Company registration number: SC453867
Charity registration number: SC044665

Museum of the Royal Regiment of Scotland

(A company limited by share capital)

Annual Report and Financial Statements

for the Year Ended 31 March 2026

Museum of the Royal Regiment of Scotland

Contents

Reference and Administrative Details	1
Trustees' Report	2 to 5
Statement of Trustees' Responsibilities	6
Independent Examiner's Report	7
Statement of Financial Activities	8
Balance Sheet	9
Notes to the Financial Statements	10 to 19

Museum of the Royal Regiment of Scotland

Reference and Administrative Details

Chairman	Lieutenant Colonel (Retired) J D Tink
Trustees	Colonel J R McElhinney Lieutenant Colonel (Retired) J D Tink Mr A Carswell Mrs E Halford-Forbes
Charity Registration Number	SC044665
Company Registration Number	SC453867
	The charity is incorporated in Scotland.
Registered Office	RHQ Scots The Castle EDINBURGH EH1 2YT
Independent Examiner	Alexander J Fyfe, M.A.A.T., C.A., DChA. Morris & Young Chartered Accountants 6 Atholl Crescent PERTH PH1 5JN

Museum of the Royal Regiment of Scotland

Trustees' Report

The trustees, who are directors for the purposes of company law, present the annual report together with the financial statements of the charitable company for the year ended 31 March 2026.

The financial statements have been prepared in accordance with the accounting policies set out in note 2 to the financial statements and comply with the company's Memorandum and Articles of Association, Accounting and Reporting by charities: Statement of Reccomended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), the Charities and Trustee Investment (Scotland) Act 2005, Charities Accounts (Scotland) Regulations 2006 (as amended) and the Companies Act 2006.

Objectives and activities

Objects and aims

The Trust's objects are:

1. To advance education and the arts, heritage, culture or science by:

- Establishing, operating and promoting a museum for the public display of the objects and artefacts comprising the Collection.
- Acquiring and maintaining a collection of objects and artefacts of significance to the Regiment and people associated with the Regiment (the Collection).
- Providing for the protection of the Collection from deterioration, damage, loss, accidental destruction or unauthorised disposal.
- Encouraging and assisting members of the public to explore the Collection for inspiration, learning and enjoyment.
- Providing information about the Collection and engaging with visitors to assist interpretation.

2. To promote the efficiency of the Royal Regiment of Scotland in particular and the Armed Forces in general, by maintaining and enhancing its connection with society.

Achievements and performance

A key milestone for this year is the Museum's retention of its Accreditation status, reflecting the positive progress made since its first submission in 2017. Further, the introduction of a new Assistant Curator role has enhanced the staff team, reinforced the high standards of collections care and created opportunities for further development of the collection.

The collection continues to develop, this year bolstered by a refreshed 'gifting' scheme from the Ministry of Defence whereby museums were invited to bid for current kit and equipment to enhance their displays. This included Virtus body armour and an SA80 A3 rifle, both in use by SCOTS at present.

The Museum received a grant award from Museums Galleries Scotland to support the creation and execution of a touring display to mark the 20th anniversary of The Royal Regiment of Scotland. Housed in a bespoke flight case-style unit, the display charts how the Regiment has been impacted by and responded to change since its formation in 2006. It features objects and stories which had not previously been displayed and forms the core of a new programme of community engagement across Scotland. As a companion piece, an activity booklet was created for children and families to learn more about the Regiment and its traditions through simple puzzles and games.

A 'Regimental History Day' event was held with great success in March as part of the wider Regimental Rally weekend. Taking place across the full Edinburgh Castle site, it featured soldier demonstrations, musical performances, re-enactors and family activities. A free ticket allocation from Historic Environment Scotland enabled some 120 guests, veterans and their families to attend.

The schools learning programme has maintained over the course of the year and has seen many repeat visits from schools across Edinburgh, the Lothians, Fife and Falkirk. A partnership project with Beeslack High School created the opportunity for young people from various backgrounds and skill levels to work with members of their 'local' regiment to produce video content around the lives of soldiers. The interviews were filmed on-site at Glencorse Barracks with members of 2 SCOTS and BKA Coy and now site permanently on the online Learning Hub.

Foundational work on the Joint Museum Project has continued. Key outputs from the Joint Museum Project Working Group (JMPWG) include a proposal for future governance and operational structure, branding discussion and initial interpretative concept in readiness to bid for major capital project funding.

Financial review

The financial constraint placed on the museum by Historic Environment Scotland in not being able to charge entrance fees means that the museum is entirely dependent on donations and grants in order to progress the business plan.

The museum received its annual grant of £4,000 from The Royal Regiment of Scotland Trust. Museum expenditure is primarily on museum supplies, small scale engagement activity and ongoing administrative costs. Funding for staff cost remuneration is provided through the Ministry of Defence as Grant-in-Aid. As at 31 March 2026 the charity had total funds of £45,824 consisting of £18,526 of unrestricted funds and £27,298 of restricted funds.

Policy on reserves

It is the policy of the charity that unrestricted funds which have not been designated for specific use should be maintained at a level equivalent to between nine and twelve months expenditure. The trustees consider that a reserve of £4,000 will ensure that, in the event of a significant drop in funding, they will be able to continue the charity's activities while consideration is given to ways in which additional funds may be raised. This level of reserves has been maintained throughout the year.

The Trustees delegate executive management of the Museum to the Heritage Officer, employed by the Ministry of Defence. Periodic reports are submitted to the Trustees and new policy or an additional financial spend is agreed through the quarterly museum meetings or if required out of committee. The Trustees review any potential major risk to which the Trust is exposed and establish appropriate mitigation measures.

Structure, governance and management

Nature of governing document

The Trust was established by an Article of Association on the 4th July 2013 and received charitable status on the 13th February 2014.

Trustees' Report

Trustees and officers

The trustees who served during the year were:

Trustees:	Colonel J R McElhinney
	Lieutenant Colonel (Retired) J D Tink
	Mr A Carswell
	Mrs E Halford-Forbes

Recruitment and appointment of trustees

The Articles of Association stipulates that the Trustees of the Trust shall be the following:

"Any member of the Regiment may stand for election as a Trustee and the person shall deliver an application for membership in such a form as the Board of Trustees require. The person will be considered for election to the Board of Trustees at the next available trust meeting".

The Trustees are appointed on the basis of their specific skills and are aware of their responsibilities in respect of governance of the Trust. The Museum of The Royal Regiment of Scotland (Charity Registration No. SCO44665) support the charitable activities of the Trust.

Financial instruments

Objectives and policies

The charity's activities expose it to a number of financial risks including credit risk, cash flow risk and liquidity risk.

Cash flow risk

The Trustees have retained sufficient cash resources to meet the requirements of the charity.

Credit risk

The charity's principal financial assets are bank balances and other receivables.

The charity's credit risk is primarily attributable to its other receivables. The amounts presented in the balance sheet are net of allowances for doubtful receivables. An allowance for impairment is made where there is an identified loss event which, based on previous experience, is evidence of a reduction in the recoverability of the cash flows.

The credit risk on liquid funds is limited because the counterparties are banks with high credit-ratings assigned by international credit-rating agencies.

Liquidity risk

In order to maintain liquidity to ensure that sufficient funds are available for ongoing operations and future developments, the charity uses a mixture of non-interest and interest-bearing bank accounts in order to service the charity's everyday financial needs.

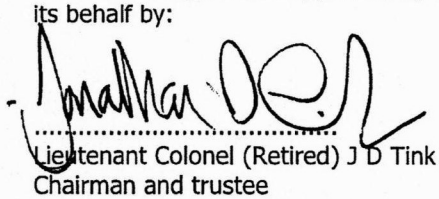
Museum of the Royal Regiment of Scotland

Trustees' Report

Small companies provision statement

This report has been prepared in accordance with the small companies regime under the Companies Act 2006.

The annual report was approved by the trustees of the charity on 30 September 2026 and signed on its behalf by:



.....

Lieutenant Colonel (Retired) J D Tink
Chairman and trustee

Museum of the Royal Regiment of Scotland

Statement of Trustees' Responsibilities

The trustees (who are also the directors of Museum of the Royal Regiment of Scotland for the purposes of company law) are responsible for preparing the trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

Company law requires the trustees to prepare financial statements for each financial year. Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including its income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards, comprising FRS 102 have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

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

Museum of the Royal Regiment of Scotland

Independent Examiner's Report to the trustees of Museum of the Royal Regiment of Scotland ('the Company')

I report on the accounts of the charity for the year ended 31 March 2026 which are set out on pages 8 to 19.

Responsibilities and basis of report

The trustees (who are also the directors of the company for the purposes of company law) are responsible for the preparation of the accounts in accordance with the terms of the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006 (as amended). The trustees consider that the audit requirement of Regulation 10(1) (a) to (c) of the 2006 Accounts Regulations does not apply.

It is my responsibility to examine the accounts as required under section (44)(1) (c) of the Act and to state whether particular matters have come to my attention.

Basis of independent examiner's report

My examination is carried out in accordance with Regulation 11 of the Charities Accounts (Scotland) Regulations 2006 (as amended). An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeks explanations from you as trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit, and consequently I do not express an opinion on the view given by the accounts.

Independent examiner's statement

In connection with my examination, no matter has come to my attention:
(1)which gives me reasonable cause to believe that in any material respect the requirements:

- to keep accounting records in accordance with section (44)(1)(a) of the 2005 Act and Regulation 4 of the 2006 Accounts Regulations, and

- to prepare accounts which accord with the accounting records and comply with Regulation 8 of the 2006 Accounts Regulations have not been met, or

(2) to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.

.....

Alexander J Fyfe, M.A.A.T., C.A., DChA.
Institute of Chartered Accountants of Scotland
Morris & Young
Chartered Accountants
6 Atholl Crescent
PERTH
PH1 5JN

6 October 2026

Museum of the Royal Regiment of Scotland

Statement of Financial Activities for the Year Ended 31 March 2026 (Including Income and Expenditure Account and Statement of Total Recognised Gains and Losses)

	Note	Unrestricted £	Restricted £	Total 2026 £	Total 2025 £
Income and Endowments from:					
Donations and legacies	3	4,204	67,062	71,266	60,528
Other income	4	2,701	-	2,701	4,107
Total Income		6,905	67,062	73,967	64,635
Expenditure on:					
Raising funds	5	-	-	-	(76)
Charitable activities	6	(12,866)	(64,434)	(77,300)	(80,535)
Total Expenditure		(12,866)	(64,434)	(77,300)	(80,611)
Net (expenditure)/income		(5,961)	2,628	(3,333)	(15,976)
Transfers between funds		(1,525)	1,525	-	-
Net movement in funds		(7,486)	4,153	(3,333)	(15,976)
Reconciliation of funds					
Total funds brought forward		26,012	23,145	49,157	65,133
Total funds carried forward	16	18,526	27,298	45,824	49,157

All of the charity's activities derive from continuing operations during the above two periods.

The funds breakdown for 2025 is shown in note 16.

Museum of the Royal Regiment of Scotland

(Registration number: SC453867)
Balance Sheet as at 31 March 2026

	Note	2026 £	2025 £
Fixed assets			
Tangible assets	12	253	2,387
Current assets			
Debtors	13	43,698	39,644
Cash at bank and in hand	14	3,179	9,281
		46,877	48,925
Creditors: Amounts falling due within one year	15	(1,306)	(2,155)
Net current assets		45,571	46,770
Net assets		45,824	49,157
Funds of the charity:			
Restricted income funds			
Restricted funds	16	27,298	23,145
Unrestricted income funds			
Unrestricted funds		18,526	26,012
Total funds	16	45,824	49,157

The financial statements on pages 8 to 19 were approved by the trustees, and authorised for issue on 30 September 2026 and signed on their behalf by:

.....
Lieutenant Colonel (Retired) J D Tink
Chairman and trustee

1 Charity status

The charity is limited by share capital, incorporated in Scotland.

The address of its registered office is:
RHQ Scots
The Castle
EDINBURGH
EH1 2YT

These financial statements were authorised for issue by the trustees on 30 September 2026.

2 Accounting policies

Summary of significant accounting policies and key accounting estimates

The principal accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

Statement of compliance

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), the Charities and Trustee Investment (Scotland) Act 2005, the Charities Accounts (Scotland) Regulations 2006 (as amended) and the Companies Act 2006.

Basis of preparation

Museum of the Royal Regiment of Scotland meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

The financial statements are presented in sterling (£) and are rounded to the nearest £1.

Going concern

The trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern nor any significant areas of uncertainty that affect the carrying value of assets held by the charity.

Income and endowments
All income is recognised once the charity has entitlement to the income, it is probable that the income will be received and the amount of the income receivable can be measured reliably.

Income is presented net of amounts repaid to funders.

Donations and legacies

Cash donations are recognised on receipt. Other donations are recognised when the charity has been notified in writing of both the amount and settlement date. In the event that a donation is subject to conditions that require a level of performance by the charity before the charity is entitled to the funds, the income is deferred and not recognised until either those conditions are fully met, or the fulfilment of those conditions is wholly within the control of the charity and it is probable that these conditions will be fulfilled in the reporting period.

Grants receivable

Grants are recognised when the charity has an entitlement to the funds and any conditions linked to the grants have been met. Where performance conditions are attached to the grant and are yet to be met, the income is recognised as a liability and included on the balance sheet as deferred income to be released.

Other trading activities

Income from other trading activities is recognised at the point of sale.

Expenditure
All expenditure is recognised once there is a legal or constructive obligation to that expenditure, it is probable settlement is required and the amount can be measured reliably. All costs are allocated to the applicable expenditure heading that aggregate similar costs to that category.

Charitable activities

Expenditure on charitable activities is incurred in direct pursuance of the Trust's principal objects and include support costs that assist the work of the charity but do not directly represent charitable activities. Support costs include administrative costs and other costs incurred which contribute to the charity's activities but are not direct costs. Support costs include governance costs that are associated with the charity complying with its constitutional and statutory obligations.

Raising funds

Raising funds expenditure consists of the costs of other trading activities.

Taxation
The charity is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

Tangible fixed assets

Individual fixed assets costing £100.00 or more are initially recorded at cost, less any subsequent accumulated depreciation and subsequent accumulated impairment losses.

Depreciation and amortisation

Depreciation is provided on tangible fixed assets so as to write off the cost or valuation, less any estimated residual value, over their expected useful economic life as follows:

Asset class	Depreciation method and rate
Fixtures and fittings	20% straight line

Impairment of fixed assets

At each reporting end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss.

Cash and cash equivalents

Cash and cash equivalents include deposits held at call with banks.

Fund structure

Unrestricted income funds are general funds that are available for use at the trustees's discretion in furtherance of the objectives of the charity unless the funds have been designated for other purposes.

Restricted income funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

Financial instruments

Classification

Financial assets and financial liabilities are recognised when the charity becomes a party to the contractual provisions of the instrument.

Recognition and measurement

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price and are subsequently carried at amortised cost using the effective interest method. Financial assets classified as receivable within one year are not amortised.

Financial assets are derecognised only when the contractual rights to the cash flows from the asset expire or are settled, or when the charity transfers the financial asset and substantially all the risks and rewards of ownership to another entity.

Basic financial liabilities, including creditors, are initially recognised at transaction price and are subsequently measured at amortised cost using the effective interest method. Financial liabilities classified as payable within one year are not amortised.

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

Impairment

Financial assets are assessed for indicators of impairment at each reporting end date. Financial assets are impaired where there is objective evidence that, as a result of one or more events that occurred after the initial recognition of the financial asset, the estimated future cash flows have been affected.

Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Critical accounting estimates and judgements

The trustees consider that there are no estimates and underlying assumptions which have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities.

3 Income from donations and legacies

	Unrestricted			
	General £	Restricted £	Total 2026 £	Total 2025 £
Donations and legacies;				
Donations and gifts	204	-	204	611
Grants, including capital grants;				
Grant in Aid	-	57,692	57,692	55,567
Other grants	4,000	9,370	13,370	4,350
	4,204	67,062	71,266	60,528

4 Other income

	Unrestricted General £	Total 2026 £	Total 2025 £
Other income	2,701	2,701	4,107

5 Expenditure on raising funds

a) Costs of trading activities

	Note	Total 2026 £	Total 2025 £
Costs of uniforms		-	76

6 Expenditure on charitable activities

	Activity undertaken directly £	2026 £	2025 £
Staff costs	53,539	53,539	67,610
Depreciation and impairment	2,134	2,134	4,282
Education programme	4,704	4,704	1,822
Support costs (see note 7)	5,095	5,095	4,856
Governance costs (see note 7)	1,929	1,929	1,965
Events	9,899	9,899	-
	77,300	77,300	80,535

7 Analysis of governance and support costs

Support costs allocated to charitable activities

	Basis of allocation	Administration costs £	Total 2026 £	Total 2025 £
Administration	Direct	4,910	4,910	3,721
Travel & subsistence	Direct	185	185	1,135
		5,095	5,095	4,856

Governance costs

	Total 2026 £	Total 2025 £
Independent examiner fees		
Examination of the financial statements	1,128	1,074
Other accountancy services	801	857
Legal and professional fees	-	34
	1,929	1,965

8 Net incoming/outgoing resources

Net outgoing resources for the year include:

	2026 £	2025 £
Depreciation of fixed assets	2,134	4,282

9 Trustees remuneration and expenses

No trustees, nor any persons connected with them, have received any remuneration from the charity during the year.

No trustees have received any reimbursed expenses or any other benefits from the charity during the year.

10 Staff costs

The aggregate payroll costs were as follows:

	2026 £	2025 £
Staff costs during the year were:		
Wages and salaries	53,539	67,610

The monthly average number of persons (including senior management / leadership team) employed by the charity during the year expressed as full time equivalents was as follows:

	2026 No	2025 No
Charitable activities	4	5

No employee received emoluments of more than £60,000 during the year.

11 Taxation

The charity is a registered charity and is therefore exempt from taxation.

12 Tangible fixed assets

	Fixtures and fittings £	Total £
Cost		
At 1 April 2025	30,523	30,523
At 31 March 2026	30,523	30,523
Depreciation		
At 1 April 2025	28,136	28,136
Charge for the period	2,134	2,134
At 31 March 2026	30,270	30,270
Net book value		
At 31 March 2026	253	253
At 31 March 2025	2,387	2,387

13 Debtors

	2026 £	2025 £
VAT recoverable	1,600	-
Other debtors	42,098	39,644
	43,698	39,644

14 Cash and cash equivalents

	2026 £	2025 £
Cash at bank	3,179	9,281

15 Creditors: amounts falling due within one year

	2026 £	2025 £
Accruals	1,306	2,155

16 Funds

	Balance at 1 April 2025 £	Incoming resources £	Resources expended £	Transfers £	Balance at 31 March 2026 £
Unrestricted					
General					
General funds	26,012	6,905	(12,866)	(1,525)	18,526
Restricted					
Grant in Aid	23,145	57,692	(53,539)	-	27,298
MGS Small Projects Fund	-	9,370	(10,895)	1,525	-
Total restricted	23,145	67,062	(64,434)	1,525	27,298
Total funds	49,157	73,967	(77,300)	-	45,824

	Balance at 1 April 2024 £	Incoming resources £	Resources expended £	Balance at 31 March 2025 £
Unrestricted				
General				
General funds	29,945	9,068	(13,001)	26,012
Restricted				
Grant in Aid	35,188	55,567	(67,610)	23,145
Total funds	65,133	64,635	(80,611)	49,157

The specific purposes for which the funds are to be applied are as follows:

The Grant in Aid reflects funds received through the Ministry of Defence to cover Museum staff remuneration.

The MGS Small Projects Fund represents funds received from Museum Galleries Scotland to support the creation and execution of a touring display to mark the 20th anniversary of The Royal Regiment of Scotland.

17 Analysis of net assets between funds

	Unrestricted General £	Restricted £	Total funds at 31 March 2025 £
Tangible fixed assets	253	-	253
Current assets	19,579	27,298	46,877
Current liabilities	(1,306)	-	(1,306)
Total net assets	18,526	27,298	45,824

	Unrestricted funds General £	Restricted funds £	Total funds at 31 March 2025 £
Tangible fixed assets	2,387	-	2,387
Current assets	25,780	23,145	48,925
Current liabilities	(2,155)	-	(2,155)
Total net assets	26,012	23,145	49,157

18 Financial instruments

Categorisation of financial instruments

	2026 £	2025 £
Financial assets that are debt instruments measured at amortised cost	46,877	48,925
Financial liabilities measured at amortised cost	1,306	2,155

19 Related party transactions

During the year the charity made the following related party transactions:

Royal Regiment of Scotland Regimental Trust

The Museum of the Royal Regiment of Scotland advanced funds to the Royal Regiment of Scotland Regimental Trust during the period. The Royal Regiment of Scotland Regimental Trust is a charity registered in Scotland (charity number SC037563) and the two charities share common trustees and objectives. At the balance sheet date the amount due from the Royal Regiment of Scotland Regimental Trust was £42,097 (2025 - £39,644). The balance is interest free and has no fixed repayment terms.