TRUSTEES REPORT 2025-26
FUSILIERS MUSEUM (WARWICK)

Introduction

It has been another busy and rewarding year for the museum. The team of the General Manager, the Museum Officer and the host of Volunteers and Friends without whose sterling efforts and commitment we would not be able to offer the high-quality experience that we are rightly recognised for by our visitors.

Opening of a new temporary exhibition gallery.

A significant addition was made to the museum in 2025 with the opening of a new temporary exhibition gallery space alongside our permanent museum galleries. Through the support of Warwick District Council, an opportunity arose to take over additional space on the second floor of Pageant House. This gave us the opportunity to move the costume collection and free up a new temporary exhibition gallery. The space is now fitted with a series of display cases with adjustable shelving and wall panels for changing text and graphic panels. With a new spotlighting rig, the museum now has an excellent facility to present new stories around the regimental collection.

Public Programmes of Exhibition & Events in 2025.

'Rations & Cookers – 200 Years of Food in the Army' explored and displayed original rations and utensils, the ways in which field rations have changed, particularly from the First World War to the current day. This also gave a welcome opportunity to get some of the museum's silver collection out on display. The exhibition was well received particularly by former veterans who had some interesting food-related stories to tell. Families were encouraged to take away recipes for hard-tack biscuits.

VE80– the Royal Warwickshire Regiment & the end of WW2'.

This exhibition explored the role of the Royal Warwicks in the last year of the war. In particular, it highlighted the contributions of key personnel connected with the regiment such as Field Marshal Montgomery in the European theatre, and Lt. Gen Sir Geoffrey Evans in the Far East theatre. It focussed on the famous surrender at Luneburg Heath and the celebrations surrounding the end of the war in Warwick District which also involved 'Monty'. There was also a community project with a local primary school based around Field Marshal Montgomery which led to a selection of the artwork by students being included in the exhibition.

We held an excellent event at Warwick Courthouse adjacent to the Museum on 10th May to mark VE80 and celebrate the Royal Warwickshire Regiment's significant contributions. Speakers included Monty's grandson Viscount Henry Montgomery, and historians Peter Hart, Tony Rich and Jon Davy. The event also featured Monty impersonator, Alan Oliver and his entourage of reenactors. A high point of the event was Viscount Henry talking about his personal recollections of his grandfather which reveal a fascinatingly different side to the Field Marshal. The museum also received a record-breaking audience for a special series of talks on the Far East campaigns in WW2 to mark VJ80.

'Home & Away – Football in the Army Exhibitions and Events'

The exhibition, in partnership with the Football and War Network, (University of Wolverhampton), the Army Football Association and Stratford Town FC, explored the Army's, and specifically the Regiment's, relationship with football in both wartime and in the interwar years. Fascinating stories emerged from original diaries, photographs, medallions and cups. These revealed the importance of football in bringing people together and raising morale to take soldiers and civilians away from the horrors of war. The exhibition was supported by a range of excellent talks looking at professional footballers and war and the emerging women's game from the ammunition factories of WW1.

Museum Projects.

The museum's pool of between 12-15 volunteers supported a wide range of museum projects in 2025 making considerable progress in collections management tasks and public access through group visits and outreach work. Museum Development Midlands generously funded a project to make our Embroidery Collection more accessible. The project was successful in developing staff and volunteer training and significantly improving both the conditions, methods for care and temporary display of the museum's embroidery collection. A series of workshops led by an experienced textile conservator Victoria Allan trained five staff & volunteers how to condition check, clean and mount delicate embroideries for storage and display, prepare rollers and roll large (mainly flag) textiles and prepare and pack storage boxes for textile storage. A further grant from The Arts Society (Leamington Spa branch) allowed the funding of new storage boxes for historic headwear and consolidation and repair work by a trained conservator on key items in the costume collection.

School group visits and outreach.

The museum greatly increased its engagement with schools across Warwickshire and Birmingham in 2025. There was a 600% increase in school visits in 2025 with particular interest in the subject of the First World War. There were also a wide range of U3A, scouts and beaver groups in the museum. Staff and volunteers from the museum presented a week of remembrance assemblies with over 1,500 students at a local Secondary school and Sixth Form. The museum also had stalls at the Leamington History Fayre, Warwick Market and Lord Leycester Hospital as well as a busy Armed Forces Day in Leamington, all of which has done much to keep the Regiment in the public eye.

Charity registration number: 272357

The Royal Regiment of Fusiliers Museum (Royal Warwickshire)

Unaudited Accounts

31 March 2026

The Royal Regiment of Fusiliers Museum (Royal Warwickshire)
Report and accounts
Contents

	Page
Charity information	1
Trustees' Annual Report	2-4
Trustees' Responsibilities	5
Independent examiner's report	6-7
Statement of financial activities	8
Balance sheet	9
Notes to the accounts	10-12
Detailed statement of financial activies	13-14

The Royal Regiment of Fusiliers Museum (Royal Warwickshire)
Company Information

Trustees
Dr Alex Alexandrou FHEA FIPDA
Colonel (Retd) Brian M Gorski OBE DL
David Billingham BSc Econ
Carol Brown
Brig (Retd) Charles Simon Calder OBE
Lt Colonel (Rtd) Anthony John Maslen Rice

Chair of Trustees
Brig (Retd) David Paterson OBE

Accountants
Phillips and Becker Ltd
Accountancy House
4 Priory Road
Kenilworth
Warwickshire
CV8 1LL

Bankers
Lloyds Bank
12 Swan St
Warwick
Warwickshire
CV34 4BJ

Registered Office
Pageant House
2 Jury Street
CV34 4EN

Charity Registration Numer
272357

The Royal Regiment of Fusiliers Museum (Royal Warwickshire)
Charity number: 272357
Trustees's Report

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

Aims and Purposes

The objective of the Museum is "To collect, preserve and interpret the artefacts and tell the story of the 6th Foot, the Royal Warwickshire Regiment, the Royal Warwickshire Fusiliers, and 2nd Battalion the Royal Regiment of Fusiliers and its successors, and to make them accessible and of educational benefit to the public, particularly future generations and thereby to foster an interest in the nature of soldiering and to reflect the historic nature and continuing link between The Regiment and the people of Warwickshire and the West Midlands."

The Museum is a registered charity number 272357 and is governed by:

- Trustees Deed Declaration dated 13 October 1976.
- Trustees Deed document T80(S) / 93: SC 272 357 dated 11 May 1993, amended by
- Trustees Deed document W90 / 97: SC 272 357 dated 6 March 1997.

The Museum has Accreditation status (No. 628) with Arts Council England (ACE).

Historically, the term "Warwickshire" relates to the current county boundary together with the Eastern and Southern portion of the West Midlands, namely part of the City of Birmingham, the City of Coventry, Solihull and Sutton Coldfield.

The Museum is now firmly operational in its new location - Pageant House - in the centre of Warwick town and next to the Tourist Information office.

Activities During the Year

2025-26
Introduction
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The Royal Regiment of Fusiliers Museum (Royal Warwickshire)
Charity number: 272357
Trustees's Report

The Trustee Board will be refreshed by the addition of two non military persons whose appointment will be ratified in the next financial year.

The financial position of the museum has been strengthened by long term arrangements with the Regimental Association and with the Brandwood Trust annually to donate a five figure sum to the museum.

- Income: £86,150
- Expenditure: £92,527

The annual report was approved by the trustees of the charity on 11th September 2026 and signed on its behalf by:

Mr A.J.M.Rice
Trustee - Finance

The Royal Regiment of Fusiliers Museum (Royal Warwickshire)
Statement of Trustees' Responsibilities

The trustees [who are also the directors of The Royal Regiment of Fusiliers Museum (Royal Warwickshire) for the purposes of company law] are responsible for preparing the trustees' report and the financial statements in accordance with the United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) and applicable law and regulations.

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 its incoming resources and application of resouces, including its income and expenditure, for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and apply them consitently;

- observe the methods and principles in the Charities SORP;

- make judgements and estimates that are reasonable and prudent;

- state whether applicable UK Accounting Stardards have been followed, subject to any material departures disclosed and explainted 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 adequate accounting records that are sufficient to show and explain the charitable company's transactions and 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.

Approved by the trustees of the charity on 11th September 2026 and signed on its behalf by:



Mr A.J.M.Rice
Trustee - Finance

The Royal Regiment of Fusiliers Museum (Royal Warwickshire)
Independent Examiner's Statement for the year ended 31/03/2026

Independent Examiner's Report to the trustees of The Royal Regiment of Fusiliers Museum (Royal Warwickshire)

I report to the charity trustees on my examination of the accounts of the charity for the year ended 31 March 2026 which are set out on pages 8 to 14.

Respective responsibilties of trustees and examiner

The trustees (who are also the directors of the company for the purposes of company law) are responsible for the preparation of the accounts. The trustees consider that an audit is not required for this year under section 144(2) of the Charities Act 2011 (the 2011 Act) and that an independent examination is needed. I am qualified to undertake the examination by being a qualified member of CIMA.

Having satisifed myself that the charity is not subject to an audit under company law and is eligible for Independent examination, it is my responsibility to:

- examine the accounts under section 145 of the 2011 Act;

- follow the procedures laid down in the general Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act: and

- state whether particular matters have come to my attention.

Basis of Independent examiner's statement

My examination was carried out in accordance with general directions given by the Charity Commission. 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 seeking 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 no opinion is given as to whether the accounts present a "true and fair view" and the report is limited to those matters set out in the statement below.

Independent examiner's statement

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

1. accounting records were not kept in respect of The Royal Regiment of Fusiliers Museum as required by secion 386 of the 2006 Act; or

2. the accounts do not accord with those records; or

3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination; or

4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities [applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)].

The Royal Regiment of Fusiliers Museum (Royal Warwickshire)
Independent Examiner's Statement for the year ended 31/03/2026

Independent Examiner's Report to the trustees of The Royal Regiment of Fusiliers Museum (Royal Warwickshire)

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Viktoria Becker

Phillips and Becker Ltd
Chartered Management Accountants

Accountancy House
4 Priory Road
Kenilworth
Warwickshire
CV8 1LL

Dated: 10/09/2026

The Royal Regiment of Fusiliers Museum (Royal Warwickshire)
Statement of Financial Activities for the year ended 31/03/2026

(Including Income and Expenditure Account and Statement of Total Recognised Gains and Losses)

	Unrestricted funds	Restricted funds	2026	2025
	£	£	£	£
Income:				
Income from generated funds				
Donations, grants and legacies	52,371	14,802	67,173	27,304
Other trading activites	12,962	-	12,962	12,751
Income from Investments	2,712	-	2,712	8,463
Other Income/ (loss)	3,304	-	3,304	(6,020)
Total Income and endownments	**71,349**	14,802	**86,151**	42,498
Expenses:				
Project expenditure	1,126	17,194	18,320	829
Expenditure on Raised Funds	74,207	-	74,207	68,921
Expenditure on Charitable activities	-	-	-	-
Total Expenses	**75,333**	17,194	**92,527**	69,750
Net gains on investments		-	-	
Net Income/ (loss)	**(3,984)**	**(2,392)**	**(6,376)**	(27,252)
Gains/(losses) on revaluation of fixed assests				
Net movement of funds:	-	-	-	-
Net income for the year	**(3,984)**	(2,392)	**(6,376)**	(27,252)
Total funds brought forward	143,225	(63,715)	79,510	106,763
Net funds carried forward	**139,241**	(66,107)	**73,134**	79,511

This statement of financial activites includes all gains and losses recognised in the year. All income and expenditure derive from continuing activites.

The Royal Regiment of Fusiliers Museum (Royal Warwickshire)
Charity number: 272357
Balance Sheet at 31/03/2026

	Notes		2026		2025
			£		£
Fixed assets					
Investments	3		64,839		61,535
Tangible assets	4		1		1
Current assets					
Stocks	5	2,286		2,742	
Debtors (amounts falling due within one year)	6	134		128	
Cash at bank and in hand		13,223		16,806	
		15,643		19,676	
Creditors: amounts falling due within one year	7	7,349		1,702	
Net current assets			8,294		17,974
Total assets less current liabilities			73,134		79,510
Capital and Reserves					
Restricted funds			(66,107)		(63,715)
Unrestricted funds					
General Fund			139,241		143,225
Total funds	8		73,134		79,510

For the financial year ending 31/03/2026 the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

Trustees' responsibilities:

- The members have not required the company to obtain an audit of its accounts for the year in question in accordance with section 476 of the Companies Act 2006

- The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

Approved by the board of trustees on 11th September 2026 **and signed on their behalf by:**

Mr A.J.M.Rice
Trustee - Finance

1 Accounting Policies

1a. Basis Of Accounting

The accounts have been prepared under the historical cost convention.
The accounts have been prepared in accordance with FRS102- The Financial Reporting Standard applicable in the UK and Republic of Ireland and the Companies Act 2006 and the requirements of the Statement of Recommended Practice, Accounting and Reporting by Charities.

1b. Incoming Resources

All incoming resources are included on the Statement of Financial Activites when the charity is legally entitled to the income and the amount can be quantified with reasonable accuracy.

1c. Resources Expended

Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to paticular headings they have been allocated to activites on a basis consistent with the use of resources.

1d. Allocation and Apportionment of Costs

All costs relate to the single activity of the charitable company and are recognised accordingly.

1e. Fund Accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for paticular restricted purposes within the objectives of the charity. Restrictions arise when specified by the donor or when funds are raised for paticular restricted purposes.

Designated funds are funds set aside by the trustees out of unrestricted general funds for the specific future purposes or projects.

1f. Cash Flow Statement

The Company is exempt from including a statement of cash flows in its accounts in accordance with Financial Reporting Standard for Smaller Entities (effective January 2015).

1g. Stocks

Stocks are stated at the lower of costs and estimated selling price less costs to complete and sell (net realisable value). Costs, which first compromise direct production costs, are based on the method most appropriate to the type of inventory class, but usually on a first in first out basis. Overheads are charged to profit and loss as incurred. Net realisable value is based on the estimated selling price less any estimated completion or selling costs.
When stocks are sold, the carrying amount of those stocks is recognised as an expense in the period in which the related revenue is recognised. The amount of any write-down of stocks to net realisable value and all losses of stocks are recgonised as an expense in the period in which the write-down or loss occurs. The amount of any reversal of any write-down stocks is recognised as a reduction in the amount of stocks as an expense in the period in which the reversal occurs.

1h. Pension Costs

The company operates a defined contribution pension scheme. Contributions are charged to the profit and loss account as they become payable in accordance with the rules of the scheme.

1i. Investments

Fixed asset investments are shown at cost less amounts written off.
Provisions are made for permenant fluctuations in value.

1j. Fixed assets

Individual fixed assets costing £600.00 or more are initially recorded at cost. Depreciation is provided 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**
Equipment	33% straight line

2 Pension Contributions

	2026 £	2025 £
Pension contributions	1,837	2212
	1,837	2212

3 Financial Assets

	Listed Investments £	Total £
Cost		
At 31/03/2025	44,786	44,786
Additions	-	-
Disposals	(107)	(107)
At 31/03/2026	44,679	44,786
Amortisation		
At 01/04/2025	(16,748)	(16,748)
Written Back	(3,411)	(3,411)
At 31/03/2026	(20,159)	(20,159)
Net Book Amounts		
At 31/03/2026	64,838	64,838
At 31/03/2025	61,534	61,534

4 Tangible fixed assets

	Equipment £	Total £
Cost		
At 31/03/2024	27,554	27,554
Additions	-	-
At 31/03/2025	27,554	27,554
Depreciation		
At 31/03/2024	27,553	27,553
Charge for the year	-	-
At 31/03/2025	27,553	27,553
Net book value		
At 31/03/2024	1	1
At 31/03/2025	1	1

5 Stocks

	2026 £	2025 £
Stock compromises:		
Stock - General	1,471	1,725
Stock - Bobby	815	1,017
	2,286	2,742

6 Debtors

	2026 £	2025 £
Amounts falling due within one year:		
Other debtors	134	128
	134	128

7 Creditors: Amounts Falling Due Within One Year

	2026 £	2025 £
Other Creditors	6,590	510
Other taxation and social security	759	1,192
	7,349	1,702

8 Funds

	Brought forward 2025 £	Incoming resources 2026 £	Outgoing resources 2026 £	Transfers 2026 £	Carried forward 2026 £
Unrestricted funds	143,225	71,349	(75,333)	-	139,241
Restricted funds	(63,715)	14,802	(17,194)	-	(66,107)
Total funds	79,510	86,151	(92,527)	-	73,134

	Brought forward 2024 £	Incoming resources 2025 £	Outgoing resources 2025 £	Transfers 2025 £	Carried forward 2025 £
Unrestricted funds	173,416	39,505	(69,696)	-	143,225
Restricted funds	(66,654)	2,993	(54)	-	(63,715)
Total funds	106,762	42,498	(69,750)	-	79,510

The Royal Regiment of Fusiliers Museum (Royal Warwickshire)
Incoming Resources for the year ended 31/03/2026

	2026 £		2025 £	
Incoming resources				
Incoming resources from generated funds				
Grants				
RHQ grat - Unrestricted	15,000		3,124	
Brantwood Trust grant - Unrestricted	10,000		-	
Royal Warwickshire Grant - Unrestricted	10,000		-	
Project TEMP grants - Restricted	11,507		-	
Business rates/ service charges grants - Restricted	2,888		2,577	
Other Grants	407		415	
	49,802		6,116	6,116
		49,802		6,116
Other:				
Museum Shop Profit	1,021		-	
Research	325		757	
Education	-		-	
Commercial	3,374		4,352	
Fundraising	632		200	
Ticket Sales	7,610		7,442	
		12,962		12,751
Donations				
Other donations	17,371		11,187	
Friends of the Museum	-		-	
R War Fund	-		10,000	
		17,371		21,187
		30,333		33,938
Investment income				
Quilter Cheviot Interest	-		16	
Dividends	2,712		2,766	16
		2,712		2,782
Capital gain on sale of investments				
Capital gain	-		5,681	
				5,681
		2,712		8,463
Other Incoming Resources				
Change in market value of investments		3,304		(6,020)
		3,304		(6,020)
		86,151		42,497

The Royal Regiment of Fusiliers Museum (Royal Warwickshire)
Statement of Financial Activities for the year ended 31/03/2026
(Including Income and Expenditure Account and Statement of Total Recognised Gains and (Losses)

	2026 £		2025 £	
Expenses				
Costs of Generating Funds				
Fundraising Trading Costs				
Commercial	1,126		776	
Stock increase/ (decrease) and write off	1,906		-	
		3,032		776
Charitable Activites				
Rates	2,540		2,521	
Insurance	988		900	
Marketing	39		124	
Service charges	12,297		-	
Rent	-		-	
Wages - regular	45,917		55,428	
Pension contributions	1,837		2,212	
Staff travel costs	102		457	
Conservation	2,033		1,261	
Commission paid	86		91	
Maintenance	315		-	
Accountancy fees	510		510	
Professional fees	647		3,164	
Project expenditure - restricted funds	17,194		54	
Stationary and office supplies	2,457		952	
Computer costs and website	1,883		1,290	
Sundry expenses	650		12	
		89,495		68,976
Total	92,527		69,752	