

For year ending 30 September 2025



Clyde Naval Heritage(HMS Ambuscade/PNS Tariq) (SCIO)

Company Limited By Guarantee

Trustees' Annual Report

Period 01/10/2024 TO 30/09/2025

Charity Registration No. SC052802

Reference and administrative information



Charity name Clyde Naval Heritage(HMS Ambuscade/PNS Tariq (SCIO)

Charity Registered number SC052802

Company Registered number CS006494

Principle and registered address

2/2, 4 Napier Rd, Water Row, Govan G51 2LG

Website <https://clydenaval.org/>

The Trustees

David O'Neill

Deborah Hunter

Andy Trish

David Campbell Bannerman

Nick Burton

Michael Barron – resigned 25/09/2025

Independent examiner

Lynn Smilie

The Trustees present their annual report and financial statement for the year ending 30 September 2025.

Objectives

The River Clyde's shipbuilding heritage ranks among the most significant and influential worldwide. For centuries, the Clyde has served as a centre of innovation in both merchant and naval ship construction, producing vessels that have marked pivotal moments in maritime history. From the renowned steamships of the nineteenth century to the advanced warships of the twentieth, the Clyde has played a foundational role in shaping global maritime progress. Preserving, celebrating, and studying this rich legacy is essential for providing historical insight and inspiring future generations of innovators and designers.

Our charity is dedicated to safeguarding this heritage through two primary objectives: advancing the appreciation and preservation of shipbuilding history by establishing an interactive museum and visitor village on the River Clyde and fostering community development by supporting the regeneration of neglected areas. These aims will be supported in part by offering accessible start-up spaces within the visitor complex, designed to empower individuals from the wider community who seek to establish their own businesses but currently lack adequate resources.

Activities

During the course of October 2024 to 30 September 2025 we have:

Engagement with Museums and Historic Sites: We have continued to engage with other historic sites and museums across the UK including National Museum of the Royal Navy (NMRN), Portsmouth Dockyard, Devonport Naval Museum, National Historic Ships and Riverside Museum. Their expertise has been invaluable to us.

Discussions with Devonport Naval Museum in September/October 2024 culminated in us being donated a 6-foot Type 21 model. The model was collected in October 24 along with a second Type 21 model kindly loaned to the charity by Mr Mark Brocklehurst. We would like to thank both parties for their generosity.

Government Representation: The Clyde's proud shipbuilding heritage and our project to help preserve its history has continued to be promoted with ministers in the UK, Scottish, Pakistan and Falkland Island Parliaments. We would like to take this opportunity to thank Humza Yousaf for his continued help and support.

Representations to Public bodies: Discussions to promote our project and the benefits it can have for the wider community continue to be made with various public bodies including but not limited to: Glasgow Life, Ministry of Defence, Scottish Enterprise, Glasgow, Inverclyde and Renfrewshire Councils, Glasgow Heritage Trust and Community Enterprise Groups.

We have also engaged with Crewe Town Council, HMS Ambuscade has deep-rooted ties to Crewe, having been formally affiliated with the town and its community, indeed, the previous HMS Ambuscade was also linked with Crewe. Crewe's rich heritage as a railway hub also connects seamlessly with Glasgow's industrial legacy, as both regions have contributed to Britain's engineering prowess. We will seek to honour these links and foster new connections between Crewe, the ship and Glasgow.

Commercial Bodies: We maintain ongoing engagement with a diverse range of commercial entities to advance our vision for the Clyde and its heritage. These include, but are not limited to, organisations within the shipping, engineering and retail sectors, insurance brokerage firms, construction groups, sustainable technology providers and media and marketing agencies.

Collaborations: We continue to engage with associations such as the Type 21 Association and Falklands Task Force veterans and have reached out to shipworkers on the Clyde.

Community Engagement: Various events and activities have been undertaken to increase our engagement in the UK and internationally using various media platforms, events, meetings and partnerships. Some of these are noted below:



Sea & Air Cadets Crewe Presentation – Local Sea and Air Cadets in Crewe organised a competitive sponsored rowing event to help raise funds for the charity. The enthusiasm and commitment displayed by these young cadets serves as a fantastic inspiration to adults and veterans alike, highlighting the strong inter-generational ties in support of this cause.

RAF Hack Green Secret Bunker event in Crewe

A volunteer represented the charity at the Secret Bunker event in Crewe during the Soviet Threat themed gathering in April 2025, promoting both the organization and the return of HMS Ambuscade to the United Kingdom. The stall was arranged with project-related promotional materials. The event attracted a strong attendance, and the initiative to bring back the ship received positive feedback.



Babcock's Model ship presentation.

The charity was delighted to visit Babcock Rosyth in August 2025 where we were offered a presentation on the History of Babcock. During the visit we delivered a large model of a Type 21 Frigate, HMS Active on loan. Babcock are currently building the successor warship as the new Type 31. We would like to thank the staff from Babcock for their cooperation by showing their support for Clyde Naval Heritage and our efforts to repatriate HMS Ambuscade, the sister ship to the former HMS Active, but also to HMS Ardent & Antelope, lost in 1982 during the Falklands War.



Educational Engagement:

Education stands as a fundamental part of the charity's mission, with a focus on promoting learning and skill development at every level, all rooted in Clyde heritage. Throughout the past year, the charity has expanded its partnerships with

educational institutions, amplifying its influence and scope. Collaborations have been established with Bolton University, West of Scotland Colleges, and Glasgow University, alongside ongoing conversations with Napier and Abertay University.

The charity aims to offer students meaningful opportunities to participate in real-world projects connected to maritime heritage, engineering, and digital innovation. By emphasizing educational involvement, it empowers students, enhances both local and national heritage, and encourages lifelong learning within the maritime community.



A Business Breakfast event held by the West College Scotland and attended by council officials, business groups and educational bodies.

Riverside Museum



We have continued to engage directly with the general public to provide insight into our project, over a busy two day period in March 2025 at Glasgow's Riverside Museum we met a wide range of people who were enthused at the prospect of a new museum and warship on the Clyde.

UK-ABC Investment Summit



UK-ABC poster 2025

The inaugural conference run by the United Kingdom Arab Business Council provided opportunities to promote the project to a **wider business audience with delegates from ????????**.

Structure, governance and management

Constitution

The charity is a Scottish Charitable Incorporated Organisation (SCIO) regulated by its constitution and governed by a Board of Trustees. It is a single tier structure and as such the trustees are the members of the charity. The charity was registered with the Scottish Charity Regulator on 07 September 2023 under reference SC052802.

All decisions affecting the charity are undertaken by the Trustee Board. The Board must have a minimum of three and can have a maximum of ten trustees. During the period covered by the report eight trustees sat on the Board. The charity has no paid employees but does have a number of volunteers undertaking various roles such as IT, marketing, research, admin.

Trustee recruitment and appointment

Prospective trustees are required to submit a Curriculum Vitae (CV) and covering email/letter explaining what skills they have to bring to the organisation. Candidates will be interviewed prior to being put forward to the Board. They will be required to stand for election at the next Annual General Meeting (AGM) together with other trustees.

New trustees are briefed by the chairperson on the functions of the Board, its activities and future plans. Each new trustee is provided with materials relating to the organisation, including a copy of the Constitution and online links to help familiarise themselves with their responsibilities as trustees. As many of the trustees are remote, formal introductions are conducted during trustee meetings.

Each trustee gives their time freely as do any volunteers who assist the charity.

Procurement of consultancy services

Through open procurement we engaged the services of The Tricolor Collective as a Lead Development Partner. Their project management and delivery skills include fundraising, community engagement, audience development, business planning, events management, management consultancy which will be beneficial to the project as we progress.

Achievements and performance

Engagement:

Over the past year, we have continued to broaden our reach and strengthen awareness of the charity across the UK and beyond. Through a growing presence on media platforms, participation in events across the country, radio interviews,

and the development of strategic partnerships, we have built increasing momentum around our vision and expanded the audience engaged with our mission.

The response has been highly encouraging. Across the country, members of the public have recognised not only the cultural importance of preserving this unique maritime heritage, but also the project's wider potential to support skilled employment, inspire future generations, and safeguard traditional knowledge that might otherwise be lost. This growing confidence strengthens our belief that the charity is well placed to deliver lasting public value and to become a forward-looking flagship for heritage, education, and regeneration.

Bolton University Nexus Event:

In December 2024, Bolton University hosted a successful Nexus event that brought together community leaders, educators, and businesses. Our presentation generated strong interest, with attendees responding positively to the vision for the ship and the adjacent museum.

Architectural Collaboration:

Our partnership with Framed Estates of Paisley continues and has been instrumental in helping stakeholders, sponsors, and the public visualise our long-term ambitions for the project.

Sponsorship Package Development:

We developed a commercial sponsorship package alongside a wider commercial plan, creating practical opportunities for businesses to support Clyde shipbuilding and Royal Navy heritage.

Media visibility

The charity's work to promote Clyde-built maritime heritage has continued to receive notable attention across a range of platforms, including Facebook, LinkedIn, X, the BBC, and media outlets in Pakistan. This coverage has helped raise awareness of both the proposed return of the ship and the wider significance of the project.

Volunteers

We remain deeply grateful to our dedicated volunteers, whose enthusiasm, generosity and commitment continue to make a significant contribution to the charity's progress.

Their support has taken many forms, including transporting equipment and models, assisting with campaigning and marketing events, researching the history

of ships on the Clyde, helping to organise fundraising activities, and contributing to administrative and IT work.

To all our volunteers and supporters, the time and effort you give freely is deeply appreciated and remains vital to the success of the charity.

Challenges

Logistical delays

There have been no significant improvements in stability across the wider Red Sea region, and this has continued to affect logistical planning for the ship's relocation from Karachi. Advice from the International Maritime Bureau has indicated that travel in the region remains inadvisable because of the heightened risk of attack. As a result, the ship remains in the Pakistan Navy port of Karachi.

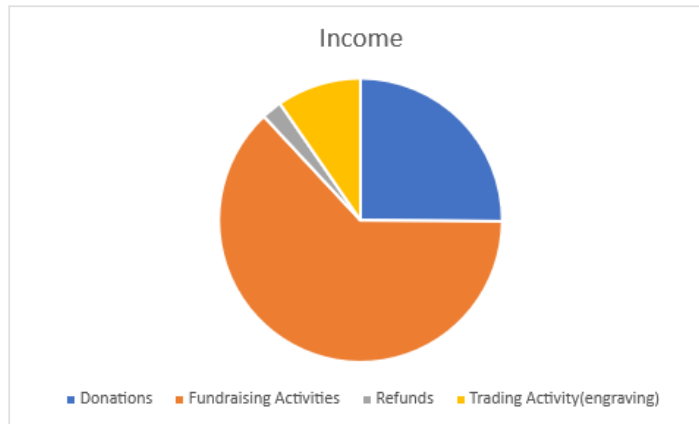
Funding challenges

While continuing instability in the Red Sea region has affected funding timelines and introduced a degree of uncertainty, it has also reinforced the importance of building the project on strong strategic foundations. Despite these external pressures, we have continued to make encouraging progress in our engagement with commercial stakeholders and have used this period to strengthen our case for support, refine our planning, and deepen confidence in the project's long-term value.

In response, we are actively pursuing strategic partnerships across a broad range of commercial sectors, including defence, maritime, shipping, and travel, to widen our support base and enhance the project's resilience and readiness. Our aim is not simply to withstand current challenges, but to emerge from them better positioned to move forward at pace when conditions improve. We remain confident that a diverse and durable network of partners will be central to unlocking future investment, sustaining momentum, and delivering lasting heritage, educational, and community benefit.

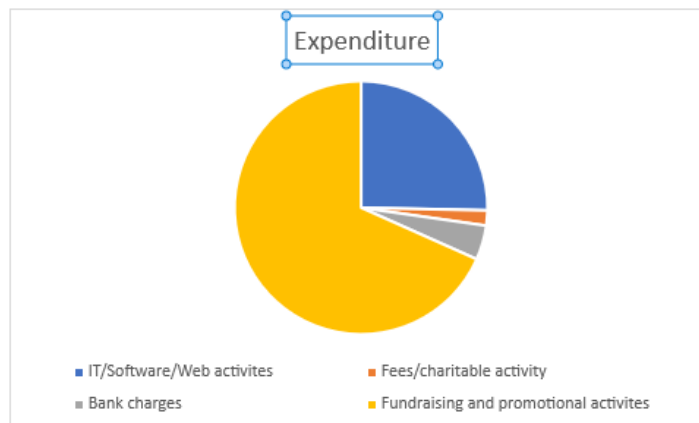
Financial review

Income



The trustees are indebted to all donors for their support both financially and in kind, without this it would not have been possible to achieve what we have.

Expenditure



The charity expenditure for 2024/2025 was £2383.28. Costs related to software and IT purchases, bank charges, marketing, fundraising and promotional activities and attendance at events to promote our charity purposes.

The vast majority of meetings between trustees and outside organisations are held online. Some of the costs associated with promotional materials, travel and model repair have been met voluntarily by trustees and volunteers thus helping to reduce charity costs.

There are no payroll or pensions costs during the financial year as the charity had no employees.

The overall result at the end of the financial year shows a credit balance of £3216.17.

There are no tangible fixed assets and there is no cash in hand, all monies held in the bank account.

Independent Examiners Report

The charity's trustees are responsible for the preparation of the accounts in accordance with the terms of the Charities and Trustee Investment (Scotland) 2005 Act and the Charities Accounts (Scotland) Regulations 2006 (as amended). The charity trustees consider that the audit requirement of Regulation 10(1) (d) of the 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.

My examination is carried out in accordance with Regulation 11 of the 2006 Accounts Regulations. 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 the 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 audit opinion on the view given by the accounts.

In the course of my examination, no matter has come to my attention [other than that disclosed on the attached page*] 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 9 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.

Independent Examiner – Lynne Smillie – dated 03/05/2025

Clyde Naval Heritage
HMS Ambuscade/PNS Tariq SCIO
Statement of Financial Activities
(including income and expenditure)

Year ended 30.09.25

Clyde Naval Heritage (HMS Ambuscade/PNS Tariq) SCIO
Financial Summary 01 October 2024 to 30 September 2025

	2025	2025
	Unrestricted Funds	Total Funds
	£	£
<u>Income</u>		
Donations and legacies	260.96	260.96
Fundraising	654.00	654.00
Engraving Trading	100 .00	100.00
Software Refunds	24.37	24.37
Total Income	1039.33	1039.33
<u>Expenditure</u>		
Expenditure on activities	1628.90	1628.90
Trading payments	604.22	604.22
Payments & Fees	45.51	45.51
Bank Charges	104.65	104.65
Total Expenditure	2383.28	2383.28
Total Funds carried forward		
(surplus)	3216.17	3216.17

Statement of the charity's policy on reserves

The purpose of a reserve fund for Clyde Naval Heritage (HMS Ambuscade/PNS Tariq) SCIO is to protect the charity from unforeseen circumstances or financial fluctuations and to enable us to take advantage of emerging opportunities. The fund is a key component of our long-term strategy to ensure the sustainability of the organisation and to support the delivery of our charitable objectives.

The trustees set an optimal reserve level of £1,100 for the period 7 September 2024 to 30 September 2025, representing approximately three months of unrestricted expenditure. As of 30 September 2025, the level of free reserves (general unrestricted funds) stands at £3216, exceeding the target but under the confirmed expenditure level of £805. These reserves have been built up through public donations. The charity currently holds no restricted funds.

The charity's reserve policy will continue to evolve in line with its growth. As budgets expand, it is anticipated that the optimal reserve level will be revised accordingly, and that a proportion of income may be received as restricted funds, to be spent in accordance with donor conditions.

This policy will be reviewed quarterly by the Board of Trustees, or more frequently if circumstances require.

Unrestricted funds (including designated funds) are income or income funds which can be spent at the discretion of the Trustees in furtherance of any of the charity's objects. If part of an unrestricted fund is earmarked for a particular project it may be designated as a separate fund, but the designation has an administrative purpose only and does not restrict the Trustees' discretion to spend the funds.

Restricted funds are funds subject to specific trusts which may be declared by the donor(s) or with their authority or created through legal process, but still within the wider objects of the charity. Restricted funds may be restricted income funds, which are spent at the discretion of the Trustees in furtherance of some particular aspects of the objects of the charity. Restricted funds may alternatively be endowment funds, where the assets are required to be invested, or retained for actual use, rather than spent.

Designated funds are part of the unrestricted funds which Trustees have earmarked for a particular project or use, without restricting or committing the funds legally. The designation may be cancelled by the Trustees if they later decide that the charity should not proceed or continue with the use or project for which the funds were designated

Donated facilities and services

We would like to express our sincere thanks to the organisations and individuals who have donated their services, facilities, time, and support to aid the charity's progress.

- Framed Estates, architects, for their continued support in preparing site layouts that help communicate our vision.
- Members of the Type 21 Association for their fundraising support.
- RemNOx Ltd for the use of office space in Glasgow city centre.
- Trustees and volunteers who provided in-kind support to improve our commercial sponsorship package and marketing materials.
- Mark Brocklehurst and Devonport Museum for the loan and donation of Type 21 frigate models.
- To Stewart Jones who has worked tirelessly to promote the project in Crewe and the surrounding areas.
- The many commercial organisations who have indicated their support and offering their services from insurance and marketing to the use of equipment and models and confirming the loan of archive documents.
- We also wish to acknowledge the many individuals and groups, too numerous to mention individually, who have given their time and expertise both while the ship remains in Karachi and in preparation for its return to Scotland.

Looking Ahead

The immediate future holds exciting opportunities as we:

- Work with contractors and officials in Pakistan and the UK to meet all the required regulations to safely bring HMS Ambuscade/PNS Tariq to Clyde Naval Heritage (HMS Ambuscade/PNS Tariq) SCIO Annual Report and Financial Statement for end of year 30 September 2024

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Scotland and continue to engage with various authorities and professional bodies re the mooring of our ship(s) and the site of our museum.

- Engage a Development Lead Partner to aid fundraising strategy, coordinate stakeholder engagement across various sectors, and provide project

management and professional support.

- Continue activities to aid funding from across various sectors.
- Strengthen collaboration with NMRN, BAE, Babcock's and Glasgow Life Museums in development of our visitor attraction.
- Launch the subscription-based Friends of Ambuscade/Tariq program to deepen community engagement and provide exclusive benefits for members.

This year, we kickstart the revitalisation of the river with the return of HMS Ambuscade/PNS Tariq, transforming it into a dynamic exhibition that captures its storied history with both the Royal and Pakistan Navies, alongside artifacts and exhibits that reflect its time in service.

Our ambitious vision extends beyond this single ship: we aim to create an immersive river-wide experience. This will span various dockyards, showcasing Clyde-built vessels and their legacies, all interconnected by a seamless river bus service. We are already collaborating with donors and benefactors to bring more vessels back to life, each shining a spotlight on different Clyde shipyards. This revitalisation will narrate the extraordinary technological and socio-economic story of the Clyde's meteoric success—and its eventual decline. Visitors will be swept into history through cutting-edge VR technology, experiencing the river in its heyday as they glide past dockyards and vessels, enriched by engaging narratives. Like a river subway, they can alight at their chosen sites, explore, and rejoin the journey to uncover new stories further upstream. This isn't just preservation—it's reinvention, ensuring the Clyde's legacy sails into the future with pride and purpose.

Declaration

Signed on behalf of the charity trustees:

Print name

Designation

Date