



Royal Air Force Museum Accounts 2024-25



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Presented to Parliament
by the Secretary of State for Defence
by Command of His Majesty
July 2025



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ADMINISTRATIVE INFORMATION

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Grahame Park Way
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Registered charity number 1197541

Names and addresses of other relevant organisations

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CHARITABLE AIMS AND ACTIVITIES

Our Purpose

The Royal Air Force has shaped our nation and our society. It has influenced how we live our lives today through its impact on world events, society and technology. The purpose of the Royal Air Force (RAF) Museum is to share the story of the Royal Air Force, past, present and future – using the stories of its people and our collections to engage, inspire, entertain and encourage learning.

The RAF Museum was established as a legacy of the RAF's fiftieth anniversary in 1968, opening our London (Hendon) site in 1972 on the historic pioneering airfield in Colindale (previously RAF Hendon, and home of the London Aerodrome from 1910). Our Midlands site began as the Aerospace Museum at RAF Cosford (established in 1938 as a joint aircraft maintenance, storage and technical training site for the Ministry of Defence) in the spring of 1974 and joined the family in 1979. It was renamed RAF Museum Cosford in 1998, and more recently in March 2022 as RAF Museum Midlands. The Museum also has two external stores, one in Stafford and another within RAF Cosford.

Charitable Objects

The formal objects of the charity are to educate and inform the public and members of the Royal Air Force about:

- The history and traditions of the Royal Air Force; and
- The role of the Royal Air Force in relation to the armed forces of the realm, other air forces and aviation generally.

In particular, but not exclusively, this will be achieved by collecting, conserving, preserving, managing, exhibiting and storing documents, items, artefacts and other materials in the collection, and encouraging research and sharing of information.

The RAF Museum was registered as a charity (Registered Charity Number 244708) in 1968 and to 31 March 2022 was governed in accordance with a Scheme of the Charity Commission dated 4 June 2007 which replaced the former trusts of the Museum. From 1 April 2022, the new incorporated charity with Royal Charter status (RC000922, Registered Charity Number 1197541) is governed in accordance with its Charter and Bye-laws to deliver the same charitable objects.

Governance

The RAF Museum is a National Museum, a Government Non-Departmental Public Body (NDPB) and a registered charity governed by Royal Charter. The Museum is the National Museum of the Royal Air Force, unique in its size and scope, and officially recognised as such. The Museum works closely with the Royal Air Force, its sponsor organisation at the Ministry of Defence, including liaising with the Air Historical Branch, RAF Heritage and RAF Engagement. His Majesty King Charles III is the Museum's Patron, succeeding his father HRH Prince Philip, The Duke of Edinburgh, who was Patron of the Museum from its inception in 1968 until his death in April 2021.

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A trading subsidiary Royal Air Force Museum Enterprises Ltd (company number 1511481) is incorporated as a company limited by shares (wholly owned by the RAF Museum) to manage the associated commercial activities (and any activities that are 'non-primary purpose trading') for the benefit of the charity. All profits of RAF Museum Enterprises Ltd are gift-aided to the Museum on an annual basis, as agreed in a Deed of Covenant between the parties. Effective 1 April 2022, the shares held by nominees on behalf of the trust were transferred to the Royal Charter company, which became the sole shareholder of the Royal Air Force Enterprises Ltd company.

The Royal Air Force Museum Investments Limited (company number 4026995) is a wholly owned subsidiary which is incorporated as a limited liability company to hold the real property assets of the charity on behalf of the Trustees. In March 2005, the Cosford and Stafford leasehold property was transferred to this company from the charity, followed by the London (Hendon) freehold property in January 2008. Effective 1 April 2022, the shares held by nominees on behalf of the trust were transferred to the Royal Charter company, which became the sole shareholder of the Royal Air Force Investments Ltd company.

A Partnering Agreement is in place between the RAF Museum and the RAF which sets out the sponsor relationship and identifies the services that the Museum provides and the support given by the RAF in order that these aims are achieved. RAF colleagues past and present continue to provide fantastic support and inspiration to the Museum to enable us to share the ever-developing RAF story. Aligned with the Partnering Agreement is a Framework Document drawn up by the MOD in consultation with the RAF Museum and which sets out the broad governance framework within which the Museum and the MOD operates. It sets out core responsibilities, describes the governance and accountability framework that applies between the roles of the MOD and the Museum and sets out how the day-to-day relationship works in practice, including in relation to governance and financial matters.

The Public Bodies Review of the three Service Museums - National Museum of the Royal Navy, National Army Museum and Royal Air Force Museum - was carried out under the Cabinet Office's Public Bodies Reviews Programme during 2023-24 and the Secretary of State-approved final report was published on 1 March 2024. The review considered the governance, accountability and efficiency of the three museums and evidence gathered through interviews, documentation supplied by the museums, museum visits, public reports about the wider cultural and heritage sector and desk-based research. The review found that MOD service museums are effective in fulfilling their purpose and should remain as NDPBs within the Ministry of Defence.

One of the key recommendations was closer working between sponsor bodies and their museums and new regular liaison meetings have been scheduled between Assistant Chief of Air Staff, the RAF's RAF Museum Board representative; Air Command's Director of Resources (who leads the RAF's sponsorship team); the Commandant and Station Commander from RAF Cosford; and the Museum's Chief Executive.

Our Activities

The RAF Museum's vision is to 'inspire **everyone** with the RAF story – the people who shape it and its place in our lives'. We are committed to using our collections to share the story of the Royal Air Force and its people. General entry to the Museum is free to the public and the Museum welcomes almost one million visitors a year across its two sister sites. Alongside this it undertakes impactful learning activities with children and young people, both formally and informally. As an educational charity, whether visitors are engaging with our displays, taking part in discussion and debate, studying our archive, holding a corporate event in our spaces, having fun at events and in our playgrounds, or enjoying a rest in our cafés, there are opportunities for inspiration from the incredible RAF story.

Our current strategic plan 'Strategy 2030' sets out an ambitious vision for the future, shaped and shared by our Trustees, staff team (employees and volunteers) and key partners, and which continues to guide the Museum during a complex period of our history, with climate change and an unstable international environment, and ever-present threats to our way of life. We have much to do, but we look forward with confidence and clarity. We strive to be a world class National Museum, respected for our commitment to focusing on our audiences and using our collections and spaces in creative ways to engage them with the RAF's story. We shall remain financially sustainable, with firm foundations that enable an agile and creative future. Our collection is central to everything we are and do and comprises around 1.3m objects which we hold in trust for the people of the UK.

Our aim is to deepen further our focus on immersive RAF storytelling and be more ambitious in encouraging reflection and debate across our spaces and programmes, as well as welcoming all our visitors for a great day out. We are committed to engaging more people and, equally important, a more diverse range of people by ensuring that our governance, our teams, our collection and our storytelling are better reflective of the changing national population. Equally, we are committed to sharing the RAF story outside our walls across the UK and beyond through in-person outreach programmes and online engagement. Examples include touring iconic objects from the collection, research activities, community workshops, loans with partner organisations and storytelling through www.RAFStories.org.

Both our sites require significant investment to care appropriately for our unique collection and to reach wider audiences. Our priority project is the Inspiring Everyone: RAF Museum Midlands Development Programme which forms the first major step of a twenty-five year Master Plan for our Cosford site, while we continue to make significant improvements at London. The Midlands Development Programme of engagement and capital investment will transform our Museum and our impact through a series of phased projects – engaging audiences who may not obviously identify with the RAF story by finding common interests and histories which link them.

The scope of the London Master Plan rationalises our use of the Hangar 3, 4 and 5 building to maximise opportunities for visitors to engage with the collection in meaningful ways. It will improve both our operational effectiveness and visitor experience with a focus on our commercial imperatives while balancing considerations of collections care and reduction of our carbon impact. This will pave the way for a new Research Centre and Learning Centre, further

improving the care of and access to our nationally important archive, library, photographic and art collection.

The RAF is iconic to so many people in the UK and overseas and we will continue to research and share its history. Equally, today's men and women in the RAF are active on more fronts than they have ever been in our increasingly complex world. We ensure their stories are at the top of our agenda through contemporary collecting and programmes that keep us relevant and connected.

We are immensely appreciative of Government investment in its National Museums, and specifically grateful to the MOD and Air Command for their support for the RAF Museum. However, to achieve our Strategy 2030 ambitions, both across day to day programmes and capital improvement, the Museum must grow our commercial and fundraising further to address the challenging financial context we operate in. Creative income generation opportunities are embedded in Museum planning and will continue to be a focus as both additional storytelling platforms and essential enablers for our plans.

Inspiring Everyone: RAF Museum Midlands Development Programme

Our £28.6M RAF Museum Midlands Development Programme and fundraising campaign launched in March 2022 is supported by the National Lottery Heritage Fund (NLHF), the RAF, and a number of other funders comprising trusts and foundations, industry partners and individuals. Further detail is included in the Performance Report for the year. In October 2024, the Museum completed a two-year Development Phase, shaping detailed delivery plans (as below), which were awarded a major grant of £9.3M by the NLHF at the end of April 2025. The new spaces, developed in partnership with stakeholders and communities will open in summer 2027.

The Development Phase delivered investment in six new posts and uplifted two existing roles, enabling us to welcome 94 volunteers to the Programme who gave over 6,000 hours of support. Seven Midlands-based companies were appointed to our capital design team.

Through the Inspiring Everyone: RAF Museum Midlands Development Programme, we will:

- Become a valuable resource for our Midlands community
- Ensure our collection will be better understood, cared for and more widely shared
- Work with partners to involve people in their local and RAF heritage developing their skills and improving their wellbeing
- Work with our audiences to share RAF stories that are relevant to their lives and lived experiences inspiring them to fulfil their own potential
- Move towards our target of being a Carbon Net Zero organisation
- Be more resilient and able to support our community in the future.

The transformation programme comprises the Inspiring Engagement Programme underpinned by delivery of a new-build Collections Hub, a Learning Centre and a contemporary exhibition in a refurbished hangar, co-created interpretive interventions across the site, and a new public realm.

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- The Engagement Programme (Activity Plan) will harness the power of RAF heritage (our national collection and the stories of RAF personnel) to connect with audiences currently under-represented at the Museum. It will encourage and support our communities to celebrate their creativity in sharing this heritage in their own voices, offering fresh perspectives and insights onsite, offsite and online. The programme will be delivered across three interwoven strands: Your Heritage - Your Voices - Your Museum.
- We will foster local pride and belonging, providing a welcome in and springboard out to our communities through a purpose-built Collections Hub. Moving our collection from inaccessible storage to our public site will support the engagement programme, sharing objects in our communities, online and onsite with activities including conservation, research, digitisation, and collections-inspired skills-development and creative sessions.
- An innovative nationally relevant exhibition will focus on the critical role of the Royal Air Force since 1980, inviting visitors to discover its mission today and imagine how the service will adapt in the future, including in Space and Cyber defence. Co-created content and designs from the engagement programme will be an integral part of these new displays as well as being layered across the site and shared across the region.
- The development of a new public realm will encourage outdoor learning, discovery and contemplation. We will increase biodiversity and create spaces where visitors and our team can learn about and connect with nature, improving their physical and mental health.
- A state of the art learning centre will provide bespoke facilities dedicated to the development and delivery of lifelong learning activities for a wider range of audiences. The programme will ignite curiosity and build skills in subjects ranging from science, technology, engineering and maths, to geography, art and design.

Access and inclusion are at the heart of our engagement programme in our mission to tackle unequal access to heritage and create positive outcomes for everyone that engages with us. Barriers relating to socio-economic background, ethnicity and disability will be tackled across audiences to encourage the widest range of people to engage and ensure that the whole community can take part equally, confidently and independently.

The Inspiring Everyone Programme will help to define and create a new RAF Museum, firmly anchored in our community supporting us to reach out across the Midlands and the nation.

Our Vision and Values

We are working to achieve our vision through five strategic priorities that focus outwards with our collections and spaces at their heart. These priorities are supported by the ongoing development of strong internal systems which ensure we deliver creatively and responsibly.

We are a values-driven organisation with a team of talented and dedicated people who use their knowledge and creativity to make our collections sing and bring our spaces to life to

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inspire our audiences locally, nationally and internationally. Our work and our behaviour is underpinned by six guiding values:

- **INtegrity:** we are open, transparent and ethical
- **Sharing:** we work as a team to ensure our collections and expertise are accessible to all
- **Passion:** we care deeply about sharing our collections and their stories
- **Innovation:** we tell our stories and develop our business with creativity and imagination
- **Relevance:** we ensure our legacy by linking our histories with today and tomorrow
- **Excellence:** we are professional and strive for excellence in all we do

Underpinning everything that we do, the Museum has three overarching commitments that inform our insight, business planning and strategy development, these are our:

- **Equity, Diversity and Inclusion (EDI) Commitment** – we believe that everyone has the right to live without fear or prejudice regardless of race, age, gender, disability, sexual orientation, social class, religion and belief. We aim to embed a supportive and open culture which is inclusive, positive and fair to all, develop flexible opportunities to encourage engagement with the Museum onsite, offsite and online and celebrate differences.
- **Sustainability Commitment** - we are in a climate emergency, and we are committed to addressing this crisis through our operation and with our audiences. We will operate in an environmentally sustainable way, applying the principles of sustainable development for the benefit of current and future generations, both locally and globally.
- **Health and Wellbeing Commitment** – we are committed to creating an environment where health and wellbeing are actively promoted, where people feel engaged and valued for their contribution. We aim to create a health promoting workplace where people can be themselves, feel their best and perform at their best, so we can deliver an exceptional experience for our visitors.

Partnerships

The RAF Museum's responsibility and remit is UK-wide and local, national and international partnerships are all vital to the Museum's vision. The Museum works closely with our sponsor body, the RAF, and receives much valued support.

In addition to its own two public sites, the Museum seeks opportunities to share collections through UK and international loans and online, as well as through its enquiries service and research programme. The RAF Museum is a member of the UK Museums Association, the National Museums Directors' Council, the Association of Leading Visitor Attractions, the Association of Independent Museums and the Group for Education in Museums. It is committed to supporting other museums both across the UK and internationally by involvement in national and international programmes.

As well as being a National Museum which tells globally important stories, the RAF Museum's two public sites have an important role to play in their local communities. Museums help define a place: they help shape and convey a sense of identity and contribute to local distinctiveness. The Museum is committed to working with its local communities to collect and represent their diverse and collective history and heritage as part of the RAF story. We are immensely

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appreciative of our local authority neighbours: the London Borough of Barnet, Shropshire Council and Telford and Wrekin Council.

The Museum also works with a wide range of individual and corporate partners who share its vision of inspiring everyone with the RAF story. Our partners not only support us financially through grants, sponsorship and gifts in kind but they enable us to continue to engage and inspire our audiences through shared programmes and activities.

We work with partners to ensure the collection is kept up to date and cared for and rely on them to help us acquire new items of national importance. Partners also support our Learning and Engagement teams in London and Cosford to deliver workshops and activities for children across the UK. We have Memorandums of Understanding with museums across the world to learn from each other and share best practice together. The Museum also works in partnership with the RAF Museum American Foundation, sharing ideas and collaborating together on fundraising opportunities to support the RAF Museum and foster and celebrate relationships between our two air forces.

We should like to thank all those who have helped us continue to share the RAF story, particularly this year to our RAF Museum Midlands Programme funders, notably the National Lottery Heritage Fund (NLHF), the RAF, BAE Systems, the Garfield Weston Foundation, the Wolfson Foundation and the RAF Museum American Foundation.

Charitable Fundraising

The Museum has an in-house Development (Fundraising) team who raise funds to support our core work, as well as to enable our Strategy 2030 major capital projects. The Museum is a member of the Institute of Fundraising and a registered member of the Fundraising Regulator. We work to the Fundraising Code and Promise set out by the Regulator and are signed up to their Code of Practice.

PERFORMANCE REPORT

Overview 2024-25

After recording our second most successful year in terms of visitor numbers in 2023-24, 2024-25 was a very challenging year. The Museum welcomed 784,000 visitors, compared to 929,000 visitors in the previous year. A reduction in visitors was anticipated due to the closure of the Colindale underground station for six months of the year, impacting the London site where a significant number of visitors traditionally arrive by public transport. However, visitor numbers have also been affected at both sites by the current economic environment and cost of living crisis. The Association of Leading Visitor Attractions (ALVA) has reported clear evidence of the cost of living crisis impacting the visitor economy. This is particularly true of the important family market.

During 2024-25 the Museum's collection and knowledge has been reflected in an engaging programme of events and exhibitions. This included Community Days and a varied programme of activities during school holidays including Elf Cadet training over the Christmas period. During the summer the commercial events programme included a specially commissioned theatre programme at both sites which told the incredible story of the most revered helicopter in RAF history, Bravo November, and notable aviation trailblazers. Disappointingly, although high quality, this did not attract the anticipated number of visitors, contributing to the annual downturn.

The lower than anticipated visitor numbers and cost of living pressures impacted the performance of the Museum's trading subsidiary, with most income streams performing less well than the previous year. However better performance than expected in other areas has resulted in the Museum slightly exceeding its target of breakeven for 2024-25 with an unrestricted operational surplus after controllable depreciation of £15,000 (2024: £289,000). Significant contributors were a successful challenge to our 2017 business rates valuation resulting in lower annual business rates, better than expected interest receipts driven by the continued high Bank of England base rate, and a focus on managing expenditure across the organisation.

The Museum has continued to progress other major projects and initiatives in line with our Strategy 2030, as well as investing in necessary infrastructure improvements when funds allowed. Work commenced on a £2.9m scheme to replace the gas heating system in Hangars 3 and 4 in London with a sustainable energy solution majority funded by a £2.4M grant from the Phase 3c Public Sector Decarbonisation Scheme (administered by Salix Finance), due to be completed in spring 2026. This project represents a major step forward in the Museum's sustainability commitment to achieving carbon net zero.

Substantial progress has been made towards achieving our restricted fundraising target for the £28.6M Inspiring Everyone: RAF Museum Midlands Development Programme. The immensely generous £9.3 million grant award from the NLHF in March 2025 towards the delivery phase of the project (bringing their total contribution to £10million) has been complemented by fantastic support from other partners and friends. The Museum received a number of other significant donations, pledges and grant awards during the year including from BAE Systems, the RAF Museum American Foundation, John and Adrienne Mars, the Garfield Weston Foundation and the Wolfson Foundation, and a very generous gift to support the Midlands

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Development Programme's JR Payden Learning Centre. The Museum now has just under £2m to raise.

Future Plans 2025-26

The framework to deliver Strategy 2030 is reviewed annually as part of the Museum's business planning cycle, with an update of Strategy 2030 every three years, and within this context a detailed Budget and Business Plan has been developed for 2025-26. The primary focus for fundraising and project development is our Inspiring Everyone: RAF Museum Midlands Development Programme to raise the final £2m. As well as continuing to approach partners, trusts and foundations, a public fundraising campaign commenced at the end of May 2025 entitled The Crate Escape, focusing on the move of around 55,000 objects from Stafford to the planned new Collections Hub store at our Midlands site. Alongside this, we continue to develop and deliver additional London and Midlands projects that will move us towards our ambition of welcoming more visitors and extending our audience reach and impact on-site, off-site, and online.

The Museum's 2025-26 Business Plan objectives are focused through our five strategic priorities in the context of Strategy 2030, against the backdrop of ongoing inflationary pressures and a challenging visitor economy. Notable cost pressures include the cumulative effect of the pay award over recent years, increased Employers NI effective from April 2025 and the increased costs of maintaining a sizeable and ageing estate. The Museum continues to be acutely conscious of the need to be agile in its approach and to build financial resilience. We aspire to grow and diversify our commercial and fundraising income streams to achieve agreed outcomes, while maximising use of our resources to deliver effectively within our means. At the same time, long term underfunding in our capital infrastructure means that our project phasing and financial plans must take account of the need for significant investment at both sites to deliver standards and outcomes befitting a National Museum, enabling us to care for and inspire with our amazing collection.

We will continue to develop and nurture meaningful partnerships and invest our funding strategically, recognising the importance of museums and culture to the social wellbeing and economic prosperity of our communities. Meanwhile, we shall continue to build and sustain the foundations we need in terms of collections care and management, our estate, and our IT and digital infrastructure. Our team is vital to all of this and our leadership and development programmes will help ensure our committed people are the best we can be to deliver our vision and purpose with and for our visitors.

Strategic Priorities 2024-25

Strategic priority 1: Inspiring innovative engagement, debate and reflection

Collection, Exhibitions and Interpretation

The RAF Museum collection represents the national memory of the RAF at work and play, war and peace. It includes:

- The largest and most comprehensive collection of RAF related aircraft in the world, from the tiny Avro Rota autogyro, used for secret radar calibration missions during the Battle of Britain, to the VC-10 transport aircraft, in service for nearly fifty years

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- Objects ranging from uniforms and medals to unique personal items – including the scrap books of Lord Trenchard and Sir Frederick Sykes, respectively the first and second Chief of the Air Staff, and the personal effects of Amy Johnson – that bring the stories of the iconic figures connected to the RAF to life
- An extensive oral history collection, from first-hand accounts of First World War pilots to the experiences of personnel deployed in current operations
- Large official collections, from manuals to training films, illustrating the inextricable link between the RAF and its suppliers.

The Museum is developing a new exhibition for RAF Museum Midlands' Hangar 1 as part of the Inspiring Everyone Programme. It will explore the recent history of the RAF, from 1980 to today, sharing the stories of those involved and inviting visitors to engage in debate and reflection about the impact of RAF activity and innovation on wider society and the future. The exhibition will present RAF airframes from the period, including the iconic Bravo November Chinook helicopter and a Red Arrows liveried Hawk, as well as a variety of fascinating small objects, from the newly designed Space Command badge to equipment used by Medical Emergency Response Teams during RAF operations.

In 2024-25, the exhibition project team worked with external exhibition designers, AOC Architecture, to deliver a RIBA Stage 3 design for the exhibition. In advance of the commencement of the detailed design stage, the team have been refining exhibition storylines and content, consulting with a wide range of RAF contacts to develop information and source interviews and objects, as well as collaborating with diverse community groups to explore ways of shaping interpretation to connect with our audiences. Detailed interactive briefs have been prepared, proposing methods of engaging audiences with exhibition content in multi-sensory ways.

In December 2024, the Museum was delighted to open a new display sharing the inspiring story of Noor Inayat Khan GC, who served undercover in Paris during the Second World War with the Special Operations Executive (SOE) and ultimately gave her life for the Allied cause. On display is the George Cross posthumously awarded to Noor for her bravery while operating in German occupied France, generously loaned by Noor's family. The new display is integrated within the Museum's London 'Strike Hard, Strike Sure: Bomber Command, 1939-1945' exhibition, beside the Westland Lysander Mk III. On 16 June 1943, Noor was flown into France by Squadron Leader Frank 'Bunny' Rymills in a Westland Lysander. A record of this flight was recorded in his logbook, which is part of the RAF Museum's archive collection, with a facsimile on display beside Noor's George Cross.

To mark the 80th anniversary of the Long March, in March 2025 the Museum delivered a new display of loaned objects belonging to Sergeant George Thomson, who was force marched westwards from Stalag Luft VII in January 1945. George, a navigator, was imprisoned after baling out of a Lancaster while on a bombing raid over Frankfurt. The display is located within the Museum's London 'Strike Hard, Strike Sure' Bomber Command exhibition, beside a Long March Memorial. Items on display include George's diary, which gives a powerful insight into his experiences as a prisoner-of-war, as well as his navigator's badge, flying logbook, prisoner-of-war dog tags and wrappers from a Red Cross food parcel.

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Throughout 2024 the Museum marked the 75th anniversary of the Berlin Airlift through our Berlin Airlift Remembered project. The Museum led an international collaboration which included the Alliierten Museum, Militärhistorisches Museum and the National Museum of the United States Air Force. A bi-lingual website released stories in German and English featuring objects from the respective partners' collections as part of a timeline telling the story of the airlift. We also used our existing online platforms to share these stories and the history of the RAF during the Berlin Airlift. This project has been captured in both the German and British digital archives ensuring it will be permanently preserved and accessible.

Collection Loans and Acquisitions

In 2024-25, 549 objects/object groups were accessioned to the Museum's collection. Key acquisitions include:

- Two airframes: Westland Puma HC1 (XW210), Short Tucano T1 (ZF244)
- A girl's parachute silk dress, 1942
- A number of historically important medals: DSO, DFC, AFC Medal Bar of Wing Commander Henry James Cobb, a British War Medal, 1914-20 awarded to Flying Officer R B Luard and a Distinguished Flying Medal awarded to Air Mechanic A E Clarke
- Fine Art acquisitions including a photomontage silver gelatin print with gouache and graphite, Greenham Common, by Peter Kennard, 1981.

We have continued to share our Collection widely at over 150 venues both nationally and internationally through our Loans Programme, with 1,041 items out on loan during 2024-25. New and renewed loans included:

- Hooton Park Trust – new loan of Comper Swift aircraft and Pobjoy R type engine.
- The Museum of Somerset – new loan of painting 'Spanish Refugees Family' painting.
- RAF Defford Museum – renewal of English Electric Canberra B2 cockpit section
- Spitfire and Hurricane Memorial Trust – renewal of six aircraft and exhibit objects including a Supermarine Spitfire and a Hawker Hurricane.
- National Museum of the Royal Navy – renewed loan including two engines
- RAF College, Cranwell – renewed loan of 'Lancasters over the Dutch coast', 'Flt. Lt. R.P. Beamont DFC and Bar' and 'Sir Frank Whittle' paintings.

RAF Stories

The Museum's RAF Stories programme remains a crucial way for sharing content, as well as remaining agile and proactive in tracking new developments in the RAF's story. In the past 12 months, a major focus has been to support the Inspiring Everyone: RAF Museum Midlands Development Programme Exhibition team, providing content that shapes the development of the new exhibition and reflects the contemporary RAF.

The RAF Stories team has also continued to collect and produce content - 43 unique interviews were recorded. Each multi-hour interview is capable of generating multiple pieces of content and 186 Stories were published. The team supported 17 co-curation and dissemination events. Projects with the Royal Air Force Aerobatic Team, Fighting with Pride and the RAF Widows Association as these projects all came to completion. Our relationships with UK Space Command and MERT Club continue to grow along with new relationships building with RAF

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Rugby, RAF Esports, RAF Music Services, RAF Police and the RAF Cyber school. We have a continuing relationship with the RAF Inclusion team.

The RAF Stories programme weaves through the wider activities of the Museum and is increasingly supporting the wider curatorial department with new object acquisitions, recording interviews with donors where appropriate, and lending their objects a first-hand human voice which provides enormously valuable context to in-gallery interpretation.

Research

The Museum's Research Strategy continues to be supported by a voluntary Research Advisory Board, chaired by Sebastian Cox OBE, who has recently retired as Head of the RAF Air Historical Branch. In continuation with recent years, the 2024-25 research programme was offered in a hybrid format both virtually and in-person. During this period, the programme featured Air Power lectures with the Centre for War and Diplomacy at Lancaster University and lectures held at the Museum's London and Midlands sites. Attendance has averaged around 90 'live' views, both in-person and online. Further engagement has taken place via replays on Crowdcast, at around 100 views, and the back catalogue has begun to be uploaded via YouTube and shared on Social Media. The back catalogue lectures have attracted between 200 and 1,200 views on YouTube depending on the topic and the relevant Social Media post. The hybrid approach has been beneficial, as it has enabled the Museum to deliver engaging and intellectually rigorous content to a domestic and international audience. The UK and US made up the majority of the audience for talks, but countries represented in the audience include Japan, Brazil, Canada, Taiwan, Hong Kong and India.

The Museum hosted its annual conference on 5-6 September 2024, with the theme 'The Future of Air Power: The Royal Air Force since 1980 and Beyond', with 80 researchers, staff and delegates attending in-person at the Museum's London site, and a further 151 individuals joining live via the online video. The Museum's 2023 Academic Awards were presented to undergraduate, postgraduate and doctoral students, continuing to build upon our growing role in encouraging and developing the next generation of Air Power scholars. Academic prizes for 2024 have been awarded, and will be formally presented at the 2025 conference.

The Museum also continued to develop and nurture the next generation of Air Power specialists by supervising doctoral students at Lancaster University, King's College London, Newcastle University, the University of Bristol and the University of Glasgow. A further doctoral project will commence in 2025 with the University of York.

The Museum's Reading Room hosted 208 researchers between August and March. The Collections and Research team was also active in sharing knowledge, including creating records for the Museum's Collections Online and delivering in-person stakeholder engagement sessions. Papers were given at national conferences and talks provided to visiting groups to the Museum, including students from the Defence Academy. The team contributed expert commentary for several media projects, including radio, print and television, and engaged with a number of partner organisations over the year to promote the Museum's collections including Art UK.

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Learning and Engagement London

The successful schools workshop programme continued to book well, with self-guided visitor numbers remaining high. 650 schools visited the London site, with an additional 13 schools joining us for online workshops. 885 learners were engaged through outreach to their schools or university. We engaged with 40,363 learners: 38,010 onsite and 2,353 offsite and online.

Schools' reach was extended through a project with Brunel University led by the Museum's Retail team which saw students design and prototype products to sell in the Museum's shop.

In addition to the standard suite of school workshops focused on History, Science, Citizenship, Design and Technology and Literacy, we contributed to marking the 80th anniversary of D-Day with a weekend of family activities, and the 100th anniversary of the Royal Canadian Air Force with a video which explored the links between the two air forces. We took part in three nationwide initiatives: Kids in Museums Takeover Day, where pupils performed tasks usually undertaken by Museum staff; Children's Art Week where we released daily videos sharing artworks in our 'To the Stars' temporary art exhibition and setting creative challenges inspired by that artwork; and Black History Month where we delivered free storytelling sessions focused on the story of Lilian Bader to local primary schools.

We continued to deliver Year 6 STEM Days and Scouts Days, both sponsored by the RAF. 671 Scouts received their Stage 1 Air Researcher Activity Badge having completed a day of activities at the Museum. We also welcomed Girl Guides for a workshop which explores the connections between the RAF and Girlguiding. New to our London portfolio this year was a large-scale event - Forces in STEM - where we welcomed 1,000 Year 5 and 6 pupils to the Museum for hands-on activities and shows provided by 20+ exhibitors from industry and various institutions.

Learning and Engagement Midlands

Our Midlands team engaged with 689 schools, of which 578 were onsite, 64 online and 47 offsite (a 100% increase for offsite engagements). In total we engaged with 46,509 learners: 29,940 onsite and 14,969 offsite and online. Due to demand, we had to turn 4,000 children away so are delighted the new learning centre opening in 2027 as part of the Midlands Development Programme will address our capacity challenges.

Aside from our core learning programme of school workshops with a focus on History and STEM, we expanded our events and outreach offer. Our Summertime Advanced Aeronautical Residency (STAAR) programme celebrated its seventh year. Supported by sponsors Northrop Grumman as well as our partners from RAF Cosford, and Tablet Academy (TA Education), the programme was delivered to 40 young people.

We also delivered a variety of events on behalf of our key partner, the RAF Youth STEM team. This included eight Key Stage 2 STEM Days, four Glider Challenges, and three Scouts Air Activity Badge Days with increased capacity from 200 Scouts per day to 600. Our national outreach has increased with an additional five STEM days delivered in South Wales. We also hosted the fourth annual Forces in STEM event, considered a flagship STEM event for the RAF Youth STEM team, increasing capacity and welcoming over 1,200 young people to the Museum to participate in over 35 activities delivered by over 25 partner companies. The

demand for these free events continues, highlighting the need to continue offering learners these opportunities.

Strategic Priority 2: Inspiring our people within a dynamic, diverse and collaborative culture

At the heart of the RAF Museum is a vibrant and diverse community of over 245 dedicated employees and around 400 passionate volunteers, united by a shared commitment to preserving heritage, inspiring audiences, and shaping futures. We believe that when people feel valued, supported, and empowered, they thrive - and so does the Museum. Guided by our Equity, Diversity and Inclusion (EDI) commitment and supported by our active EDI Working Group, we are building a culture where everyone feels they belong and where every voice matters.

During 2024-25, The Inspiring Everyone: RAF Museum Midlands Development Programme became a powerful catalyst for change. It opened doors for deeper community engagement, greater learning opportunities, and meaningful personal growth — for both our audiences and for our team of employees and volunteers. The HR & Volunteering team played a key role in shaping the delivery strands of the programme around training, skills, volunteering, work experience and recruitment, helping us lay the foundations for a stronger and more inclusive future.

Our apprenticeships and skills development programmes have flourished. In partnership with organisations including Birmingham City University, the Ministry of Defence, Movements to Work, and Speakers for Schools, we are creating new pathways into the heritage sector, equipping individuals with the skills and confidence they need to succeed.

Our expanding work experience programme continues to break down barriers to heritage careers. In 2024–25, we welcomed 29 in-person students (17 in the Midlands, 11 in London, 1 remotely) and reached 152 more through four virtual work experience days, developed in partnership with Speakers for Schools. The impact is clear: students leave not only with knowledge, but with inspiration and ambition.

Volunteering at the RAF Museum continues to flourish. This year, over 400 volunteers across London, the Midlands, Stafford, and remote roles gave 25,024 hours of their time — a 26% increase on the previous year. Their dedication breathed life into our programmes, with 2,414 hours directly supporting the *Inspiring Everyone* development phase. Every hour donated by our volunteers is a testament to their passion, purpose, and belief in our vision.

Strategic Priority 3: Embedding an entrepreneurial, agile and sustainable approach

The Museum's Commercial Strategy, managed through the trading company, focuses on maximising commercial opportunities and income generation, while delivering new and improved experiences for our visitors. RAFMEL's net profit after tax for the financial year 2024-25 is £801,000 (2024: £1,178,000).

Despite the fall in visitor numbers and income on the previous year, the Museum achieved its income target for the year and once again were awarded for exceptional visitor experience. We were particularly proud to achieve Visit England Gold accreditation at our Midlands site, while both sites were ranked in the top 10% of all visitor attractions listed on TripAdvisor. Following the successful introduction of our new Public Events programme in 2023-24, we ran our most ambitious summer public event programme to date. The specially commissioned

theatre programme ran at both sites over the summer and told the incredible story of the most revered helicopter in RAF history, Bravo November and some of the most notable aviation trailblazers.

In line with our Fundraising Strategy and Plan, we continue to focus our efforts on campaign fundraising for the Inspiring Everyone: RAF Museum Midlands Development Programme, building our pipeline with the support of the Museum Fundraising Board, while delivering essential revenue fundraising to support core activity.

Strategic Priority 4: Leading the way with brilliant basics

The Museum's Collections Development Strategy and associated policies and procedures are central to our delivery of effective museum management and our audience engagement. After over 50 years of formal collecting, the Museum continues to collect stories and objects to reflect the whole history of the RAF, including our priority to represent today's service. The team also continues work to rationalise the collection, improve storage and conservation, and improve access to it.

Objects are collected, preserved and used proactively for a clear purpose of engagement, including exhibitions, events programmes and research, in accordance with identified dynamic collecting priorities. Considerable large object conservation, maintenance and logistical expertise is housed at our Midlands site's Michael Beetham Conservation Centre (MBCC), complemented by small object conservation facilities at our London site.

During 2024-25, the Museum's conservation work was dominated by activities to maintain and develop exhibitions and prepare objects for movement over the next three years to the planned Collections Hub at our Midlands site along with the ongoing care, maintenance and movement of aircraft and large objects in a variety of environments across three sites. A total of 12 aircraft were moved in part or whole, including the Tornado F3 from London to temporary storage at RAF Shawbury, the Comper Swift moved to The Hooton Park Trust for outward loan and the Gloster Meteor F8mod for outward loan with Newark Air Museum.

The team based at our MOD Stafford storage facility began preparing for the move to our Midlands site through a programme of conservation, documentation, hazards checking and packing, in addition to supporting Collections and Loans Reviews. To date 19,425 objects have been barcoded, 9,359 hazard flagged, 15,636 condition flagged, 1746 cleaned and 507 packed.

The Museum is in the twelfth year of a comprehensive Collections Review, with its Collections Review team and Disposal Recipients Selection Committee working in line with the Museums Association's Code of Ethics. Where objects are duplicates, or fall outside the Museum's Collections Development Strategy, these are either offered as part of a proactive loans programme or gifted to Accredited museums following the Museums Association's Disposals Toolkit guidelines. All disposals are approved in accordance with the RAF Museum's Disposals Policy and Procedures.

To date 19,648 mainly large objects have been reviewed and 9,079 have been flagged for potential transfer, including 4,396 items/groups of items from the Spares Collection. During the

year, a total of 217 loans-in were returned to owners and work continued to progress returns, while 804 objects remain on outward loan with other UK and overseas museums. Deaccessions included one aircraft – the Slingsby Prefect gifted to Air Cadet Historic Flight – and nine vehicles gifted to RAF Manston History Museum, National Army Museum, Museum of Army Flying and Aeropark Heritage Aircraft Collection.

Strategic Priority 5: Connecting with communities and partners

Exhibitions and Interpretation

Co-creation is integral to the Inspiring Everyone: RAF Museum Midlands Development Programme. We have engaged with a wide range of community and audience groups, delivering co-creation workshops to develop content and interpretation. Key to our approach has been establishing relationships that will be nurtured throughout the exhibition development phase and post-delivery, ensuring deep-rooted connection and engagement with our audiences long-term. We have learned throughout the co-creation process, refining our approach with each group based on findings from initial sessions. This process will continue to evolve throughout the project, based on our learnings.

Co-creation within the RAF community has been carried out with many groups, including with the MERT (Medical Emergency Response Team) Club to develop interpretation for the 'Support' theme of the exhibition, with Nos 13 and 31 Squadron at RAF Waddington to build content on RAF drone operations, with RAF Cosford Radio School to discuss representation of cyber, with RAF Police on humanitarian aid to Gaza, with Space Command on representation of the RAF's role in the space domain, and with RAF Cranwell on content on recruitment and training. These co-creation activities have been enormously important to developing representation of the diverse and complex RAF story from 1980 to today, as well as to building excitement and interest in the Museum's Midlands Development Programme within the RAF community.

We are delighted to be collaborating with graphic design students at the University of Wolverhampton's School of Creative Industries to co-design the new exhibition's timeline. The dates selected for an exhibition timeline have also been co-created with audiences proposing the most relevant dates from 1980 to today to include. A total of 867 people engaged in the project, from general audiences, our Carer's Café and the Museum's Youth Panel.

We will work with Combat Stress, the veterans' mental health charity, to develop trigger warnings for the new exhibition and discuss ways that we can meet their members' needs. We have established a strong relationship with Blind Veterans UK, and look forward to working with them to co-create an immersive soundscape for the interior of Bravo November within the new exhibition.

Community Engagement, London

We continued to play a key role in local forums including the Grahame Park Strategy Group and Colindale Consortium, and this year took an active role in their 'Reimagining the Concourse' project. This year we increased our involvement with Heritage Barnet which resulted in Barnet Museum and the Library Service providing us with primary sources to inform an intergenerational VE Day 80th anniversary project with older adult groups in the borough and three local primary schools.

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Continuing relationships included a series of bi-weekly sessions for Age UK members, partnering with Barnet Libraries to launch their Summer Reading Challenge, hosting a weekly reading group and an art group at the Museum, and representing the Museum at Armed Forces Day at the Royal Orthopaedic Hospital. An Historic Hendon talk, and a new talk focused on African and Caribbean personnel in the RAF were offered to care homes, dementia groups and older people groups (both in-person and online) and were enjoyed by 176 people.

A new area of work this year involved the Community Engagement Manager working with the Museum's Curator of Fine Art and the armed forces charity 'Fighting with Pride' to scope a project, produce a brief and select an artist to work with community groups and co-create an artwork to mark the 25th anniversary of the lifting of the ban on gay people serving in the military.

The research skills support that we offered last year to a group of local residents with an interest in exploring specific aspects of the history of Colindale and Grahame Park resulted in an exhibition at the Museum. The other exhibition staged in the community exhibition space this year showed the outputs of a project with local charity, Maxability, where groups of adults and young people responded to RAF themes and local aviation history through the medium of clay.

We connected with our family audience in a variety of ways: a D-Day 80 Family Day in June; twice monthly 'Little Swifts' sessions for the under-fives; celebrating National Illustration Day with children and their adults who practised their illustration skills using our collections for inspiration; and a special under-fives session to celebrate the 80th anniversary of the RAF's first helicopter unit.

We continued to connect with our young adult audience via the Museum's Youth Panel who participated in a summer project where they curated a display to mark the 30th anniversary of the merger of the Women's Royal Air Force with the RAF. We engaged with older audiences by once again joining with other local organisations for a large Silver Sunday event held at Middlesex University. Working with the London Borough of Barnet, we hosted summer holiday activities for children in receipt of free school meals and supported the launch of their new 'Art in Barnet' campaign.

Our Access Advisory Group advised us on new accessible seating at the Museum, a sensory map that is in development, a new access guide which will bring all information together in one place, and the accessibility of our digital trails platform. They worked with the Marketing and Communications team to advise on the brand refresh and on a disability histories project which will be shared via an online exhibition.

Led by the Community Engagement Manager, the RAF Museum London was re-accredited as a Dementia Friendly Venue improving our rating from bronze to silver. Our dementia work has been extended this year, and we are now offering regular dementia friendly tours.

Community Engagement, Midlands

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The Midlands Development Programme has continued to be a key focus of engagement this year, including piloting 37 new community activities, with events held onsite and offsite. These included a Digital Skills development project with the over 60s, six creative arts projects, takeover days for young people, and work with the Armed Forces Covenant and their outreach team to support veterans, not just among our visitors but our paid staff and volunteers too.

We engaged with over 10,000 people through extensive consultations to inform the development of the Midlands Programme. This involved collaboration with a diverse range of stakeholders, including the public, community groups, schools and advisory panels. Partners included the Telford and Wrekin CVS Young Carers Group, Shropshire Art Society, the Alzheimer's Society, Shropshire Veterans Outreach, Birmingham Central Mosque, Staffordshire Venture and Telford and Wrekin Interfaith Council.

In March 2024, we welcomed 100 women to our first Sisters Iftar, linked to International Women's Day and supported by Birmingham Central Mosque. In September 2024 we held our second Community Day in partnership with Telford and Wrekin Interfaith Council sharing stories of RAF personnel from diverse backgrounds, with many people attending that had never visited the Museum before.

Our Access Advisory Panels have continued to be a huge support, advising on many areas from content to direct accessibility, both online and onsite. All members are registered as volunteers so they can access the associated support. The panels are held three times a year and contributions so far have included consultation on the accessibility guide for the RAF Museum Midlands website, inputting into the new Hangar 1 exhibition, consultation for the outdoor realm and input into all other strands of the Inspiring Everyone Programme.

Carers Café activity piloting sessions have gone from strength to strength with a monthly Carers Café Social which offers an opportunity for carers to come along for an informal chat. Carers Café volunteers were the proud recipients of the Marsh Trust Volunteers for Museum Learning Award for the Midlands.

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Performance Analysis

The Museum uses a number of KPIs to measure and assess its performance. These are reported to the Board on a quarterly basis and reviewed by management monthly.

Key Performance Indicator:	2024-25	2023-24
Visitor numbers (including events such as the Midlands Air Show)		
- London	421,005	496,250
- Midlands	362,808	433,057
- Total	783,813	929,307
Trading income £	£3,884,000	£4,447,000
Number of learners – onsite, online, offsite		
- London	40,363	44,057
- Midlands	46,509	44,909
- Total	86,872	88,966
Visitor satisfaction ratings*		
- Enjoyment		
o London	89%	91%
o Midlands	92%	94%
- Likelihood to recommend		
o London (net promoter score)	75%	73%
o Midlands (net promoter score)	80%	83%
Social media interaction (no. of Facebook followers, Twitter users, Instagram subscribers and TikTok followers)	275,170	258,836
Social media engagement (no. of likes, comments, shares)	264,378	249,815

Visitor Numbers

Visitor numbers totalled 783,813 for 2024-25, a significant reduction compared to (2023-24: 929,307). As already outlined, this was due to the closure of the Colindale underground station for a significant proportion of the year and the economic and cost of living pressures impacting the visitor economy.

Trading Income

Turnover of £3,884,000 is reported for the year (2024: £4,447,000). The decrease over the prior year (the Museum's most profitable trading year since its inception) is mainly due to the impact of lower visitor numbers on commercial activity. In addition the summer commercial events programme underperformed with attendance lower than anticipated. During the year, a number of Museum staff and other resources were utilised in furtherance of commercial activities resulting in a cross charge of £708,000 (2024: £654,000). The profit after taxation for the year was £801,000 (2024: £1,178,000), with a distribution of £801,000 Gift Aid to the Museum (2023-2024: £1,178,000).

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Visitor Satisfaction

Visitor surveys show that both sites continue to achieve very high 'Enjoyment' and 'Net promoter score' ratings which remain above the industry average. We are also happy to report that both our London and Midlands sites received full accreditation under Visit England's Visitor Attraction Quality Assurance Scheme, with London improving its overall quality score to 90% (2023-24 89%) and our Midlands site remaining at 94% (2023-24 94%). As a result, our Midlands site has again been nominated for a Gold award.

Social Media Interaction

Social media continues to be a key tool in engaging visitors with increased visits and interaction with the Museum's social media channels.

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Financial Review

Statement of Financial Activities (SOFA)

Total income for the financial year 2024-25 amounted to £18,914,000 (2023-24: £21,608,000), with the decrease year on year primarily related to restricted grant-in-aid not being awarded in 2024-25 and reduced trading income as a result of reduced visitors. In 2023-24 the Museum was fortunate to receive £2,734,000 in restricted Grant in Aid funding (see below).

The Museum received £10,975,680 of Grant in Aid (2023-24: £13,391,000) for the financial year 2024-25 all of which is attributable to revenue funding (2023-24: £10,657,000 revenue, £734,000 capital, £2,000,000 reserves allocation).

During the year, a total of £2,861,000 (2024: £2,991,000) (Note 3) was received by way of grants and donations from industry partners and sponsors, trusts and foundations, and individual donations to fund the work of the Museum. This included a grant from the National Lottery Heritage Fund of £367,000 and a generous donation of £1.1 million from John Mars towards our RAF Museum Midlands Development Programme and a £758,000 grant from Salix finance towards the decarbonisation of Hangars 3 and 4 in London.

Total unrestricted income received by the Museum was £16,126,000 (2023-24: £16,296,000) with the increase in revenue Grant in Aid offset by a decrease in trading income and unrestricted donations. Income generated by the trading company on non-charitable activities was £3,885,000 (2023-24: £4,447,000), which, after accounting for associated expenditure, resulted in a total Gift Aid payment of £801,000 (2023-24: £1,178,000) to the Museum.

Total expenditure on Museum activities amounted to £20,135,000 (2023-24: £19,358,000). The majority of costs, including the costs of salaries, are in respect of core charitable activities. Net loss before transfers between funds and other recognised gains and losses totalled £1,220,000 (2023-24: Net profit £2,250,000). The £3,355,000 unrestricted loss for the year (2023-24: loss £1,952,000) is driven principally by depreciation of property assets and fully funded permanent exhibitions, which totals £3,688,000 for 2024-25 (2023-24: £3,548,000) (Note 7a). Excluding depreciation costs of property and permanent exhibitions, the Museum has generated an unrestricted operational surplus of £15,000 during the year (2023-24: £289,000) which is above the targeted breakeven.

A total of £912,000 (2023-24: £2,043,000) (Note 14) has been transferred from restricted to unrestricted funds in 2024-25, reflecting the restricted funding of capital projects which transfers to unrestricted fixed asset funds when complete and principally relates to the Salix funded decarbonisation works at the London site.

The quinquennial revaluation of both the freehold (London) and leasehold (Cosford and Stafford) properties comprising the RAF Museum Estate took place in 2022/23. An annual revaluation adjustment of £1,744,000 upwards (2023-24: £1,373,000 upwards) has been made in the year-end accounts using the annual indices provided by MOD to comply with Modified Historic Cost Accounting (MHCA) legislation per HM Treasury guidelines.

After transfers between funds and adjustment for recognised gains or losses on revaluation of fixed assets, the net movement of funds for the year was an increase of £524,000 (2023-24:

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£3,623,000) and total funds carried forward as at 31 March 2025 amounted to £140,925,000 (2023-24: £140,402,000).

Grant in Aid Funding

Despite the challenges of recent years, the Museum is fortunate to be in a relatively stable financial position, because we are c.70% funded through Government Grant in Aid, and partly because we have a reserves policy in place to mitigate risk and build available funds for delivery of Strategy 2030.

The RAF Museum does not have access to planned capital funds through the MOD and has been reliant on ad-hoc in year Grant in Aid capital allocations when funds allow. The Museum did not receive any capital Grant in Aid allocation in 2024-25 (2023-24: £734,000). There has been recognition from Government of the need for significant investment in UK museums' infrastructure – national, regional and local with allocations made to the DCMS National Museums to address issues identified, plus the launch of the MEND fund to support regional museums, but the long-term need of the MOD-funded service museums has not been addressed. We continue to work with our sponsor to explore opportunities to include a planned capital allocation through the spending review in the same way as the DCMS-funded National Museums.

Balance Sheet

The value of the group net assets as at 31 March 2025 is £140,925,000 (2024: £140,402,000). The value of freehold and leasehold property represents 70% of the Museum's net assets at £98,331,000 (2024: £98,756,000); and the value of heritage assets (over the capitalisation threshold and accessioned since 1 April 2001) represents 16% of the Museum's net assets at £22,188,000 (2024: £22,199,000) (Note 7a). The Museum Group holds a cash at bank and in hand balance as at 31 March 2025 of £16,365,000 (2024: £14,320,000), with the increase primarily due to funds raised for the Midlands Development Programme.

Trading Company

Any non-charitable activities are undertaken by RAF Museum Enterprises Ltd, a wholly owned subsidiary of the Museum, with all profits gift-aided to the parent charity. The trading company generated total turnover of £4,024,000 (2024: £4,636,000) (Note 4b), with associated costs of sales and overheads of £3,246,000 (2024: £3,468,000). During the year, a number of Museum staff and other resources were utilised in furtherance of those activities resulting in a cross charge of £708,000 (2024: £654,000). This resulted in a net profit in the subsidiary of £801,000 (2024: £1,178,000) (Note 9).

Reserves Policy and Funds

During the year, and with reference to guidance from the Charity Commission, and further to review and recommendation by the Audit and Risk Committee and Finance and Resources Committee (combined from 1 April 2024 as the Audit, Risk and Resources Committee), Trustees have confirmed that as at 31 March 2025 the organisation continues to hold unrestricted and undesignated free reserves (that is funds not tied up in fixed assets or designated or restricted funds) sufficient to cover approximately two months of budgeted operational expenditure in order to enable financial stability and act as a safeguard against volatile and unpredictable income streams and unforeseen expenditure or liabilities. Any

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remaining operational net surplus (i.e., after transfers to / from the fixed asset fund and maintaining free reserves of approximately two months of planned operational expenditure) is transferred to the Strategy 2030 Designated Fund.

In addition, the Museum holds a £2m Resilience Reserve Fund following a 2023-24 Public Body Review which recommended that 'the department and museums should consider building museum financial reserves for future resilience against financial shock events such as a pandemic'. Air Command allocated an additional £2m in restricted funds in 2023-24 to establish a Resilience Reserve Fund to protect the RAF Museum from a future financial shock (which could include, but is not limited to, unavoidable closure, irreparable infrastructure failure, major cyber-attack) and provide funds for critical 'invest to save projects' that further support the Museum's resilience.

The Strategy 2030 Designated Fund is used to support delivery of the Museum's current key strategic priorities as detailed in the strategic plan Strategy 2030 including: planning for future capital development at both sites; ensuring the sustainability of the estate; recording of contemporary stories of RAF men and women; and development of the Museum's collection through new acquisitions.

The RAF Museum Midlands Designated Fund holds funds earmarked to support the Museum's priority £28.6M RAF Museum Midlands Development Programme as part of the Cosford Master Plan and Strategy 2030 ambition. In addition, the RAF Museum Midlands Match Designated Fund was approved by Trustees to ringfence the Museum's commitment of funding to be invested in the Inspiring Everyone: RAF Museum Midlands Development Programme.

The closing balance held in designated funds at 31 March 2024 is £6,796,000 (2024: £7,093,000).

The Audit, Risk and Resources Committee monitors the levels of reserves at the Museum on a quarterly basis as part of their review of the Management Accounts. The Board of Trustees reviews the reserves policy when circumstances change and at least annually.

Payment of Creditors

The Museum's policy, in accordance with the Government-wide standard on the payment of creditors, is to settle all undisputed bills within 30 days or in accordance with the supplier's terms of business. The Museum's actual payment performance during the year was an average of 44 days (2024: 41 days).

Investment Policy

The Trustees continually monitor levels of all the Charity's funds. Available funds are currently invested in a variety of term deposits to maximise the level of return but with minimum risk. The amounts and terms of the investments are based on the Trustees' opinion of the immediate and future needs of the Museum and the Chair of the Audit, Risk and Resources Committee reviewed the principal deposits during 2024-25.

Environmental Policy and Sustainability Report

The Museum has committed to address the climate emergency through our operation and with our audiences. Our Museum-wide Sustainability Group engages across the organisation and ensures environmental principles are always at the forefront of our thinking. We will operate in an environmentally sustainable way, applying the principles of sustainable development for the benefit of current and future generations.

The Museum's Sustainability Commitment agrees four areas of focus:

- Reduce our operational impact - committing to carbon net zero and reducing the negative effects of our activities
- Develop a resilient and diverse estate - prepare for the changing climate and support a diverse and rich ecology
- Enable our people - provide the knowledge, tools and support to help us achieve and exceed our commitments
- Share and engage with our audiences - share the Museum's and RAF's sustainable journey, advocate awareness and action.

Key points of the commitment are:

- Progress our ambition to meet carbon net zero
- Commit to sustainable development for the RAF Midlands Development Programme
- Reduce our consumption of non-renewable fuels and water across the Estate
- Establish an environmental management system (EMS) in line with ISO 14001
- Communicate and inform audiences and our staff on climate change
- Provide resilient and biodiverse landscapes.

The Museum already has a number of initiatives in place which underpin the creation of a more sustainable and environmentally friendly organisation. These include energy conservation measures, a comprehensive recycling programme and new building construction which is consistent with reducing the Museum's carbon footprint. The Museum continued to roll out carbon literacy training to staff during the year and in 2024/25 became a Silver Carbon literate organisation accredited by the Carbon Literacy Project.

The Museum measures performance against the Greening Government Commitments (GGC) framework for 2021 – 2025 which sets targets for government departments to:

- Reduce water consumption
- Reduce greenhouse gas emissions
- Minimise waste and promote resource efficiency
- Improve sustainable procurement
- Develop and deliver nature recovery plans
- Develop and deliver climate change adaptation strategies
- Reduce environmental impacts from ICT and digital services

All data below is shown against the baseline year of 2017-18.

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Headline Target	2017-18 Baseline	2024-25 Actual	Vs. baseline	Notes
Working towards net zero by 2050 (reduction of 30% overall and 10% direct emissions)- Scope 1 and 2	1,584 tonnes CO2	1,708 tonnes CO2	7.8% increase	Reported emissions are provided by energy suppliers.
Working towards net zero by 2050 (reduction of 30% overall and 10% direct emissions) – Scope 3	Not available	214 tonnes CO2	N/A	Scope 3 is not available for 2017/18. 24/25 scope 3 areas measured: Employee Commuting and Business Travel.
Reduce the overall amount of waste generated by 15%	123 tonnes	75 tonnes	39% reduction	Food waste information is incomplete and has been excluded. We are working to include this in future years.
Increase the proportion of waste which is recycled to at least 70% of overall waste	32%	75%	5% above target	London 67%; Midlands 81%
Reduce water consumption by 8%	Not available	4,579 m3	N/A	London only, data for other sites and 2017-18 not available.

The following figures represent the Museum's best estimate of the impact of our activities on the environment at a local and global level through the resources it consumes, the waste it produces, its work patterns and the products it buys. The Museum has started to capture data on some Scope 3 emissions during the year and will continue to improve data collection on sustainability KPIs.

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Greenhouse gas emissions		2024-25	2023-24	2022-23	2021-22	2020-21	2017-18
Non-financial indicators (tonnes CO2)	Scope 1	1,413	1,196	1,072	308	608	758
	Scope 2	295	177	546	513	457	826
	Scope 3	214	Not currently available				
Energy consumption (thousand kWh)	Gas	6,393	5,410	5,786	1,684	3,309	4,117
	Electricity	2,236	2,525	2,637	2,420	1,962	2,350
	Total	8,629	7,935	8,423	4,104	5,271	6,467
Financial indicators (£000)	Total energy cost	981	889	628	463	403	414
	Cost of business travel	246	261	204	127	31	186
		<p>Emissions include gas burned onsite and fuel for vehicles owned by the Museum. Gas usage increased in 2024-25. In 2024-25 EDF energy changed the production fuel mix decreasing the proportion of renewable electricity resulting in an increase in carbon emissions from electricity usage. Despite the increase in carbon emissions we remain committed to reducing gas usage and are currently in the process of replacing old gas boilers with air source heat pumps in H3/4 in London supported by a Salix grant.</p> <p>The Museum has infrequent air travel and air travel is treated as exceptional travel by default with a commitment made not to travel by air within the UK mainland. The Museum has switched to a centralised travel booking system which now enables the collection of data on the environmental impact of business travel with reporting in this area for the first time in 2024-25. The Museum uses videoconferencing and collaboration systems, and Museum staff are encouraged to challenge whether in-person meetings at other sites are necessary and whether the meeting could instead be conducted as effectively online instead. However, the Museum remains conscious of the positive benefits creatively, for the team culture, and for personal wellbeing to our teams coming together in person, which is reflected in its hybrid working guidance.</p>					

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Waste management		2024-25	2023-24	2022-23	2017-18
Non-financial indicators (tonnes)	Residual waste (incinerated for energy)	19	25	18	83
	Recycled	56	40	50	40
	Total waste	75	65	68	123
	% recycled	75	61	72	32
Financial indicators (£000)	Total disposal cost	42	33	36	N/A
		The Museum operates a zero to landfill policy, with residual waste used as waste to energy. While overall recycling has improved on the 2017-18 baseline a waste management plan is in place to support further improvements. The Museum's catering offer at both sites are outsourced, and we continue to work with our contract catering partners to reduce food wastage. We have received data from our catering operations – however a this does not span the full financial year, it has not been included.			

Paper use	2024-25	2023-24	2022-23	2021-22	2020-21	2019-20
Non-financial indicator (A4 reams)	384	440	432	495	309	626
		The Museum records paper use within the offices from 2019-20. Reductions have been achieved with the installation of print-on-demand network printers and mandatory double-sided printing as the default. In addition, the Museum has implemented tablets for our visitor experience team's recording of daily checks to reduce paper usage. The paper used in advertising, packaging and other areas is not recorded and has been excluded from the above figures.				

Water consumption		2024-25	2023-24	2022-23	2021-22	2020-21	2019-20
Non-financial indicators (m ³)	Total water consumption	4,579	7,529	2,775	2,559	11,623	N/A
Financial indicators (£000)	Total water cost	11	17	7	6	11	12
		The Museum's London site is metered, however, historic information on water use is not available. Figures provided from 2020-21 are based on estimated usage provided by the supplier and relate to the Museum's London site only. Other sites are leasehold and consumption information is not available. Reduction in water use is undertaken on an opportunity basis such as using low water use taps and controlled urinal flushing. In addition, water use on landscape management is limited. The large consumption (and consequent cost) in both 2020-21 and 2023-24 is due to major leaks at the London site which have been rectified in 2024-25 resulting in a reduction in water usage.					

ROYAL AIR FORCE MUSEUM ACCOUNTS 2024-25

Sustainable procurement

The Museum's existing contracts do not contain specific requirements for supply chain reporting on sustainability as standard, although elements of sustainability and social value are evaluated in the procurement tender process, particularly for major projects. The Museum's procurement policies will be further updated to reflect our commitment to sustainable procurement in 2025-26.

Nature recovery and biodiversity action planning

The Museum's estate has limited potential to improve overall biodiversity. However, in line with our Sustainability Commitment we manage and develop our estate to improve and sustain ecology. The Museum's estate contains areas of public grassland, managed planting and more wild areas as well as small copses of trees. The London site contains a swale, developed in 2018, that serves as an important site for wildlife in addition to providing a sustainable surface water run-off; a corner of our London site is purposely left wild, with minimal interventions following a landscape review in 2020 which identified it as an important habitat and source of food for local wildlife. The Museum's Midlands site contains grassed banks which have minimal intervention and trees which link into the nearby woodland. Improvements to the landscape are planned as part as our Inspiring Everyone: RAF Museum Midlands Development Programme with additional trees and planting.

Climate Change Adaption

The Museum intends to undertake a Climate Change Risk Assessment in 2025-26 to inform a longer-term Climate Change Adaption Strategy and Plan as part of our internal Sustainability Commitment and Pathway.

Reducing environmental impacts from Information Communication Technology (ICT) and digital

The Museums IT department is reviewing the environmental impact of its ICT activities and setting appropriate targets as part of an update to its IT strategy in 2025-26. It continues to make significant progress in the removal of redundant and inefficient IT legacy assets and actively seeks to reuse assets where appropriate. The IT department is continuing to reduce the number of physical servers required via server virtualisation and physical servers used for testing purposes are switched off when not in use. Colleagues continue to use Microsoft Teams, which has also supported colleagues to work from home as well as reducing business travel between sites.

Auditors

The accounts are audited by the Comptroller and Auditor General. The fee for the audit of the Group 2024-25 accounts was £57,850 (2024: £52,300). This includes the NAO fee of £46,000 and Hillier Hopkins fee of £11,850 for the audit of RAF Museum Enterprises Ltd (RAFMELE).

ROYAL AIR FORCE MUSEUM ACCOUNTS 2024-25

So far as I, as Accounting Officer of the Museum, and as we, as its Trustees, are aware:

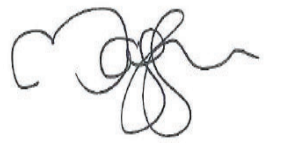
- a) there is no relevant audit information of which the Museum's auditors are unaware; and
- b) we have taken all the steps that we ought to have taken to make ourselves aware of any relevant audit information and to establish that the Museum's auditors are aware of that information.



ACM Sir Stephen Hillier GCB CBE DFC
Chair

on behalf of the Board of Trustees

10 July 2025



Margaret Appleton MBE
Chief Executive Officer and
Accounting Officer

Royal Air Force Museum

10 July 2025

ACCOUNTABILITY REPORT

Corporate Governance Report

This report sets out the arrangements for the governance of the Museum, including the Board and Committee structure for the Trustees. It specifically shows how the organisation identifies and manages key risks and provides the assurance from the Chair of the Board of Trustees and Accounting Officer.

Trustees have complied with their duty in section 11 of the Charities Act 2011 to have due regard to guidance published by the Charity Commission. Trustees are also mindful of the Commission's guidance on public benefit.

Chief Executive Officer's report and governance statement

The Governance Framework

The Royal Air Force Museum is incorporated by Royal Charter with company number RC000922 and is a charity registered with the Charity Commission (registration number 1197541), governed in accordance with the Charter and Bye-laws. On 1 April 2022, all assets, activities and resources were transferred from an unincorporated charity (registration number 244708) of the same name and address which was governed in accordance with a Deed of Trust dated 4th June 2007 to deliver the same charitable objects.

The Museum is an accredited National Museum and Non-Departmental Public Body (NDPB) obliged to comply with HM Treasury financial reporting requirements set out in the Financial Reporting Manual and the guidance contained in Managing Public Money. There is a Framework Document in place which defines the arrangements between the Museum and its sponsor department, the Ministry of Defence, relating to the receipt of Grant in Aid and the conditions for its expenditure alongside a Partnering Agreement between the RAF and the Museum. The Partnering Agreement and Framework Document relevant to the 2024-25 financial year is effective from 1 April 2022 to 31 March 2027.

The Trustees and the Committee Structure

The RAF Museum is governed by a Board of Trustees chaired by Air Chief Marshal Sir Stephen Hillier GCB CBE DFC. The Charities Act 2011 requires the Trustees to exercise proper stewardship over the Museum and to take care of its collections.

The Chief Executive Officer of the Museum, Margaret Appleton MBE, is the Accounting Officer responsible to Parliament for the day-to-day management of the Museum as set out in Chapter 3 of Managing Public Money.

Trustees are appointed by the Secretary of State for Defence in accordance with the provisions of the public appointments process set out in the Office of the Commissioner of Public Appointments Code of Practice. From 1 April 2022, under the new Charter and Byelaws, appointment terms are for three years and Trustees can be re-appointed for a second term of equivalent length. The number of Nominated Trustees can be between seven and fifteen, which aligns with Governance best practice, while retaining flexibility to manage both planned and unforeseen resignations. The Board of Trustees may also appoint up to three additional co-opted Trustees by majority approval to serve on the Board and both co-opted Trustees and

ROYAL AIR FORCE MUSEUM ACCOUNTS 2024-25

other individuals may serve on specific sub-committees to supplement the experience of Board members.

The Trustees receive induction training with the Chief Executive Officer and senior leadership team (SLT) and are encouraged to familiarise themselves with the Museum's priorities through work in sub-committees where they are supported by the Museum's executive, and by attending and hosting Museum events and receptions. A Trustee Development Framework is in place and all Trustees are asked to complete a mandatory selection of relevant online courses including Safeguarding Children, Equality, Diversity and Inclusion, Bullying and Harassment for Managers and Unconscious Bias for Managers. Trustees are made aware of governance courses such as the Institute of Chartered Accountants in England & Wales (ICAEW) online Trustee Training course, developed with the Charity Commission, which provides an overview of charity trustees' legal and financial responsibilities and their strategic and operational considerations. In addition, Board development sessions are now scheduled twice a year ahead of each Board meeting.

A Trustee skills audit was completed in 2024-25 ahead of a trustee recruitment round in 2025-26. Trustees also completed a Board Effectiveness Survey to inform its annual internal review as part of the March 2025 Board meeting. The Museum plans to conduct its next external effectiveness review (due every three years) in 2026 following the 2022-24 Public Body Review of the Service Museums, which published its report in March 2024. The Nomination and Governance Committee has continued to monitor and advise the Board on Museum governance and the Board structure, processes and performance.

The Board of Trustees Sub-Committees

The Board of Trustees has established a number of sub-committees for specific purposes and to ensure the effective conduct of business. The Board of Trustees is responsible for appointing to the sub-committees from within its membership and all sub-committee actions are taken on behalf of the Trustees as a whole, with recommendations made to the Board as appropriate.

For 2024-25 these sub-committees comprise Audit Risk & Resources (providing assurance on issues of risk, control, governance, financial control, and investment); Major Projects and Programmes (responsible for major capital and programme development); and People and Governance (providing assurance that the Museum's HR strategy, policies and procedures are appropriate and effective and keeping under review the leadership needs of the Museum). The Museum also has a Research Advisory Board, chaired by Sebastian Cox OBE, the recently retired Head of the Air Historical Branch of the Royal Air Force, and an Ethics Advisory Group comprising Trustees and Senior Leadership Team members.

The terms of reference of each of the sub-committees are approved by the full Board and reviewed annually. The table overleaf shows the number of meetings and attendance. The Board normally meets once a quarter, and these scheduled meetings are summarised in the table. Minutes of all Board and sub-committee meetings are maintained. Trustees complete a declaration of interests each year with an agenda prompt at each Committee and Board meeting regarding any possible conflicts of interest or loyalty.

ROYAL AIR FORCE MUSEUM ACCOUNTS 2024-25

Trustee attendance is shown as the number of meetings attended in relation to the number of meetings held whilst each individual was a member of the relevant committee. The Chair of Trustees receives all committee papers and may attend any committees across the year, as may all Trustees.

The Museum has two subsidiary companies, RAF Museum Enterprises Ltd and RAF Museum Investments Ltd. Although the decisions taken by these companies remain primarily their responsibility, summaries of activity are reported through the Board.

The following individuals served as Trustees during 2024-25:

Board of Trustees							
Board Member	Appointed	Further notes	Board	Audit, Risk and Resources Committee (ARRC) *	People and Governance Committee (PGC)	Major Projects & Programmes Committee (MPPC) *	RAF Museum Enterprises Ltd (RAFMEEL) **
Air Chief Marshal Sir Stephen Hillier	11-Oct-21	Chair Board	4/4				
John Banks	23-Jul-21	Chair ARRC	4/4	4/4			
Josh Chana	5-Oct-23		3/4			3/4	
Air Vice Marshal David Cooper	23-Jul-21		4/4			3/4	
Jonathan Field	23-Jul-21	Chair RAFMEEL Board	4/4	4/4	2/2		4/4
Matthew Gilpin	23-Jul-21	Chair PGC	3/4	4/4	2/2		
Hemma Gooljar	5-Oct-23		4/4		2/2		
Waseem Mahmood	23-Jul-21		4/4			4/4	
Julie McGarvey	17-May-16		4/4				4/4
Air Marshal Peter Ruddock	23-Jul-21		4/4	4/4			
Nick Sanders	7-July-16	Chair MPPC	4/4			4/4	

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* The Board Chair is not a formal member of this committee but invited to take part / observe as they wish.

** Trustees who are members of RAF Museum Enterprises Ltd are shown above. There are five additional non-executive directors.

Register of Interests

A register of Trustees' interests is maintained. Trustees are required to declare any interest, pecuniary or otherwise, in any matter being considered by the Board. Related Parties are disclosed in Note 17 of the Financial Statements.

The Board of Trustees' Performance

The Board has supported the organisation to successfully deliver its strategic objectives as outlined in the approved over-arching ten-year Strategy 2030 and Business Plan 2024-25.

Reports from each sub-committee are circulated to all Trustees with routine papers for the quarterly meetings of the full Board and sub-committee Chairs highlighting any matters of particular interest or concern for the attention of the full Board.

There is a wide range of information and data (financial and otherwise) routinely available to Trustees, including detailed management accounts quarterly to the Finance and Resources Committee and summary management accounts quarterly to the full Board, which the Board considers to be adequate management information.

Personal Data Loss

An incident is defined as a loss, unauthorised disclosure or insecure disposal. Protected personal data is information that links an identifiable living person with information about them which, if related, would put the individual at significant risk of harm or distress; the definition includes sources of information that because of the nature of the individuals or the nature, source or extent of the information, is treated as protected personal data by the Museum. There have been no such losses during 2024-25.

Internal Auditors

The Museum's internal auditors are Azets (appointed in January 2024), who work to the Public Sector Internal Audit Standards and provide an independent opinion for the financial year 2024-25 (contract year one) on the matters subject to review through the annual internal audit programme. The work programme is signed off by the Trustees' Audit, Risk and Resources Committee and the report of the internal auditors is received by that same sub-committee. The tender and appointment of Azets was made as a joint initiative with our partner Service Museums – the National Army Museum and National Museum of the Royal Navy - to foster the sharing of best practice and economies of scale, including a shared thematic review to be agreed upon by all parties.

As part of this plan Azets have carried out several reviews for the RAF Museum this past year, including commercial strategy, key financial controls, business continuity planning, site and physical security, and estate management.

The internal auditors provide an annual independent opinion, based upon the audit programme

ROYAL AIR FORCE MUSEUM ACCOUNTS 2024-25

and limited to the work performed, on the overall adequacy and effectiveness of the Museum's risk management, control and governance processes. The internal audit opinion for 2024-25 is one of reasonable assurance, stating that some improvements are required to enhance the adequacy and effectiveness of the framework of governance, risk management and control.

The results of the internal audit assignment reviews have been taken into consideration in determining the internal control opinion for 2024-25. Of the five assurance assignments, it was concluded that the Board could take substantial assurance in one area, reasonable assurance in three areas and limited assurance in the other.

The Audit, Risk and Resources Committee accepted the opinion and findings of the internal auditors. Progress against recommendations and risk status will continue to be monitored by the Committee as part of the internal audit follow up review process.

External Auditors

The external auditor of the Museum is the Comptroller and Auditor General with the audit conducted by the National Audit Office. The external auditor of its trading subsidiary, Royal Air Force Museum Enterprises Ltd, is Hillier Hopkins LLP. The accounts are consolidated.

Risk Management

The Museum's internal control system is designed to manage risk to a reasonable level, rather than eradicate all risk of failure. Therefore, it can only provide reasonable and not absolute assurance of effectiveness. In managing risk, we identify the opportunities and risks in achieving our strategic objectives, evaluate the likelihood of those risks being realised, the impact should they be realised and the controls in place to manage them efficiently and effectively. The Museum's approach to risk management and the process for implementation are documented in a Corporate Risk Management Strategy (reviewed and updated in 2021-22).

The strategy is supported by our Strategic Risk Register, which groups our highest priority risk areas into key strategic risks and is reviewed regularly by the senior leadership team. The Audit, Risk and Resources Committee reviews strategic risks at each meeting and the Board review annually. Each department holds a detailed operational risk register and updates them regularly with input from their teams, with departmental risks reported to group directors and all new risks or residual risks that have increased noted. Project and programme risks are included in status reports to the executive Programme Board. Any Departmental or Programme risks rated red/high when mitigated are summarised in a Corporate Risk Register which is reviewed quarterly by the senior leadership team and at each meeting by the Audit, Risk and Resources Committee.

Risk management overall is viewed as a dynamic process which actively seeks to incorporate good practice. It is responsive and current and is managed through regular review of both internal developments and external factors – the political, social, economic, demographic, technological, environmental and legal developments that may influence our exposure to risks or opportunities. As an NDPB the Museum has a low-risk appetite in relation to compliance, regulation and to our key strategic risks. In areas where we aim to be relevant and influential, we are prepared to take calculated risks. Risk appetite has been set by the Trustees and is

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reviewed annually for appropriateness by the senior leadership team and Audit, Risk and Resources Committee. The senior leadership team monitors whether our overall risk profile is commensurate with our risk appetite on an ongoing basis. The key risks identified, and the actions taken to date, are set out below.

The strategic risk of financial instability due to macro-economic factors is substantially mitigated by confirmed annual Grant in Aid for 2025-26, alongside the Museum's proven agility to flex variable and project costs. Nevertheless, a high proportion of planned Museum spend is necessary to support effective operations and / or drive visitor numbers / income, and cost reductions may impact detrimentally on Museum outcomes and impact even where activities are not immediately essential. Identified risks for the financial year ahead include the negative impact of lower than targeted visitor numbers on self-generated income given the challenging economic environment. Sector challenges to retention and recruitment in response to cost-of-living pressures is mitigated by an acknowledged pride in working for the Museum and a clear commitment to investing in our staff team and the development of a dynamic, diverse and collaborative culture.

Failure to raise income to agreed revenue and campaign fundraising targets would delay delivery of agreed projects and programmes. The positive NLHF grant award and with it formal permission to start the delivery phase of the Inspiring Everyone: RAF Museum Midlands Development Programme was a significant achievement in April 2025 and gives the Museum two years to raise the outstanding £1.9m of the £28.6m programme.

The RAF Museum's Strategy 2030 outlines a robust financial model into the future, with operational savings continuing to be identified and our resourcing model streamlined, fundraising and trading activity to be increased and diversified, and programmes developed that attract funding support, to enable significant investment and development at both sites. There is and will continue to be continued pressure on Government funding and competition for funding from donors and trusts and foundations.

The Collections Review supports both care of the collection and development and delivery of our programming. An important strand of this review is delivery of digitisation of the collections, opening access to audiences while ensuring collection care is maintained. This will require considerable investment which is the reason for the risk of 'failure to adequately care for collections' remaining at a medium level assessment.

As with the risk of financial instability, the risks from major incidents of any nature can only be mitigated to a certain degree, but the creation of the Museum's Resilience Reserve Fund with support from our sponsor body is a substantial mitigation. Museum plans include phased capital investment in infrastructure and continued assurance of effective processes in place. Further to considerable progress thus far, one of the key strategic priorities for the Museum and a focus for the next financial year is to continue to invest in building the strong and sustainable basic foundations required to fully achieve our future vision.

Assurance Statement by the Audit, Risk and Resources Committee

The Audit, Risk and Resources Committee are reasonably confident that the reliability, integrity, quality and comprehensiveness of the assurances provided by the RAF Museum's

ROYAL AIR FORCE MUSEUM ACCOUNTS 2024-25

internal and external auditors, and by management, are presently sufficient to support the Board and Accounting Officer in their decision making and in the fulfilment of their accountability obligations. Internal controls are monitored during the year by the RAF Museum's executive team and independent internal audit review and findings reported to the Audit, Risk and Resources Committee. The Audit, Risk and Resources Committee will continue to draw to the Board's and Accounting Officer's attention any matters of concern.

Statement of the Board of Trustees' and Chief Executive Officer's Responsibilities

Under Section 30(3) of the National Heritage Act 1983 and law applicable to charities in England and Wales, the Board of Trustees is required to prepare financial statements for each financial year which give a true and fair view of the Royal Air Force Museum's financial activities and of its financial position at the end of the year.

In preparing financial statements giving a true and fair view, the Board of Trustees is required to:

- observe any 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 that are reasonable and prudent;
- state whether applicable accounting standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on a going concern basis, unless it is inappropriate to presume that the charity will continue in operation.

Under the law applicable to charities in England and Wales, the Board of Trustees is responsible for keeping proper accounting records which disclose with reasonable accuracy the financial position of the charity and which enable the Board to ensure that the financial statements comply with applicable law. The Board is also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Permanent Under-Secretary of the Ministry of Defence has appointed the senior full time official, the Chief Executive Officer, as the Accounting Officer for the Royal Air Force Museum. Her relevant responsibilities as Accounting Officer, including her responsibility for the propriety and regularity of expenditure from Grant in Aid provided by Parliament and for the keeping of proper records, are set out in the Non-Departmental Public Bodies' Accounting Officer's Memorandum issued by the Treasury and published in 'Managing Public Money'.

The Accounting Officer confirms that the annual report and accounts as a whole are fair, balanced and understandable and that she takes personal responsibility for the annual report and accounts and the judgments required for determining that they are fair, balanced and understandable.

The Accounting Officer also confirms that, as far as she is aware, there is no relevant audit information of which the Museum's auditors are unaware, and that all steps have been taken

to make herself aware of relevant audit information and to make this available to the Museum's auditors.

Remuneration and Staff Report

In accordance with the Financial Reporting Manual the RAF Museum has prepared this report containing certain information about directors' remuneration. 'Directors' is interpreted to mean persons in senior positions having authority or responsibility for directing or controlling the major activities of the Museum. The figures in the remuneration and staff report are subject to audit. The total number of employees whose emoluments for the year exceeded £60,000 is given in note 6, together with information on staff numbers and costs.

None of the directors were members of the Principal Civil Service Pension Scheme (PCSPS) and the Museum did not fund any Civil Service pension contributions for them in 2024-25. The Museum, under the auto-enrolment scheme (NEST) made employer's contribution to the directors' pension at the rate of 5% of their salary. Performance bonuses paid to directors are non-contractual. All employees, including directors, received £100 shopping vouchers as a thank you for their commitment and performance during 2024-25, which are included as benefits in kind in the table below. All of the directors have contracts of employment carrying a period of notice of three months.

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Single figure of total remuneration	Salary	Performance related pay and bonuses	Benefits in kind	Pension Benefits	TOTAL	TOTAL
	2024-25	2024-25	2024-25	2024-25	2024-25	2023-24
	(2023-24)	(2023-24)	(2023-24)	(2023-24)	(2023-24)	(2023-24)
	£000	£000	Nearest £	£000	£000	£000
Margaret Appleton MBE CEO	120-125 (115-120)	- (0-5)	100 (100)	6-10 (6-10)	130-135	125-130
Marguerite Jenkin Director of Finance and Resources (until August 2024)	45-50 (95-100)	- (0-5)	0 (100)	0-5 (0-5)	50-55	100-105
Barry Smith Director of Visitor and Commercial Development	100-105 (95-100)	- (0-5)	100 (100)	5-10 (0-5)	105-110	100-105
Kirsty Vlemmiks Director of Finance and Resources (from November 2024)	35-40 (-)	- (-)	100 (-)	0-5 (-)	35-40	-
Karen Whitting Director of Content and Programmes	100-105 (95-100)	- (0-5)	100 (100)	5-10 (0-5)	105-110	100-105

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Pension benefits	Real increase in pension and lump sum at pension age	Accrued pension at pension age at 31/03/25 and related lump sum	CETV at 31/03/25	CETV at 31/03/24	Real increase in CETV	Employer contribution to Nest pension
	£000	£000	£000	£000	£000	Nearest £100
Margaret Appleton MBE CEO	N/A	N/A	N/A	N/A	N/A	6,200
Marguerite Jenkin Director of Finance and Resources (until August 2024)	N/A	N/A	N/A	N/A	N/A	2,400
Barry Smith Director of Visitor and Commercial Development	N/A	N/A	N/A	N/A	N/A	5,000
Kirsty Vlemmiks Director of Finance and Resources (from November 2024)	N/A	N/A	N/A	N/A	N/A	1,800
Karen Whitting Director of Content and Programmes	N/A	N/A	N/A	N/A	N/A	5,000

* A Cash Equivalent Transfer Value (CETV) is the actuarially assessed capitalised value of the pension scheme benefits accrued by a member of a final salary scheme, required where a pension member wishes to switch to a defined contribution scheme, and is therefore not applicable to the Museum directors.

The remuneration ratios in the Museum are shown below. These represent the banded mid-point pay of the highest paid director as a multiple of the 25th percentile, median and 75th

ROYAL AIR FORCE MUSEUM ACCOUNTS 2024-25

percentile pay rates. The banded mid-point pay of the highest paid director is £122,500 (2024: £117,500) and the median salary is £30,019 (2024: £28,849). The directors are all full-time employees employed on standard terms and conditions. The remuneration of the highest paid director increased by 4.08% against the prior year. The average percentage increase for employees of the Museum was also 2.8%.

	25th percentile pay ratio	Median pay ratio	75th percentile pay ratio
2025	5.10	4.08	3.36
2024	5.04	4.07	3.33
% change	1.19%	0.25%	0.9%

	25th percentile remuneration	Median remuneration	75th percentile remuneration
2025	£24,042	£30,019	£36,456
2024	£23,325	£28,849	£35,330
% change	3.07%	4.05%	3.18%

The Museum Board comprised eleven Trustees at 31 March 2025. Eight were nominated by the Secretary of State and three were co-opted. None were employees of the Museum. Trustees were reimbursed £5,494.82, in expenses (2023-24: £5,925). Nine Trustees claimed expenses (2023-24: Ten). Expenses claimed comprise reasonable travel, subsistence and accommodation as required to meet Trustee responsibilities in accordance with the Museum's Travel and Subsistence Policy.

Sickness absence (not subject to audit)

The Royal Air Force Museum employed 200 (2024: 202) members of staff as at 31 March 2025. In addition, the trading subsidiary employed 37 (2024: 36) members of staff at 31 March 2025. Periods of sickness absence are recorded in full days. The average number of days of sickness absence was 7.7 days per person (2024: 5.5). Long term absences have been excluded.

Pension Costs and Benefits

The Museum's accounting policy in relation to Pensions is provided at Note 1 to the Financial Statements. From May 2014 the Museum has automatically enrolled all employees into a National Employment Savings Trust (NEST) pension scheme unless the employees choose to opt out. The NEST pension scheme is a defined contribution pension scheme that was created as part of the government's workplace pensions reform under the Pensions Act 2008. The assets of the scheme are held separately from those of the Museum and the Museum is unable to identify our share of the liability. Employer's contributions are charged to the Statement of Financial Activities as they occur.

Pension benefits for a small number of longer serving staff are provided through the Civil Service Pension Scheme (CSPS), comprising the Principal Civil Service Pension Scheme (PCSPS) and alpha. The CSPS is an unfunded multi-employer defined benefit scheme but the RAF Museum is unable to identify its share of the underlying assets and liabilities. A full

ROYAL AIR FORCE MUSEUM ACCOUNTS 2024-25

actuarial valuation was carried out as at 31 March 2020 (signed 2021). Details can be found on the CSPS website here:

<https://www.civilservicepensionscheme.org.uk/about-us/scheme-valuations/>.

For 2024-25 employer's contributions of £143K were payable (2024: £88,768) through the CSPS. The applicable rates for the CSPS are shown below:

Gross Salary	Rate %
£77,001 and over	30.3%
£45,501 – £77,000	27.9%
£23,001 - £45,500	27.1%
Up to £23,000	26.6%

The contribution rates reflect benefits as they are accrued, not when costs are actually incurred, and reflect past experience of the scheme. Pension benefits are provided through the Civil Service pension arrangements in place prior to 30th July 2007, with the unfunded cost of benefits met by monies voted by Parliament each year. Any members affected by the Public Service Pensions Remedy were reported in the 2015 scheme for the period between 1 April 2015 and 31 March 2022 in 2023-24, but are reported in the legacy scheme for the same period in 2024-25. Further details about the Civil Service pension arrangements can be found at the website: www.civilservice.gov.uk/pensions.

Reporting of civil service and other compensation schemes – exit packages
(Comparative data for the prior financial year is shown in brackets)

Exit package cost band	Number of compulsory redundancies	Number of other departures agreed	Total number of exit packages by cost band
<£10,000	-	1	1
£10,000–£25,000	-	-	-
£25,000–£50,000	-	-	-
£50,000–£75,000	1	-	1
Total number of exit packages	1	1	2
Total resource cost/ £	£58,771	£9,514	£68,285

Redundancy and other departure costs are, where appropriate, 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 of departure. Where the department has agreed early retirements, the additional costs are met by the department. Ill-health retirement costs are met by pension scheme and are not included in the table.

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Trade Union Facility Time (not subject to audit)

Table 1

	Full-time equivalent	
	2024-25	2023-24
Number of employees who were relevant union officials during the relevant period	3	1

Table 2

	Number of employees	
	2024-25	2023-24
Percentage of time		
0	-	-
1-50%	3	1
51-99%	-	-
100%	-	-

Table 3

	Figures	
	2024-25	2023-24
	£	£
Total cost of facility time	-	233
Total pay bill	7,079,000	6,894,000
Percentage of the total pay bill spent on facility time	0%	0%

Table 4

	Percent	
	2024-25	2023-24
Time spent on paid trade union activities as a percentage of total paid facility time	0%	0%

Other Staff Costs

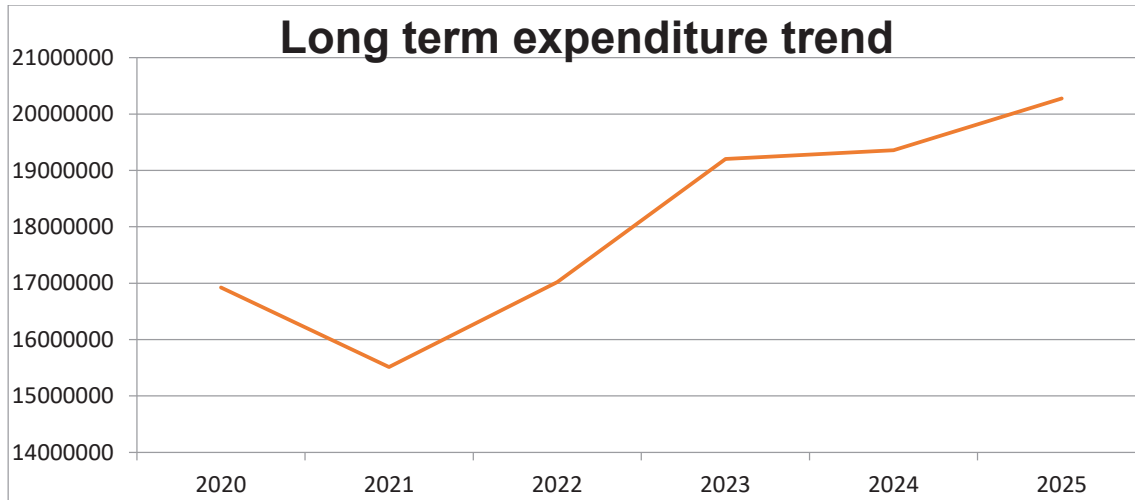
Further details relating to the Museum's other staff costs can be found in Note 6 to the financial statements.

ROYAL AIR FORCE MUSEUM ACCOUNTS 2024-25

Parliamentary accountability and audit report

All expenditure is regular, having been incurred in accordance with the relevant authorities. Expenditure subject to restrictions has been applied in line with the intentions of donors and the Museum's sponsor body. There are no contingent liabilities, gifts, fees, charges, losses, or special payments requiring further disclosure that have not been reported elsewhere in these financial statements. This paragraph is subject to audit.

Expenditure trend over the past six financial years is shown below:



Expenditure reduced in 2020-21 due to the impact of the Covid-19 pandemic, with some projects paused, sites closed to the public and staff placed on furlough, and a corresponding decline in trading costs. Since 2021-22, spending has increased as both sites reopened following covid closures. In particular, there has been significant cost inflation in staff costs, utility costs and the increasing costs of maintaining the Museum's ageing estate.

Approved by the Board of Trustees & signed on its behalf on 10th of July 2025 by:

ACM Sir Stephen Hillier GCB CBE DFC
Chair

on behalf of the Board of Trustees

Margaret Appleton MBE
Chief Executive Officer and
Accounting Officer

Royal Air Force Museum

THE REPORT OF THE COMPTROLLER AND AUDITOR GENERAL TO THE BOARD OF TRUSTEES OF THE ROYAL AIR FORCE MUSEUM

Opinion on financial statements

I have audited the financial statements of the Royal Air Force Museum and its Group for the year ended 31 March 2025 under the Charities Act 2011

The financial statements comprise the Royal Air Force Museum and its Group's:

- The Consolidated and Charity Balance Sheet as at 31 March 2025;
- Consolidated Statement of Financial Activities, Consolidated Statement of Cash Flows and; 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 Air Force Museum and its Group's affairs as at 31 March 2025 and their net income/(expenditure) for the year then ended;
- have been properly prepared in accordance with the Charities Act 2011

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 report.

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 Air Force Museum 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 Air Force Museum 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 Air Force Museum 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 report.

Other information

The other information comprises information included in the Annual Report but does not include the financial statements and my auditor's report thereafter. 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 report, 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 HM Treasury's Government Financial Reporting Manual

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

- the parts of the Trustees' Report subject to audit have been properly prepared in accordance with the applicable legislation;
- the information given in the Performance and Accountability Reports 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 Air Force Museum and its Group and their environment obtained in the course of the audit, I have not identified material misstatements in the Performance and Accountability Reports.

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 Air Force Museum 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' Report, subject to audit are not in agreement with the accounting records and returns; or
- certain disclosures of remuneration specified by HM Treasury's Government Financial Reporting Manual 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 Board of Trustees' and Chief Executive Officers Responsibilities, the Board of 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 Air Force Museum 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 Charities Act 2011;
- preparing the Annual Report, which includes the Remuneration and Staff Report, in accordance with HM Treasury's Government Financial Reporting Manual; and
- assessing the Royal Air Force Museum 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 and express an opinion on the financial statements in accordance with section 151 of the Charities Act 2011.

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 report 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 Air Force Museum and its Group's accounting policies, key performance indicators and performance incentives.

- inquired of management, Royal Air Force Museum's head of internal audit and those charged with governance, including obtaining and reviewing supporting documentation relating to the Royal Air Force Museum 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 Air Force Museum and its Group's controls relating to the Royal Air Force Museum and its Group's compliance with the Charities Act 2011,
- inquired of management, Royal Air Force Museum's 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 relevant component audit teams 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 Air Force Museum and its Group for fraud and identified the greatest potential for fraud in the following areas: revenue recognition, posting of unusual journals, complex transactions, 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 Air Force Museum and its Group's framework of authority and other legal and regulatory frameworks in which the Royal Air Force Museum and its 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 Royal Air Force Museum and its Group. The key laws and regulations I considered in this context included, The Charities Act 2011, employment law and tax 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 and Risk 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
- In addressing the risk of fraud in revenue recognition, I assessed the recognition of income in line with the accounting framework and undertook procedures to test the completeness of income

I communicated relevant identified laws and regulations and potential risks of fraud to all engagement team members including significant component audit teams 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 report.

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.

Gareth Davies
Comptroller and Auditor General

15 July 2025

National Audit Office
157-197 Buckingham Palace Road
Victoria
London
SW1W 9SP

ROYAL AIR FORCE MUSEUM ACCOUNTS 2024-25

Consolidated Statement of Financial Activities for the year ended 31 March 2025

	Notes	Unrestricted Funds 2025 £000	Restricted Funds 2025 £000	Total Funds 2025 £000	Unrestricted Funds 2024 £000	Restricted Funds 2024 £000	Total Funds 2024 £000
Income from							
Donations and legacies							
Grant in aid		10,976	-	10,976	10,657	2,734	13,391
Grants and donations	3	295	2,566	2,861	574	2,417	2,991
Charitable activities		384	-	384	162	-	162
Other trading activities							
Trading income	4b	3,884	-	3,884	4,447	-	4,447
Sponsorships		-	-	-	-	74	74
Investments		564	223	787	417	87	504
Other		22	-	22	39	-	39
Total income		16,125	2,789	18,914	16,296	5,312	21,608
Expenditure on							
Fundraising	5	601	-	601	760	-	760
Trading	5	3,106	-	3,106	3,361	-	3,361
Charitable activities	5	15,774	654	16,428	14,127	1,110	15,237
Total expenditure		19,481	654	20,135	18,248	1,110	19,358
Net income/(expenditure)		(3,356)	2,135	(1,221)	(1,952)	4,202	2,250
Transfers between funds	14	912	(912)	-	2,043	(2,043)	-
Other recognised gains and losses							
Gains/(losses) on revaluation of fixed assets	7a	1,744	-	1,744	1,373	-	1,373
Net movement in funds		(700)	1,223	523	1,464	2,159	3,623
Reconciliation of funds							
Total funds brought forward at 1 April 2024		126,584	13,818	140,402	125,120	11,659	136,779
Total funds carried forward at 31 March 2025		125,884	15,041	140,925	126,584	13,818	140,402

All of the Group's activities are classed as continuing. All recognised gains and losses are included above.

The notes on pages 53 to 65 form part of these financial statements.

ROYAL AIR FORCE MUSEUM ACCOUNTS 2024-25

Consolidated and Charity Balance Sheet as at 31 March 2025

	Notes	Group 2025 £000	Group 2024 £000	Charity 2025 £000	Charity 2024 £000
Fixed assets					
Tangible assets	7a	103,063	103,490	103,063	103,490
Heritage Assets	7b	22,188	22,199	22,188	22,199
Investments	4a	-	-	100	100
Total Fixed Assets		125,251	125,689	125,351	125,789
Current assets					
Stock	8	308	298	-	-
Debtors	9	905	1,645	1,649	2,718
Cash at bank and in hand	10	16,365	14,320	15,605	13,442
Total Current Assets		17,578	16,263	17,254	16,160
Liabilities					
Creditors: Amounts falling due within one year	11	1,884	1,520	1,660	1,517
NET CURRENT ASSETS		15,694	14,743	15,594	14,643
Creditors: Amounts falling due after more than one year	11	20	30	20	30
NET ASSETS/LIABILITIES		140,925	140,402	140,925	140,402
The funds of the charity					
Unrestricted funds	14	125,884	126,584	125,814	126,514
Restricted funds	14	15,041	13,818	15,111	13,888
		140,925	140,402	140,925	140,402

The notes on pages 53 to 65 form part of these financial statements.

Approved by the Board of Trustees & signed on its behalf on 10 July 2025:



Air Chief Marshal Sir Stephen Hillier GCB CBE DFC
Chair
on behalf of Trustees



Ms M Appleton MBE
Chief Executive Officer and Accounting Officer
Royal Air Force Museum

ROYAL AIR FORCE MUSEUM ACCOUNTS 2024-25

Consolidated Cash Flow Statement for the year ended 31 March 2025

Reconciliation of net incoming resources to net cash flow from operating activities

	Notes	2025 £000	2024 £000
Net Incoming Resources		(1,221)	2,250
Interest receivable		(787)	(504)
Depreciation of tangible assets	7a	3,688	3,548
(Profit)/loss on disposal of assets		79	124
Donated Assets		(16)	-
(Increase) / decrease in stocks	8	(10)	(51)
(Increase) / decrease in debtors	9	740	(375)
(Decrease) / increase in creditors	11	354	(385)
Net cash provided by operating activities		2,827	4,607
Cash flows from investing activities			
Bank interest received		787	504
Purchase of tangible fixed assets	7a	(1,569)	(3,080)
Net cash used in investing activities		(782)	(2,576)
Change in cash and cash equivalents		2,045	2,031
Cash and cash equivalents at 1 April 2024		14,320	12,289
Cash and cash equivalents at 31 March 2025		16,365	14,320

The notes on pages 53 to 65 form part of these financial statements.

ROYAL AIR FORCE MUSEUM ACCOUNTS 2024-25

1. ACCOUNTING POLICIES

Basis of Accounting

The financial statements have been prepared in accordance with applicable accounting standards, under the historical cost convention as modified by the revaluation of fixed assets.

The financial statements comply with the Statement of Recommended Practice: Accounting and Reporting by Charities SORP 2019 (FRS 102) and with the Government Financial Reporting Manual (FReM) 2024-25.

Basis of consolidation

Consolidated financial statements have been prepared for the year ended 31 March 2025 in respect of the charity and its wholly owned subsidiaries, Royal Air Force Museum Enterprises Ltd and The Royal Air Force Museum Investments Limited, using the acquisition method of accounting. Intra group transactions and profits are eliminated fully on consolidation.

The Royal Air Force Museum Investments Limited holds the real property assets of the charity on behalf of the Trustees. While legal ownership rests with the company, the RAF Museum retains the risks and rewards associated with these assets. In accordance with FRS 102, the RAF Museum recognises these assets in its balance sheet.

Going concern

The Trustees have prepared the accounts on a going concern basis. This assumes the Museum is able to meet its liabilities as they fall due for the foreseeable future, and that current and future funding will be sufficient. A period of twelve months from the date of approval of the financial statements has been considered in accordance with accounting standards.

In reaching this conclusion, Trustees assessed forecasted income and expenditure, and underlying assumptions. Continued funding from the MOD at similar levels was assumed.

Income

Grant in Aid is recognised in the year to which it relates. Grants and donations are recognised once the Museum satisfies SORP 2019 criteria: entitlement, probability, and measurement. Earned income is recognised as receivable. Donations in kind are recognised at fair value, with a matching charge to expenditure. Sponsorships are recognised over the sponsorship period. Investment gains/losses are recognised in the period they arise. Income from commercial activities is recognised when goods or services are delivered.

Expenditure

Resources expended are recognised on an accruals basis, inclusive of irrecoverable VAT. Expenditure is classified under raising funds and charitable activities.

Direct expenditure includes directly attributable staff costs. Shared costs are allocated using the methods described in Note 5.

Termination payments

Termination payments are recognised when employment ends before the normal retirement or contract end date. Recognition follows FReM guidance.

ROYAL AIR FORCE MUSEUM ACCOUNTS 2024-25

Fund accounting

Unrestricted funds (including designated funds) are general purpose funds. The general fund includes accumulated surpluses. The fixed asset fund represents the value of fixed assets. The revaluation reserve reflects increases in asset values via indexation or professional valuation.

Designated funds are unrestricted funds earmarked for specific purposes by Trustees.

Restricted funds are used only for the specified donor purposes. Relevant expenditure and overhead allocations are charged to the fund.

Tangible fixed assets

Tangible fixed assets are capitalised at cost and revalued annually using indices from Defence Economics and the Valuation Office Agency. Items under £2,500 are not capitalised. Gains or losses on revaluation remain unrealised until disposal. Properties are revalued every five years; last valuation: 31 March 2023 (Note 7a).

Assets transferred from RAFMEL are recognised, and RAFMEL is charged for their use. Depreciation is calculated on a straight-line basis:

- Freehold buildings:5 to 75 years
- Leasehold property:over lease term
- Permanent exhibitions:5 to 10 years
- Fixtures,fittings,equipment:3 to 5 years
- Plant and machinery:5 years
- Simulators:15 years
- Motor vehicles:4 years

Assets in construction are not depreciated or revalued until in use.

Impairment

The RAF Museum assesses whether there is any indication of impairment for all fixed assets at the balance sheet date. A fixed asset is considered to be impaired if the recoverable amount of the asset has fallen below its carrying amount on the balance sheet, as a result of damage, deterioration poor performance or external factors affecting its value.

If any indication of impairment exists, the Museum shall estimate the recoverable amount of the asset, determined as the higher of its fair value less costs to sell the asset and its value in use. The method of estimation used shall be that deemed most suitable for the type of asset. Where there is objective evidence that an impairment loss exists, an impairment charge will be made to the Revaluation Reserve to reduce the carrying value of the asset to the estimated recoverable amount. Where there are no historical revaluations in a revaluation reserve,impairment losses are charged through the Statement of Financial Activities.

Exhibition costs

Long term exhibition equipment is capitalised as a fixed asset under fixtures and fittings. Temporary exhibition costs are written off as resources expended in the year they are incurred.

Heritage assets

The Museum has approved policies for Collections Development and our management of Heritage Assets. Our key collections policies and further information on the acquisition, safeguarding and disposal of Heritage Assets can be found on the RAF Museum Website, following the link:

<https://www.rafmuseum.org.uk/research/default/acquisitions-and-disposals/>

Anyothercollections-relatedpoliciescanbemadeavailableonrequest.

The Museum has been consistently reviewing and recording all the heritage assets on its database for several years now and the collection can be divided between the accessioned collection (objects that have been formally acquired and accepted into the Permanent Collection), and the un-accessioned collection (long-term deposited objects which have yet to be assigned a status, catalogued, or passed through the Collections Review process). Un-accessioned objects, the majority of which are aircraft technical drawings and library objects, represent two thirds of the accumulated objects held by the Museum.

ROYAL AIR FORCE MUSEUM ACCOUNTS 2024-25

Heritage assets valued over the capitalisation threshold which have been accessioned into the collection on or after 1 April 2001 have been capitalised but not revalued or depreciated. Heritage assets are accounted for as a distinct category of fixed asset with indefinite life and therefore not depreciated. If available, valuation is based on acquisition costs increased by restoration costs (if applicable). The Museum's response to the introduction of FRS 30 effective 1 April 2010 was to deploy internal resources to the task of valuation in respect of those assets acquired before 1 April 2001, and which represent a materially significant part of the accessioned collection. Given the diverse nature of the collection, the unique nature of some items and also taking into account changing market conditions, the resulting valuations represent indicative estimates. The valuations of the most significant items acquired pre-2001 were added to the total value of heritage assets as at 31 March 2011. The heritage assets will not be re-valued in future periods; however, impairment reviews will be carried out by the Museum on a needs basis if any changes have been noted by our Collections team during their assessments.

For donated assets, in most cases valuations are based on internal estimates determined by the relevant curator's experience and judgement, as an accurate figure is very difficult to establish. In some cases (e.g. a significant painting), a dealer may be sometimes consulted for advice

Investments

Investments held as fixed assets are stated at cost less provision for permanent diminution in value. Those held as current assets are stated at their market value. Term deposits of less than one year are classified as investments within current assets.

Investments in joint ventures are accounted for using the equity method, with the carrying amount measured as the Museum's initial investment plus its share of the joint venture's profit or loss.

Pensions

From May 2014 the Museum has automatically enrolled all employees into a National Employment Savings Trust (NEST) pension scheme unless the employees choose to opt out. The NEST pension scheme is a defined contribution pension scheme that was created as part of the government's workplace pensions reform under the Pensions Act 2008. The assets of the scheme are held separately from those of the Museum and the Museum is unable to identify its share of the liability. Employer's contributions are charged to the Statement of Financial Activities as they occur.

Pension benefits for a small number of longer serving staff are provided through the Civil Service pension

ROYAL AIR FORCE MUSEUM ACCOUNTS 2024-25

2. TAXATION

All of the charity's income is applied for charitable purposes and therefore the charity is exempt from Corporation Tax. The Corporation Tax liability of the trading subsidiary for the year ended 31 March 2025 was £nil (2024: £nil).

3. GRANTS AND DONATIONS

	Unrestricted Funds 2025 £000	Restricted Funds 2025 £000	Total Funds 2025 £000	Unrestricted Funds 2024 £000	Restricted Funds 2024 £000	Total Funds 2024 £000
Donated Heritage Assets	-	16	16	-	-	-
Salix Grant	-	758	758	-	-	-
STAAR Programme	-	115	115	-	122	122
RAFMAF	-	70	70	-	78	78
Legacies	75	-	75	251	-	251
John Mars donation	-	1,100	1,100	-	1,144	1,144
Ace Lottery	-	50	50	-	-	-
National Heritage Memorial Fund	-	-	-	-	470	470
National Lottery Heritage Fund	-	367	367	-	396	396
Swire Foundation	-	25	25	-	25	25
Other - Individual Donations	220	65	285	323	182	505
	295	2,566	2,861	574	2,417	2,991

4a. INVESTMENT IN SUBSIDIARY UNDERTAKINGS

The Museum holds an investment of £100,000 (2024: £100,000), representing the charity's interest in 100% of the issued share capital and retained profit/(loss) of Royal Air Force Museum Enterprises Limited (company number 1511481) which is incorporated in England and Wales and operates souvenir shops, car parking and other trading activities at Hendon and Cosford. The company's aggregate capital and reserves were as follows:

The Museum also holds an investment of £2 representing the charity's interest in 100% of the issued share capital of The Royal Air Force Investments Limited (company number 4026995), which is incorporated in England and Wales and holds the real property assets of the charity for administrative purposes

Royal Air Force Museum Enterprises Limited

	2025 £000	2024 £000
The assets and liabilities of the subsidiary were:		
Current assets	1,284	1,487
Creditors: amounts falling due within one year	(1,184)	(1,387)
	100	100
	2025 £000	2024 £000
At 1 April 2024	100	100
Profit/(Loss) retained in subsidiary	-	-
At 31 March 2025	100	100

ROYAL AIR FORCE MUSEUM ACCOUNTS 2024-25

A summary of the Company's trading results is shown in note 4.b. Audited accounts will be filed with the Registrar of Companies.

The Directors of RAF Museum Enterprises Limited, having considered monthly forecast levels of income and expenditure and the underlying assumptions, have assessed that the subsidiary is a going concern and the Trustees are content, therefore, that the investment in the subsidiary retains its value.

4b. INCOME FROM SUBSIDIARY UNDERTAKINGS

Royal Air Force Museum Enterprises Limited

	2025 £000	2024 £000
Turnover and other income	4,024	4,636
Cost of sales, administrative expenses and taxation.	<u>(3,246)</u>	<u>(3,468)</u>
	778	1,168
Interest receivable	23	10
Net Profit/(Loss)	<u>801</u>	<u>1,178</u>
Gift Aid to RAF Museum	(801)	(1,178)
Surplus/(Deficit) in subsidiary	<u>-</u>	<u>-</u>

The turnover and cost of sales include £219K (2024: £108k) received from the Museum and £140K (2024: £27k) paid to the Museum under exhibition production agreements . These amounts have been eliminated in the consolidated results.

5. Resources expended

As required by the charity SORP, expenditure is analysed between that directly attributable to activities and support costs. These support costs are allocated to activities based on the criteria outlined below.

	Direct costs £000	Support costs £000	Depreciation £000	Total 2025 £000
Fundraising	476	122	3	601
Trading	3,106	-	-	3,106
Charitable activities	8,604	4,149	3,675	16,428
Other	-	-	-	-
	<u>12,186</u>	<u>4,271</u>	<u>3,678</u>	<u>20,135</u>

ROYAL AIR FORCE MUSEUM ACCOUNTS 2024-25

	Fundraising	Trading	Charitable Activities	Other	Total 2025 £000	Allocation method
	£000	£000	£000	£000	£000	
Finance	68	-	1,228	-	1,296	Expenditure
IT	38	-	1,008	-	1,046	Number of staff
HR	15	-	393	-	408	Number of staff
Estates	-	-	327	-	327	Floor space
Administration	1	-	528	-	529	Expenditure
Governance	-	-	665	-	665	Expenditure
	122	-	4,149	-	4,271	

The National Audit Office audit fee of £46,000 (2024: £41,000) is included within governance costs.

Prior year analysis

	Direct costs £000	Support costs £000	Depreciation £000	Total 2024 £000
Fundraising	629	129	2	760
Trading	3,361	-	-	3,361
Charitable activities	9,230	3,110	2,897	15,237
	13,220	3,239	2,899	19,358

	Fundraising	Trading	Charitable Activities	Other	Total 2024 £000	Allocation method
	£000	£000	£000	£000	£000	
Finance	19	-	261	-	280	Expenditure
IT	40	-	794	-	834	Number of staff
HR	18	-	353	-	371	Number of staff
Estates	-	-	257	-	257	Floor space
Administration	52	-	706	-	758	Expenditure
Governance	-	-	739	-	739	Expenditure
	129	-	3,110	-	3,239	

6. STAFF COSTS AND NUMBERS

	2025 £000	2024 £000
Salaries and wages	5,704	5,932
Social security costs	593	600
Pension costs	337	362
	6,634	6,894

The above costs exclude the trading subsidiary.

The average number of employees in the Museum during the year was 203.5 (2024: 203). FTE equivalent was 182 (2024: 181).

Employees whose emoluments amounted to over £60,000.

	2025	2024
£60,001 - £80,000	7	4
£80,001 - £90,000	-	-
£90,001 - £100,000	-	3
£100,001 - £110,000	2	-
£120,001 - £130,000	-	1
£130,001 - £140,000	1	-

ROYAL AIR FORCE MUSEUM ACCOUNTS 2024-25

7a. TANGIBLE FIXED ASSETS - GROUP AND CHARITY

	Freehold property £000	Leasehold Property £000	Permanent Exhibitions £000	Fixtures, Fittings & Equipment £000	Plant, Machinery & Vehicles £000	Assets under Construction £000	Heritage Assets £000	Total £000
At 1 April 2024	84,258	16,861	7,995	3,797	789		22,199	135,899
Additions	422		111	118	-	866	68	1,585
Transfers	-	0	-	-	-	-	-	-
Disposals	-	-	-	-	-	-	(79)	(79)
Revaluations	1,313	390	95	18	3	-	-	1,819
At 31 March 2025	85,993	17,251	8,201	3,933	792	866	22,188	139,224
Depreciation								
At 1 April 2024	1551	812	4,140	3,060	647	-	-	10,210
Charged in the year	1,654	831	807	385	11	-	-	3,688
Disposals	-	-	-	-	-	-	-	-
Revaluations	41	24	6	4	-	-	-	75
At 31 March 2025	3,246	1,667	4,953	3,449	658	-	-	13,973
Net Book Value								
At 31 March 2025	82,747	15,584	3,248	484	134	866	22,188	125,251
At 1 April 2024	82,707	16,049	3,855	737	142	-	22,199	125,689

7b. HERITAGE ASSETS

The number of Heritage Assets which the Museum acquires through donations means that the total book value of Heritage Assets is a mixture of cost (for purchased exhibits) and valuation at the point of donation (for donated exhibits), and includes a historic valuation of a materially significant part of the collection. Heritage assets which have been accessioned into the collection on or after 1 April 2001 are not revalued, as such information cannot be obtained at a cost commensurate with the benefit to the users of the accounts and to the Museum. At 31 March 2024 the book value comprised:

	2025 £000	2024 £000
Heritage Assets recorded at cost	3,538	3,485
Heritage Assets recorded at valuation	18,650	18,714
Total book value of Heritage Assets	22,188	22,199

A summary of the nature and scope of the collection is as follows

	2025 £000	2024 £000
Aircraft and Aircraft Parts	17,347	17,354
Medals and Commemorative items	2,294	2,341
Artwork	1,059	1,067
Archives	959	889
Vehicles and Marine Craft	320	319
Models	64	84
Other	145	145
Total	22,188	22,199

ROYAL AIR FORCE MUSEUM ACCOUNTS 2024-25

Summary of Heritage Asset Acquisitions and Disposals over the last five years

	2021 £000	2022 £000	2023 £000	2024 £000	2025 £000
Book Value Brought Forward	21,785	21,790	21,846	21,627	22,199
Add Acquisitions					
Purchased at cost	-	16	90	696	53
Donated at valuation	5	40	86		16
Total Acquisitions	5	56	176	696	69
Revaluations	-	-	-	-	-
Disposals	-	-	(395)	(124)	(79)
Book Value Carried Forward	21,790	21,846	21,627	22,199	22,189

8. STOCK

	Group		Charity	
	2025 £000	2024 £000	2025 £000	2024 £000
Goods for resale	308	298	-	-

9. DEBTORS

	Group		Charity	
	2025 £000	2024 £000	2025 £000	2024 £000
Trade debtors	143	82	26	28
Amounts due from subsidiary undertaking	-	-	68	-
Other debtors	202	1,173	206	1,166
Prepayments and accrued income	560	390	548	321
Gift Aid from the subsidiary		-	801	1,203
	905	1,645	1,649	2,718

10. CASH AT BANK AND IN HAND

	Group		Charity	
	2025 £000	2024 £000	2025 £000	2024 £000
Commercial bank accounts	16,363	14,309	15,603	13,440
Cash in hand	2	11	2	2
	16,365	14,320	15,605	13,442

ROYAL AIR FORCE MUSEUM ACCOUNTS 2024-25

11. CREDITORS

	Group		Charity	
	2025	2024	2025	2024
	£000	£000	£000	£000
Amounts falling due within one year				
Trade creditors	1,048	642	880	562
Taxation and social security	232	244	212	141
Amounts due to subsidiary undertaking	-	-	-	273
Other creditors	5	73	5	67
Accruals and deferred income	599	561	563	474
	1,884	1,520	1,660	1,517
Amounts falling after more than one year				
Accruals and deferred income	20	30	20	30
	20	30	20	30

12. RECONCILIATION OF GROUP NET CASH FLOW TO MOVEMENT IN GROUP NET CASH FUNDS

	2025	2024
	£000	£000
Increase in cash in period	2,045	2,031
Change in net funds resulting from cash flow	2,045	2,031
Net funds at 1 April 2024	14,320	12,289
Net funds at 31 March 2025	16,365	14,320

13. ANALYSIS OF GROUP NET FUNDS

	1 April 2024	Cashflow	31 March
	£000	£000	2025
			£000
Cash at bank and in hand (See note 12)	14,320	2,045	16,365
	14,320	2,045	16,365

ROYAL AIR FORCE MUSEUM ACCOUNTS 2024-25

14. STATEMENT OF GROUP FUNDS

Analysis of group net assets between funds

	Unrestricted funds £000	Restricted funds £000	Total funds 2025 £000	Unrestricted funds £000	Restricted funds £000	Total funds 2024 £000
Tangible fixed assets	116,790	8,461	125,251	117,228	8,461	125,689
Cash at bank and in hand	9,785	6,580	16,365	8,963	5,357	14,320
Other net current assets	(691)	20	(671)	393	30	423
Net non current assets	-	(20)	(20)	-	(30)	(30)
Total assets less liabilities	125,884	15,041	140,925	126,584	13,818	140,402
Net assets	125,884	15,041	140,925	126,584	13,818	140,402

Analysis of funds

	2024 £000	Income £000	Expenditure £000	Revaluation £000	Transfers £000	2025 £000
Restricted funds						
Fixed assets	8,461	16	-	-	(16)	8,461
RAF Centenary Programme	1,060	44	(20)	-	(298)	786
RAF Museum Midlands	1,564	1,736	(502)	-	352	3,150
Salix		758	(24)	-	(734)	-
STAAR	33	116	(104)	-		45
Hidden Heroes	55	2		-	(57)	-
RAFMAF Learning Fund	56	2	-	-	(58)	-
Museum Resilience Fund	2,000	83	-	-	0	2,083
Restricted Grant in Aid	570	24		-	(82)	512
Other	19	8	(4)	-	(19)	4
Total Restricted Funds	13,818	2,789	(654)	-	(912)	15,041

	2024 £000	Income £000	Expenditure £000	Revaluation £000	Transfers £000	2025 £000
Unrestricted funds						
Fixed assets	51,237	-	(3,768)	-	1,588	49,057
Revaluation reserve	65,990	-	-	1,744		67,734
General	2,266	16,126	(15,714)	-	(381)	2,297
Designated funds						
Strategy 2030 Fund	1,567	-		-	(817)	750
RAF Museum Midlands	4,424	-	-	-	759	5,183
RAF Museum Midlands Match	1,100	-	-	-	(237)	863
Total Unrestricted Funds	126,584	16,126	(19,482)	1,744	912	125,884
Total Funds	140,402	18,915	(20,136)	1,744	-	140,925

ROYAL AIR FORCE MUSEUM ACCOUNTS 2024-25

Restricted funds

Restricted income funds consist of a number of funds where the donors have specified the uses to which they may be put.

Fixed Assets - a significant proportion of these funds represents the capitalised value of restricted and inalienable fixed assets. This also includes the restricted element of the heritage assets.

RAF Centenary Programme - various grants and donations towards delivery of activities and capital works designed to connect people to the RAF story, and reimagine the London site.

RAF Museum Midlands - all donations and grants received to support the programme of activities and capital works at the Midlands site have been grouped together as a single fund supporting the Inspiring Everyone: RAF Museum Midlands Development Programme. This includes the following funds disclosed separately in previous years based on funding source rather than programme of activity - Cosford Air Show, Cosford Large Model Aircraft Association and Cosford Sprinklers funds.

Salix London - funds from Salix Finance to support energy efficiency improvements and carbon reduction initiatives at the London site.

STAAR - a grant from Northrup Grumman to fund the Summer Time Advanced Aeronautics Residential (STAAR) STEM programme.

Hidden Heroes - funds received from the Chelsea Foundation (prior to the Ukraine crisis; Trustees agreed to decline any further donations) to highlight the diversity of RAF stories.

RAFMAF Learning Fund - grants from RAF Museum American Foundation to support Access and Learning activities.

Restricted Resilience Fund - to protect the RAF Museum from a future financial shock (which could include, but is not limited to, unavoidable closure, irreparable infrastructure failure, major cyber-attack) and provide funds for critical 'invest to save projects' that further support the Museum's resilience.

Restricted Grant in Aid - grants from the Ministry of Defence to fund specific capital work.

Other Restricted Funds - several small restricted funds for use on specific short-term projects most of which complete within the space of twelve months.

Unrestricted funds

Fixed Assets - a significant proportion of these funds represents the capitalised value of inalienable fixed assets, including unrestricted heritage assets.

General Funds - these are funds not associated with fixed assets that are expendable at the discretion of Trustees.

Unrestricted designated funds

These are funds that Trustees have set aside for a specific purpose.

Strategy 2030 Fund - supports delivery of the Museum's key strategic priorities in the future including planning for future capital development at both sites; ensuring the sustainability of the estate; focus on the recording of contemporary stories of RAF men and women; and development of the Museum's collection through new acquisitions.

RAF Museum Midlands Fund and the RAF Museum Midlands Match Fund - supports the Inspiring Everyone: Midlands Development Programme. This programme of engagement activities and capital investment will continue our focus on immersive RAF storytelling and support our ambition to encourage reflection and debate across our spaces and programmes, including delivery of a new Collections Hub, Exhibition and Learning Centre.

Transfers

Generally, transfers between funds represent the capitalisation of fixed assets.

ROYAL AIR FORCE MUSEUM ACCOUNTS 2024-25

15. COMMITMENTS

	Group or charity	
	2025	2024
	£000	£000
Operating lease commitments due:		
Plant and machinery:		
within one year	50	10
in the second to fifth years	61	5
Land and Buildings:		
within one year	530	530
in the second to fifth years	1,381	1,565
after five years	3,106	3,452
	5,128	5,562

The Museum paid £ 567K under operating lease arrangements in the year to 31 March 2025 (2024: £563k).

Capital Commitments

As at 31 March 2025, the Museum had a £29k final payment outstanding related to the glazing contract at the London site (2024 £63K). This project was fully funded by restricted Grant in Aid.

16. RELATED PARTIES

Related parties with which the Museum had transactions during the year or balances at the year end were as follows:

Royal Air Force Museum Enterprises Ltd

The relationship of the Museum to the company is disclosed in Note 4. The balance of £68K due from the company at the year end (2024: £0) in relation to production agreements and overhead charges and the balance of £801K Gift Aid payable (2024: £1,203k) are disclosed in Note 9. The balance of £0k due to the company at the year end (2024:£273K) is disclosed in Note 11.

The Royal Air Force Museum Investments Limited

The company was formed to hold, on behalf of the Trustees, the real property assets of the charity and thus minimise the administrative burden whenever a change in Trustees takes place. The leasehold property was transferred to this company from the charity in March 2005 and the freehold property in January 2008.

Ministry of Defence

The Royal Air Force Museum is a Non-Departmental Public Body, sponsored by the Ministry of Defence (the MOD). The MOD is regarded as the related party. Grant in Aid funding from the MOD is separately disclosed in the Statement of Financial Activities.

The Trustees' involvement with RAF Museum Enterprises Ltd and RAF Museum Investments Ltd is disclosed in the Governance statement on page 33.

17. CONTINGENT LIABILITIES

There were no contingent liabilities as at 31 March 2025 (2024: Nil).

18. POST BALANCE SHEET EVENTS

The annual report and financial statements were authorised for issue by the Accounting Officer on the date that the audit certificate was signed by the Comptroller and Auditor General.

There were no other post balance sheet events.

ROYAL AIR FORCE MUSEUM ACCOUNTS 2024-25

19. SINGLE ENTITY STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted Funds 2025 £000	Restricted Funds 2025 £000	Total Funds 2025 £000	Unrestricted Funds 2024 £000	Restricted Funds 2024 £000	Total Funds 2024 £000
Income from						
Donations and legacies						
Grant in aid	10,976	-	10,976	10,657	2,734	13,391
Grants and donations	296	2,566	2,862	574	2,417	2,991
Charitable activities	384		384	162	-	162
Other trading activities						
Sponsorships	-	-	-	-	74	74
Investments	541	223	764	407	87	494
Other	1,530		1,530	1,782	-	1,782
Total income	13,727	2,789	16,516	13,582	5,312	18,894
Expenditure on						
Fundraising	607	-	607	771	-	771
Charitable activities	16,476	654	17,130	14,763	1,110	15,873
Total expenditure	17,083	654	17,737	15,534	1,110	16,644
Net income/(expenditure)	(3,356)	2,135	(1,221)	(1,952)	4,202	2,250
Transfers between funds	912	(912)	-	2,043	(2,043)	-
Other recognised gains and losses						
Gains/(losses) on revaluation of fixed assets	1,744	-	1,744	1,373	-	1,373
Net movement in funds	(700)	1,223	523	1,464	2,159	3,623
Reconciliation of funds						
Total funds brought forward at 1 April 2024	126,514	13,888	140,402	125,050	11,729	136,779
Total funds carried forward at 31 March 2025	125,814	15,111	140,925	126,514	13,888	140,402

All of the Museum's activities are classed as continuing. All recognised gains and losses are included above.

ROYAL AIR FORCE MUSEUM ACCOUNTS 2024-25

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