March 2025 and its net expenditure for the year then ended;
- have been properly prepared in accordance with the National Heritage Act 1983 and Secretary of State directions issued thereunder.

Opinion on regularity

In my opinion, in all material respects, the income and expenditure recorded in the financial statements have been applied to the purposes intended by Parliament and the financial transactions recorded in the financial statements conform to the authorities which govern them.

Basis for opinions

I conducted my audit in accordance with International Standards on Auditing (UK) (ISAs (UK)), applicable law and Practice Note 10 *Audit of Financial Statements and Regularity of Public Sector Bodies in the United Kingdom (2024)*. My responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of my certificate.

Those standards require me and my staff to comply with the Financial Reporting Council's *Revised Ethical Standard 2024*. I am independent of the Royal Armouries and its Group in accordance with the ethical requirements that are relevant to my audit of the financial statements in the UK. My staff and I have fulfilled our other ethical responsibilities in accordance with these requirements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Conclusions relating to going concern

In auditing the financial statements, I have concluded that the Royal Armouries and its Group's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work I have performed, I have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Royal Armouries and its Group'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.

My responsibilities and the responsibilities of the Board of Trustees and Accounting Officer with respect to going concern are described in the relevant sections of this certificate.

Other information

The other information comprises information included in the Trustees' and Accounting Officer's Annual Report, but does not include the financial statements and my auditor's certificate. The Board of Trustees and Accounting Officer are responsible for the other information.

My opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in my certificate, I do not express any form of assurance conclusion thereon.

My responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or my knowledge obtained in the audit or otherwise appears to be materially misstated.

If I identify such material inconsistencies or apparent material misstatements, I am required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact.

I have nothing to report in this regard.

Opinion on other matters

In my opinion the part of the Remuneration and Staff Report to be audited has been properly prepared in accordance with Secretary of State directions issued under the National Heritage Act 1983.

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

- the parts of the Trustees' and Accounting Officer's Annual Report subject to audit have been properly prepared in accordance with Secretary of State directions issued under the National Heritage Act 1983; and
- the information given in the Trustees' and Accounting Officer's Annual Report for the financial year for which the financial statements are prepared is consistent with the financial statements and is in accordance with the applicable legal requirements.

Matters on which I report by exception

In the light of the knowledge and understanding of the Royal Armouries and its Group and their environment obtained in the course of the audit, I have not identified material misstatements in the Trustees' and Accounting Officer's Annual Report.

I have nothing to report in respect of the following matters which I report to you if, in my opinion:

- adequate accounting records have not been kept by the Royal Armouries and its Group or returns adequate for my audit have not been received from branches not visited by my staff; or
- I have not received all of the information and explanations I require for my audit; or
- the financial statements and the parts of the Trustees' and Accounting Officer's Annual Report, subject to audit are not in agreement with the accounting records and returns; or
- certain disclosures of remuneration specified by the National Heritage Act 1983 have not been made or parts of the Remuneration Report to be audited is not in agreement with the accounting records and returns; or
- the Governance Statement does not reflect compliance with HM Treasury's guidance.

Responsibilities of the Board of Trustees and Accounting Officer for the financial statements

As explained more fully in the Statement of the Trustees' and Accounting Officer's Responsibilities, the Trustees and the Accounting Officer is responsible for:

- maintaining proper accounting records;
- providing the C&AG with access to all information of which management is aware that is relevant to the preparation of the financial statements such as records, documentation and other matters;
- providing the C&AG with additional information and explanations needed for his audit;
- providing the C&AG with unrestricted access to persons within the Royal Armouries and its Group from whom the auditor determines it necessary to obtain audit evidence;
- ensuring such internal controls are in place as deemed necessary to enable the preparation of financial statements to be free from material misstatement, whether due to fraud or error;
- preparing financial statements, which give a true and fair view, in accordance with the applicable financial reporting framework;
- preparing the Trustees' and Accounting Officer's Annual Report, which includes the Remuneration and Staff Report, in accordance with HM Treasury's Government Financial Reporting Manual.; and
- assessing the Royal Armouries and its Group'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 Board of Trustees and the Accounting Officer either intends to liquidate the entity or to cease operations, or has no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

My responsibility is to audit, certify and report on the financial statements in accordance with the National Heritage Act 1983.

My 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 a certificate that includes my 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.

Extent to which the audit was considered capable of detecting non-compliance with laws and regulations including fraud

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

Identifying and assessing potential risks related to non-compliance with laws and regulations, including fraud

In identifying and assessing risks of material misstatement in respect of non-compliance with laws and regulations, including fraud I:

- considered the nature of the sector, control environment and operational performance including the design of the Royal Armouries and its Group's accounting policies, key performance indicators and performance incentives.
- inquired of management, the Royal Armouries' head of internal audit and those charged with governance, including obtaining and reviewing supporting documentation relating to the Royal Armouries and its Group's policies and procedures on:
 - identifying, evaluating and complying with laws and regulations;
 - detecting and responding to the risks of fraud; and
 - the internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations including the Royal Armouries and its Group's controls relating to the Royal Armouries and its Group's compliance with the National Heritage Act 1983, Charities Act 2011, and Managing Public Money;
- inquired of management, the Royal Armouries' head of internal audit and those charged with governance whether:
 - they were aware of any instances of non-compliance with laws and regulations;
 - they had knowledge of any actual, suspected, or alleged fraud;
- discussed with the engagement team, including the component audit team, and the relevant external specialists, including property valuation specialists, regarding how and where fraud might occur in the financial statements and any potential indicators of fraud.

As a result of these procedures, I considered the opportunities and incentives that may exist within the Royal Armouries and its Group for fraud and identified the greatest potential for fraud in the following areas: revenue recognition, posting of unusual journals, complex transactions, and bias in management estimates. In common with all audits under ISAs (UK), I am required to perform specific procedures to respond to the risk of management override of controls.

I obtained an understanding of the Royal Armouries and Group's framework of authority and other legal and regulatory frameworks in which the Royal Armouries and Group operates. I focused on those laws and regulations that had a direct effect on material amounts and disclosures in the financial statements or that had a fundamental effect on the operations of the Royal Armouries and its Group. The key laws and regulations I considered in this context included, National Heritage Act 1983, The Charities Act 2011, Managing Public Money, employment law, tax legislation, and pensions legislation.

Audit response to identified risk

To respond to the identified risks resulting from the above procedures:

- I reviewed the financial statement disclosures and testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described above as having direct effect on the financial statements;
- I enquired of management, the Audit Committee concerning actual and potential litigation and claims;
- I reviewed minutes of meetings of those charged with governance and the Board of Trustees and internal audit reports;
- I addressed the risk of fraud through management override of controls by testing the appropriateness of journal entries and other adjustments; assessing whether the judgements on estimates are indicative of a potential bias; and evaluating the business rationale of any significant transactions that are unusual or outside the normal course of business; and
- I addressed the risk of fraud in revenue recognition by assessing the recognition of grants, donations and contract income in line with the accounting framework, and evaluating the recognition points around year end.

I communicated relevant identified laws and regulations and potential risks of fraud to all engagement team members including the component audit team and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

A further description of my 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 my certificate.

Other auditor's responsibilities

I am required to obtain sufficient appropriate audit evidence to give reasonable assurance that the expenditure and income recorded in the financial statements have been applied to the purposes intended by Parliament and the financial transactions recorded in the financial statements conform to the authorities which govern them.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control I identify during my audit.

Report

I have no observations to make on these financial statements.

Gareth Davies

Date

17 December 2025

Comptroller and Auditor General

National Audit Office

157-197 Buckingham Palace Road
Victoria
London
SW1W 9SP

THE BOARD OF TRUSTEES OF THE ROYAL ARMOURIES

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 MARCH 2025

	Notes	Unrestricted funds		Restricted funds	Total funds 2024/25
		General	Designated		
		£000	£000	£000	£000
Income and endowments from					
Grant-in-Aid	2	7,183	493	634	8,310
Donations and legacies	3	110	-	482	592
Charitable activities	3	240	-	-	240
Other trading activities	3	5,004	-	-	5,004
Investments		75	-	-	75
Total Income and endowments		12,612	493	1,116	14,221
Expenditure on					
Raising Funds	4	(2,600)	(60)	(45)	(2,705)
Charitable activities	4	(10,708)	(1,855)	(1,451)	(14,014)
Total Expenditure		(13,308)	(1,915)	(1,496)	(16,719)
Net gain on investments	11	-	-	-	-
Net income / (expenditure)		(696)	(1,422)	(380)	(2,498)
Transfers between funds	21	696	(155)	(541)	-
Other recognised gains / (losses)					
Gains / (losses) on revaluation of fixed assets	7	-	225	1,314	1,539
Net movement in funds		-	(1,352)	393	(959)
Reconciliation of funds:					
Total Funds brought forward	21	2,500	14,345	67,575	84,420
Total Funds carried forward		2,500	12,993	67,968	83,461

All activities are on an ongoing basis.

There are no recognised gains or losses in the current or preceding year, other than the net income / (expenditure) as disclosed in the Statement of Financial Activities.

The notes on pages 61 to 89 form an integral part of these accounts.

THE BOARD OF TRUSTEES OF THE ROYAL ARMOURIES

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31
MARCH 2024 - RESTATED

	Notes	Unrestricted funds		Restricted funds	Total funds 2023/24
		General	Designated		
		£000	£000	£000	£000
Income and endowments from					
Grant-in-Aid	2	7,107	493	820	8,420
Donations and legacies	3	157	-	331	488
Charitable activities	3	285	-	-	285
Other trading activities	3	4,748	-	-	4,748
Investments		83	-	-	83
Total Income and endowments		12,380	493	1,151	14,024
Expenditure on					
Raising Funds	4	(2,207)	(70)	(41)	(2,318)
Charitable activities	4	(9,722)	(2,189)	(1,376)	(13,287)
Total Expenditure		(11,929)	(2,259)	(1,417)	(15,605)
Net losses on investments	11	-	-	4	4
Net (expenditure)		451	(1,766)	(262)	(1,577)
Transfers between funds		(1,577)	850	727	-
Other recognised gains / (losses)					
Gains on revaluation of fixed assets	7	-	(3,923)	7,333	3,410
Net movement in funds		(1,126)	(4,839)	7,798	1,833
Reconciliation of funds:					
Total Funds brought forward		3,626	19,184	59,777	82,587
Total Funds carried forward		2,500	14,345	67,575	84,420

The accounts have been restated as detailed in Note 1.15.

All activities are on an ongoing basis.

There are no recognised gains or losses in the current or preceding year, other than the net income / (expenditure) as disclosed in the Statement of Financial Activities.

The notes on pages 61 to 89 form an integral part of these accounts.

THE BOARD OF TRUSTEES OF THE ROYAL ARMOURIES

CONSOLIDATED BALANCE SHEET AS AT 31 MARCH 2025

	Notes	2024/25		2023/24 Restated	
		Group	Museum	Group	Museum
Fixed Assets		£000	£000	£000	£000
Intangible Assets	6	376	376	343	343
Tangible Assets	7	84,388	84,388	84,129	84,129
Heritage Assets	8	4,493	4,493	4,399	4,399
Investments	11	154	154	154	154
Investments in Subsidiary	12	-	150	-	150
		89,411	89,561	89,025	89,175
Current Assets					
Stocks	13	307	40	259	27
Debtors	14	1,544	3,773	1,653	3,759
Cash at Bank and in Hand		5,931	3,658	7,197	5,032
		7,782	7,471	9,109	8,818
Creditors					
Amounts falling due within one year	15	(2,308)	(2,151)	(2,227)	(2,080)
Net Current Assets		5,474	5,320	6,882	6,738
Total Assets less Current Liabilities		94,885	94,881	95,907	95,913
Creditors: Amounts falling due after more than one year	15	(11,424)	(11,424)	(11,487)	(11,487)
Net Assets		83,461	83,457	84,420	84,426

The funds of the charity

Income Funds					
Restricted Reserves	21	67,968	67,968	67,575	67,575
Unrestricted Reserves					
Designated funds	21	12,993	12,993	14,345	14,345
General	21	2,500	2,496	2,500	2,506
Total Funds		83,461	83,457	84,420	84,426

The 2023/24 accounts have been restated as detailed in Note 1.15.

The notes on pages 61 to 89 form an integral part of these accounts.

The financial statements of pages 57 to 60 were approved by the Board of Trustees and were signed on their behalf by:

John Procter
Chair

Date 15 December 2025

Nat Edwards
Accounting Officer

Date 15 December 2025

THE BOARD OF TRUSTEES OF THE ROYAL ARMOURIES

CONSOLIDATED STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 MARCH 2025

	Notes	2024/25	2023/24
		£000	£000
Cash Flows from operating activities:			
Net Cash provided by / (used in) operating activities	22	198	1,636
Cash Flows from investing activities:			
Dividends and interest from investments		75	83
Purchase of intangible fixed assets		(124)	(229)
Purchase of tangible fixed assets		(896)	(1,916)
Sale of tangible fixed assets		-	5
Purchase of heritage fixed assets		(27)	(16)
Net cash provided by / (used in) investing activities		(972)	(2,073)
Cash Flows from financing activities:			
Loan interest payment		(-)	(12)
Finance Lease Payment		(492)	(493)
Net cash provided by / (used in) financing activities		(492)	(505)
Change in cash and cash equivalents in the period		(1,266)	(942)
Cash and cash equivalents at the beginning of the reporting period		7,197	8,139
Cash and cash equivalents at the end of the reporting period		5,931	7,197

Cash and cash equivalent balances comprise money held in commercial bank accounts and cash in hand.

The notes on pages 61 to 89 form an integral part of these accounts. The Royal Armouries has taken advantage of the exemption under FRS 102 to provide the consolidated cashflow statement for the group only.

NOTES TO THE FINANCIAL STATEMENTS

1 Accounting policies

1.1 Basis of accounting

The accounts have been prepared in accordance with the accounts direction given by the Secretary of State for Culture, Media and Sport, with the approval of the Treasury in accordance with the National Heritage Act 1983, a copy of which can be obtained from the Royal Armouries. These accounts have been prepared under the historical cost convention, as modified by the revaluation of certain fixed assets and the required valuation methods for financial instruments. The accounts comply with Statement of Recommended Practice "Accounting and Reporting by Charities" (SORP), applicable accounting standards (FRS102) and have regard to the requirements of HM Treasury's Financial Reporting Manual as set out in the Accounts Direction issued by the Department for Culture, Media & Sport. The Museum is a public benefit entity.

The consolidated financial statements incorporate those of Royal Armouries Trading & Enterprises Ltd. In the Museum accounts the investment in Royal Armouries Trading & Enterprises Ltd is stated at cost. The financial statements of the Arms and Armour Heritage Trust are not consolidated into the Group Accounts as they are independent of the Royal Armouries.

All financial statements are made up to 31 March 2025. The consolidation has been carried out on a line by line basis.

1.2 Going Concern

The Trustees are satisfied, on the evidence available, that the Grant-in-Aid the Secretary of State for Culture, Media and Sport has made available, together with estimated self-generated other income over the next 12 months and reserves, are adequate to meet known and reasonably foreseeable circumstances likely to arise in that period. In addition, Trustees have taken into account that under Section 18 of the National Heritage Act 1983 the Royal Armouries has a statutory responsibility for keeping its collections and making them available for inspection by the public and as such sufficient government funding will continue to be made available to fulfil this responsibility. The Trustees believe that there are no material uncertainties about the charity's ability to continue and, therefore, the accounts can be prepared on the basis of a going concern.

1.3 Incoming resources

In general, income is accounted for when a transaction or other event results in an increase in the Royal Armouries' assets or a reduction in its liabilities. Grant-in-Aid is recognised in the year in which it is received.

Income from donations and legacies, including capital grants, is included in incoming resources when there is evidence of entitlement, receipt is probable and the amount can be reliably measured. Income from Charitable activities and Other Trading activities is recognised upon performance of services rendered in accordance with contractual terms.

Gifts in kind are recognised as incoming resources at a reasonable estimate of their current value on receipt.

NOTES TO THE FINANCIAL STATEMENTS (continued)

1 Accounting policies (continued)

1.4 Expenditure

Expenditure is classified under the principal categories of costs of raising funds and costs of charitable activities rather than the type of expense, in order to provide more useful information to the users of the accounts.

Expenditure on raising funds is that associated with generating voluntary income and the cost of trading activities, which includes the cost of goods sold and other associated costs.

Expenditure on charitable activities comprises all the resources incurred in undertaking its work to meet its charitable objectives. Such costs include those incurred on care of the collection, providing an educational and interpretation programme and all costs associated with the visitor experience.

Support costs, where possible, have been directly allocated to an activity cost category, or alternatively, apportioned on the basis of floor area occupied by an activity, or by the number of people employed within an activity. Directorate, Administrative Support and Governance costs have been allocated using headcount whilst Shared Services has been allocated based upon floor space.

1.5 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Royal Armouries and which have not been designated for other purposes.

Designated funds comprise unrestricted funds which have been set aside at the discretion of the Trustees for specific purposes. The use of the designated funds is set out in the Note 21 to the accounts on pages 83 and 84.

Restricted funds are funds subject to specific restriction by the providers of the funds or the purposes of the appeal.

Transfers between funds occur when designated funds allocated for collection acquisitions are moved to restricted funds and backlog depreciation following tangible fixed asset revaluations.

1.6 Key Judgements

Valuation of New Dock Hall

The Royal Armouries uses an external valuer to value the property annually on the basis of Market Value and ascertain its remaining useful economic life. The valuation is dependent on both historic trading data and projected future trading assumptions which are produced by management in conjunction with our outsourced operating partner.

Valuation of other Land and Buildings

The Royal Armouries uses an external valuer to value and estimate the remaining useful economic life of the other properties and plant and machinery included in the financial statements on a quinquennial basis. In the intervening years appropriate indices are used to value the assets.

NOTES TO THE FINANCIAL STATEMENTS (continued)

1 Accounting policies (continued)

1.6 Key Judgements (continued)

Depreciation

The annual depreciation charge for tangible fixed assets is sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are re-assessed annually.

Valuation of heritage assets

Heritage assets are valued in accordance with FRS 102 (Heritage Assets). The museum accepts donations of heritage assets which require management to make a judgement on the valuation placed on the specimens donated. Further information on heritage assets can be found in Note 1.9 below.

Lease discount rate

The Royal Armouries has two 999 year leases as detailed in Note 15. The length and complexity of these leases means that it has proven mathematically impossible to determine an implicit discount rate that is valid across the whole lease term. Currently a 6% discount rate has been applied as this provides the most accurate outcome at present. The discount rate is subject to review annually.

Valuation of Ministry of Defence Pattern Room donation

As noted in Note 10, the Royal Armouries was gifted a collection of weapons by the Ministry of Defence in 2005. The collection had not been valued by the Ministry of Defence previously and the large number of items donated meant it was not practical to value this donation. As a result, the exception to valuing donations under s18.17 of the Charities SORP (FRS102) was applied.

1.7 Intangible fixed assets

Intangible fixed assets reflect the cost of software licences for a number of front line and back office systems together with the cost of developing the Royal Armouries' website. The assets are valued at historic cost. Amortisation is provided in the year following capitalisation on a straight line basis over 3 years.

1.8 Tangible fixed assets

In line with HM Treasury guidance and FRS 102 Section 17, the land and buildings are professionally valued every 5 years with the remaining lives adjusted accordingly. See Note 7 for further details of valuations. Other tangible fixed assets other than the collection assets (see Note 1.9) were professionally revalued as at 31 March 2006.

The Museum has adopted a policy of using appropriate Building Cost Information Service indices to adjust the carrying values of its land and buildings, and Office for National Statistics indices to adjust the carrying values of its plant and machinery and fixtures and fittings, in the years when they are not professionally re-valued.

Depreciation is provided on all tangible assets, using the straight-line method, from the year following acquisition at rates calculated to write off the cost less the estimated residual value of each asset over its expected useful life as follows:

NOTES TO THE FINANCIAL STATEMENTS (continued)

1 Accounting policies (continued)

1.8 Tangible fixed assets (continued)

Leasehold land	999 years
Buildings	9 to 79 years
Plant & machinery	9 to 25 years
Fixtures, fittings & equipment	4 to 18 years

Tangible fixed assets are defined as assets costing £2,500 or more with a useful life of greater than 1 year. Where the net book value of a fixed asset is higher than its recoverable amount, it will be impaired and written down to its recoverable value.

1.9 Heritage fixed assets

The Royal Armouries is the National Museum of Arms and Armour and has one of the largest collections of arms and armour in the world which comprises the National Collection of Arms and Armour, National Artillery Collection and National Firearms Centre. It is also the keeper of the Tower of London history.

The collection of heritage assets is held to support the Royal Armouries' charitable objectives defined in the National Heritage Act 1983 including: the care and preservation of the collection; increasing knowledge, understanding and appreciation of the collection; upkeep of records relating to the collection and Tower of London.

The Trustees do not consider that reliable cost or valuation information can be obtained for the vast majority of the collection. This is because of the diverse nature of the assets held, the uniqueness of certain individual items, the number of assets held and the lack of comparable market values. The Trustees also consider the cost of obtaining valuations is not commensurate to the benefits of inclusion to the user of the accounts.

The Royal Armouries does not therefore recognise these assets on its Balance Sheet, other than acquisitions since 2001 which are reported at cost, where the object was purchased, or at the museum curator's best estimate of market value at the time of donation where the object was donated. The threshold for capitalisation is £2,500 for individual collection additions.

As the additions are deemed to have indeterminate lives and high residual values the Trustees do not consider it appropriate to charge depreciation. It is not the museum's policy to revalue items once capitalised. An impairment review of capitalised heritage assets is undertaken at the year end.

Subject to the approval of the Trustees, the Royal Armouries may dispose of items from the collection and this normally occurs when the item is deemed unsuitable for retention in the collection and disposal is not detrimental to the public interest, where it is a duplicate of an item already held or the object is damaged. It is usual for disposal proceeds to be used in furtherance of the collection.

Expenditure which, in the Trustees' view, is required to preserve or clearly prevent further deterioration of individual collection items is charged to the Statement of Financial Activities when it is incurred.

1.10 Stock

Stock is valued at the lower of cost or net realisable value and comprises goods for resale.

NOTES TO THE FINANCIAL STATEMENTS (continued)

1 Accounting policies (continued)

1.11 Pensions

Past members of Royal Armouries staff and those who started their current roles before January 2020 are covered by the provisions of the Civil Service pension arrangements, which is an unfunded multi-employer defined benefit scheme with the cost of benefits met by monies voted by Parliament each year. The Royal Armouries, and other bodies covered by the arrangements meet the cost of pension cover provided for staff they employ by payment of charges calculated on an accruing basis. There is a separate statement for the Civil Service pension arrangements as a whole.

Members of Royal Armouries staff who have started since January 2020, present and past members of Royal Armouries Trading & Enterprises Ltd and past members of Royal Armouries (International) Limited are covered by the provisions of a defined contribution scheme administered by the People's Pension. Contributions to all schemes are included as expenses in the Statement of Financial Activities in the period to which they relate.

1.12 Finance and Operating leases

Leases of assets that transfer substantially all the risks and rewards incidental to ownership are classified as finance leases.

Finance leases are capitalised at commencement of the lease as assets at the fair value of the leased asset or, if lower, the present value of the minimum lease payments calculated using the interest rate implicit in the lease.

Assets are depreciated over the shorter of the lease term and the estimated useful life of the asset. Assets are assessed for impairment at each reporting date. The capital element of lease obligations is recorded as a liability on inception of the arrangement.

Lease payments are apportioned between capital repayment and finance charge, using the effective interest rate method, to produce a constant rate of charge on the balance of the capital repayments outstanding.

Leases that do not transfer all the risks and rewards of ownership are classified as operating leases. Rentals applicable to operating leases are charged to the Statement of Financial Activities on a straight line basis, over the lease term.

1.13 Taxation

Any cumulative trading profits generated through Royal Armouries Trading & Enterprises Ltd are paid to the parent under Gift Aid and the levels of non-primary purpose trading remaining in the main charity are such that no corporation tax provision has been made.

1.14 Financial Instruments

The Royal Armouries classifies its financial assets into loans and receivables and available for sale. All financial liabilities are recorded at amortised cost.

Loans and receivables are financial assets with fixed or determinable payments that are not quoted on an active market. Consisting of trade and other debtors there is no intention to trade these loans and receivables and these assets are valued at amortised cost less impairment, where appropriate. Available for sale financial assets are investments that the Royal Armouries does not plan to hold until maturity. Subsequent to initial recognition these assets are recorded at fair value, with any realised and unrealised gains and losses reflected in the Statement of Financial Activities.

NOTES TO THE FINANCIAL STATEMENTS (continued)

1 Accounting policies (continued)

1.15 Prior Period Errors

Two prior period errors were identified during the preparation of the 2024/25 Annual Report and Accounts. One relating to the valuation of land and building tangible assets and one relating to the classification of income.

As detailed in Note 7, the Royal Armouries' interest in the New Dock Hall and NFC premises is valued and recognised within Leasehold Land & Buildings. Previously the element of the valuation attributed to land for both premises had not been included in the accounts on the basis that the land occupied was part of the wider Zone A plot of land which the museum leases on a 999 year lease and is separately valued and recognised in the accounts. On review it is considered that the interest in New Dock Hall and NFC premises is separate from the interest in the Zone A land and that the full value of the interest includes the value attributed to the land occupied by the premises.

This change in accounting for the valuation of the two premises required a net £2.148m asset to be recognised against Brought Forward Reserves at 1 April 2023. In the 2023/24 SoFA an additional depreciation charge of £17k and a £221k reduction to "other recognised gains / (losses)" was recognised.

As disclosed on the Consolidated Statement of Financial Activities (SoFA) and Note 2, the Royal Armouries receives Grant-in-Aid. The Grant-in-Aid is categorised as either resource or capital. Previously the capital element of the Grant-in-Aid was shown as Designated income on the SoFA. On review it is considered that the limitation on how the income can be spent, means the income should be recognised as Restricted income.

This change in accounting required £820k of income to be recognised as Restricted income in the 2023/24 SoFA rather than Designated income. These funds were used to purchase tangible fixed assets. As the fixed assets are held for a general purchase, in line with s2.26 of the Charities SORP (FRS102), an additional transfer of £820k from Restricted funds to Designated funds needed to be recognised in the 2023/24 SoFA. The Consolidated Balance Sheet at 1 April 2024 was unaffected by this correction.

In terms of the Consolidated Balance Sheet at 1 April 2024 the following categories were affected by adjusting for the error:

	Pre prior period Adjustment £'000	Valuation Adjustment £'000	Grant-in-Aid Adjustment £'000	Restated £'000
Tangible Assets	82,219	1,910	-	84,129
Restricted funds	65,665	1,910	-	67,575

NOTES TO THE FINANCIAL STATEMENTS (continued)

1.15 Prior Period Errors (continued)

In terms of the 2023/24 SoFA the following categories were affected:

	Pre prior period Adjustment	Valuation Adjustment	Grant-in-Aid Adjustment	Restated
	£'000	£'000	£'000	£'000
Total Income and endowments	14,024	-	-	14,024
Transfers between funds	-	-	-	-
Total Expenditure	15,588	17	-	15,605
Gain/ (losses) on revaluation of fixed assets	3,631	(221)	-	3,410

2. Grant-in-Aid (Group and Museum)

Grant-in-Aid received from DCMS in 2024/25 was £8,310,000 (2023/24: £8,420,000), representing a public investment per visitor of £3.65 (2023/24: £3.62). The full amount has been credited to income during the year.

The money is available for running costs, capital improvements and collection purposes in accordance with the funding agreement. The sum of £493k (2023/24: £493k) has been designated by the Trustees to meet the current liability for minimum lease payments of the leasehold land finance leases

3. Analysis of Income and Endowments (Group)

	2024/25 £'000	2023/24 £'000
Donations	118	160
Other Grants	379	258
Heritage asset donations	95	70
Donations and Legacies	592	488
Event Income	43	123
Educational Income	73	61
Other Operating Income	124	101
Charitable activities	240	285
Share of HRP gate receipt	450	424
Trading activity	4,554	4,324
Other Trading activities	5,004	4,748

£8k of the Donations (2023/24: £3k), £379k of the Other Grants income (2023/24: £258k) and the £95k of Heritage asset donations (2023/24: £70k) were restricted income. The remaining income was unrestricted general income.

NOTES TO THE FINANCIAL STATEMENTS (continued)

4. Total Expenditure (Group)

	Staff costs £000	Other direct costs £000	Impairment, Depreciation & Disposals £000	Allocated Support Cost £000	2024/25 Group £000
Cost of generating voluntary income	165	33	-	68	266
Fund raising: cost of goods and other costs	877	1,051	85	426	2,439
Raising Funds	1,042	1,084	85	494	2,705
Care of the collection	1,688	463	678	1,513	4,342
Education	277	84	191	429	981
Visitor Experience	2,237	1,437	1,776	3,241	8,691
Charitable activities	4,202	1,984	2,645	5,183	14,014
Total Expenditure	5,244	3,068	2,730	5,677	16,719

Support Costs

				Basis of allocation
Directorate	860	306	-	(1,166) Headcount
Administrative support #	553	898	-	(1,451) Headcount
Shared services	1,243	1,631	-	(2,874) Space
Governance Costs	44	142	-	(186) Headcount
	2,700	2,977	-	(5,677)
	7,944	6,045	2,730	-

	Staff costs £000	Other direct costs £000	Impairment, Depreciation & Disposals £000	Allocated Support Cost £000	2023/24 Restated Group £000
Cost of generating voluntary income	101	39	-	23	163
Fund raising: cost of goods and other costs	735	978	92	350	2,155
Raising Funds	836	1,017	92	373	2,318
Care of the collection	1,506	460	732	1,282	3,980
Education	301	119	206	374	1,000
Visitor Experience	2,044	1,503	1,917	2,843	8,307
Charitable activities	3,851	2,082	2,855	4,499	13,287
Total Expenditure	4,687	3,099	2,947	4,872	15,605

Support Costs

				Basis of allocation
Directorate	788	480	-	(1,268) Headcount
Administrative support #	563	436	-	(999) Headcount
Shared services	1,144	1,297	-	(2,441) Space
Governance Costs	35	129	-	(164) Headcount
	2,530	2,342	-	(4,872)
	7,217	5,441	2,947	-

The Administrative support Other Direct Costs balance of £436k disclosed above is net of a business rates refund of £510k relating to the period April 2017 to March 2023. The refund was due after a revision to the ratable value of the Leeds museum building in the 2017 Rating list by the Valuation Office.

NOTES TO THE FINANCIAL STATEMENTS (continued)

4. Total resources expended (continued)

4a Staff Costs	Permanent staff	Contract and agency staff	2024/25 Total Group	2023/24 Total Group
	£000	£000	£000	£000
Salaries and wages	5,796	646	6,442	5,760
National Insurance contributions	557	44	601	533
Pension costs	820	32	852	808
Redundancy costs	41	-	41	70
Accrued holiday pay	8	-	8	46
	7,222	722	7,944	7,217

The average number of full-time equivalent employees, analysed by function, was:

	Group	2024/25	2023/24
Cost of generating voluntary funds		4	2
Fundraising: cost of goods sold and other costs		22	20
Care of the collection		52	48
Education		15	15
Visitor Experience		88	90
	181	175	

The average headcount of the Group during the year was 228 (2023/24: 214)

Director General & Master of the Armouries

Details of the Director General & Master of the Armouries and Directors remuneration are contained within the Remuneration and Staff report.

Employees receiving remuneration over £60,000

The number of employees, including the Director General & Master of the Armouries and Directors whose emoluments as defined for taxation purposes amounted to over £60,000 in the year were as follows:

	2024/25	2023/24
£60,001 - £70,000	-	1
£70,001 - £80,000	-	1
£80,001 - £90,000	3	2
£90,001 - £100,000	1	-
£100,001 - £110,000	1	1
£110,001 - £120,000	-	-
£120,001 - £130,000	-	-
£130,001 - £140,000	-	1
£140,001 - £150,000	1	-

NOTES TO THE FINANCIAL STATEMENTS (continued)

4. Total resources expended (continued)

4a. Staff Costs (continued)

Pension Scheme

Under the terms of Schedule 1 of the National Heritage Act 1983, the Board of Trustees of the Royal Armouries provides pensions for staff, and employment with the Royal Armouries is included among the categories of employment to which a superannuation scheme under section 1 of the Superannuation Act applies. In accordance with the schedule, the Royal Armouries pays a monthly sum determined by the Treasury to meet its liabilities under the Civil Service pension arrangements attributable to the future pensions in respect of employees who started their current roles prior to April 2020 or have been in the service of the Royal Armouries. For new starters since January 2020 the Royal Armouries operates a defined contribution pension scheme with the People's Pension for its employees. The assets of the scheme are held independently from those of the company in a separately administered fund.

The Civil Service pension arrangements are unfunded multi-employer defined benefit schemes but the Royal Armouries is unable to identify its share of the underlying assets and liabilities. You can find details in the resource accounts of the Cabinet Office: Civil Superannuation.

www.civilservicepensionscheme.org.uk

For 2024/25, employers' contributions of £576k were payable to the civil service (2023/24: £580k) at a single rate of 28.97% of pensionable pay, based on salary bands. The Scheme Actuary reviews employer contributions usually every four years following a full scheme valuation. The contribution rates are set to meet the cost of the benefits accruing during 2024/25 to be paid when the member retires and not benefits paid during this period to existing pensioners.

For 2024/25, employers' contributions of £226k were payable to the People's Pension (2023/24: £181k) at rates between 6% and 9%, with employee contributions paid at rates between 3% and 6% of pensionable pay. At the balance sheet date contributions amounting to £28k (2023/24: £16k) were payable.

Employees can opt to open a **partnership** pension account, a stakeholder pension with an employer contribution. Employers' contributions of £0k (2023/24: £0k) were paid to one or more of the panel of three appointed stakeholder pension providers. Employer contributions are age-related and from 1 October range from 8% to 14.75% of pensionable pay. Employers also match employee contributions up to 3% of pensionable pay. In addition, employer contributions of £0.0k (2023/24: £0.0k), 0.5% of pensionable pay were payable to the Civil Service pension arrangements to cover the cost of the future provision of lump sum benefits on death in service and ill health retirement of these employees.

As at the balance sheet date there were no current employees contributing to a **partnership** pension and there were contributions of £0.0k (2023/24: £0.0k) due to the **partnership** pension providers at the balance sheet date and no prepaid contributions at that date.

Royal Armouries Trading & Enterprises Ltd operates a defined contribution pension scheme with the People's Pension for its employees. The assets of the scheme are held independently from those of the company in a separately administered fund.

For Royal Armouries Trading & Enterprises Ltd employee contributions are paid at rates between 3% and 7% of pensionable pay and employer contributions at rates between 5% and 9%. For 2024/25 Employers' contributions of £50k (2023/24: £47k) were payable to the People's Pension and at the balance sheet date contributions amounting to £5k (2023/24: £3k) were payable.

NOTES TO THE FINANCIAL STATEMENTS (continued)

4. Total resources expended (continued)

4b. Trustees

No member of the Board of Trustees of the Royal Armouries received any emoluments during the year. Eleven Royal Armouries Trustees incurred expenses for their travel and subsistence costs during the year, with £8,595 reimbursed and £7,342 paid directly to third parties (2023/24: Eleven Royal Armouries Trustees incurred expenses for their travel and subsistence costs during the year, with £6,612 reimbursed and £5,268 paid directly to third parties).

5. Net Income / (Expenditure)

	2024/25 Group £000	2023/24 Group £000
Net income / (expenditure) is stated after charging:		
Operating lease rentals	14	16
Finance lease charge	629	622
External auditor for audit work	85	90
External auditor for non-audit work	5	5
Internal Auditor	38	27
Legal services	12	34
Travel and subsistence costs	212	156
Loss on disposal of fixed assets	-	68

All auditors' remuneration was in respect of audit work with the exception of £4,875 (2023/24: £4,633) that was paid to Grant Thornton for accounts preparation and tax compliance work in relation to Royal Armouries Trading & Enterprises Ltd. The National Audit Office charged £60.7k (2023/24: £67k) on behalf of the Comptroller and Auditor General for the audit of the Royal Armouries. Grant Thornton charged £24.3k for the audit of Royal Armouries Trading & Enterprises Ltd (2023/24: £23.4k).

Expenditure of £0 was incurred on 'advisory consultancy' during the year (2023/24: £0).

6. Intangible Fixed assets (Group and Museum)

	Website Development £000	Total £000
Cost as at 1 April 2024 restated	372	372
Additions	147	147
Disposals	(29)	(29)
Cost as at 31 March 2025	490	490
Amortisation as at 1 April 2024 restated	29	29
Amortisation during year	114	114
Disposals	(29)	(29)
Amortisation as at 31 March 2025	114	114
Net Book Value at 31 March 2025	376	376
Net Book Value at 31 March 2024	343	343

The bought forward cost and amortisation at 1 April 2024 have both been restated to reflect a number of fully depreciated assets that were disposed of in prior years that had not been reflected in the cumulative cost and amortisation balances. As the assets were fully depreciated, the restatement did not affect the Net Book Value.

NOTES TO THE FINANCIAL STATEMENTS (continued)

7. Tangible Fixed assets

Cost	Group				
	Assets in Course of Construction £000	Leasehold Land & Buildings £000	Plant and Machinery £000	Fixtures Fittings and Equipment £000	Total £000
As at 1 April 2024 Restated	212	73,483	7,647	11,616	92,958
Additions	1,160	43	29	104	1,336
Disposals	-	-	-	-	-
Transfers	(92)	56	-	36	-
Revaluations	-	1,210	154	659	2,023
As at 31 March 2025	1,280	74,792	7,830	12,415	96,317
Depreciation					
As at 1 April 2024 Restated	-	139	142	8,548	8,829
Charge for the year	-	1,173	772	671	2,616
Disposals	-	-	-	-	-
Revaluation	-	2	3	479	484
As at 31 March 2025	-	1,314	917	9,698	11,929
Net Book Value at 31 March 2025	1,280	73,478	6,913	2,717	84,388
Net Book Value at 31 March 2024	212	73,344	7,505	3,068	84,129
Museum					
Cost	Museum				
	Assets in Course of Construction £000	Leasehold Land & Buildings £000	Plant and Machinery £000	Fixtures Fittings and Equipment £000	Total £000
As at 1 April 2024 Restated	212	73,483	7,647	11,590	92,932
Additions	1,160	43	29	104	1,336
Disposals	-	-	-	-	-
Transfers	(92)	56	-	36	-
Revaluations	-	1,210	154	659	2,023
As at 31 March 2025	1,280	74,792	7,830	12,389	96,291
Depreciation					
As at 1 April 2024 Restated	-	139	142	8,522	8,803
Charge for the year	-	1,173	772	671	2,616
Disposals	-	-	-	-	-
Revaluation	-	2	3	479	484
As at 31 March 2025	-	1,314	917	9,672	11,903
Net Book Value at 31 March 2025	1,280	73,478	6,913	2,717	84,388
Net Book Value at 31 March 2024	212	73,344	7,505	3,068	84,129

As detailed in Note 1.15 there has been a Prior Period Adjustment that has impacted the Group and Museum Net Book Value as at 31 March 2024

NOTES TO THE FINANCIAL STATEMENTS (continued)

7. Tangible Fixed assets (continued)

In addition, the bought forward cost and depreciation at 1 April 2024 have both been restated to reflect a misallocation of revaluation changes between the two categories. As the restatement was only a reclassification it did not affect the Net Book Value. The table below shows the changes to the Group Fixed Asset values. The same adjustments have been made to the Museum values.

	Assets in Course of Construction £'000	Leasehold Land & Buildings £'000	Plant and Machinery £'000	Fixtures Fittings and Equipment £'000	Total £'000
Pre prior period adjustment cost	212	76,672	11,176	11,966	100,026
Valuation adjustment per Note 1.15	-	1,910	-	-	1,910
Classification adjustment	-	(5,099)	(3,529)	(350)	(8,978)
Restated cost	212	73,483	7,647	11,616	92,8
Pre prior period adjustment Depreciation	-	5,238	3,666	8,903	17,807
Valuation adjustment per Note 1.15	-	-	-	-	-
Classification adjustment	-	(5,099)	(3,524)	(355)	(8,978)
Restated depreciation	-	139	142	8,548	8,829

The valuation of the Museum's estate is inherently subjective, due to the complex and unique nature of its buildings. As a result, the valuation of the Museum's estate is subject to a high degree of uncertainty. It relies on significant assumptions, including indexation (provided by the BCIS and taken on the valuation date of 31 March 2025) and land prices, provided by Newmark Gerald Eve LLP using comparative market data.

The Museum's specialised assets are made up of the three museum buildings detailed below. Each building is valued using DRC as there is no reliable market valuation for these assets. This valuation method involves identifying the Gross Replacement Cost (GRC) of a Modern Equivalent Asset (MEA).

The following are considered significant assumptions as management make a judgement in setting these assumptions and a small variation can result in a significant change in the valuation:

- Modern Equivalent Asset identified: management has determined that the Museum's buildings have a MEA of the same size and location of the existing assets.
- Build cost of the MEA identified: are based on actual construction project data adjusted for inflation and location. Management has determined that none of the buildings have any specific historic significance and as such build costs do not include costs in relation to reproducing historic features.

A full valuation of buildings and plant and machinery at Fort Nelson on the basis of depreciated replacement cost was carried out by Newmark, RICS qualified asset valuers, in March 2022. The buildings elements will be depreciated over a period of between 10 to 79 years & plant and machinery over a period of between 9 to 25 years.

A full valuation of the Leeds Museum building and the plant and machinery on the basis of depreciated replacement cost was carried out by Newmark as at 31 March 2024. Following this valuation, the building will be depreciated over a 64-year period & plant and machinery over a 9-year period.

NOTES TO THE FINANCIAL STATEMENTS (continued)

7. Tangible Fixed assets (continued)

The land and building value also includes the NFC premises that were leased in 2002 under a 150 year peppercorn lease. The lease is recognised as a finance lease. The lease was valued on the basis of depreciated replacement cost by Newmark as at 31 March 2024 with the building being depreciated over a 71-year period & plant and machinery over a 17-year period.

The land and building value includes two plots of land that were leased in 1996 under 999 year agreements. The leases are recognised as finance leases. The land was professionally valued by Newmark as at 31 March 2024.

As part of the fair value acquisition accounting for Royal Armouries (International) Ltd (RAI), a valuation of the New Dock Hall exhibition centre using an income approach was undertaken by Newmark as at 31 July 2018. Following this valuation, the building will be depreciated over a 39 year period. On 30 January 2020 the building was transferred internally from RAI to Royal Armouries. This had nil net impact on the valuation of these assets to the group. A valuation of New Dock Hall has been undertaken by Newmark as at 31 March annually since 2020.

The New Dock Hall and the other property valuations are recognised within the Leasehold Land & Buildings column numbers.

A full valuation on all fixtures and fittings was also carried out by Rushton International as at 31 March 2006. The values thereafter have been adjusted using indices issued by the Office for National Statistics. The net book value of the building and plant and machinery on a historic cost basis at 31 March 2025 for both the Group and Museum was £31.2m and £0.47m respectively.

8. Heritage Fixed Assets (Group and Museum)

	Armour and Weapons £000	Works of Art £000	Archive £000	Total £000
Cost or valuation as at 1 April 2024	3,655	666	78	4,399
Additions	94	-	-	94
Cost or valuation as at 31 March 2025	3,749	666	78	4,493
Purchased - Cost	2,246	100	78	2,424
Donated – Deemed Cost	1,503	566	-	2,069
Total	3,749	666	78	4,493

There have been no disposals of heritage assets during 2024/25.

The collection comprises 556 pieces of armour or weapons, 8 works of art and 14 sets of archive material that were either acquired or donated since 2001. This represents a very small part of the overall collection which is detailed further in Note 10.

NOTES TO THE FINANCIAL STATEMENTS (continued)

9. Five year financial summary of heritage asset transactions

	2024/25 £000	2023/24 £000	2022/23 £000	2021/22 £000	2020/21 £000
<u>Purchases</u>					
Armour and weapons	27	16	79	64	6
Works of art	-	-	-	-	-
Archive	-	-	-	-	-
<u>Donations</u>					
Armour and weapons	67	55	69	11	15
Works of art	-	-	-	-	-
Total	94	71	148	75	21

10. Further information on museum collection of heritage assets

The collection of heritage assets is broken down into three sections: armour and weapons, works of art and archives.

The collection is preserved at three sites across the United Kingdom: the Tower of London, the head office and main museum in Leeds and at Fort Nelson near Portsmouth. In addition, many objects are loaned to exhibitions and long term displays nationally and internationally.

Upon acquisition, items are assigned a unique reference number and this, together with details on the provenance, location, valuation, conservation history, academic and other general information, is recorded on the collection management database.

Only post 2001 heritage assets that have been formally accessioned are valued in the accounts. At any point in time there will be a number of items that have been deposited with the museum for acquisition, research or identification purposes. The process for those deposits that are being assessed by staff as to whether they should be acquired for the collection, returned to their original owner or disposed of (if duplicate or in poor condition), involves research of each item, including provenance checks, and can take a number of months. Deposits are left at the owner's risk.

Armour and weapons

The core collection was founded on the arsenal of the British army preserved in the Tower of London, augmented by Royal arms and armour brought into the Tower in 1649 and by purchases, gifts and other forms of acquisition since 1831. The core collection comprises pieces of armour and weapons, ranging from the Neolithic period to the present day from across the globe.

Fort Nelson in Portsmouth houses that part of the national artillery collection not held by the Royal Collection, the Royal Artillery Collection or on loan to other institutions.

The NFC contains a collection of weapons which were initially formed by the Ministry of Defence Pattern Room in Enfield and latterly the Royal Ordnance Factory in Nottingham. This collection was gifted to the Royal Armouries by the Ministry of Defence in 2005.

The NFC collection services the User Group identified by the Ministry of Defence and comprising the Police, UK Border Agency, HM Revenue and Customs and various military and forensic organisations.

NOTES TO THE FINANCIAL STATEMENTS (continued)

10. Further information on museum collection of heritage assets (continued)

Works of art

The museum holds a collection of art, comprising paintings, prints, drawings, sculptures and other works of art.

Many of these artworks are represented in the image library; a developing resource providing income for the museum. A particular focus will be the recording of the artworks held in the archives at the Tower of London which are expected to generate significant interest from potential purchasers.

Archive

The archives contain some major collections, including those of the previous Master of the Armouries, Sir James Mann, and the Royal Small Arms Factory, Enfield, as well as individual items, many relating to the history of the Tower of London and its institutions, and including maps and plans, early photographs and stereographs.

Heritage assets of particular importance

Some of the objects are of exceptional international importance including four of the six surviving personal armours of Henry VIII, the armours of Charles I, Charles II and James II, all of which have been in the collection since the time of their original owners in the 16th and 17th centuries.

Among many important artillery pieces on display at Fort Nelson are two remarkable examples: a huge bronze bombard cast in two parts and weighing a total of 20 tons, made in 1464 for the Turkish Sultan Mehmet II, and a mid-15th Century wrought iron gun, probably made in England and now known as the Boxted Bombard, one of very few guns of this period surviving in Europe today.

The NFC holds many pieces which are of considerable historical and technological importance. These include the first production example of what in World War I would become the famous, or infamous, Maxim machine gun made at the Royal Small Arms Factory, Enfield, in the early 1890s, serial number 1.

There is also a collection of 'sealed pattern' weapons, each produced to act as the exact model against which all other examples of that particular firearm, which could be made in the tens of thousands, were to be judged.

There is also a unique set of manufacturing gauges used at the Royal Small Arms Factory in the production of the Pattern 1853 Enfield percussion rifled musket. The manufacture by machine of all the components of this rifle represented a breakthrough in mass production technology and was a watershed in achieving the creation of complex objects from truly interchangeable parts.

The library holds a small number of medieval manuscripts, including the earliest known fencing manual, a medieval firework book, and two manuscripts relating to the tournament, as well as special collections of early print books on fencing manuals, and military manuals and drill books.

Further information regarding iconic pieces of the collection is available on the Royal Armouries website.

Preservation and management

The core collection is managed by a team of specialist curators and registrars who control the collection in accordance with policies approved by the Board of Trustees. The condition of the collection is maintained by a dedicated team of specialist conservators. Further information on the preservation and management of the collection, including the detailed collections policies, is available on the Royal Armouries website.

NOTES TO THE FINANCIAL STATEMENTS (continued)

11. Investments

	Group	
	2024/25 £000	2023/24 £000
Investments as at 1 April	154	150
Additions	-	-
Disposals	(-)	(-)
Gain/(loss) in value	-	4
Investments as at 31 March	154	154

The investments comprise government stock, fixed interest bonds and funds.

Subsequent to initial recognition these assets are recorded at fair value, with any realised and unrealised gains and losses reflected in the Statement of Financial Activities.

12. Investments in subsidiaries

The museum owns 100% of the issued share capital of Royal Armouries Trading & Enterprises Ltd. Royal Armouries Trading & Enterprises Ltd (RATE) has capital consisting of 150,000 £1 shares all of which have been issued at par. The share issue occurred on 29 July 2010 and became fully paid up on 29 March 2011.

13. Stocks

	Group	
	2024/25 £000	2023/24 £000
Stocks valued at cost	336	299
Less: provisions for publications and other slow moving stocks	(29)	(40)
	307	259
	Museum	
	2024/25 £000	2023/24 £000
Stocks valued at cost	61	60
Less: provisions for publications and other slow moving stocks	(21)	(33)
	40	27

NOTES TO THE FINANCIAL STATEMENTS (continued)

14. Debtors

	2024/25		2023/24
	Group	Museum	Group
	£000	£000	£000
Trade debtors	344	56	471
Other debtors	58	58	8
Amounts due from subsidiaries	-	2,506	-
VAT recoverable	160	283	118
Prepayments and accrued income	985	870	1,060
Provision for bad debts	(3)	(-)	(4)
	1,544	3,773	1,653
			3,759

15. Creditors

Amounts falling due within one year

	2024/25		2023/24 - Restated
	Group	Museum	Group
	£000	£000	£000
Trade creditors	337	310	424
Tax and Social Security	168	151	157
Other creditors	31	13	189
Obligations under finance lease	493	493	493
Accrued holiday pay	54	51	46
Accruals and deferred income	1,015	923	706
DCMS Loan	210	210	212
	2,308	2,151	2,227
			2,080

The analysis of the total 2023/24 creditor balance has been restated to reflect the correct Accrued holiday pay balance, with a corresponding change in the Accruals and deferred income balance.

Amounts falling due after more than one year

	Group & Museum	
	2024/25	2023/24
	£000	£000
Obligations under finance lease	10,624	10,487
DCMS Loan	800	1,000
	11,424	11,487

The movement on the deferred income account in the year was as follows:

	2024/25	2023/24
	£000	£000
As at 1 April 2024	29	14
Amounts released from previous years	(29)	(14)
Income deferred in the current year	31	29
As at 31 March 2025	31	29

Income has been deferred as it relates to annual membership and deposits for future corporate events.

NOTES TO THE FINANCIAL STATEMENTS (continued)

15. Creditors (continued)

As at 31 March 2025 the future minimum lease payments were as follows:

	2024/25 Land & Buildings £000	2023/24 Land & Buildings £000
Not later than one year	493	493
Later than one year and not later than five years	2,370	2,270
Later than five years	<u>667,550</u>	<u>668,142</u>
Total gross payments	670,413	670,905
Less: finance charges	(659,296)	(659,925)
Total Lease Liability	11,117	10,980

The finance lease liability relates to two 999 year agreements entered into in 1996 for the rent of two areas of land in Leeds. The first is the site on which the new museum building was built. The second is land adjacent to the museum building that was initially a surface car park but has been under leased and subsequently developed with a mixture of commercial and housing properties. Both agreements have fixed rental payments across the 999 year term. Both agreements include a number of contingent rent conditions relating to the non-museum use of the site. No contingent rent payments have been made.

As detailed in Note 7, the museum leases the NFC premises on a 150 year lease. The lease is on a peppercorn rent basis and as such the lease liability is nil.

16. Related party transactions

The Royal Armouries is a Non-Departmental Public Body whose parent department is the Department for Culture, Media and Sport. During the year the Royal Armouries has had various material transactions with the Department and with other entities for which the Department is regarded as the parent department.

As a result of the Constable of the Tower of London sitting on the Royal Armouries Board of Trustees, Historic Royal Palaces is regarded as a related party. In addition, the UK Health Security Agency (UKHSA) is regarded as a related party due a Trustee being a member of the non-executive Advisory Board, whilst Born Ugly Ltd is regarded as a related party due a significant Trustee interest. The following table highlights the financial transactions in the year together with the balances outstanding at the end of the financial year. The figures are shown net of any associated VAT.

	2024/25 Income £000	2024/25 Costs £000	2024/25 Debtor £000	2024/25 Creditor £000
Historic Royal Palaces				
- Income relates to a contribution to site expenditure. Costs relate to our share of operating costs	450	8	450	-
UKHSA	-	4	-	-
- Costs relates to radiation protection services				
Born Ugly Ltd				
- Costs relates to marketing design services.	-	17	-	-

There were no material related party transactions with the Trustees, key managerial staff, or other related parties during the year. Key management compensation is disclosed in the Remuneration and Staff Report on pages 31 to 37. As disclosed on page 6, Trustees are not remunerated.

NOTES TO THE FINANCIAL STATEMENTS (continued)

17. Financial Commitments

As at 31 March 2025 the Royal Armouries group and entity had commitments to future minimum lease payments under non-cancellable operating leases as follows:

	Land £000	Other £000	2024/25 £000	2023/24 £000
Not later than one year	4	10	14	15
Later than one year and not later than five years	16	5	21	30
Later than five years	285	-	285	289
	305	15	320	334

As detailed in Note 15 the Royal Armouries group and entity is the lessor on an area of land in Leeds by virtue of entering into a 150 year underlease on the land. The underlease has an element of contingent rent. The future minimum lease payments receivable under the non-cancellable operating lease are as follows:

	2024/25 £000	2023/24 £000
Not later than one year	-	-
Later than one year and not later than five years	-	-
Later than five years	12	12
	12	12

Rent recognised as income during the period amounted to £524k.

The Royal Armouries entity has an intra group non-cancellable contract with Royal Armouries Trading and Enterprises Limited which is not a lease or other service concession arrangement. The payments to which the Royal Armouries is committed as at 2024/25, analysed by the period during which the commitments expire, are as follows:

	2024/25 £000	2023/24 £000
Not later than one year	-	-
Later than one year and not later than five years	-	-
Later than five years	3	3
	3	3

Payments during the period amounted to £524k.

18. Contingent Liabilities (Group and Museum)

There were no contingent liabilities as at 31 March 2025 or 31 March 2024.

19. Capital Commitments (Group and Museum)

	2024/25 £000	2023/24 £000
Capital expenditure contracted but not provided for in the accounts	207	57

The expenditure contracted but not provided for in the accounts relates to the remaining costs of the Special Exhibition Gallery and IT Network upgrades. Contracts for the work were awarded in 2024/25 but not all the work had been completed by 31 March 2025. We expect work to be completed within one year.

NOTES TO THE FINANCIAL STATEMENTS (continued)

20. Analysis of group net assets between funds

	Group		
	Unrestricted funds	Restricted funds	Total
	General £000	Designated £000	£000
Funds balances as 31 March 2025 are represented by:			
Intangible fixed assets	-	111	376
Tangible fixed assets	-	21,332	84,388
Heritage fixed assets	-	-	4,493
Investments	-	-	154
Current assets	4,315	3,467	7,782
Current liabilities	(1,815)	(493)	(2,308)
Non current liabilities	-	(11,424)	(11,424)
Total net assets	2,500	12,993	67,968
			83,461

	Group - Restated		
	Unrestricted funds	Restricted funds	Total
	General £000	Designated £000	£000
Funds balances as 31 March 2024 are represented by:			
Intangible fixed assets	-	118	343
Tangible fixed assets	-	21,332	84,129
Heritage fixed assets	-	-	4,399
Investments	-	-	154
Current assets	4,234	4,875	9,109
Current liabilities	(1,734)	(493)	(2,227)
Non current liabilities	-	(11,487)	(11,487)
Total net assets	2,500	14,345	67,575
			84,420

NOTES TO THE FINANCIAL STATEMENTS (continued)

20. Analysis of group net assets between funds (continued)

	Museum			Total
	Unrestricted funds		Restricted funds	
	General £000	Designated £000	£000	
Funds balances as 31 March 2025 are represented by:				
Intangible fixed assets	-	111	265	376
Tangible fixed assets	-	21,332	63,056	84,388
Heritage fixed assets	-	-	4,493	4,493
Investments	150	-	154	304
Current assets	4,004	3,467	-	7,471
Current liabilities	(1,658)	(493)	-	(2,151)
Non current liabilities	-	(11,424)	-	(11,424)
Total net assets	2,496	12,993	67,968	83,457

	Museum - Restated			Total
	Unrestricted funds		Restricted funds	
	General £000	Designated £000	£000	
Funds balances as 31 March 2024 are represented by:				
Intangible fixed assets	-	118	225	343
Tangible fixed assets	-	21,332	62,797	84,129
Heritage fixed assets	-	-	4,399	4,399
Investments	150	-	154	304
Current assets	3,943	4,875	-	8,818
Current liabilities	(1,587)	(493)	-	(2,080)
Non current liabilities	-	(11,487)	-	(11,487)
Total net assets	2,506	14,345	67,575	84,426

NOTES TO THE FINANCIAL STATEMENTS (continued)

21. Statement of funds

	1 April 2024 - restated £000	Income £000	Expenditure £000	Group Revaluation £000	Transfers £000	31 March 2025 £000
Unrestricted funds						
General fund	2,500	12,612	(13,308)	-	696	2,500
Designated fund – assets	13,785	-	(1,275)	225	(155)	12,580
Designated fund - land lease	560	493	(640)	-	-	413
Total unrestricted funds	16,845	13,105	(15,223)	225	541	15,493
Restricted funds						
Buildings	27,141	607	(1,385)	-	(541)	25,822
National Firearms Centre	829	-	(59)	-	-	770
Intangible assets	311	-	-	-	-	311
Sponsorship and						
Donations	6,676	387	(24)	-	-	7,039
Heritage Assets	2,397	27	-	-	-	2,424
Donated Assets	2,002	95	(28)	-	-	2,069
Revaluation Reserve	28,065	-	-	1,314	-	29,379
Investments	154	-	-	-	-	154
Total restricted funds	67,575	1,116	(1,496)	1,314	(541)	67,968
Total funds	84,420	14,221	(16,719)	1,539	-	83,461
	1 April 2024 - restated £000	Income £000	Expenditure £000	Museum Revaluation £000	Transfers £000	31 March 2025 £000
Unrestricted funds						
General fund	2,506	10,695	(11,401)	-	696	2,496
Designated fund - assets	13,785	-	(1,275)	225	(155)	12,580
Designated fund - land lease	560	493	(640)	-	-	413
Total unrestricted funds	16,851	11,188	(13,316)	225	541	15,489
Restricted funds						
Buildings	27,141	607	(1,385)	-	(541)	25,822
National Firearms Centre	829	-	(59)	-	-	770
Intangible assets	311	-	-	-	-	311
Sponsorship and						
Donations	6,676	387	(24)	-	-	7,039
Heritage Assets	2,397	27	-	-	-	2,424
Donated Assets	2,002	95	(28)	-	-	2,069
Revaluation Reserve	28,065	-	-	1,314	-	29,379
Investments	154	-	-	-	-	154
Total restricted funds	67,575	1,116	(1,496)	1,314	(541)	67,968
Total funds	84,426	12,304	(14,812)	1,539	-	83,457

The use of restricted funds is restricted to specific purposes by conditions imposed by the providers of the funds or the nature of the appeal. The Leeds Museum building was funded by a combination of public and private sector finance, and those funds have been utilised wholly on the development of the Leeds Museum. In addition, the Royal Armouries has received other donations and contributions for specified purposes. Those funds have been or will be wholly utilised for their intended purpose. The £387k restricted sponsorship and donation income was made of grants from The Garfield Weston Foundation (£150k), The Wolfson Foundation (£100k), National Lottery Heritage Fund (£114k) and other bodies (£23k).

NOTES TO THE FINANCIAL STATEMENTS (continued)

21. Statement of funds (continued)

The Designated fund is split into two distinct funds. The Designated fund - assets is a fund which the Board of Trustees of the Royal Armouries has designated as being allocated to finance capital expenditure other than that associated with the Land and Buildings. The Designated fund – land lease is a fund which holds the net liability arising from the finance leases of the Leeds site. The Board of Trustees designate incoming resources from Grant-in-Aid to meet the current liability for minimum lease payments. Further details of the designation of income is given in Note 2.

The transfers between reserves primarily reflect instances where there has been expenditure from one reserve on capital assets that by their nature need to form part of a different reserve. £27k was transferred from designated reserves to restricted reserves to reflect the expenditure on heritage assets not funded by restricted grants.

22. Cash flow information (Group)

Reconciliation of net income/(expenditure) to net cash flow from operating activities

	2024/25 £'000	2023/24 Restated £'000
Net income/(expenditure) for the period	(2,498)	(1,577)
Adjustment for non cash items:		
DCMS loan interest repayment	(202)	12
Depreciation, impairment and amortisation	2,730	2,883
Finance lease charge	629	622
Loss on sale of fixed assets	-	63
(Gain) / Loss on investments	-	(4)
Donated assets – collection items	(67)	(55)
Adjustments for:		
Investment Interest received	(75)	(83)
(Increase) in stocks	(48)	(69)
Decrease / (Increase) in debtors	109	(497)
Increase / (Decrease) in creditors	(380)	341
Net cash provided by operating activities	198	1,636

Analysis of changes in net debt

	At start of year	Cashflows £'000	Other non- cash changes £'000	At end of year £'000
Cash	7,197	(1,266)	-	5,931
DCMS loan falling due in less than 1 year	(212)	212	(210)	(210)
DCMS loan falling due in more than 1 year	(1,000)	-	200	(800)
Finance lease obligations	(10,980)	492	(629)	(11,117)
Total	(4,995)	(562)	(639)	(6,196)

NOTES TO THE FINANCIAL STATEMENTS (continued)

23. Financial Instruments

Credit risk

The Royal Armouries has cash deposits of £5,931k (2023/24: £7,197k) which are held with National Westminster Bank Plc, part of the partially UK Government owned RBS. Royal Armouries has never suffered any loss in relation to cash held by its bankers. 67% (2023/24: 73%) of trade and other debtor balances are with related parties or organisations working closely with us so the risks are not regarded as material.

Liquidity risk

The Royal Armouries has a £1.0m loan from DCMS and relies primarily on DCMS grants for its cash requirements. Grant-in-Aid from DCMS accounts for 58% of income (2023/24: 60%). This is further enhanced by the Trustee reserve policy which sets out the level of general reserve required as a minimum. As such the Royal Armouries has little exposure to liquidity risk.

Interest rate risk

The Royal Armouries draws down its annual Grant-in-Aid allocation according to its monthly cash flow requirements. Interest payable on the DCMS Loan is fixed at 1.03% and under 1% of overall incoming resources, £75k (2023/24: £83k) was generated from interest earned during 2024/25 so the Royal Armouries has negligible interest rate risk.

Foreign currency risk

All material assets and liabilities are denominated in sterling so they are not exposed to any currency risk.

Fair value

The balances shown on the Balance Sheet and in the notes to the accounts for fixed asset investments, short term deposits, receivables and payable have a maturity of less than one year and therefore it is assumed that the fair value of these is approximate to the book value.

NOTES TO THE FINANCIAL STATEMENTS (continued)

23. Financial Instruments (continued)

Financial assets and liabilities by category

	Group		
	Measured at fair value 2024/25 £000	Measured at cost 2024/25 £000	Total 2024/25 £000
Fixed asset investments	154	-	154
Cash	-	5,931	5,931
Trade and other debtors	-	402	402
Trade and other payables	-	(368)	(368)
DCMS Loan	-	(1,010)	(1,010)
	154	4,955	5,109

	Group		
	Measured at fair value 2023/24 £000	Measured at cost 2023/24 £000	Total 2023/24 £000
Fixed asset investments	154	-	154
Cash	-	7,197	7,197
Trade and other debtors	-	479	479
Trade and other payables	-	(613)	(613)
DCMS loan	-	(1,212)	(1,212)
	154	5,851	6,005

	Museum		
	Measured at fair value 2024/25 £000	Measured at cost 2024/25 £000	Total 2024/25 £000
Fixed asset investments	154	-	154
Investment in Subsidiary	-	150	150
Cash	-	3,658	3,658
Trade and other debtors	-	114	114
Amount due from subsidiary	-	2,506	2,506
Trade and other payables	-	(323)	(323)
DCMS loan	-	(1,010)	(1,010)
	154	5,095	5,249

	Museum		
	Measured at fair value 2023/24 £000	Measured at cost 2023/24 £000	Total 2023/24 £000
Fixed asset investments	154	-	154
Investment in subsidiary	-	150	150
Cash	-	5,032	5,032
Trade and other debtors	-	124	124
Amount due from subsidiary	-	2,448	2,448
Trade and other payables	-	(570)	(570)
DCMS loan	-	(1,212)	(1,212)
	154	5,972	6,126

NOTES TO THE FINANCIAL STATEMENTS (continued)

24. Summary of Results of consolidated entries

	RAM 2024/25 £000	RATE 2024/25 £000	Intercompany & Consolidation adjustments 2024/25 £000	TOTAL 2024/25 £000
Income and endowments from				
Grant-in-Aid	8,310	-	-	8,310
Donations and legacies	2,792	-	(2,200)	592
Charitable activities	240	-	-	240
Other trading activities	887	3,903	214	5,004
Investments	75	-	-	75
Total Income and endowments	12,304	3,903	(1,986)	14,221
Expenditure on				
Raising Funds	(798)	(2,217)	310	(2,705)
Charitable activities	(14,014)	-	-	(14,014)
Total Expenditure	(14,812)	(2,217)	310	(16,719)
Gain on revaluation of investments				
Net (expenditure)/income	(2,508)	1,686	(1,676)	(2,498)
Other recognised gains / (losses)				
Capital Contribution	-	524	(524)	-
Gift Aid payable by RATE to RAM	-	(2,200)	2,200	-
Gains on revaluation of fixed assets	1,539	-	-	1,539
Net movement in funds	(969)	10	-	(959)

	RAM 2023/24 £000	RATE 2023/24 £000	Intercompany & Consolidation adjustments 2023/24 £000	TOTAL Restated 2023/24 £000
Income and endowments from				
Grant-in-Aid	8,420	-	-	8,420
Donations and legacies	2,715	-	(2,227)	488
Charitable activities	285	-	-	285
Other trading activities	824	3,738	186	4,748
Investments	83	-	-	83
Total Income and endowments	12,327	3,738	(2,041)	14,024
Expenditure on				
Raising Funds	(621)	(2,007)	310	(2,318)
Charitable activities	(13,287)	-	-	(13,287)
Total Expenditure	(13,908)	(2,007)	310	(15,605)
(Loss) on revaluation of investments				
Net (expenditure)/income	(1,577)	1,731	(1,731)	(1,577)
Other recognised gains / (losses)				
Capital Contribution	-	496	(496)	-
Gift Aid payable by RATE to RAM	-	(2,227)	2,227	-
Gains on revaluation of fixed assets	3,410	-	-	3,410
Net movement in funds	1,833	-	-	1,833

NOTES TO THE FINANCIAL STATEMENTS (continued)

24. Summary of Results of consolidated entries (continued)

The Royal Armouries Group work closely and collaboratively together. Costs relating to staff disclosed for RAM and RATE in Note 24 reflect the cost of staff engaged on each entity's' activities, irrespective of whether the member of staff was employed by RATE or RAM.

During the year, £118k (2023/24: £151k) of cost relating to staff employed by the Royal Armouries were booked to RATE and £120k (2023/24: £106k) of costs relating to staff employed by RATE were booked to Royal Armouries.

There were also temporary staff sharing arrangements, for these staff, costs in the employing entities accounts are shown netted with the recovery of the costs from the non-employing entity. Costs shown for Royal Armouries are net of recovering £156k (2023/24: £91k) from RATE, and inclusive of £20k (2023/24: £50k) charged by RATE to RAM.

25. Royal Armouries Trading & Enterprises Limited

The Royal Armouries owns all the issued share capital of 150,000 issued shares of £1 nominal value of Royal Armouries Trading & Enterprises Ltd, a company registered in England and Wales (Company number 07374477). The company's principal activities are retail, catering, corporate events, sale of images and licensing and specialised training. The company commenced trading on 1 April 2011. The share issue occurred on 29 July 2010 and became fully paid up on 29 March 2011.

	2024/25	2023/24
	£000	£000
Statement of Comprehensive Income		
Turnover	3,903	3,738
Cost of sales	(800)	(785)
Gross profit	3,103	2,953
Administrative expenses	(1,417)	(1,222)
Profit / (loss) for the financial year	1,686	1,731
Capital contribution	524	496
TOTAL COMPREHENSIVE INCOME / (EXPENDITURE) FOR THE YEAR	2,210	2,227
Gift aid payment	(2,200)	(2,227)
CHANGE IN PROFIT & LOSS ACCOUNT	10	-

The company is an employer in its own right and directly employs a number of staff. A portion of the staff resource continues to be provided by staff employed by the Royal Armouries for which a management charge is made to the company which includes personnel costs. More details can be found in Note 24.

Income from the trading company has been consolidated onto the Statement of Financial Activities on the other trading activities income line. Costs have been included in the expenditure on raising funds cost line.

NOTES TO THE FINANCIAL STATEMENTS (continued)

25. Royal Armouries Trading & Enterprises Limited (continued)

	At 31 March 2025	At 31 March 2024
	£000	£000
Statement of Financial Position		
Fixed Assets	-	-
Current assets	2,941	2,859
Creditors	(2,787)	(2,715)
Net Assets	154	144
Share Capital	150	150
Profit and Loss	4	(6)
Shareholder Funds	154	144

Creditors include a net balance due to the parent charity of £2,506k (2023/24: £2,448k) consisting of £2,200k (2023/24: £2,227k) due to the parent charity for a Gift Aid donation, £306k (2023/24: £221k) due to the parent charity for outstanding management charges and cost recharges.

26. Post Balance Sheet Events

In May 2025 the Royal Armouries completed the purchase of two plots of land previously held under a 999 year lease agreement, as detailed in Note 7. The freehold title of these plots was purchased for £11.69m, funded entirely by a loan from DCMS. The acquisition is expected to support future development plans of the organisation.

This transaction occurred after the reporting date of 31st March 2025 and relates to conditions that arose after that date. Accordingly, no adjustment has been made to the amounts recognised in these financial statements.

The acquisition of the freehold and disposal of the previous leases are expected to result in an increase of tangible fixed assets of £0.24m, an increase in liabilities of £0.57m and a charge to the Statement of Financial Activities of £0.33m, in the financial statements for year ending 31st March 2026.

The financial statements were authorised for issue by the Accounting Officer and Trustees on the date they were certified by the Comptroller and Auditor General.

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