

THE PEACE MUSEUM

England & Wales · Charity number 1061102

Details

Status	Registered
Legal form	Charitable company
Company number	03297915
Registered	1997-03-05
Register	View on the Charity Commission register

Contact

Address	The Peace Museum Salts Mill Victoria Road Saltaire ShIPLEY BD18 3LA
Phone	07807348286
Email	info@peacemuseum.org.uk
Website	www.peacemuseum.org.uk

Activities

Objects: TO ADVANCE PUBLIC EDUCATION ABOUT ALL ASPECTS OF PEACE AND PEACE MOVEMENTS PARTICULARLY THROUGH THE ESTABLISHMENT AND MAINTENANCE OF MUSEUMS AND PEACE EDUCATION CENTRES

Activities: The Peace Museum, in its galleries and travelling exhibitions, tells the stories of peace, peacemakers and the peace movement. Using its collection of over 16,000 artefacts, it engages in educational outreach and promotes peace and justice locally, nationally and internationally through its work with schools, community groups, peace organisations and other peace museums throughout the world.

Classification

- **How:** Provides Buildings/facilities/open Space
- **What:** Education/training, Arts/culture/heritage/science
- **Who:** The General Public/mankind

Geography

- Northern Ireland
- Scotland
- Throughout England And Wales

Finances

Period end	Income	Expenditure	Assets	Employees
2024-12-31	£657,707	£740,709	£125,805	8
2023-12-31	£218,917	£258,186	-	-
2022-12-31	£134,506	£200,280	-	-
2021-12-31	£236,003	£140,858	-	-
2020-12-31	£213,953	£112,060	-	-

Trustees

Name	Role	Appointed
Bernard Aiden Conlon		2021-04-17
Eleanor Catherine Moreton		2025-05-03
Ellie Kinney		2025-05-03
Joshua Jones		2025-05-03
Michael Ivan Hutnik		2020-10-17
Pearl Meredith Irene Johns		2024-04-20
Prathivadi Bhayankaram Anand		2024-04-20
Rachel Julian		2024-04-20
Richard Michael Shaw		2025-03-17
Saoirse Kezia Cowley		2024-04-20
Victoria Clifton		2025-05-03

THE PEACE MUSEUM

England & Wales - Charity number 1061102

Accounts

**THE
PEACE
MUSEUM**



Report and financial statements

For the year ended 31 December 2024

**THE
PEACE
MUSEUM**

Company Number: 3297915
Charity Number: 1061102

The Peace Museum
Reference and administrative information
for the year ended 31 December 2024

Company number 3297915

Charity number 1061102

Registered office and operational address The Peace Museum
Salts Mill
Victoria Road
Saltaire
BD18 3LA

Trustees Trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows:

Clive Barrett	Chair and acting Company Secretary
Prathivadi Anand	From 20 April 2024
<i>Victoria Bentley</i>	<i>(Until 22 February 2025)</i>
<i>Eithne Bolton</i>	<i>(Until 19 October 2024)</i>
Bernard Conlon	
Saoirse Cowley	From 20 April 2024
<i>Charlie Dean</i>	<i>Vice-Chair (Until 19 October 2024)</i>
<i>Julia Fielding</i>	<i>(From 20 April 2024 to 30 October 2024)</i>
<i>Liz Firth</i>	<i>(Retired 20 April 2024)</i>
Ivan Hutnik	
Pearl Johns	Board secretary. From 20 April 2024
Rachel Julian	From 20 April 2024
<i>Clare Kemsley</i>	<i>(From 20 April 2024 to 29 October 2024)</i>
<i>Sabir Musaji</i>	<i>(From 20 April 2024 to 12 February 2025)</i>
<i>Mary Jo Pearson</i>	<i>(Until 15 February 2024)</i>
Aisling Serrant	

Key management personnel The Executive Committee of Trustees
Museum Director *(from 26 February 2024 to 30 November 2024)*

Bankers	The Cooperative Bank	COIF Charities Deposit Fund
	PO Box 101	CCLA Investment Management Limited
	1 Balloon Street	One Angel Lane
	Manchester	London
	M60 4EP	EC4R 3AB

Independent examiner Jennifer Daniel FCCA DChA, Slade & Cooper Limited
Beehive Mill, Jersey St, Ancoats, Manchester, M4 6JG

The Peace Museum
Trustees' Annual Report
for the year ended 31 December 2024

The trustees present their report and the unaudited financial statements for the year ended 31 December 2024. Included within the trustees' report is the directors' report as required by company law.

Reference and administrative information set out on page 1 forms part of this report. The financial statements comply with current statutory requirements, the memorandum and articles of association and the Statement of Recommended Practice - Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.

Executive Summary

The Peace Museum, the only accredited museum of its kind in the UK, explores the history and often untold stories of peace, peacemakers and peace movements. The Museum's vision is to be a national resource that educates and inspires people for peace, using a unique collection of artefacts and stories.

In 2024, the Museum fulfilled its ambition to open a new, purpose-designed, accessible exhibition gallery at Salts Mill, Saltaire, in a UNESCO World Heritage Site. The exhibition has been a great success, attracting 20,000 visitors in the first four months, and receiving outstanding critical reviews. The Museum's exhibition is an excellent product to offer to visitors in the years to come. Boosted by Bradford 2025, UK City of Culture, the Peace Museum will in time become more visible and influential, and become a prominent leader in peace education and in the cultural life of the region and nation.

The five-year capital project, "Imagine", to fund, move, design and construct the new Museum space was a success. Substantive contributions came from the National Lottery Heritage Fund, Bradford 2025 UK City of Culture, the Northern Cultural Regeneration Fund (Key Fund), and the generous donations of the Museum's individual supporters. The project was close to being achieved within budget, but some unexpected late expenses did force the Museum to draw on its limited reserves at the last minute.

The new permanent exhibition official opening was on 9th August, a poignant day in the peace calendar, being the anniversary of the atomic bombing of Nagasaki. It was a reminder of the importance of a peace museum for peace remembrance and its mission to build a culture of peace.

In the later months of the 2024, it became apparent to the Board that predicted income and expenditure for 2025 was a cause for concern. Swift and decisive action by the Board, to reduce costs and to identify new ways of sourcing funds, has given the Museum a stable and secure foundation going into 2025, albeit with a reduced level of operation. The Board continues to monitor the finances carefully; even with global economic uncertainty and a challenging fundraising environment, it has a growing level of confidence that new fundraising and income-generation initiatives will be successful and that the Museum will grow stronger throughout 2025.

The Board is following an Equality Action Plan to ensure that the Museum becomes as accessible and inclusive as possible in all aspects of its operation.

PEACE

TAKE A RISK
FOR
PEACE
NOW

GREENHAM COMMON
WOMENS
PEACE CAMP



Objectives and activities

A Charitable Company

The charity is a company limited by guarantee and not having a share capital and was incorporated on 8 November 1996. The number of members is unlimited.

The company was established under a memorandum of association which established the objects and powers of the charitable company and is governed under its articles of association.

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The trustees are members of the charity but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.

All trustees give their time voluntarily and receive no benefits from the charity. Any expenses reclaimed from the charity are set out in the accounts. A company associated with one trustee provided services to the charity in 2024, and this is identified in the accounts.

Recruitment and Appointment of Trustees

Trustees (who are also directors for the purposes of Company Law) are appointed by the company's Annual General Meeting, for three-year periods, which can be renewed. The Board puts forward names of suitable candidates to fill any vacancies.

The Museum is national, even international, in scope and the Board looks to recruit nationally, aiming to include an appropriate range of expertise and experience as well as having sufficient directors local to West Yorkshire who can provide support to the staff and for the Museum's public events.

Proactive recruitment of trustees in 2024 led to an increase in diversity within the Board, and an expanding skill set including, inter alia, professional expertise in law, academic leadership, peace studies, museum education, and community engagement. The Board is aware of the need to continue to grow the skills, networks, expertise and diversity within the Museum.



REMEMBRANCE
IS NOT ENOUGH



Objectives

The Peace Museum seeks to advance public education about all aspects of peace and peace movements. The aims of the charity are:

- To establish a peace museum
- To establish a number of peace centres
- To promote public awareness through travelling exhibitions

The Charitable Objects of The Peace Museum are '*To advance public education about all aspects of peace and peace movements particularly through the establishment and maintenance of museums and peace education centres.*' These Objects are realised by creating and maintaining a unique collection of over 16,000 accessioned artefacts which form the basis of exhibitions, educational outreach to schools, collaborative projects and events.

Governance

Governance is effected by a board of trustees which meets at least four times a year, in person or online. The Board appoints a small executive sub-committee of trustees which advises the board and oversees strategic and operational matters between Board meetings. The Board appoints small groups of trustees to address specific issues between Board meetings, to provide advice on Board membership (including recruitment and succession planning), and other issues as required (e.g. staffing, education). Trustees have been active in volunteering in the Museum, fundraising, making grant applications, public speaking and representing the Museum. Some former trustees - Eithne Bolton, Charlie Dean and Mary Jo Pearson - continued to assist Board members in an advisory capacity.

Linda Batten is engaged by the Board to provide book-keeping services.

As a registered company and a registered charity, The Peace Museum has continued to promptly fulfil its reporting responsibilities with Companies House and the Charity Commission.

In its decision making and direction of the Museum, the Board has considered the Charity Commission's guidelines on public benefit and believe the requirements have been met. In practical terms, the duty of public benefit is amply realised through the work described below.

All trustees received training in GDPR.

Relationship with The Peace Museum Trust

The Company has a continuing Management Agreement with The Peace Museum Trust, dated 26th January 1999.

Achievements and performance

Premises: The *Imagine* Project

The Imagine Project finished in October 2024 with the submission of an end-of-grant report to National Lottery Heritage Fund. An independent evaluator was appointed to complete the final evaluation. It marked the end of a five-year journey.

By 2019, the Museum had long outgrown the capacity of its previous premises, which hampered exhibition potential, collection care and educational opportunities, and which restricted engagement to a small number of subject enthusiasts. The identification of outstanding new premises opened possibilities for much greater engagement with the general public, many of whom would be new to peace culture. The Museum is now situated in Salts Mill, a thriving arts and retail centre in Saltaire, a UNESCO World Heritage Site on the edge of Bradford.

The transition covered five years of planning, fundraising, preparatory building work, exhibition design and construction, and development of the Museum's own structures and operations, leading to the public opening of the new Museum in August 2024. This journey is reflected in the financial figures over the period, with years of strong fundraising boosting the Museum's capital, followed by years of carefully spending that capital in order to achieve the goals of the Imagine Project. With the successful conclusion of the Project, the Museum reverts to maintaining a more modest revenue budget appropriate to its new situation.



The Peace Museum
Trustees' Annual Report
for the year ended 31 December 2024

The new permanent exhibition is unique in the UK, and among the best among peace museums worldwide. A visitor's first impression is of surprise and wonder at the scale and colour of the display. There are over 100 objects on display either in secure display cases, on the wall or banners hanging from the ceiling. Objects on open display will be rotated regularly. Visitors travel through time, seeing such symbols of peace as a Roman coin imprinted with the goddess Pax, through to an original drawing of the world-renowned nuclear disarmament / peace symbol; the suitcase of a Kindertransport child and masonry from Hiroshima and Nagasaki remind us of the horrors of war; Greenham Common banners and conscientious objector memorabilia are inspirations to resist war. An engrossing video explores the meaning of "Peace", and the initial temporary exhibition invited visitors to formulate their own response to "What does peace mean to you?" In keeping with the original design strategy to "think, feel, do", there are opportunities for visitors actively to participate in making badges and paper cranes, which they have done with enthusiasm, and to keep the exhibition up to the minute in contemporary conflicts and issues by writing their own concerns - sometimes emotional - and tying them to a fence in the gallery.

More artworks were added to the temporary exhibition in December 2024. This temporary exhibition, funded by Joseph Rowntree Charitable Trust, showcases new participatory artwork by artist Lakhbir Sangha.



The Imagine project also enabled the Museum to realise a long-held ambition to provide dedicated spaces for research and community activity. This new Community Space has facilities to bring communities together to engage in dialogue and learning in line with our Charitable Objective, "*To advance public education about all aspects of peace and peace movements.*" Our Research Area also allows the Museum to provide a dedicated study room for visiting researchers. These spaces are central to our engagement plans for 2025.

Visitor Engagement and Response

The Museum was open to the public on 82 days between 10 August and 14 December. The total number of visitors was 20,647, with half coming Wednesday to Friday, and half at weekends. An audience development survey revealed that just over half planned to visit, while nearly half of all visitors happened to come across the Museum while visiting Salts Mill, a statistic that reinforces the Board's decision to base the Museum in a site with high footfall.

The response from visitors has been overwhelmingly positive.

"It makes you think without telling you what to think".

"You've got some unbelievably amazing poignant things here... seeing actual physical things is for me really inspiring. Stories are inspiring but I find that actually seeing a physical artefact... amazing."

"Some museums, you're only looking at the past. This is still a current area of interest for people, isn't it, particularly at the moment. So it's very relevant for all generations to kind of keep engaging with it."

"Very moving, & many reminders of my life of peace protests."

"Absolutely wonderful - the tone of the place is just right. Thought provoking & Hopeful. Thanks!"

"Through its carefully curated exhibition, The Peace Museum provides a range of narratives and perspectives to visitors. [...] The museum is a reminder that we don't need to leave peace-building to others, but that peace starts with us, the people." (Northern Soul)

The critique from professionals has been equally encouraging. From the Museums Association:

"banners from the collection hang from the ceiling, bringing joy and humour, despite the serious nature of the subject matter. The whole experience benefits from a strong visual identity."

"There are a lot of panels, which can be overwhelming at times. But kudos to whoever wrote these - I've rarely come across text that is as accessible and interesting, managing to convey complex histories and ideas in a few simple sentences."

"War and conflict are highly emotive, and potentially provocative, subjects that affect every one of us in some shape or form. For a small organisation such as The Peace Museum to take these huge and challenging histories and to leave visitors feeling calm, inspired and empowered is no mean feat."

The overwhelming conclusion is that the exhibition is an outstanding product for the Museum to offer visitors in the years to come. It will make a positive contribution to Bradford 2025 UK City of Culture. It is a product to be proud of, and to promote, and it will be attractive to future donors, sponsors and foundations alike.

Activities

Despite the principal focus being on transition to the new site, the Museum has continued its core work in collection care and education.

The Collection

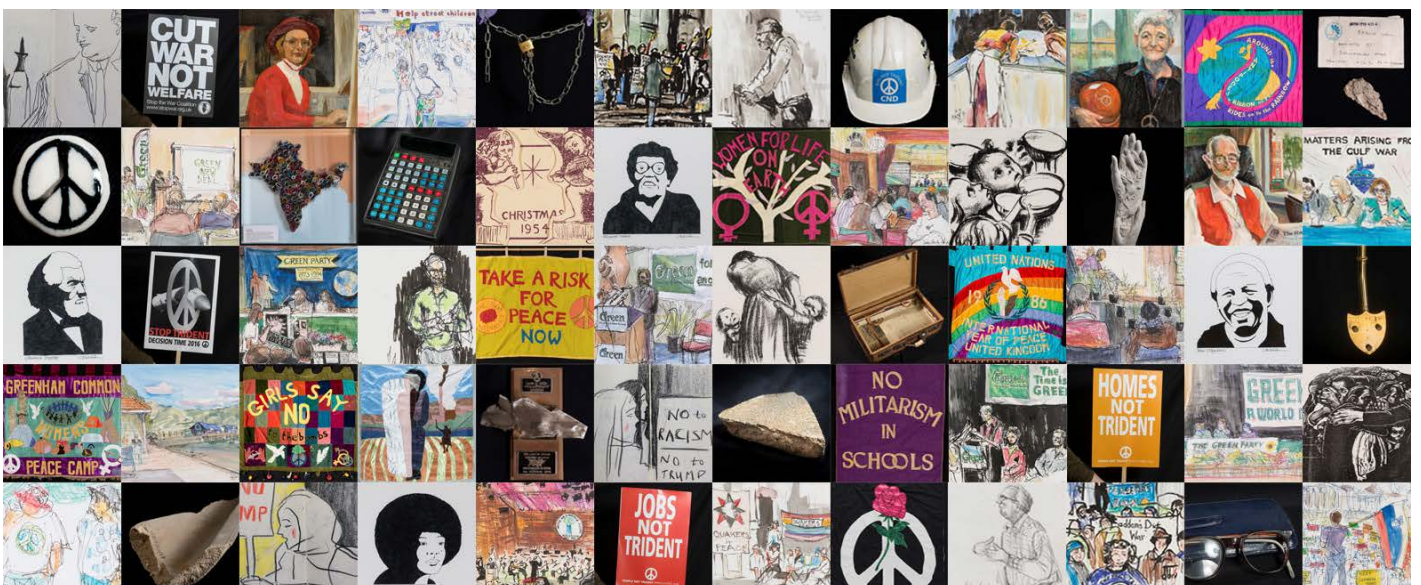
The Peace Museum is unique in the UK in holding a collection specifically relating to peace and peace movements, a collection which is held in carefully controlled conditions.

The Museum's greater profile has led to a large increase in object donations, but also an associated backlog of objects needing to be accessioned and offers of donations needing to be processed. Key acquisitions include further banners and works from Thalia Campbell, maker of iconic banners, and Olympic-related items from Brenda Thompson, local peace activist and sometime carrier of the Olympic torch.

The Museum continues to loan numerous objects to the Royal Armouries, Leeds, for a shared permanent exhibition, *Farewell to Arms*, an important alternative perspective within the War Gallery at the Armouries.

Various other items from the collection, mainly banners, have been loaned out, with recipients including Tate Britain, the National Museum of Scotland, the Now Gallery, the Whitworth Gallery, the William Morris Gallery, and Musealia Touring (for Fundación Canal, Madrid).

The Curator has ensured that the Museum's policies and documentation are up to date. During the period in which the Museum was closed, it held provisional accreditation status. In November 2024, the Museum submitted an application for further accreditation.



Education

Throughout 2024, the Museum continued to develop and deliver an education programme. A learning space has been included in the fit-out of the gallery, enabling the Museum in future to deliver education sessions both onsite as well as in schools. Towards the end of the year, a new package of modules was produced for the core education offer.

A number of core education sessions were delivered in schools during 2024. In addition, a freelance educator continued to deliver *Propaganda* and *Safe Online* sessions in primary and secondary schools across Yorkshire, having obtained contracts with various local authorities. Between October 2023 and March 2024, these sessions reached over 4,000 pupils. This was demanding but immensely valuable work for individual and community safety, addressing contemporary needs around stereotyping and extremism. The Museum is now stepping back from this work, recognising all that has been achieved through it, not least a substantial cumulative contribution to Museum income.

Staff and trustees addressed various local history, adult community education and faith groups on the work of The Peace Museum.

Communications

Digital Communications

In February 2024, the Museum adopted new branding, ensuring consistency across all its platforms. The website, hosted and supported by Orange Leaf, was regularly updated to report the new branding, relocation, reopening and visitor information.

Six newsletters were sent out in 2024, via Mailchimp. There are currently 929 subscribers. The Museum is in the process of identifying ways in which its communications can be more closely aligned with the constant need to raise income. There is scope for improving the way the website contributes to income-generation, not least in the development of an online shop. Newsletters could be used as an incentive or benefit for regular donors and supporters. There is an online donating system through the Charities Aid Foundation.

Since reopening, the Museum has increased its online presence or profile on other organisations' websites, including LNER's destination page for Bradford ("Things to do in Bradford"), local tourism websites Visit Bradford and It's On, and the "projects" section of the National Lottery Heritage Fund website. As a member of the Art Fund's National Art Pass, the Museum features on their website and is included in marketing to their members. A very positive review by the Museums Association's *Museum Journal* is available online, with the link included in the MA newsletter.

Social Media

There has been a significant increase in following and engagement across our social media platforms, especially since opening.

- Instagram: over 2,600 followers (700 new); content has engaged with over 12,000 accounts for multiple posts. A collaboration with Hyde Park Picture House was posted on HPPH's Instagram account, attracting over 5,400 views, of which 84% were from new contacts.
- Facebook: over 2,000 followers (393 new); content has engaged with over 5,000 accounts for multiple posts.
- X: 5,000 followers (a reduction from 2023). The significant ethical concerns about this platform prompted the creation of alternatives -
- Threads: 420 followers since April.
- Blue Sky: 360 followers since December.
- TikTok: 6 posts have generated 6,290 views since November. A Bradford 2025 video about the Museum, posted on TikTok, attracted over 2,500 views.

Press, Radio and Television

The Peace Museum featured in a range of features in newspapers, journals, websites, online articles, radio and television, including the BBC, The Yorkshire Post, Telegraph & Argus, Yahoo News, Museum Association, University of Bradford, the UK/Ireland Nuclear Free Local Authorities, The Friend, Northern Soul, Shared Future and The Bancroft Times (Canada).

Numerous radio interviews have been broadcast, especially by BBC Radio Leeds, and used as a basis for further articles shared across their social media channels. Multiple interviews with Bradford Community Broadcasting have led to discussions about regular slots to talk about the Museum and peace.

In September, The Peace Museum featured on BBC television's The One Show. The production crew followed the team for the months leading up to the opening and included footage of construction, installation, private viewing and reactions to the new space. There was also a feature on BBC iPlayer in the context of the Bradford 2025 programme launch.

A production company commissioned to make a video about the theme of sanctuary, recorded an interview about the Museum, to be broadcast in 2025.

The Museum is currently in conversation with ITV about recording a feature for their streaming service ITVX.

The Peace Museum
Trustees' Annual Report
for the year ended 31 December 2024



Partnerships

The Museum benefits from its close relationship with the Commonwealth Collection, an independent library of peace and nonviolence based within Bradford University Library. One Commonwealth staff member is based at the Museum, and Commonwealth staff payroll is administered by The Peace Museum. One iconic artefact on display, the original 1958 drawing of the global peace symbol, is on loan from Commonwealth.

Museum staff were active participants in the Museum Association's 2024 conference in Leeds. The conference agenda included an optional visit to The Peace Museum, and staff welcomed fellow conference participants to Salts Mill. There were also staff and trustee presentations at a peace history conference, hosted by the Museum, which attracted peace movement historians and enthusiasts from around the country.

The Museum continues to have strong relationships with both Bradford Council and with Bradford 2025 UK City of Culture, especially with the Press and PR team, and the Digital Content team, at Bradford 2025. There have been numerous filming sessions in the gallery with videographers for Bradford 2025. The Peace Museum has played an important role in the promotion of Bradford 2025 and is frequently mentioned in press releases both as an important destination in the city and as a recipient of The Cultural Capital Fund.

The Museum is a member of Bradford Heritage Organisations Forum, part of the Cultural Voice Group, promoting collaboration between local heritage organisations into and beyond 2025.

Since its founding in the 1990s, the Museum has had a valued relationship with the Department of Peace Studies at the University of Bradford. In 2024, the Museum was represented, and exhibited, at the 50th anniversary celebratory conference of the Department.

The chair of trustees is a Coordinator of the International Network of Museums for Peace (INMP), and a member of the INMP Executive Board. His co-edited Routledge publication, *Museums for Peace: In Search of History, Memory, and Change*, was published in 2024, raising awareness of The Peace Museum in global circles of museologists and peace studies academics. The Peace

Museum features in an INMP *Peace Heritage* Project, which highlights several objects from the Peace Museum collection. The Peace Museum enjoys a high profile and prestige within INMP and among international peace museologists.

Equality Action Plan

The Museum has established an Equality Action Plan to ensure that museum operations, including recruitment, are conducted in ways that are as accessible and inclusive as possible. Policies and procedures across the full range of the Museum's work are regularly reviewed to ensure they are consistent with this plan.

Staffing

The Peace Museum is fortunate in the high calibre of its staff. At the end of 2024, the Museum employed three full time members of staff and one part time, with one freelance contractor. The curator, who has been with The Peace Museum for over a decade, is an expert in the artefacts of peace. The curator was responsible for the care and management of the collection, submitted an accreditation application, and ensured the Museum followed all the necessary procedures to operate as an accredited museum.

A communications and marketing officer, who holds a peace and museum-related doctorate, was the public face of the Museum at a time of increased public profile.

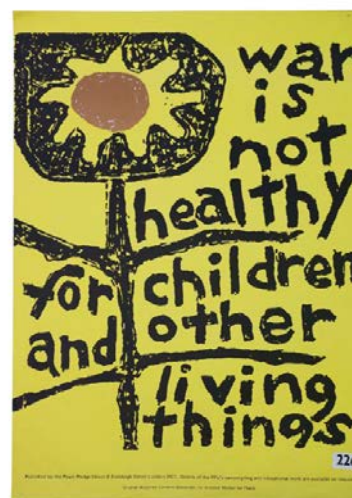
An audience and participation co-ordinator interacted with and obtained data about visitors. This post is funded by the Art Fund.

A part-time administrator, with a background in retail supply and heritage, provided support for the Imagine Project, and addressed a range of administrative and organisational aspects of the Museum, including the retail offer.

An experienced freelance educator, long-associated with the Museum, delivered Home-Office funded modules in schools on resisting hate propaganda and keeping safe online.

During the year the Museum also engaged: a project manager for the Imagine Project (a trustee, Eithne Bolton, trading as EGBG Ltd, in line with Charity Commission guidelines), a museum director, a development lead, an education lead and a freelance learning facilitator.

Opening a new gallery meant that the Museum had, for the first time, to engage with recruiting, training, managing and supporting front-of-house volunteers. Volunteers contributed 158 hours, engaging with visitors on the front desk and shop. Volunteering processes will be reviewed before the Museum reopens to visitors in 2025, to ensure an improved future experience for both the Museum and its volunteers.



Financial review

The financial activity of The Peace Museum in 2024 divided between the final stages of the Imagine capital project and the evolving revenue budget for the new circumstances post-opening. The first part of the year was dominated by the costs of construction work and the fitting out, with production of new storage and display units. Largely, this went according to budget, but inevitably there were some late glitches requiring funds to be drawn from limited unrestricted reserves in order to ensure that the Museum opened on time.

This, however, weakened the subsequent resilience of the Museum. Stabilising the revenue budget proved challenging, especially in the later months of the year. At the start of the year, the Board agreed a Reach-funded Business Plan produced by an external consultant, Louise Emerson, trading as Take the Current. Staffing levels were expanded in readiness for the increased level of operation, including a Museum Director with oversight of revenue and a Development Lead with responsibility for income generation. Towards the end of the year, however, it became clear that this higher level of operation could not be sustained, and the Board took swift action to reduce costs and find alternative means of raising funds. This decisive action has given the Museum stability and a more secure foundation for 2025, albeit with a reduced scale of operation. The Peace Museum ends the year with a combination of restricted funding for elements of staffing and development, with sufficient unrestricted funds to continue at least this reduced scale of operation. The Board continues to monitor finances carefully and it anticipates, with a growing level of confidence, that an emphasis on new fundraising initiatives will be successful, and that the Museum will grow stronger throughout 2025, building a more secure foundation, increasing both its reserves and its level of operation.

Funding

The Museum is one of Bradford Council's "Regularly Funded Organisations." The Board acknowledges with gratitude the grants and project funding which the Museum has received from the following bodies:

Art Fund
Bradford 2025 UK City of Culture
Bradford Council Regular Funded Organisation Grant
Garfield Weston
Give Peace A Chance Trust
Joseph Rowntree Charitable Trust
Museum Development Yorkshire
National Lottery Heritage Fund
The Northern Cultural Regeneration Fund (via Key Fund)
The Royal Society: Places of Science
The Southall Trust

The Board also acknowledges the continuing support received from the large number of regular donors, including individuals, organisations and Quaker local meetings. The Museum depends heavily on grants and donations to fund its work, whilst payments for use of images and educational engagement continue to contribute towards total income. Donations from visitors and retail income from the Museum shop are new contributors to Museum income and will be increasingly fostered in the year ahead. The Board has identified that development, including income generation, is a priority; a freelance fundraiser has been engaged and is working with a fundraising group of trustees to ensure continued income generation.

The Board will continue to monitor the financial well-being of the Museum through the forthcoming financial year, the first full year of operation at Salts Mill. Trustees are confident that combining a cautious approach to costs, including staffing, with a greater emphasis on fundraising and income generation, associated with large visitor numbers and increased media profile - especially during Bradford 2025 UK City of Culture - will ensure a viable and successful future

The unique work of the Museum for peace should be attractive to people considering a legacy, and the Museum continues to encourage those drafting a will to consider making a bequest.



Reserves policy

The Company aims to maintain a general reserve of approximately one half of normal annual expenditure of unrestricted funds to enable it to continue to keep the Museum open while funding is being identified and sought. During 2024 the Peace Museum had to draw heavily upon its unrestricted reserves to finance the move to new premises, leaving around £85,000 in unrestricted reserves. Income generated by new audiences, new activity and appeals to supporters will be used to rebuild the level of reserves.

Risk management

The trustees regularly review the risk register for the museum to ensure that all risks are fully understood and actively managed. This review includes a control review and an assessment of mitigating actions. Liquidity management is a key risk and the trustees undertake active budgeting, forecasting and cash flow management to ensure that there are sufficient resources to address both on-going operational activity and any project-focussed activity.



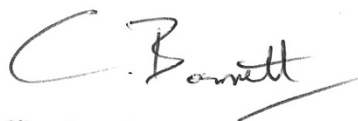
Summary

The Peace Museum made dramatic strides forward in 2024. The “Imagine” capital project came to fulfilment. A stunning new gallery in the thriving Salts Mill, attracting 20,000 visitors in its first few months, was opened to critical acclaim.

Such dramatic changes challenged the revenue budget. The Board, however, showed it was capable of decisive action and, entering 2025 with stable finances, the Museum has a firm foundation to build on for the future. It will take advantage of opportunities offered by Bradford's status as the UK's 2025 City of Culture, looking beyond 2025 to becoming a significant entity on the cultural map of city, region and nation. The Peace Museum engages its public in a thoughtful but not proselytising way. With its unrivalled collection, it is unique in the UK and, indeed, internationally. It inspires change, in individuals, society and the world. The Peace Museum makes a unique contribution to building a culture of peace.

This report has been prepared in accordance with the provisions applicable to companies subject to the small companies' regime of the Companies Act 2006.

The trustees' annual report has been approved by the trustees on 3rd May 2025 and signed on their behalf by



Clive Barrett

Chair of Trustees



Independent examiner's report
to the trustees of
The Peace Museum

I report to the charity trustees on my examination of the accounts of the company for the year ended 31st December 2024 which are set out on pages 23 to 39.

Responsibilities and basis of report

As the charity trustees of the company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

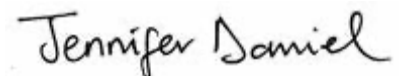
Having satisfied myself that the accounts of the company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your company's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

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 that in any material respect:

1. accounting records were not kept in respect of the company as required by section 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).

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.



Jennifer Daniel FCCA DChA

Slade & Cooper Limited
Beehive Mill
Jersey Street

Date: 12/07/2025

The Peace Museum
Statement of Financial Activities
(including Income and Expenditure account)
for the year ended 31 December 2024

	Note	Unrestricted Funds £	Restricted Funds £	Total Funds 2024 £	Total Funds 2023 £
Income From					
Donations and legacies	3	93,844	2,685	96,529	52,065
Charitable activities	4	86,939	464,534	551,473	160,005
Other trading activities	5	1,259	5,898	7,157	213
Investments	6	2,240	308	2,548	6,634
Total Income		184,282	473,425	657,707	218,917
Expenditure on:					
Raising Funds	7	2,761	-	2,761	5,078
Charitable activities	8	219,232	518,716	737,948	253,108
Total Expenditure		221,993	518,716	740,709	258,186
Net income/ (expenditure) for the year	10	(37,711)	(45,291)	(83,002)	(39,269)
Transfer between funds		(1,325)	1,325	-	-
Net movement in funds for the year		(39,036)	(43,966)	(83,002)	(39,269)
Reconciliation of funds					
Total funds brought for		124,003	84,804	208,807	248,076
Total funds brought forward		84,967	40,838	125,805	208,807

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities. Prior year SOFA is shown on the last page.

The Peace Museum
Company number: 3297915
Balance sheet as at 31 December 2024

	Note	2024		2023	
		£	£	£	£
Fixed assets					
Tangible assets	14		108,817		35,080
Total fixed assets			108,817		35,080
Current assets					
Debtors	15	64,245		45,693	
Cash at bank and in hand	16	95,471		221,325	
Total current assets		159,716		267,018	
Liabilities					
Creditors: amounts falling due in less than one year	17	(20,934)		(24,541)	
Net current assets			138,782		242,477
Total assets less current liabilities			247,599		277,557
Creditors: amounts falling due after more than one year	19		(121,794)		(68,750)
Net assets			125,805		208,807
The funds of the charity					
Restricted income funds	20		40,838		84,804
Unrestricted income funds	21		84,967		124,003
Total charity funds			125,805		208,807

For the year in question, the company was entitled to exemption from an audit under section 477 of the Companies Act 2006 relating to small companies.

Directors' 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 are prepared in accordance with the special provisions of part 15 of the Companies Act 2006 relating to small companies and in accordance with FRS102 SORP, and constitute the annual accounts required by the Companies Act 2006 and are for circulation to members of the company.

The notes on pages 23 to 39 form part of these accounts.

Approved by the trustees on 3rd May 2025 and signed on their behalf by:



Clive Barrett (Chair)



Bernard Conlon (Trustee)

The Peace Museum
Company number: 3297915
Statement of Cash Flows
For the year ending 31 December 2024

	Note	2024 £	2023 £
Cash provided by/(used in) operating activities	24	(96,560)	(68,506)
<i>Cash flows from investing activities:</i>			
Dividends, interest, and rents from investments		2,548	6,634
Proceeds from sale of tangible fixed assets		-	-
Purchase of tangible fixed assets		(94,022)	(38,633)
Cash provided by/(used in) investing activities		(91,474)	(31,999)
<i>Cash flows from financing activities:</i>			
Repayment of borrowing		(12,820)	-
Cash inflows from new borrowing		75,000	75,000
Cash provided by/(used in) financing activities		62,180	75,000
Increase/(decrease) in cash and cash equivalents in the year		(125,854)	(25,505)
Cash and cash equivalents at the beginning of the year		221,325	246,830
Cash and cash equivalents at the end of the year		95,471	221,325

1. Accounting policies

The principal accounting policies adopted, judgments and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

a Basis of preparation

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), second edition - October 2019 (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006 and UK Generally Accepted Accounting Practice.

The Peace Museum meets the definition of a public benefit entity under FRS102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note.

b Reconciliation with previous Generally Accepted Accounting Practice

In preparing the accounts, the trustees have considered whether in applying the accounting policies required by FRS 102 and the Charities SORP FRS 102 the restatement of comparative items was required.

c Preparation of the accounts on a going concern basis

The trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern.

The trustees have made no key judgments which have a significant effect on the accounts.

The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities within the next reporting period.

d Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the charity that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

Income received in advance of a provision of a specified service is deferred until the criteria for income recognition are met.

e Donated services and facilities

Donated professional services and donated facilities are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), general volunteer time is not recognised; refer to the trustees' annual report for more information about their contribution.

On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

f Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the Bank.

g Fund accounting

Unrestricted funds are available to spend on activities that further any of the purposes of charity.

Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose.

Restricted funds are donations which the donor has specified are to be solely used for particular areas of the charity's work or for specific projects being undertaken by the charity.

h Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds comprise the costs of advertising and marketing and other costs associated with fundraising.
- Expenditure on charitable activities includes the costs of activities undertaken to further the purposes of the charity and their associated support costs.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

i Operating leases

Operating leases are leases in which the title to the assets, and the risks and rewards of ownership, remain with the lessor. Rental charges are charged on a straight line basis over the term of the lease.

j Tangible fixed assets

Individual fixed assets costing £500 or more are capitalised at cost and depreciation is provided on the net book value of the assets as follows:

Computer equipment	50%
Furniture and equipment	15%

k Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

l Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

m Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

n Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

o Pensions

Employees of the charity are entitled to join a defined contribution 'money purchase' scheme. The charity's contribution is restricted to the contributions disclosed in note 6. There were no outstanding contributions at the year end.

2. Legal status of the charity

The charity is a company limited by guarantee registered in England and Wales and has no share capital. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity. The registered office address is disclosed on page 1.

3. Income from donations and legacies

Current reporting period	Unrestricted £	Restricted £	Total 2024 £
Donations	86,232	2,607	88,839
Gift aid	7,612	78	7,690
	<hr/>	<hr/>	<hr/>
Total	93,844	2,685	96,529
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
 Previous reporting period	 <i>Unrestricted</i>	 <i>Restricted</i>	 <i>Total 2023</i>
	£	£	£
<i>Donations & gifts</i>	<i>49,807</i>	<i>480</i>	<i>50,287</i>
<i>Gift aid</i>	<i>1,778</i>	<i>-</i>	<i>1,778</i>
	<hr/>	<hr/>	<hr/>
Total	51,585	480	52,065
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

4. Income from charitable activities

Current reporting period	Unrestricted £	Restricted £	Total 2024 £
National Lottery Heritage Fund	-	245,651	245,651
Bradford City of Culture Art Fund	-	150,000	150,000
Joseph Rowntree Charitable Trust	-	48,883	48,883
Garfield Weston Foundation	-	20,000	20,000
City of Bradford MDC	20,000	-	20,000
Other small grants	5,000	-	5,000
Service delivery income	10,120	-	10,120
Recharges	29,988	-	29,988
	21,831	-	21,831
	<hr/>	<hr/>	<hr/>
Total	86,939	464,534	551,473
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
Previous reporting period	<i>Unrestricted</i> £	<i>Restricted</i> £	<i>Total 2023</i> £
Yorkshire & Humberside Museum	-	3,559	3,559
Access Reach Grant	-	14,400	14,400
Northern Cultural Regeneration Fund	-	29,687	29,687
Other small grants	8,450	-	8,450
Service delivery income	103,909	-	103,909
	<hr/>	<hr/>	<hr/>
Total	112,359	47,646	160,005
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

5. Income from other trading activities

Current reporting period	Unrestricted	Restricted	Total 2024
	£	£	£
Sale of promotional items	1,259	5,898	7,157
Total	1,259	5,898	7,157
Previous reporting period	<i>Unrestricted</i>	<i>Restricted</i>	<i>Total 2023</i>
	£	£	£
<i>Sale of promotional items</i>	<i>213</i>	<i>-</i>	<i>213</i>
Total	213	-	213

6. Investment income

Current reporting period	Unrestricted	Restricted	Total 2024
	£	£	£
Income from bank deposits	2,240	308	2,548
Total	2,240	308	2,548
Previous reporting period	<i>Unrestricted</i>	<i>Restricted</i>	<i>Total 2023</i>
	£	£	£
<i>Sale of promotional items</i>	<i>6,634</i>	<i>-</i>	<i>6,634</i>
Total	6,634	-	6,634

All of the charity's investment income arises from money held in interest bearing deposit accounts.

7. Cost of raising funds	2024	2023
	£	£
Publicity	2,761	2,078
Loan arrangement fee	-	3,000
	2,761	5,078
	2,761	5,078

All expenditure on cost of raising funds is unrestricted.

8. Analysis of expenditure on charitable activities

Current reporting period	Unrestricted	Restricted	Total 2024
	£	£	£
Staff costs	182,395	21,642	204,037
Peace activities	6,725	489,018	495,743
Office costs	4,915	8,056	12,971
Depreciation	20,285	-	20,285
Governance costs (see note 9)	4,912	-	4,912
	219,232	518,716	737,948
	219,232	518,716	737,948
 Previous reporting period	 <i>Unrestricted</i>	 <i>Restricted</i>	 <i>Total 2023</i>
	£	£	£
<i>Staff costs</i>	<i>88,882</i>	<i>-</i>	<i>88,882</i>
<i>Peace activities</i>	<i>126,051</i>	<i>23,672</i>	<i>149,723</i>
<i>Office costs</i>	<i>4,181</i>	<i>-</i>	<i>4,181</i>
<i>Depreciation</i>	<i>6,428</i>	<i>-</i>	<i>6,428</i>
<i>Governance costs</i> (see note 9)	<i>3,894</i>	<i>-</i>	<i>3,894</i>
	229,436	23,672	253,108
	229,436	23,672	253,108

9. Analysis of Governance costs	2024	2023
	£	£
Current reporting period		
Trustees' expenses	1,346	1,781
Accountancy fee	1,680	1,600
Independent examination fee	525	500
Other governance costs	1,361	13
	<hr/> <hr/>	<hr/> <hr/>
	4,912	3,894
	<hr/> <hr/>	<hr/> <hr/>

10. Net income/(expenditure) for the year	2024	2023
	£	£
This is stated after charging/(crediting)		
Depreciation	20,285	6,429
Interest payable	4,812	218
Auditor's remuneration - accountancy fee	1,680	1,600
Independent examiner's fee	525	500
	<hr/> <hr/>	<hr/> <hr/>

11. Staff costs	2024	2023
	£	£
Staff costs during the year were as follows:		
Wages and salaries	183,636	83,736
Social security costs	10,991	-
Other costs	1,999	2,457
Pension costs	7,411	2,689
	<hr/> <hr/>	<hr/> <hr/>
	204,037	88,882
	<hr/> <hr/>	<hr/> <hr/>

No employees has employee benefits in excess of £60,000 (2023: Nil).

The average number of staff employed during the period was 6 (2023: 4).

The average full time equivalent number of staff employed during the period was 5 (2023: 3).

The key management personnel of the charity comprise the Executive Committee of Trustees, along with a Museum Director in post from February to November 2024. The total employee benefits of the key management personnel of the charity were £39,585 (2023: £Nil).

12. Trustee remuneration and expenses, and related party transactions

No trustee nor any persons connected with them received any remuneration during the year (2023: Nil).

Seven (five) trustees received travel and subsistence expenses during the year of £1,346 (2023:£1,121).

Aggregate donations from related parties were £Nil (2023: £Nil).

There are no donations from related parties which are outside the normal course of business and no restricted donations from related parties.

Eithne Bolton, a trustee of The Peace Museum until November 2024, is also a director of EGBG Ltd. The charity paid £8,450 to EGBG Ltd for services provided during the year, as the final part of an agreement made in 2023.

No trustee or other person related to the charity had any personal interest in any contract or transaction entered into by the charity, including guarantees, during the year (2023: nil).

13. Corporation tax

The charity is exempt from tax on income and gains falling within Chapter 3 of Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects. No tax charges have arisen in the charity.

14. Fixed assets: tangible assets

Cost	Furniture & equipment £	Computer equipment £	Total £
At 1 January 2024	47,143	5,466	52,609
Additions	91,683	2,339	94,022
Disposals	-	-	-
	<hr/>	<hr/>	<hr/>
At 31 December 2024	<u>138,826</u>	<u>7,805</u>	<u>146,631</u>
 Depreciation			
At 1 January 2024	12,352	5,177	17,529
Charge for the year	18,971	1,314	20,285
Disposals	-	-	-
	<hr/>	<hr/>	<hr/>
At 31 December 2024	<u>31,323</u>	<u>6,491</u>	<u>37,814</u>
 Net book value			
At 31 December 2024	<u>107,503</u>	<u>1,314</u>	<u>108,817</u>
<i>At 31 December 2023</i>	<u>34,791</u>	<u>289</u>	<u>35,080</u>

15. Debtors

	2024 £	2023 £
Amounts receivable	2,393	32,689
Gift Aid tax recoverable	7,348	1,704
Prepayments and accrued income	54,504	11,300
	<hr/>	<hr/>
	<u>64,245</u>	<u>45,693</u>

16. Cash at bank in hand	2024	2023
	£	£
Short term deposits	10,148	113,949
Cash at bank and on hand	85,323	107,376
	<hr/>	<hr/>
	95,471	221,325
	<hr/> <hr/>	<hr/> <hr/>

17. Creditors: amounts falling due within one year	2024	2023
	£	£
Trade creditors	1,020	14,499
Other creditors and accruals	2,903	2,100
Deferred income	-	1,000
Taxation and social security costs	1,626	692
Key Fund investment loan	15,385	6,250
	<hr/>	<hr/>
	20,934	24,541
	<hr/>	<hr/>

18. Deferred income	2024	2023
	£	£
Deferred grant brought forward	1,000	-
Grant received	-	1,000
Released to income from charitable activities	(1,000)	-
	<hr/>	<hr/>
Deferred grant carried forward	-	1,000
	<hr/>	<hr/>

19. Creditors: amounts falling after more than one year	2024	2023
	£	£
Key Fund Loan	121,794	68,750
	<hr/>	<hr/>
	121,794	68,750
	<hr/>	<hr/>
Repayable after more than 5 years by instalments	60,256	43,750
	<hr/> <hr/>	<hr/> <hr/>

The loan financing is in the form of an unsecured loan with a 3.5% flat interest rate per annum.

20. Analysis of movements in restricted funds

Current reporting period	Balance 01/01/24 £	Income £	Expenditure £	Transfers £	Balance 31/12/24 £
Acquisitions fund	5,000	308	-	1,325	6,633
Premises rent fund	35,717	-	(35,717)	-	-
Access reach grant	14,400	-	(14,400)	-	-
Northern Cultural Regeneration fund	29,687	-	(29,687)	-	-
Imagine Fund					
- Bradford 2025 UK City of Culture	-	150,000	(150,000)		-
- National Lottery Heritage Fund	-	245,651	(245,651)		-
- Other	-	8,583	(8,583)		-
Art Fund	-	48,883	(14,678)	-	34,205
Joseph Rowntree Charitable Trust	-	20,000	(20,000)	-	-
	<hr/> 84,804	<hr/> 473,425	<hr/> (518,716)	<hr/> 1,325	<hr/> 40,838
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
Previous reporting period	<i>Balance</i> 01/01/23 £	<i>Income</i> £	<i>Expenditure</i> £	<i>Transfers</i> £	<i>Balance</i> 31/12/23 £
<i>Acquisitions fund</i>	<i>5,000</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>5,000</i>
<i>Premises rent fund</i>	<i>55,350</i>	<i>-</i>	<i>(19,633)</i>	<i>-</i>	<i>35,717</i>
<i>Yorkshire & Humberside Museum</i>	<i>-</i>	<i>3,559</i>	<i>(3,559)</i>	<i>-</i>	<i>-</i>
<i>Access Reach Grant</i>	<i>-</i>	<i>14,400</i>	<i>-</i>	<i>-</i>	<i>14,400</i>
<i>Northern Cultural Regeneration Fund</i>	<i>-</i>	<i>29,687</i>	<i>-</i>	<i>-</i>	<i>29,687</i>
<i>Premises fund</i>	<i>-</i>	<i>480</i>	<i>(480)</i>	<i>-</i>	<i>-</i>
	<hr/> 60,350	<hr/> 48,126	<hr/> (23,672)	<hr/> -	<hr/> 84,804
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

Name of restricted fund	Description, nature and purpose of the fund
Acquisitions fund	For the purchase of further acquisitions for the Collection
Premises Rent Fund	For the rental costs of the new premises.
Access Reach Grant	For business planning
Northern Cultural Regeneration Fund	For equality, diversity and inclusion work
Art Fund	“Reimagine - Audience & Participation” - staffing and event costs
Imagine Fund	“Creating the Peace Museum for the Future” - development of new exhibition space
Joseph Rowntree Charitable Trust	“What is Peace?” - exhibition and staffing costs

21. Analysis of movements in unrestricted funds

Current reporting period	Balance 01/01/24 £	Income £	Expenditure £	Transfers £	Balance 31/12/24 £
General fund	63,743	184,282	(161,733)	(1,325)	84,967
Designated fund: Premises General fund	60,260	-	(60,260)	-	-
	124,003	184,282	(221,993)	(1,325)	84,967
Previous reporting period	Balance 01/01/23 £	Income £	Expenditure £	Transfers £	Balance 31/12/23 £
General fund	98,484	170,791	(234,514)	28,982	63,743
Designated fund: Premises General Fund		-	-	60,260	60,260
New Premises Fund	89,242	-	-	(89,242)	-
	187,726	170,791	(234,514)	-	124,003
	187,726	170,791	(234,514)	-	124,003

Name of restricted fund	Description, nature and purpose of the fund
General fund	The free reserves after allowing for all designated funds
Premises General Fund	For the alteration costs of the new premises
Designated Property Assets Fund	The fixed assets are essential for the future operation of the charity and so are excluded from free reserves.

22. Analysis of net assets between funds

Current reporting period	General fund	Designated funds	Restricted funds	Total
	£	£	£	£
Tangible fixed assets	108,817	-	-	108,817
Net current assets/(liabilities)	97,944	-	40,838	138,782
Creditors of more than one year	(121,794)	-	-	(121,794)
	<hr/>	<hr/>	<hr/>	<hr/>
Total	84,967	-	40,838	125,805
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
Previous reporting period	<i>Balance</i>	<i>Income</i>	<i>Expenditure</i>	<i>Transfers</i>
	<i>01/01/23</i>			
	£	£	£	£
Tangible fixed assets	35,080	-	-	35,080
Net current assets/(liabilities)	97,413	60,260	84,804	242,477
Creditors of more than one year	(68,750)	-	-	(68,750)
	<hr/>	<hr/>	<hr/>	<hr/>
	63,743	60,260	84,804	208,807
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

23. Operating lease commitments

The charity's total future minimum lease payments under non-cancellable operating leases is as follows for each of the following periods:

	Property		Equipment	
	2024 £	2023 £	2024 £	2023 £
Less than one year	42,272	-	-	-
One to five years	120,020	-	-	-
Over five years	80,000	-	-	-
	<hr/>	<hr/>	<hr/>	<hr/>
Total	242,292	-	-	-
	<hr/>	<hr/>	<hr/>	<hr/>

24. Reconciliation of net movement in funds to net cash flow from operating activities

	2024 £	2023 £
Net income/(expenditure) for the year	(83,002)	(39,269)
Adjustments for		
Depreciation charges	20,285	6,429
Dividends, interest and rents from investments	(2,548)	(6,634)
Decrease/(increase) in debtors	(18,552)	(40,654)
Increase/(decrease) in creditors	(12,743)	11,622
	<hr/>	<hr/>
Net cash provided by/(used in) operating	(96,560)	(68,506)
	<hr/>	<hr/>

Previous year's statement of Financial Activities

	<i>Unrestricted</i>	<i>Restricted</i>	<i>Total funds</i> 2023	<i>Total funds</i> 2022
	£	£	£	£
Income from:				
<i>Donations and legacies</i>	51,585	480	52,065	103,340
<i>Charitable activities</i>	112,359	47,646	160,005	28,964
<i>Other trading activities</i>	213	-	213	126
<i>Investments</i>	6,634	-	6,634	2,076
Total income	170,791	48,126	218,917	134,506
Expenditure on:				
<i>Raising funds</i>	5,078	-	5,078	2,259
<i>Charitable activities</i>	229,436	23,672	253,108	198,021
Total expenditure	234,514	23,672	258,186	200,280
Net income/(expenditure) for the year	(63,723)	24,454	(39,269)	(65,774)
<i>Transfer between funds</i>	-	-	-	-
Net movement in funds for the year	(63,723)	24,454	(39,269)	(65,774)
Reconciliation of funds				
<i>Total funds brought forward</i>	187,726	60,350	248,076	313,850
Total funds carried forward	124,003	84,804	208,807	248,076



**THE
PEACE
MUSEUM**

THE PEACE MUSEUM

England & Wales - Charity number 1061102

Accounts

Company Number:3297915

Charity Number: 1061102



Report and financial statements

For the year ended 31 December 2023

The Peace Museum
Reference and administrative information
for the year ended 31 December 2023

Company number 3297915

Charity number 1061102

Registered office and operational address Peace Museum
10 Piece Hall Yard
Bradford
BD1 1PJ

Trustees Trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows:

Clive Barrett Chair (Acting Secretary from October 2023)

Tessa Chynoweth Secretary (Resigned 14 October 2023)

Victoria Bentley

Eithne Bolton

Bernard Conlon

Charlie Dean Vice-Chair

Liz Firth

Ivan Hutnik

Mary Jo Pearson (Resigned 15 February 2024)

Keith Reeves (Resigned 22 April 2023)

Aisling Serrant

Key management The Executive Committee of Trustees
personnel

Bankers The Cooperative Bank
PO Box 101
1 Balloon Street
Manchester
M60 4EP

Independent Jennifer Daniel FCCA DChA, Slade & Cooper Limited
examiner Beehive Mill, Jersey St, Ancoats, Manchester, M4 6JG

**The Peace Museum
Trustees' annual report
for the year ended 31 December 2023**

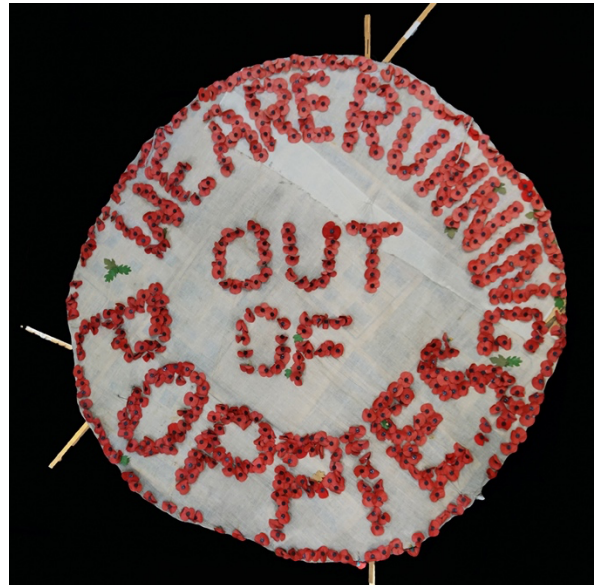
The trustees present their report and the unaudited financial statements for the year ended 31 December 2023. Included within the trustees' report is the directors' report as required by company law.

Reference and administrative information set out on page 2 forms part of this report. The financial statements comply with current statutory requirements, the memorandum and articles of association and the Statement of Recommended Practice - Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.

The Peace Museum
Trustees' annual report
for the year ended 31 December 2023

Executive Summary

The Peace Museum, the only accredited museum of its kind in the UK, explores the history and often untold stories of peace, peacemakers and peace movements. The Museum's vision is to peace, using a unique collection of artefacts and stories.



The Peace Museum
Trustees' annual report
for the year ended 31 December 2023



Having long outgrown its premises in central Bradford, and being currently closed to the public, The Peace Museum was able to announce in 2023 that it will be moving to exciting new premises in Salts Mill, a major arts and retail centre in the UNESCO World Heritage site of Saltaire. The new exhibition space will be opened to the public during 2024, in time for Bradford becoming the UK City of Culture in 2025.



It is a time of transition and vision, supported by a range of funders including the National Lottery Heritage Fund, Bradford 2025 City of Culture, the Northern Cultural Regeneration Fund (Key Fund), and others. It is also a period of increased professionalisation, with the introduction of new models of staffing and organisation. This will lead to the Museum becoming more robust, with more efficient leadership and operation. From its Salts base, the Museum will see a substantial increase in the scale, scope and impact of its work. It will receive tens of thousands more visitors, become more visible and influential, and become a prominent leader in peace education and in the cultural life of the region and nation.

The Peace Museum
Trustees' annual report
for the year ended 31 December 2023



In a substantial logistics operation, the entire collection of 16,000 objects moved in 2023 to specially equipped premises in Salts, designed to enhance conservation and collection management. At the same time, the core education work of the Museum has continued, with sessions delivered in schools across Yorkshire.



The Board is following an Equality Action Plan to ensure that the Museum becomes as accessible and inclusive as possible in all aspects of its operation.

**The Peace Museum
Trustees' annual report
for the year ended 31 December 2023**

Objectives and activities

A Charitable Company

The charity is a company limited by guarantee and not having a share capital and was incorporated on 8 November 1996. The number of members is unlimited.

The company was established under a memorandum of association which established the objects and powers of the charitable company and is governed under its articles of association.

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The trustees are members of the charity but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.

All trustees give their time voluntarily and receive no benefits from the charity. Any expenses reclaimed from the charity are set out in the accounts. A company associated with one trustee provided services to the charity in 2023, and this is identified in the accounts.

Recruitment and Appointment of Trustees

Trustees (who are also directors for the purposes of Company Law) are appointed by the company's Annual General Meeting, for three-year periods, which can be renewed. The Board puts forward names of suitable candidates to fill any vacancies. The skill set of the board is continually expanding, and currently includes expertise in project management, finance, communications, human resources and education; there are also museum professionals and directors with a background in peace studies. A recruitment process aims to grow the skills, networks, expertise and diversity within the Museum.

Objectives

The Peace Museum seeks to advance public education about all aspects of peace and peace movements. The aims of the charity are:

- To establish a peace museum
- To establish a number of peace centres
- To promote public awareness through travelling exhibitions

The Charitable Objects of The Peace Museum are 'To advance public education about all aspects of peace and peace movements particularly through the establishment and maintenance of museums and peace education centres.' These Objects are realised by creating and maintaining a unique collection of over 16,000 accessioned artefacts which form the basis of exhibitions, educational outreach to schools, collaborative projects and events.

**The Peace Museum
Trustees' annual report
for the year ended 31 December 2023**

Governance

Governance is effected by a board of trustees which meets at least four times a year, supported by a small executive group which advises the board and oversees strategic and operational matters between board meetings. Trustees have been active in volunteering in the Museum, fundraising, making grant applications, public speaking and representing the Museum.

Appointment to the board is by decision of the board itself. The board is taking active steps to increase the diversity of its membership and to attend to succession planning. The Museum is national, even international, in scope and the board looks to recruit nationally, aiming to include an appropriate range of expertise and experience as well as a sufficient number of directors local to West Yorkshire so as to provide support to the staff and for the Museum's public events.

In its decision making and direction of the Museum, the board has considered the Charity Commission's guidelines on public benefit and believe the requirements have been met. In practical terms, the duty of public benefit is amply realised through the work described below. The Museum is currently closed to the public, originally a result of pandemic lockdown but deliberately continued to enable preparations to be made for a permanent move. Other aspects of the Museum's operations continue to flourish: the widespread educational outreach work, the care and management of a unique collection, engagement with external partners, and expanding online participation and wider outreach.

Relationship with The Peace Museum Trust

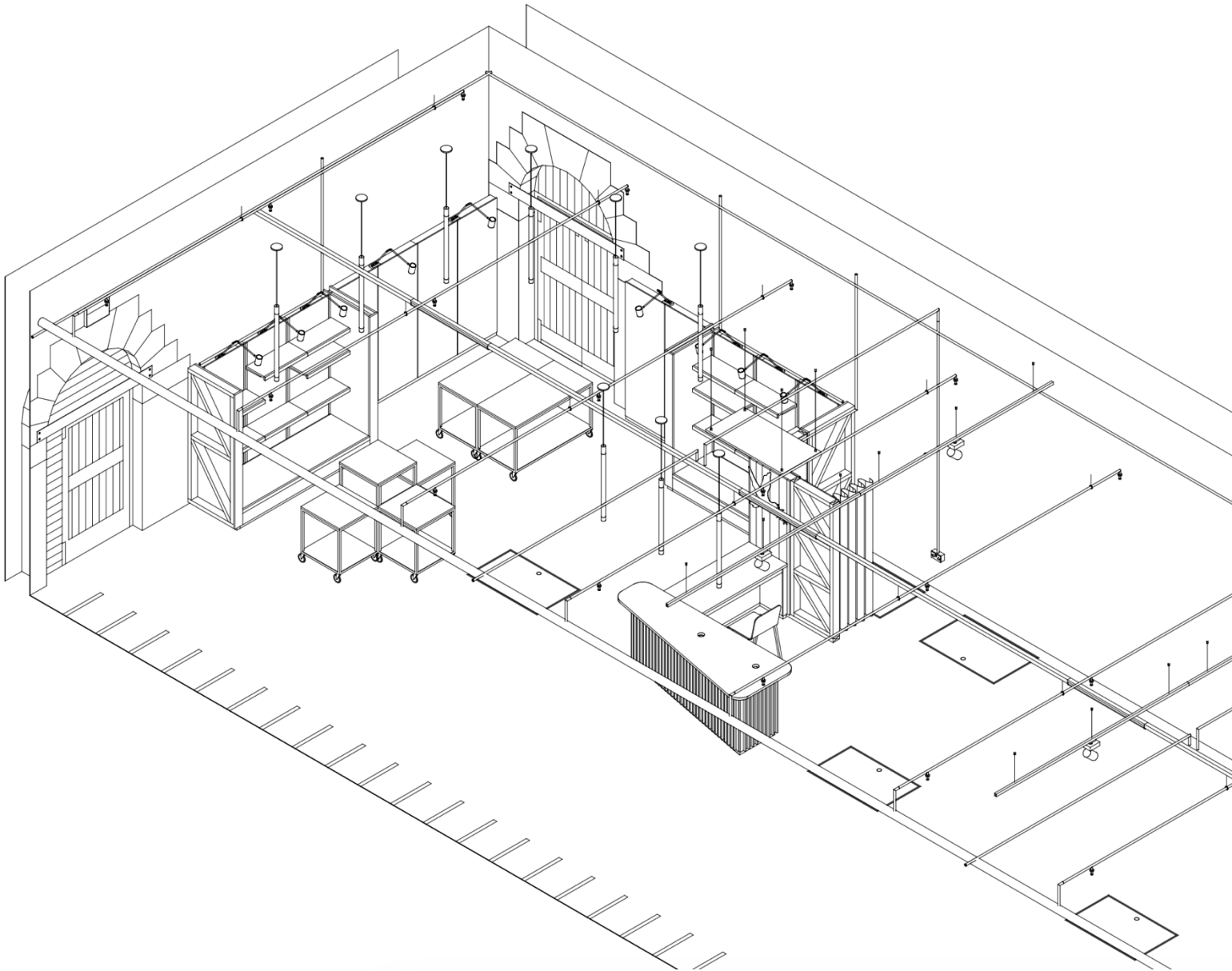
The Company has a continuing Management Agreement with The Peace Museum Trust, dated 26th January 1999.

The Peace Museum
Trustees' annual report
for the year ended 31 December 2023

Achievements and performance

Premises: The Imagine Project

In recent years, the work of the Museum – in terms of its exhibition potential, collection care and educational opportunities – has been hampered by its current inadequate premises, restricting its opportunity to engage with small numbers of subject enthusiasts. The identification of new premises in Salts Mill opens possibilities for much greater engagement with the general public, many of whom would be new to peace heritage.



There were hurdles to overcome before the move could be announced, not least a need for the landlord to undertake preliminary structural strengthening work. This led to an Agreement to Lease being signed in June and, after the structural work was completed, the full lease becoming operative from September. Our own preparatory building work then went out to tender, and a preferred contractor has been identified. We have engaged an innovative and award-winning museum design and interpretation team to design and build our permanent exhibition.

The Peace Museum Trustees' annual report for the year ended 31 December 2023

The Board agreed a new staffing structure to be implemented in time for the new model of operation. For the first time, we would employ a Museum Director, who would take responsibility for the progress of the Museum, dealing professionally with many issues that have previously been handled by volunteer trustees. The Museum Director would lead a Management Team with three other full-time staff, the other posts being Curator, Development Lead, and Learning and Engagement Lead. Joe Brook, Head of Creative Studios at National Museums Liverpool, was appointed the new Museum Director, to start in 2024.

Having realised the urgency required to keep the Imagine project costed, ordered, focused and timely, the Board consulted with the Charity Commission, took market soundings, and decided to contract one of its members, Eithne Bolton, a project management consultant trading as EGBG Ltd., to supply fixed-term, fixed-price project management services to The Peace Museum, from October 2023.

We have used other consultants to good effect. Having met with professional consultants, we have determined the appropriate proportion of VAT for which we would claim exemption. Louise Emerson, trading as Take the Current, has worked on a Reach-funded project to produce a business plan and ensure more robust income generation.

As of 31 December 2023, we had yet to begin drawing down our National Lottery Heritage Fund grant, and we were awaiting receipt of £150,000 granted to us through Bradford Council with regard to Bradford 2025 City of Culture. To ensure a settled cash-flow during this transition period, and in the early years of the new operation, the Board agreed to take out a 10-year loan of £150,000 from the Northern Cultural Regeneration Fund (Key Fund).

All trustees received training in GDPR.

With the retirement of David Stephens, our previous independent examiner, the Board appointed the accountants Slade and Cooper, charity specialists.

Staffing

In 2023 The Peace Museum employed three full time and up to two part time staff, supported by a team of volunteers. We also engaged a freelance educator and an independent project manager for the Choices and Safe Online programmes.

The core staff included:

- Charlotte Houlahan, curator, who has been responsible for the care of the collection and ensuring the Museum follows all the necessary procedures to operate as an accredited museum. Charlotte was a primary point of contact for many aspects of the Imagine project.
- Shannen Johnson, responsible for Learning and Engagement, who was on maternity leave for much of the year. In the autumn, she and Charlotte began preparing some of the interpretation material for the new exhibition. Shannen will shortly take up new, national, employment with the Group for Education in Museums.
- Ezra Kingston, who moved to a new post at the Thackeray Medical Museum in November, addressed digital marketing and communications; they were followed by Aine McKenny, who joined us as Marketing and Communications Coordinator.
- Irene Legg supplied part-time administration and support for the Imagine Project, and for Eithne Bolton in particular.
- Arlene Borrill, who was appointed on a temporary contract as a fundraiser, continuing on an ad hoc basis.
- Liz Costello, Learning Facilitator, who delivered education modules in schools, not least the WILD programme.
- Jude Wright, who continued to deliver Home Office funded modules, via local authority Prevent coordinators across the North, with a focus on Propaganda and Safe Online sessions which raised school students' awareness of extremists' social media postings and websites.

The Peace Museum Trustees' annual report for the year ended 31 December 2023

The team continues to look for opportunities for continued professional development. Museum staff are regularly asked to share our work with other museum professionals. They participated in the Museum Development Yorkshire's Front of House Cohort, MDY Forums and other training/ networking events. Charlotte continues her roles as Secretary on the Yorkshire Emerging Museum Professionals Committee and Trustee of Saltaire World Heritage Education Association (SWHEA) as a collection management trustee, that being the focus of her project for the Associateship of the Museums Association.

A growing relationship with the Commonweal Collection, based in Bradford University Library, will enable new Commonweal staff to be based at The Peace Museum

Activities

Despite the principal focus being on transition to the new site, the Museum has continued its core work in collection care and education.

- The Collection

The Peace Museum is unique in the UK in holding a collection specifically relating to peace and peace movements, a collection which is held in carefully controlled conditions. After many months of preparation, packing and data gathering by Charlotte and a team of volunteers, the entire collection of 16,000 items was moved in April to new premises in Salts Mill. With custom-built racking and plan chests, the collection is now receiving the state-of-the-art care it warrants. An audit is underway, with new object locations being inserted on Modes (our collection database).



We are now enabling visits to the new collection stores at Salts for the public to conduct research for their own projects and exhibitions facilitated by our Curator. One example was a textile and garment maker, funded by the Arts Council to research and explore "disobedient textiles," in the context of protest and social change.

We have started to receive new object donations, and these include the loan of a peace banner created by father-and-son Kenneth and David Hockney. A key sub-set of the collection is the Thalia Campbell banner collection. We have negotiated for that to remain on loan to the Museum for another five years in the first instance.

The Peace Museum
Trustees' annual report
for the year ended 31 December 2023

The Museum continues to loan numerous objects to the Royal Armouries, Leeds, for our shared permanent exhibition, Farewell to Arms, an important alternative perspective within the War Gallery at the Armouries.

Greenham Common banners were loaned to the Tate Gallery, the William Morris Gallery, Artes Mundi and the Oriel Davies Gallery, and also Musealia Touring (for Fundación Canal, Madrid). The Barbican Art Gallery borrowed other Greenham Common related items, and Tate Britain borrowed another Thalia Campbell banner. Menwith Hill banners and artefacts were loaned to the Tetley Gallery in Leeds. Excluding the Armouries, and items loaned out in the closing months of the year, the visitor outreach figure from other object loans exceeded 46,000. During our prolonged period of closure, it has been important that people have been able to access our collection through loans to other museums.

The Curator has ensured that the Museum's policies and documentation are up to date, and the Museum obtained a further 12 months' Provisional Accreditation. We are not yet been able to re-apply for full accreditation, because we remain closed to the public. Regaining full accreditation status will be a priority once the Museum reopens.

-Education and Outreach

Alongside this collection work, we continued to deliver core education programme.

Liz Costello, our Learning Facilitator, delivered education sessions for the Museum during 2023. Aside from our core education programme she has delivered tailored sessions for whole school assemblies and sessions at the Bradford Literature Festival. 41 out of 46 sessions were with Key Stage 2. With some of these being special sessions with higher numbers of pupils, the total pupil engagement increased to 2188.

In line with the aims of the Museum's Equality Action Plan, 28% of sessions were delivered with schools where over 25% of the pupils receive free school meals. 20% of sessions were delivered with schools or organisations that are in one of the 5 identified areas of high BAME residents residing.



The Museum had previously received funding from Museum Development Yorkshire and the Art Fund to take part in the nationwide Wild Escape project, celebrating and promoting biodiversity and care for the environment and biodiversity. As part of this project, Liz delivered a version of the Museum's existing 'Caring for Our World' workshop to schools across Bradford. Photographs of pupils' artwork, imagining a peaceful future of biodiversity, were used by Ezra for a digital exhibition launched on Earth Day in April 2023 and shared with the Art Fund. The project provided opportunities to work with new schools and led to publicity and exposure for the Museum.

The Peace Museum Trustees' annual report for the year ended 31 December 2023

Despite the frustration of Home Office delays, Jude Wright delivered Propaganda and Safe Online sessions in primary and secondary schools across Yorkshire, having obtained contracts with Sheffield, Kirklees, Calderdale, Bradford and Leeds authorities. This is demanding but immensely valuable work for individual and community safety, addressing contemporary needs around stereotyping and extremism.

Charlotte Houlahan delivered an online talk for Leeds Rotary Club, and the Chair of Trustees delivered the 2023 Leeds Olof Palme Peace Memorial Lecture, at the Royal Armouries, in November, with the title: Our objects are peace; a culture of peace is our object: how The Peace Museum holds the past and releases the future.

A November Open Day at the new space in Salts Mill attracted around 200 people, many of whom had come in response to mailings and social media postings. Others were visitors to Salts who came in through curiosity. It provided insight into the nature and number of future visitors. Museum plans were displayed, included images of Creative Core proposals. Museum staff explained the plans for the space, for exhibitions and for education work. It was a successful first event at Salts Mill and encouraging to see the continued interest in the opening of the Museum.

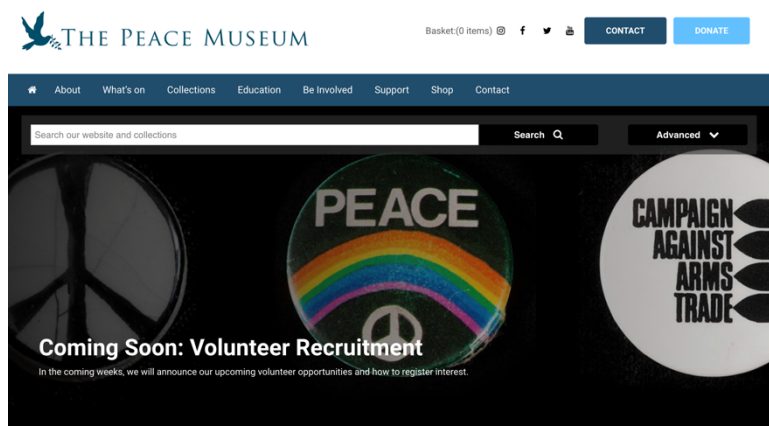


The Museum continues to have a strong relationship with Bradford 2025 and Bradford Council. We remain a Regular Funded Organisation. The curator and the Museum featured on Bradford District Social Media platforms in a 25-day social calendar. We joined the partnership of Bradford Heritage Organisations Forum, part of the Cultural Voice Group, promoting collaboration between local heritage organisations into and beyond 2025. We have facilitated visits by BBC journalists and even a delegation from the Philippines government to the Museum store, exploring Bradford's heritage and cultural development. We have started to work with the Bradford 2025 volunteer team in readiness for the City of Culture year.

The Peace Museum Trustees' annual report for the year ended 31 December 2023

- Social Media and Website

There was a slow but steady increase in followers across all three main social media platforms we use (X, Facebook and Instagram), with likes, shares and retweets in evidence after the well-planned and well-received public announcement of our move to Salts. The Museum also has a YouTube presence. In October, the Museum changed website hosts to Orangeleaf, a company that already hosted our online collection website and was able to incorporate consistent branding guidelines. The site is simpler to use, cheaper to run and set up for online donations with the Charities Aid Foundation and in readiness for future retail sales.



- Partnerships

Charlotte Houlahan and the Chair of Trustees delivered papers and were active participants in the triennial conference of the International Network of Museums for Peace (INMP), in Uppsala, Sweden, on the theme of Museums as Peacekeepers for the Future. Clive Barrett was reappointed to the Executive of INMP, and used INMP newsletters and a co-edited Routledge publication, *Museums for Peace: In Search of History, Memory, and Change*, to raise awareness of The Peace Museum in global circles of museologists and peace studies academics. Ezra prepared a video to be included in a new exhibition at Kyoto Museum for World Peace, and an INMP Peace Heritage Project, led by experts from Australia, Iran, Spain and Canada, highlighted several objects from the Peace Museum collection. The Peace Museum enjoys a high profile and prestige within INMP and among international peace museologists.

- Equality Action Plan

The Museum has established an Equality Action Plan group to ensure that future recruitment is conducted in such a way that we are as accessible and inclusive as possible. Policies and procedures across the full range of the Museum's work are regularly reviewed to ensure they are consistent with the Equality Action Plan.

Financial review

The financial activity of the Peace Museum in 2023 has been dominated by the work needed to ready the new premises for moving in and re-opening in 2024. Whilst the Peace Museum has remained closed to visitors, the funds designated by trustees for expenditure on the new premises have been spent on legal advice, new storage units, architectural design, fundraising and project management for the move to new premises. Success in obtaining a loan from the Northern Cultural Regeneration Fund continues to fund the refurbishment and fit out of the new premises. The Peace Museum ends the year with both restricted and designated funds to continue the work required on the new premises, alongside a reduced amount of Unrestricted Reserves for general use.

**The Peace Museum
Trustees' annual report
for the year ended 31 December 2023**

Funding

The board is grateful for the effort put into fundraising by staff and trustees. The Museum is one of Bradford Council's "Regularly Funded Organisations." The Investment provided by the Northern Cultural Regeneration Fund, has been received via Key Fund, and is funded by the Department for Digital, Culture Media and Sport (DCMS), as part of the legacy of the Great Exhibition in the North. The board acknowledges with gratitude the grants and project funding which the Museum has received from the following bodies:

AIM Pilgrim Trust

Access Reach Fund

Art Fund (Peace Out)

Bradford Council Regular Funded Organisation Grant

CB & HH Taylor 1984 Trust

E Robson Charitable Trust

Give Peace A Chance Trust

Joseph Rowntree Charitable Trust

Museum Development Yorkshire

National Lottery Heritage Fund

The Key Fund

W F Southall Trust

The board also acknowledges the continuing support received from the large number of regular donors, including individuals, organisations and Quaker local meetings. The Museum depends heavily on grants and donations to fund its work, whilst payments for use of images and, above all, educational engagement continue to provide a significant proportion of total income. The Board has identified that development, including income generation, is a priority, and recruitment for a full-time Development Lead will take place in the New Year.

The Board will continue to monitor the financial well-being of the Museum through the forthcoming financial year, which will include the opening of the new operation at Salts Mill. Trustees are confident that the new operating model will ensure that the Museum is well-placed to take advantage of the new opportunities for income generation presented by large visitor numbers and increased media profile, ensuring a viable and successful future

The unique work of the Museum for peace should be attractive to people considering a legacy, and the Museum continues to encourage those drafting a will to consider making a bequest.



**The Peace Museum
Trustees' annual report
for the year ended 31 December 2023**

Reserves policy

The Company aims to maintain a general reserve of approximately one half of normal annual expenditure of unrestricted funds to enable it to continue to keep the Museum open while funding is being identified and sought. During 2023 the Peace Museum has had to draw upon its unrestricted reserves to finance the move to new premises, leaving around £63,700 in unrestricted reserves. Income generated by new audiences and new activity will be used to rebuild the level of reserves.

Risk management

The trustees regularly review the risk register for the museum to ensure that all risks are fully understood and actively managed. This review includes a control review and an assessment of mitigating actions.

Liquidity management is a key risk and the trustees undertake active budgeting, forecasting and cash flow management to ensure that there are sufficient resources to address both on-going operational activity and any project-focussed activity, including the proposed move to new premises.

Summary

Bradford 2025 City of Culture means the national and international media spotlight will be on Bradford, and inevitably on Salts. The new Peace Museum at Salts will be in that spotlight. The continuing operation of The Peace Museum will be a lasting legacy for the city and region, well beyond 2025.

With a solid, 30-year foundation, a superb collection recording the achievements of past people of peace, a new Museum Director leading a professional staff team, and increasing strength in the Board, The Peace Museum is well-placed for transition into a significant educational and visitor attraction. There will be future challenges, not least in converting much increased visitor numbers into regular income, but the Board is confident that The Peace Museum will become a unique feature in Bradford and UK cultural life, and will make a major contribution to building a culture of peace.

This report has been prepared in accordance with the provisions applicable to companies subject to the small companies' regime of the Companies Act 2006.

The trustees' annual report has been approved by the trustees on 20 April 2024 and signed on their behalf by


Clive Barrett

Chair of Trustees

**Independent examiner's report
to the trustees of
The Peace Museum**

I report to the charity trustees on my examination of the accounts of the company for the year ended 31st December 2023 which are set out on pages 12 to 30.

Responsibilities and basis of report

As the charity trustees of the company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your company's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

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 that in any material respect:

1. accounting records were not kept in respect of the company as required by section 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).

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.



Jennifer Daniel FCCA DChA

Slade & Cooper Limited
Beehive Mill
Jersey Street

Date: 1st May 2024

The Peace Museum
Statement of Financial Activities
(including Income and Expenditure account)
for the year ended 31 December 2023

	Note	Unrestricted funds £	Restricted funds £	Total funds 2023 £	Total funds 2022 £
Income from:					
Donations and legacies	3	51,585	480	52,065	103,340
Charitable activities:	4	112,359	47,646	160,005	28,964
Other trading activities	5	213	-	213	126
Investments	6	6,634	-	6,634	2,076
		<hr/>	<hr/>	<hr/>	<hr/>
Total income		170,791	48,126	218,917	134,506
Expenditure on:					
Raising funds	7	5,078	-	5,078	2,259
Charitable activities:	8	229,436	23,672	253,108	198,021
		<hr/>	<hr/>	<hr/>	<hr/>
Total expenditure		234,514	23,672	258,186	200,280
		<hr/>	<hr/>	<hr/>	<hr/>
Net income/(expenditure) for the year	10	(63,723)	24,454	(39,269)	(65,774)
Transfer between funds		-	-	-	-
		<hr/>	<hr/>	<hr/>	<hr/>
Net movement in funds for the year		(63,723)	24,454	(39,269)	(65,774)
Reconciliation of funds					
Total funds brought forward		187,726	60,350	248,076	313,850
		<hr/>	<hr/>	<hr/>	<hr/>
Total funds carried forward		124,003	84,804	208,807	248,076
		<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

The statement of financial activities includes all gains and losses recognised in the year.
All income and expenditure derive from continuing activities.
Prior year SOFA is shown on the last page.

The Peace Museum
Company number 3297915

Balance sheet as at 31 December 2023

	Note	2023		2022	
		£	£	£	£
Fixed assets					
Tangible assets	14		35,080		2,876
Total fixed assets			35,080		2,876
Current assets					
Debtors	15	45,693		5,039	
Cash at bank and in hand	16	221,325		246,830	
Total current assets		267,018		251,869	
Liabilities					
Creditors: amounts falling due in less than one year	17	(24,541)		(6,669)	
Net current assets			242,477		245,200
Total assets less current liabilities			277,557		248,076
Creditors: amounts falling due after more than one year	19		(68,750)		-
Net assets			208,807		248,076
The funds of the charity:					
Restricted income funds	20		84,804		60,350
Unrestricted income funds	21		124,003		187,726
Total charity funds			208,807		248,076

For the year in question, the company was entitled to exemption from an audit under section 477 of the Companies Act 2006 relating to small companies.


Directors' 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 are prepared in accordance with the special provisions of part 15 of the Companies Act 2006 relating to small companies and in accordance with FRS102 SORP, and constitute the annual accounts required by the Companies Act 2006 and are for circulation to members of the company.

The notes on pages 21 to 36 form part of these accounts.

Approved by the trustees on 20/04/2024 and signed on their behalf by:


.....
Clive Barrett (Chair)


.....
Bernard Conlon (Trustee)

The Peace Museum
Statement of Cash Flows
for the year ending 31 December 2023

	Note	2023 £	2022 £
Cash provided by/(used in) operating activities	23	(68,506)	(60,630)
<i>Cash flows from investing activities:</i>			
Dividends, interest, and rents from investments		6,634	2,076
Proceeds from sale of tangible fixed assets		-	-
Purchase of tangible fixed assets		(38,633)	(284)
Cash provided by/(used in) investing activities		(31,999)	1,792
<i>Cash flows from financing activities:</i>			
Repayment of borrowing		-	-
Cash inflows from new borrowing		75,000	-
Cash provided by/(used in) financing activities		75,000	-
Increase/(decrease) in cash and cash equivalents in the year		(25,505)	(58,838)
Cash and cash equivalents at the beginning of the year		246,830	305,304
Cash and cash equivalents at the end of the year		221,325	246,466

The Peace Museum

Notes to the accounts for the year ended 31 December 2023

1 Accounting policies

The principal accounting policies adopted, judgments and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

a Basis of preparation

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), second edition - October 2019 (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006 and UK Generally Accepted Accounting Practice.

The Peace Museum meets the definition of a public benefit entity under FRS102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note.

b Reconciliation with previous Generally Accepted Accounting Practice

In preparing the accounts, the trustees have considered whether in applying the accounting policies required by FRS 102 and the Charities SORP FRS 102 the restatement of comparative items was required.

c Preparation of the accounts on a going concern basis

The trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern.

The trustees have made no key judgments which have a significant effect on the accounts.

The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities within the next reporting period.

The Peace Museum

Notes to the accounts for the year ended 31 December 2023 (continued)

d Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the charity that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

Income received in advance of a provision of a specified service is deferred until the criteria for income recognition are met.

e Donated services and facilities

Donated professional services and donated facilities are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), general volunteer time is not recognised; refer to the trustees' annual report for more information about their contribution.

On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

f Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the Bank.

The Peace Museum

Notes to the accounts for the year ended 31 December 2023 (continued)

g Fund accounting

Unrestricted funds are available to spend on activities that further any of the purposes of charity.

Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose.

Restricted funds are donations which the donor has specified are to be solely used for particular areas of the charity's work or for specific projects being undertaken by the charity.

h Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds comprise the costs of advertising and marketing and other costs associated with fundraising.
- Expenditure on charitable activities includes the costs of activities undertaken to further the purposes of the charity and their associated support costs.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

i Operating leases

Operating leases are leases in which the title to the assets, and the risks and rewards of ownership, remain with the lessor. Rental charges are charged on a straight line basis over the term of the lease.

j Tangible fixed assets

Individual fixed assets costing £500 or more are capitalised at cost and depreciation is provided on the net book value of the assets as follows:

Computer equipment	50%
Furniture and equipment	15%

The Peace Museum

Notes to the accounts for the year ended 31 December 2023 (continued)

k Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

l Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

m Creditors and provision

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

n Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

o Pensions

Employees of the charity are entitled to join a defined contribution 'money purchase' scheme. The charity's contribution is restricted to the contributions disclosed in note 6. There were no outstanding contributions at the year end.

The Peace Museum

Notes to the accounts for the year ended 31 December 2023 (continued)

2 Legal status of the charity

The charity is a company limited by guarantee registered in England and Wales and has no share capital. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity. The registered office address is disclosed on page 1.

3 Income from donations and legacies

Current reporting period	Unrestricted £	Restricted £	Total 2023 £
Donations	49,807	480	50,287
Gift aid	1,778	-	1,778
General grants	-	-	-
	<hr/>	<hr/>	<hr/>
Total	51,585	480	52,065
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
Previous reporting period	Unrestricted £	Restricted £	Total 2022 £
Donations & gifts	61,092	-	61,092
Gift aid	1,190	-	1,190
General grants	41,058	-	41,058
Legacies	-	-	-
Donated services	-	-	-
	<hr/>	<hr/>	<hr/>
Total	103,340	-	103,340
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

The Peace Museum

Notes to the accounts for the year ended 31 December 2023 (continued)

4 Income from charitable activities

Current reporting period	Unrestricted £	Restricted £	Total 2023 £
Yorkshire & Humberside Museum	-	3,559	3,559
Access Reach Grant	-	14,400	14,400
Northern Cultural Regeneration Fund	-	29,687	29,687
Other small grants	8,450	-	8,450
Service delivery income	103,909	-	103,909
	<hr/>	<hr/>	<hr/>
Total	112,359	47,646	160,005
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
Previous reporting period	Unrestricted £	Restricted £	Total 2022 £
Service delivery income	28,964	-	28,964
	<hr/>	<hr/>	<hr/>
Total	28,964	-	28,964
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

5 Income from other trading activities

	2023 £	2022 £
Sale of promotional items	213	126
	<hr/>	<hr/>
	213	126
	<hr/> <hr/>	<hr/> <hr/>

All income from other trading activities is unrestricted.

The Peace Museum

Notes to the accounts for the year ended 31 December 2023 (continued)

6 Investment income Current reporting period

	2023 £	2022 £
Income from bank deposits	6,634	2,076
	6,634	2,076
	6,634	2,076

All of the charity's investment income arises from money held in interest bearing deposit accounts. All investment

7 Cost of raising funds

	2023 £	2022 £
Publicity	2,078	2,259
Loan arrangement fee	3,000	-
	5,078	2,259
	5,078	2,259

All expenditure on cost of raising funds is unrestricted.

8 Analysis of expenditure on charitable activities

Current reporting period	Unrestricted £	Restricted £	Total 2023 £
Staff costs	88,882	-	88,882
Peace activities	126,051	23,672	149,723
Office costs	4,181	-	4,181
Depreciation	6,428	-	6,428
Governance costs (see	3,894	-	3,894
	229,436	23,672	253,108
	229,436	23,672	253,108

The Peace Museum

Notes to the accounts for the year ended 31 December 2023 (continued)

Previous reporting period	Unrestricted £	Restricted £	Total 2022 £
Staff costs	94,182	-	94,182
Depreciation	213	-	213
Office costs	1,890	-	1,890
Peace activities (restricted)	-	49,310	49,310
Peace activities (unrestricted)	51,831	-	51,831
Governance costs (see	595	-	595
	<hr/>	<hr/>	<hr/>
	148,711	49,310	198,021
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

9 Analysis of governance costs

Current reporting period	<i>Total 2023</i> £	<i>Total 2022</i> £
Trustees' expenses	1,781	-
Accountancy fee	1,600	-
Independent examination fee	500	595
Legal and professional	13	-
	<hr/>	<hr/>
	3,894	595
	<hr/> <hr/>	<hr/> <hr/>

10 Net income/(expenditure) for the year

This is stated after charging/(crediting):	2023 £	2022 £
Depreciation	6,429	213
Interest payable	218	-
Auditor's remuneration - accountancy fees	1,600	-
Independent examiner's fee	500	595
	<hr/> <hr/>	<hr/> <hr/>

The Peace Museum

Notes to the accounts for the year ended 31 December 2023 (continued)

11 Staff costs

Staff costs during the year were as follows:

	2023	2022
	£	£
Wages and salaries	83,736	83,698
Social security costs	-	-
Other costs	2,457	7,722
Pension costs	2,689	2,762
	<hr/>	<hr/>
	88,882	94,182
	<hr/> <hr/>	<hr/> <hr/>

No employees has employee benefits in excess of £60,000 (2022: Nil).

The average number of staff employed during the period was 4 (2022: 4).

The average full time equivalent number of staff employed during the period was 3 (2022: 3).

The key management personnel of the charity comprise the Executive Committee of Trustees. The total employee benefits of the key management personnel of the charity were £Nil (2022: £Nil).

12 Trustee remuneration and expenses, and related party transactions

No trustee nor any persons connected with them received any remuneration during the year (2022: Nil).

Five (Six) received travel and subsistence expenses during the year of £1,121 (2022:£681).

Aggregate donations from related parties were £Nil (2022: £Nil).

There are no donations from related parties which are outside the normal course of business and no restricted

ELTHNE BOITON, a trustee of THE PEACE MUSEUM, IS ALSO A DIRECTOR OF EGBG LTD. THE CHARITY PAID £7,475 TO EGBG LTD FOR services provided during the year.

No trustee or other person related to the charity had any personal interest in any contract or transaction entered into by the charity, including guarantees, during the year (2022: nil).

13 Corporation tax

The charity is exempt from tax on income and gains falling within Chapter 3 of Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects. No tax charges have arisen in the charity.

The Peace Museum

Notes to the accounts for the year ended 31 December 2023 (continued)

14 Fixed assets: tangible assets

	Furniture & equipment £	Computer equipment £	Total £
Cost			
At 1 January 2023	8,939	5,037	13,976
Additions	38,204	429	38,633
Disposals	-	-	-
	<hr/>	<hr/>	<hr/>
At 31 December 2023	47,143	5,466	52,609
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
Depreciation			
At 1 January 2023	6,212	4,888	11,100
Charge for the year	6,140	289	6,429
Disposals	-	-	-
	<hr/>	<hr/>	<hr/>
At 31 December 2023	12,352	5,177	17,529
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
Net book value			
At 31 December 2023	34,791	289	35,080
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
<i>At 31 December 2022</i>	<i>2,727</i>	<i>149</i>	<i>2,876</i>
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

15 Debtors

	2023 £	2022 £
Amounts receivable	32,689	3,850
Gift Aid tax recoverable	1,704	1,189
Prepayments and accrued income	11,300	-
	<hr/>	<hr/>
	45,693	5,039
	<hr/> <hr/>	<hr/> <hr/>

The Peace Museum

Notes to the accounts for the year ended 31 December 2023 (continued)

16 Cash at bank and in hand

	2023	2022
	£	£
Short term deposits	113,949	198,781
Cash at bank and on hand	107,376	48,049
	<hr/>	<hr/>
	221,325	246,830
	<hr/> <hr/>	<hr/> <hr/>

17 Creditors: amounts falling due within one year

	2023	2022
	£	£
Trade creditors	14,499	-
Other creditors and accruals	2,100	3,576
Deferred income	1,000	-
Taxation and social security costs	692	3,093
Key fund investment loan	6,250	-
	<hr/>	<hr/>
	24,541	6,669
	<hr/> <hr/>	<hr/> <hr/>

The Peace Museum

Notes to the accounts for the year ended 31 December 2023 (continued)

18 Deferred income

	2023 £	2022 £
Deferred grant brought forward	-	-
Grant received	1,000	-
Released to income from charitable activities	-	-
	1,000	-
Deferred grant carried forward	1,000	-

19 Creditors: amounts falling after more than one year

	2023 £	2022 £
Key Fund Loan	68,750	-
	68,750	-
Repayable after more than 5 years by instalments	43,750	-

The loan financing is in the form of an unsecured loan with a 3.5% flat interest rate per annum.

20 Analysis of movements in restricted funds

Current reporting period	Balance at 1 January 2023 £	Income £	Expenditure £	Transfers £	Balance at 31 December 2023 £
Acquisitions fund	5,000	-	-	-	5,000
Premises Rent Fund Yorkshire & Humberside Museum	55,350	-	(19,633)	-	35,717
Access Reach Grant Northern Cultural Regeneration Fund	-	3,559	(3,559)	-	-
Premises fund	-	14,400	-	-	14,400
	-	29,687	-	-	29,687
	-	480	(480)	-	-
	60,350	48,126	(23,672)	-	84,804
	60,350	48,126	(23,672)	-	84,804

The Peace Museum

Notes to the accounts for the year ended 31 December 2023 (continued)

	Previous reporting period				Balance at 31 December 2022 £
	Balance at 1 January 2022	Income	Expenditure	Transfers	
	£	£	£	£	
Acquisitions fund	5,000	-	-	-	5,000
Premises fund	104,660	-	(49,310)	-	55,350
	109,660	-	(49,310)	-	60,350

Name of restricted fund	Description, nature and purposes of the fund
Acquisitions fund	for the purchase of further Acquisitions for the Collection.
Premises Rent Fund	for the rental costs of the new premises.
Yorkshire & Humberside Museum	for exhibitions and education work specified in each individual application.
Access Reach Grant Northern Cultural Regeneration Fund	for Business Planning for Equality, Diversity and Inclusion work

21 Analysis of movement in unrestricted funds

	Current reporting period				As at 31 December 2023 £
	Balance at 1 January 2023	Income	Expenditure	Transfers	
	£	£	£	£	
General fund	98,484	170,791	(234,514)	28,982	63,743
Designated fund:					-
Premises General Fund	-	-	-	60,260	60,260
New Premises Fund	89,242	-	-	(89,242)	-
	187,726	170,791	(234,514)	-	124,003

The Peace Museum

Notes to the accounts for the year ended 31 December 2023 (continued)

Previous reporting period	Balance at 1 January 2022 £	Income £	Expenditure £	Transfers £	As at 31 December 2022 £
General fund	106,960	134,506	(142,982)	-	98,484
Designated fund	97,230	-	(7,988)	-	89,242
	<u>204,190</u>	<u>134,506</u>	<u>(150,970)</u>	<u>-</u>	<u>187,726</u>

Name of	Description, nature and purposes of the fund
General fund	The free reserves after allowing for all designated funds
Premises General Fund	for the alteration costs of the new premises
Designated property assets fund	The fixed assets are essential for the future operation of the charity and so are excluded from free reserves.

22 Analysis of net assets between funds

Current reporting period	General fund £	Designated funds £	Restricted funds £	Total £
Tangible fixed assets	35,080	-	-	35,080
Net current assets/(liabilities)	97,413	60,260	84,804	242,477
Creditors of more than one year	(68,750)	-	-	(68,750)
	<u>63,743</u>	<u>60,260</u>	<u>84,804</u>	<u>208,807</u>

The Peace Museum

Notes to the accounts for the year ended 31 December 2023 (continued)

Previous reporting period	General fund £	Designated funds £	Restricted funds £	Total £
Tangible fixed assets	2,876	-	-	2,876
Net current assets/(liabilities)	95,608	89,242	60,350	245,200
Creditors of more than one year	-	-	-	-
	<hr/>	<hr/>	<hr/>	<hr/>
Total	98,484	89,242	60,350	248,076
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

23 Reconciliation of net movement in funds to net cash flow from operating activities

	2023 £	2022 £
Net income/(expenditure) for the year	(39,269)	(65,774)
Adjustments for:		
Depreciation charge	6,429	213
Dividends, interest and rents from investments	(6,634)	(2,076)
Decrease/(increase) in debtors	(40,654)	24,548
Increase/(decrease) in creditors	11,622	(17,541)
	<hr/>	<hr/>
Net cash provided by/(used in) operating activities	(68,506)	(60,630)
	<hr/> <hr/>	<hr/> <hr/>

The Peace Museum

Notes to the accounts for the year ended 31 December 2023 (continued)

Previous year's Statement of Financial Activities

	Unrestricted funds	Restricted funds	Total funds 2022	Total funds 2021
Note	£	£	£	£
Income from:				
Donations and legacies	103,340	-	103,340	174,061
Charitable activities:	29,090	-	29,090	61,917
Investments	2,076	-	2,076	25
Total income	134,506	-	134,506	236,003
Expenditure on:				
Raising funds	2,259	-	2,259	3,033
Charitable activities:	148,711	49,310	198,021	137,825
Total expenditure	150,970	49,310	200,280	140,858
Net income/(expenditure) for the year	(16,464)	(49,310)	(65,774)	95,145
Transfer between funds	-	-	-	-
Net movement in funds for the year	(16,464)	(49,310)	(65,774)	95,145
Reconciliation of funds				
Total funds brought forward	204,190	109,660	313,850	218,705
Total funds carried forward	187,726	60,350	248,076	313,850

THE PEACE MUSEUM

England & Wales - Charity number 1061102

Accounts

THE PEACE MUSEUM



Annual Report and Accounts

For the year ended 31 December 2022



The Peace Museum
Company Number: 3297915

Charity Number: 1061102

THE PEACE MUSEUM
FOR THE YEAR ENDED 31 DECEMBER 2022

COMPANY INFORMATION

BANKERS

The Cooperative Bank
PO Box 101
1 Balloon Street
Manchester
M60 4EP

INDEPENDENT EXAMINER

David Stephens
Chartered Certified Accountant
13 Newlands Road
Tunbridge Wells
Kent TN4 9AS

REGISTERED OFFICE

Peace Museum
10 Piece Hall Yard
Bradford
BD1 1PJ

PRINCIPAL OFFICE

Peace Museum
10 Piece Hall Yard
Bradford
BD1 1PJ



THE PEACE MUSEUM

Report of the Board

Achievements and Performance: Annual Report 2022

Executive Summary

[The Peace Museum](#) explores the history and often untold stories of peace, peacemakers and peace movements. It is the only accredited museum of its kind in the UK. The Museum is a national resource that educates and inspires people for peace, using its collection of artefacts and stories.

In 2022, the public profile of the Museum was enhanced and the finances maintained, building a firm foundation for the future. Although our Bradford premises are currently closed to the public, the Museum is in advanced negotiations to move to a site of considerable status within the region. This move will allow us to substantially increase the scale, scope and impact of the Museum's operations. It is a time of transition, but potentially a major step forward in the Museum becoming a prominent leader in peacemaking, and in the cultural and educational life of the region and nation.

The Museum's entire collection, unique in its scale, content and social significance, has been carefully packed, in anticipation of the move, while digitization means that many artefacts are now accessible to a wider audience online. Not only has important progress been made in project management and in fundraising, with a major national organisation providing funding towards the highest quality museum design, but the core education work of the Museum has been sustained and expanded.

The Board is following an Equality Action Plan to ensure that the Museum becomes as accessible and inclusive as possible in all aspects of its operation.



Charitable Objects and Governance

The Board presents its Report and Accounts for the year ended 31 December 2022.

Structure, Governance and Management

The charity is a company limited by guarantee and not having a share capital and was incorporated on 8 November 1996. The number of members is unlimited. Members are subscribers to the Memorandum of Association and are appointed from time to time.

Recruitment and Appointment of Trustees

Trustees (who are also directors for the purposes of Company Law) are appointed by the company's Annual General Meeting, for three-year periods, which can be renewed. The Board puts forward names of suitable candidates to fill any vacancies.

Objectives and Activities

The Peace Museum seeks to advance public education about all aspects of peace and peace movements. The aims of the charity are:

- To establish a peace museum
- To establish a number of peace centres
- To promote public awareness through travelling exhibitions

The Charitable Objects of The Peace Museum are 'To advance public education about all aspects of peace and peace movements particularly through the establishment and maintenance of museums and peace education centres'. These Objects are realised by creating and maintaining a unique collection of over 9,000 accessioned artefacts which form the basis of exhibitions, educational outreach to schools, collaborative projects and events.

Governance is effected by a board of trustees which meets at least four times a year, supported by a small executive group which advises the board and oversees strategic and operational matters between board meetings. Trustees have been active in volunteering in the Museum, fundraising, making grant applications, public speaking and representing the Museum.

Appointment to the board is by decision of the board itself. The board is taking active steps to increase the diversity of its membership and to attend to succession planning. The Museum is national, even international, in scope and the board looks to recruit nationally, aiming to include an appropriate range of expertise and experience as well as a sufficient number of directors local to West Yorkshire so as to provide support to the staff and for the Museum's public events.

In its decision making and direction of the Museum, the board has considered the Charity Commission's guidelines on public benefit and believe the requirements have been met. In practical terms, the duty of public benefit is amply realised through the work described below. The Museum is currently closed to the public, originally a result of pandemic lockdown but deliberately continued to enable preparations to be made for a permanent move. Other aspects of the Museum's operations continue to flourish: the widespread educational outreach work, the care and management of a unique collection, engagement with external partners, and expanding online participation and wider outreach.

The following persons served as trustees of the collection and as board members during 2022:

Clive Barrett (Chair)

Victoria Bentley

Eithne Bolton (from February)

Tessa Chynoweth (from February; Company Secretary from May)

Bernard Conlon

Charlie Dean

Peter van den Dungen (until May)

Liz Firth

Ivan Hutnik

Mary Jo Pearson

Keith Reeves

Aisling Serrant

Mark Tod (until May; Company Secretary until May)

The skill set of the board is continually expanding, and includes expertise in project management, finance, communications, human resources and education; there are also museum professionals and directors with a background in peace studies. We are actively seeking to bring people onto our board from diverse backgrounds and communities.

Premises: The IMAGINE Project

In recent years, the work of the Museum – in terms of its exhibition potential, collection care and educational opportunities – has been hampered by its inadequate premises, restricting its opportunity to engage with broader audiences. The Board has established the IMAGINE Project to deliver all activities associated with a move to new premises. We have undertaken an audience development project, engaging with residents local to the new site, with a LGBTQ+ community organization and with Bradford Quakers, to ensure that we deliver the museum that our audiences want.



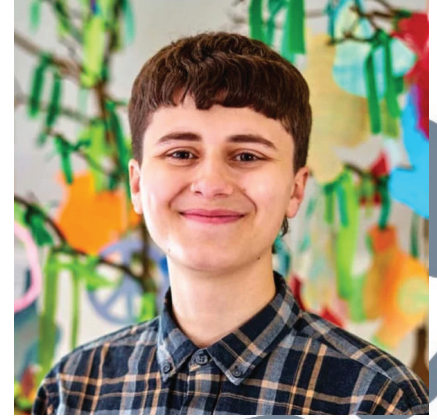
Having identified a new site, with the likelihood of many tens of thousands of visitors a year, the board has been working to agree Heads of Terms with the new landlord and to determine what preliminary work is needed. Assisted by museum consultant, Mike Woodward, we engaged architects, and we obtained a guarantee of substantive funding from a national funder to enable us to engage an award-winning museum design and interpretation team. At the same time, the board is developing a Target Operating Model, to consider every aspect of our future expanded operation.

Our plans have been further enhanced by the announcement that Bradford will be the UK City of Culture, 2025. The Peace Museum was fully integrated into the Bradford 2025 bid, with staff meeting City of Culture judges at our Defining Peace exhibition at Kala Sangam. The Museum is one of Bradford Council's "Regularly Funded Organisations", and through participation in the Cultural Voice Forum, the Museum has provided input into the local authority's ten-year cultural strategy. We expect that the City of Culture award will lead to considerable benefits in additional funding and media coverage available for the city's cultural institutions, and The Peace Museum looks to take full advantage of these opportunities.

Preparations for moving and reopening, perhaps inevitably, are taking longer than the board would have hoped, and we are frustrated that we are not yet able to release details to the public. However, the new museum will be of an extremely high standard, enabling us to engage in peace education with an unprecedented number of visitors, most of whom would not normally be considering our subject matter. Supporters of the Museum should be encouraged by the delay as it is an indication of the scale of increase of operation we are pursuing. This is not a simple transfer from one building to another, but a substantive upgrade and expansion of the Museum's operations. When the Museum reopens to the public in 2024, it will make a major contribution to building a culture of peace. It will be worth the wait.

Staffing

In 2022 The Peace Museum employed three full time and one part time staff, supported by a team of volunteers, a freelance educator and an independent project manager for the [Propaganda: Past and Present](#) and [Safe Online](#) programmes.



The core staff are: Shannen Johnson, responsible for Learning and Engagement, who also led on fundraising for part of the year; Charlotte Houlahan, Curator, responsible for the care of the collection and ensuring the Museum follows all the necessary procedures to operate as an accredited museum; and Ezra Kingston, who addressed digital marketing and communications. Irene Legg joined the team in September as the Administrator for the Imagine Project. Liz Costello, Learning Facilitator, delivered education modules in schools. Jude Wright continued to deliver the [Propaganda: Past and Present](#) and [Safe Online](#) programmes.

Charlotte and Shannen were supported in their own continuing professional development and engagement with the wider museum community. They are Secretary and Treasurer respectively of Yorkshire Emerging Museum Professionals Committee. They actively participated in the Museums Association Conference, and have continued with their development course to obtain an Associateship of the Museum Association. Charlotte has become the collection management trustee of Saltaire World Heritage Education Association.

Activities

The Collection

The Peace Museum is unique in the UK in holding a collection specifically relating to peace and peace movements, a collection which is held in carefully controlled conditions. General donations to the collection are suspended for the duration of the move, but exceptions have been made for special artefacts. As well as large donations of posters and badges, there have been additions to our unique fabric collection, mainly banners. Other artefacts recently received include a 3rd century CE coin depicting the Roman goddess, Pax, and a loan collection of significant first editions and papers from peace history, including 17th and 18th century volumes of Grotius, Saint-Pierre, Kant and others, along with 19th century campaign materials.

The long-term process of digitisation of the collection continues, with more banners being added to the [collection website](#). A subset of the Museum's collection can be accessed and viewed from anywhere in the world. Many banners from the Museum's collection, with commentary by Charlotte Houlahan, featured in a 2022 book [Banner Culture: the Politics of Cloth](#), which depicted banners exhibited at the British Textile Biennial in 2019. Other 2022 publications featuring the Museum included [Stories from Small Museums](#) by Fiona Candlin et al, which recounts the founding of The Peace Museum, and [The Wiley Blackwell Companion to Religion and Peace](#), in which Clive Barrett describes the Museum's former Peace and Partition project.



Researchers made use of the Museum's collection, not least those researching Menwith Hill, Nuclear Free Scotland / Trident, and Greenham Common Peace Camp. Research facilities have been suspended, and a waiting list is growing; it is planned to have increased provision for researchers in our new premises.

The Curator has ensured that the Museum's policies and documentation are up to date, and the Museum obtained Provisional Accreditation during 2022. Full Accreditation will be applied for once the Museum reopens to the public.

Exhibitions

Defining Peace was the Museum's first new physical exhibition since the pandemic. Held at Kala Sangam, and based on earlier work around our top 20 objects, it attracted 4000 visitors. Feedback from the exhibition will help with the content and design of our new gallery space.



Items from the collection have been seen at the Museum's permanent exhibition, Farewell to Arms, at the Royal Armouries, and at exhibitions held by Tate Liverpool and Mead Gallery, Warwick.

Digital exhibitions, including Bombs...Away! and Peace OUT, developed during the pandemic, continue to be displayed and accessed on the Museum's website.

Education and Outreach

New modules this year have included "Then informs Now", on the theme of race equality, and "Peace OUT", both products of the Museum's Equality Action Plan and developed with the help of external consultants. We have also obtained funding to deliver sessions based on our existing "Caring for the World" workshop, as part of the national Wild Escape project.

Through community engagement workshops, and the distribution of kits to schools, groups and individuals, the Museum created its own Breaking Boundaries for Peace banner, inspired by women peacemakers and the Greenham Common banners in our collection.



The Museum, through Jude Wright, provided substantial community peace education through [Safe Online](#) and [Propaganda: Past and Present](#) modules, supported by Home Office-funded contracts. Addressing contemporary needs and concerns around stereotyping and extremism, modules were delivered into numerous schools, reaching several thousand participants.



Alongside [regular schools work](#), education and outreach sessions have included Bradford Literature Festival, the National Science and Media Museum and a Woodcraft Folk summer camp. Trustees, too, profiled the work of The Peace Museum with Quakers in Yorkshire and at two online international conferences of the [International Network of Museums for Peace](#).

Online outreach has seen continued steady use of the [main website](#) and the new [collection website](#), which has generated interest from other museums in our collection. There has been increased activity on all social media platforms, with numbers of followers growing on [Twitter](#) (until its change of owner), [Facebook](#) and [Instagram](#).

The Museum produces a monthly online newsletter and a regular physical newsletter which helps to maintain links with our core supporter base, including current donors and Quaker Local Meetings.

Partnerships

Shannen Johnson and two trustees have been active participants in the leadership of the [International Network of Museums for Peace \(INMP\)](#). The Peace Museum enjoys a high profile and prestige within INMP and among international peace museologists.

Equality Action Plan

The Museum has established an Equality Action Plan group to ensure that future recruitment is conducted in such a way that we are as accessible and inclusive as possible. Policies and procedures across the full range of the Museum's work are being reviewed to ensure they are consistent with the Equality Action Plan.

Finance, Premises and The Future

Funding

The board is grateful for the effort put into fundraising by staff and trustees. It acknowledges with gratitude the grants and project funding which the Museum has received from the following bodies:

AIM Pilgrim Trust
Art Fund Reimagine Fund
Art Fund: The Wild Escape
Bradford Council Regular Funded Organisation Grant
BDMC IWD Fund
Ganton Educational Trust
Give Peace A Chance Trust
Lansbury House Trust
Museum Development Yorkshire
Sir James Reckitt Foundation
W F Southall Trust

The board also acknowledges the continuing support received from the large number of regular donors, including individuals, organisations and Quaker local meetings. The Museum depends heavily on grants and donations to fund its work, whilst payments for use of images and, above all, educational engagement continue to provide a significant proportion of total income. The Board has recruited a designated fundraiser, to start in 2023.

The unique work of the Museum for peace should be attractive to people considering a legacy, and the Museum continues to encourage those drafting a will to consider making a bequest.

Risk Management

The trustees regularly review the risk register for the museum to ensure that all risks are fully understood and actively managed. This review includes a control review and an assessment of mitigating actions.

Liquidity management is a key risk and the trustees undertake active budgeting, forecasting and cash flow management to ensure that there are sufficient resources to address both on-going operational activity and any project-focussed activity, including the proposed move to new premises.



Summary

The Peace Museum is in a time of transition, with an exciting future ahead. It is rooted in its unique collection and the educational opportunities that offers. The collection enables the Museum to tell stories of people of peace in the past, and to inspire peacemakers of the future. A move to new prestigious premises, with the prospect of greater exhibition space, better educational facilities and vastly increased visitor numbers, is tantalisingly close. A strong Board and highly professional staff team are steering this process with care and competence. We have had significant fundraising success, with some funding needs still to be met. It is frustrating to still be closed to the public, but the Board looks forward to reopening the Museum in 2024 and is confident that the Peace Museum of the future will make a major contribution to Bradford 2025 City of Culture, and to building a much-needed culture of peace.

A handwritten signature in black ink that reads "Clive Barrett".

Clive Barrett, Chair

By order of the Board

Date: 1 March 2023

THE PEACE MUSEUM
STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 DECEMBER 2022

	Notes	Restricted Funds	Unrestricted Funds	Total	2021
		£	£	£	£
Incoming Resources	3				
Donations & legacies		-	103,340	103,340	174,061
Charitable activities		-	29,090	29,090	61,917
Investments		-	2,076	2,076	25
Total		-	134,506	134,506	236,003
Resources Expended	4				
Raising funds		-	2,259	2,259	3,033
Charitable activities		49,310	148,711	198,021	137,825
Total		49,310	150,970	200,280	140,858
Net incoming resources/ net income (net expenses)		(49,310)	(16,464)	(65,774)	95,145
Fund Balances B/ Forward		109,660	204,190	313,850	218,705
Fund Balances C/ Forward		60,350	187,726	248,076	313,850
Analysis of Net Assets by Fund					
Tangible Fixed Assets		-	2,876	2,876	3,169
Current Assets		60,350	191,519	251,869	334,891
Current Liabilities		-	(6,669)	(6,669)	(24,210)
		60,350	187,726	248,076	313,850

The notes on pages 14-20 form part of these accounts.

THE PEACE MUSEUM
BALANCE SHEET AT 31 DECEMBER 2022

	Notes	2022	2021
		£	£
Fixed Assets			
Tangible Assets	7	2,876	3,169
Debtors			
Debtors	10	5,039	29,587
Cash at Bank and In Hand			
Cash at Bank and In Hand	9	246,830	305,304
		251,869	334,891
Creditors: Amounts Falling Due Within One Year			
Creditors: Amounts Falling Due Within One Year	8	(6,669)	(24,210)
Net Current Assets			
Net Current Assets		245,200	310,681
Total Net Assets			
Total Net Assets		£ 248,076	313,850
Funds			
Funds	11	£ 248,076	313,850

In preparing these financial statements as directors of the company we confirm:

- (a) that for the year in question the company was entitled to the exemption conferred by section 477 of the Companies Act 2006;
- (b) that no notice has been deposited at the registered office of the company pursuant to section 476 requesting that an audit be conducted for the year ended 31 December 2022; and
- (c) we acknowledge our responsibilities for:

ensuring that the company keeps accounting records which comply with section 386, and preparing accounts which give a true and fair view of the state of affairs of the company as at the end of the financial year and of its results for the year then ended in accordance with the requirements of sections 393 and 394 and which otherwise comply with the provisions of the Companies Act relating to accounts, so far as applicable to the company.

Approved by the Board and signed on its behalf by:



.....
C Barrett



.....
T Chynoweth

05/05/23 Dated

Company number 3297915

1. Basis of Preparation

These accounts have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant notes to these accounts.

These accounts have been prepared in accordance with:

the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) issued on 16 July 2014

and with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS102)

and with the Charities Act 2011.

2. Accounting Policies

INCOMING RESOURCES

Income is recognised when the charity becomes entitled to the income.

No offsetting of assets and liabilities, or income and expenses, has been carried out unless permitted by the FRS 102 SORP or FRS 102.

Grants and donations are only included when the general income criteria are met.

Legacies are included when the receipt is probable.

Government grants are included when received.

Gift aid receivable is included when there is a valid declaration from the donor, and is treated as an addition to the same fund as the initial donation unless the donor or the terms of the appeal have specified otherwise.

Donated goods are measured at fair value (the amount for which the asset could be exchanged) unless impractical to do so.

Donated services and facilities are only included if the value can be measured reliably.

The value of voluntary help received is not included in the accounts but is described in the trustees' annual report.

Interest is included in the accounts when receipt is probable and the amount receivable can be measured reliably.

Membership subscriptions received in the nature of a gift are recognised in Donations and Legacies.

Resources Expended

Liabilities are recognised where there is a legal obligation to pay out resources and the amount of the obligation can be measured with reasonable accuracy.

Support and governance costs have been allocated to charitable activities.

Grants payable are included when there are no conditions attaching to the grant that enables the charity to realistically avoid the commitment.

THE PEACE MUSEUM
NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 DECEMBER 2022

Fund Accounting

Restricted, designated and unrestricted funds are disclosed in the notes to the accounts. Restricted funds are subject to specific restrictions imposed by the donor or by the nature of the appeal.

Designated funds are set aside at the discretion of the Board for specific purposes. They would otherwise form part of unrestricted funds.

Unrestricted funds are available to spend at the discretion of the Board in furtherance of the charitable objectives of the Charity.

Fixed Assets

Fixed assets are valued at cost.

Depreciation is provided on the net book value of tangible assets at the following rates:

Computer equipment	50%
Furniture and equipment	15%

3. Donations and Legacies

	Restricted £	Unrestricted £	Total £	2021 £
Donations & gifts	-	61,092	61,092	99,044
Gift aid	-	1,190	1,190	1,212
General grants	-	41,058	41,058	41,915
Legacies	-	-	-	31,525
	-	103,340	103,340	174,061

4. Charitable Activities

	£	£	£	£
Office costs	-	2,698	2,698	2,065
Staff costs	-	94,182	94,182	65,754
Peace activities	49,310	51,831	101,141	70,006
	49,310	148,711	198,021	137,825

THE PEACE MUSEUM
NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 DECEMBER 2022

5. Independent Examination

	Restricted £	Unrestricted £	Total £	2021 £
Independent examiner's fees	-	595	595	585

6. Staff Costs

Salaries & wages	-	83,698	83,698	59,186
Other costs	-	7,722	7,722	4,744
Pension costs	-	2,762	2,762	1,824
	-	94,182	94,182	65,754

During the year the charity employed three full time and one part-time worker (2021: two full time and two part-time workers). No employee received remuneration of more than £60,000 p.a.

7. Tangible Fixed Assets

	Furniture & Equipment £	Computer £	Total £
Cost or valuation b/fwd	9,019	5,037	14,056
Additions	-	-	-
Disposals	(80)	-	(80)
At 31 December 2022	8,939	5,037	13,976
Depreciation b/fwd	6,147	4,740	10,887
Provided in the year	65	148	213
At 31 December 2022	6,212	4,888	11,100
NBV at 31 December 2022	2,727	149	2,876
NBV at 31 December 2021	2,872	297	3,169

8. Creditors: Amounts falling due within one year

	2022 £	2021 £
Other taxes and social security costs	3,093	952
Grants received in advance	-	20,000
Other creditors and accruals	3,576	3,258
Total	6,669	24,210

9. Cash at bank and in hand

	2022 £	2021 £
Short term deposits	198,781	242,775
Cash at bank and in hand	48,049	62,529
	246,830	305,304

10. Debtors

	£	£
Amounts receivable	3,850	28,284
Gift Aid tax recoverable	1,189	1,203
	5,039	29,587

11. Funds

	Balance at 31.12.2021 £	Incoming Resources £	Outgoing Resources £	Transfer £	Balance at 31.12.2022 £
Restricted fund	109,660	-	49,310	-	60,350
Designated fund	97,230	-	7,988	-	89,242
Unrestricted fund	106,960	134,506	142,982	-	98,484
Total funds	313,850	134,506	200,280	-	248,076

The restricted funds are as follows:

	£
Acquisitions fund	5,000
Premises fund	55,350
	60,350

Designated fund – Premises fund. The trustees have designated this money to enable the Museum to move into more suitable accessible premises.

A 3 year grant of £60,000 was received in 2020. The final £20,000 was credited in these accounts.

12. Transactions with trustees and related parties

Trustee Expenses:

Six trustees received a total of £681 for meeting and training expenses. Trustees received reimbursement of expenses incurred on behalf of the charity.

13. Pension fund

The charity has enrolled in the Government Nest pension scheme. During the year payments of £2,762 were paid into the fund.

14. Members' liability

The Peace Museum is a company limited by guarantee, and is registered as a charity with the Charity Commission (Charity Registration Number 1061102). Copies of its Memorandum and Articles of Association can be obtained from the Secretary at the registered office. The liability of each member in the event of the Charity being wound up is limited to a sum not exceeding £1.

THE PEACE MUSEUM
NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 DECEMBER 2022

15. Comparatives

	Restricted Funds	Unrestricted Funds	Total	Restricted Funds	Unrestricted funds	2021
	£	£	£	£	£	£
Incoming Resources						
Donations & legacies	-	103,340	103,340	30,531	143,530	174,061
Charitable activities	-	29,090	29,090	-	61,917	61,917
Investments	-	2,076	2,076	-	25	25
Total	-	134,506	134,506	30,531	205,472	236,003

Resources expended						
Raising funds	-	2,259	2,259	-	3,033	3,033
Charitable activities	49,310	148,711	198,021	5,219	132,606	137,825
Total	49,310	150,970	200,280	5,219	135,639	140,858

Net incoming resources/net income (expenses)	(49,310)	(16,464)	(65,774)	25,312	69,833	95,145
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Fund balances B/forward	109,660	204,190	313,850	84,348	134,357	218,705
Fund balances C/forward	60,350	187,726	248,076	109,660	204,190	313,850

Net Assets by Fund						
Tangible Fixed Assets	-	2,876	2,876	-	3,169	3,169
Current Assets	60,350	191,519	251,869	109,660	225,231	334,891
Current Liabilities	-	(6,669)	(6,669)	-	(24,210)	(24,210)
Total	60,350	187,726	248,076	109,660	204,190	313,850

Independent Examiner's Report

To the trustees of The Peace Museum

I report on the accounts of the company for the year ended 31 December 2022.

Respective responsibilities 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 charity's trustees consider that an audit is not required for this year under section 144(2) of the Charities Act 2011 (the Act) and that an independent examination is needed.

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

- examine the accounts under section 145 of the Act;
- follow the procedures laid down in the General Directions given by the Charity Commission under section 145(5)(b) of the Act; and
- state whether particular matters have come to my attention.

Basis of independent examiner's report

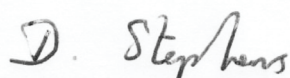
My examination was carried out in accordance with the General Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes considering any unusual items or disclosures in the financial statements 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

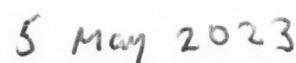
In connection with my examination, no matter has come to my attention:

(1) which gives me reasonable cause to believe that in any material respect the requirements to keep accounting records in accordance with section 386 of the Companies Act 2006; and to prepare accounts, which accord with the accounting records, comply with the requirements of section 396 of the Companies Act 2006 and with the methods and principles of the Statement of Recommended Practice: Accounting and Reporting by Charities 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.



.....
David Stephens FCCA
Chartered Certified Accountant
13 Newlands Road
Tunbridge Wells, Kent, TN4 9AS



.....
Dated

THE PEACE MUSEUM

England & Wales - Charity number 1061102

Accounts

THE PEACE MUSEUM



Annual Report and Accounts

For the year ended 31 December 2021



The Peace Museum
Company Number: 3297915

Charity number 1061102

THE PEACE MUSEUM
FOR THE YEAR ENDED 31 DECEMBER 2021

COMPANY INFORMATION

BANKERS

The Cooperative Bank
PO Box 101
1 Balloon Street
Manchester
M60 4EP

INDEPENDENT EXAMINER

David Stephens
Chartered Certified Accountant
13 Newlands Road
Tunbridge Wells
Kent TN4 9AS

REGISTERED OFFICE

Peace Museum
10 Piece Hall Yard
Bradford
BD1 1PJ

PRINCIPAL OFFICE

Peace Museum
10 Piece Hall Yard
Bradford
BD1 1PJ



Report of the Board

Achievements and Performance: Annual Report 2021

Charitable Objects and Governance

The Board presents its Report and Accounts for the year ended 31 December 2021.

Structure, Governance and Management

The charity is a company limited by guarantee and not having a share capital and was incorporated on 8 November 1996. The number of members is unlimited. Members are subscribers to the Memorandum of Association and are appointed from time to time.

Recruitment and Appointment of Trustees

Trustees (who are also directors for the purposes of Company Law) are appointed by the company's Annual General Meeting, for three-year periods, which can be renewed. The Board puts forward names of suitable candidates to fill any vacancies.

Objectives and Activities

The Peace Museum seeks to advance public education about all aspects of peace and peace movements. The aims of the charity are:

- To establish a peace museum
- To establish a number of peace centres
- To promote public awareness through travelling exhibitions

The Charitable Objects of The Peace Museum are 'To advance public education about all aspects of peace and peace movements particularly through the establishment and maintenance of museums and peace education centres'. These Objects are realised by creating and maintaining a unique collection of over 9,000 accessioned artefacts which form the basis of exhibitions, educational outreach to schools, collaborative projects and events.

Governance is effected by a board of trustees which meets at least four times a year, supported by a small executive group which advises the board and oversees strategic and operational matters between board meetings. Trustees have been active in volunteering in the Museum, fundraising, making grant applications, public speaking and representing the Museum.

Appointment to the board is by decision of the board itself. The board is taking active steps to increase the diversity of its membership and to attend to succession planning. The Museum is national, even international, in scope and the board looks to recruit nationally, aiming to include an appropriate range of expertise and experience as well as a sufficient number of directors local to West Yorkshire so as to provide support to the staff and for the Museum's public events.

In its decision making and direction of the Museum, the board has considered the Charity Commission's guidelines on public benefit and believe the requirements have been met. In practical terms, the duty of public benefit is amply realised through the work described below. The Museum is currently closed to the public, originally a result of pandemic lockdown but deliberately continued to enable preparations to be made for a permanent move. Despite the constraints of Covid-19 precautions, other aspects of the Museum's operations continue to flourish: the widespread educational outreach work, the care and management of a unique collection, engagement with external partners, and expanding online participation and wider outreach.

The following persons served as trustees of the collection and as board members during 2021:

Devon Allen
 Clive Barrett (Chair)
 Victoria Bentley
 Bernard Conlon (from April)
 Charlie Dean
 Peter van den Dungen
 Liz Firth
 Ivan Hutnik
 Beryl Milner (until April)
 Lauren Padgett
 Mary Jo Pearson
 Carol Rank (until April)
 Keith Reeves
 Aisling Serrant
 Mark Tod (Company Secretary)



Overview

The Peace Museum, based in a gallery in central Bradford, explores the history and often untold stories of peace, peacemakers and peace movements. It is unique in being the only accredited museum of its kind in the UK. The Museum's vision is to be a national resource that educates and inspires people for peace, using a unique collection of artefacts and stories.

In 2021, the public profile of the Museum was enhanced and the finances maintained, building a firm foundation for the future. Although currently closed to the public, the Museum is in advanced negotiations to move to a site of considerable status within the region. This would lead to a substantial increase in the scale, scope and impact of the Museum's operations. It is a time of transition, but potentially a major step forward in the Museum becoming a significant leader in peacemaking, and in the cultural and educational life of the region and nation.

One highlight of the year was when the Peace OUT exhibition was shortlisted to the top three in the Best Small Museums category of the Museums Change Lives Awards run by the Museums Association. This was national recognition of the high quality of Museum's exhibition and engagement and the real impact that The Peace Museum can have.



The Museum also took the first steps in the digitisation of its collection, the start of a long-term process to enable the collection and its underlying stories to have a global reach.

The Board has approved and is following an Equality Action Plan to ensure that the Museum becomes as accessible and inclusive as possible in all aspects of its operation.

Premises

In recent years, the work of the Museum – in terms of its exhibition potential, collection care and educational opportunities – has been hampered by its current inadequate premises. The search for new premises, to enable the Museum to step up its operation to a new level and to engage with greater and broader audiences, had become imperative. In June 2021, after a lengthy search for an appropriate new home, the Board agreed on a preferred site. Consultations began with the prospective new landlord and have continued beyond the end of the year. We are very excited about the prospect of a move, though frustrated that our discussions are not yet at the point at which we can release details to the public. Supporters of the Museum should be encouraged by this delay as it is an indication of the scale of increase of operation we are pursuing. It will not be a simple transfer from one building to another, but a substantive upgrade and improvement to the Museum’s operations which needs thorough preparation. When plans materialise, the Museum will make a major contribution to building a culture of peace, with tens of thousands of visitors each year. It will be worth the wait.

Staffing



In 2021 The Peace Museum employed two full time and one part time staff, supported by a team of volunteers and an independent project manager for the Choices and Safe Online programmes. Museum staff remained on full pay throughout the pandemic, often working from home.

The core staff are Shannen Johnson, responsible for Learning and Engagement; and Charlotte Houlahan, Curator, responsible for ensuring the Museum follows all the necessary procedures to operate as an accredited museum. First Jack Lynch, and then Matty Kingston, have addressed digital marketing and communications. Liz Costello has been appointed as a Casual Learning Assistant. Anthea Bickley, Collections Volunteer and Accreditation Mentor, continued to provide much-valued support.

Charlotte and Shannen were supported in their own continuing professional development and engagement with the wider museum community. Both are undertaking a three-year development course to obtain an Associateship of the Museum Association. Between them, they have undertaken training in Autism Awareness, First Aid at Work, and Black History and decolonising museum education.

Exhibitions



Bombs Away...! funded by the National Lottery Heritage Fund, launched in May as a digital exhibition. Its success increased staff confidence in the Museum's digital offer and enhanced the team's digital skills. Visitors to the website left such positive feedback as, "It balances very carefully the different sides of the arguments, yet at the same time succeeds in offering a committed peace-focused understanding of a complex history". The exhibition led to an increase in social media activity.

Following the successful run of Peace OUT, an LGBTQ+ peacemaking exhibition in the galleries in 2019, Peace OUT + was launched as a digital exhibition, coinciding with the launch of Bradford Pride online. An Art Fund grant also covered a tour of the original physical exhibition. Through September and October, this was installed at the Bread and Roses Cooperative Café in Bradford City Centre. An associated spoken word night, involving a local LGBTQ+ poet, attracted a new audience for a Museum-sponsored event.

The recognition of the quality and engagement of the Peace OUT exhibition, through its shortlisting by the Museums Association in the Museums Change Lives Awards, led to the Museum being represented at the Museums Association conference. It was encouraging to have this endorsement by other museum professionals of the quality of the work of the Museum's staff. The profile and reputation of the Museum within the museums' sector were greatly enhanced by this national recognition.



Some objects from the collection have been on loan: Lancaster City Museum displayed a "League of Nations Union; Greenfield Branch" banner. Artworks Creative, Halifax, exhibited some Greenham artefacts. An associated badge-making event for local families was held there, relating to peaceful protest.

The Peace and Pandemic digital exhibition, developed during 2020, continues to be available on the Museum's website. The Peace Museum's Farewell to Arms exhibition continues to form part of the War Gallery at the Royal Armouries, Leeds.

Education and Outreach

Over the calendar year, education outreach increased. Recovery has yet to reach pre-pandemic levels, but there have been more face-to-face sessions in schools, reaching an increased number of pupils than in 2020. Advance bookings for 2022 suggest that, with additional courses on offer, the Museum will soon be delivering a full educational programme. Freelance Education Professionals have been engaged to help develop new school sessions for Key Stage 3 pupils on LGBTQ+ stories and peacemaking, and on race equality. Activity boxes on female peace “superheroes” were sent to local schools for them to distribute to pupils to support home learning.

The Museum, through Jude Wright, provided substantial community peace education through Choices and Safe Online modules, supported by Home Office-funded contracts. Addressing contemporary needs and concerns around stereotyping and extremism, modules were delivered into schools in local authority areas across the north of England. Despite considerable constraints, the programme was delivered through a combination of face-to-face, remote and video components, reaching over 3,600 participants.



The staff team gave various talks, and virtual tours online. Partners included: a school in the United Arab Emirates, the Anne Frank Conference, and the National Literacy Trust conference. The Museum was represented at commemorations of Greenham Common (Bradford CND and Bradford Women in Black), Srebrenica (Bradford and Kirklees Councils), and Hiroshima (Yorkshire CND). Staff addressed a “Banners of Greenham” event at the People’s History Museum, and a Museum Development Yorkshire and Arts Council Celebrating Museums event featuring a video on the Bombs Away! exhibition.

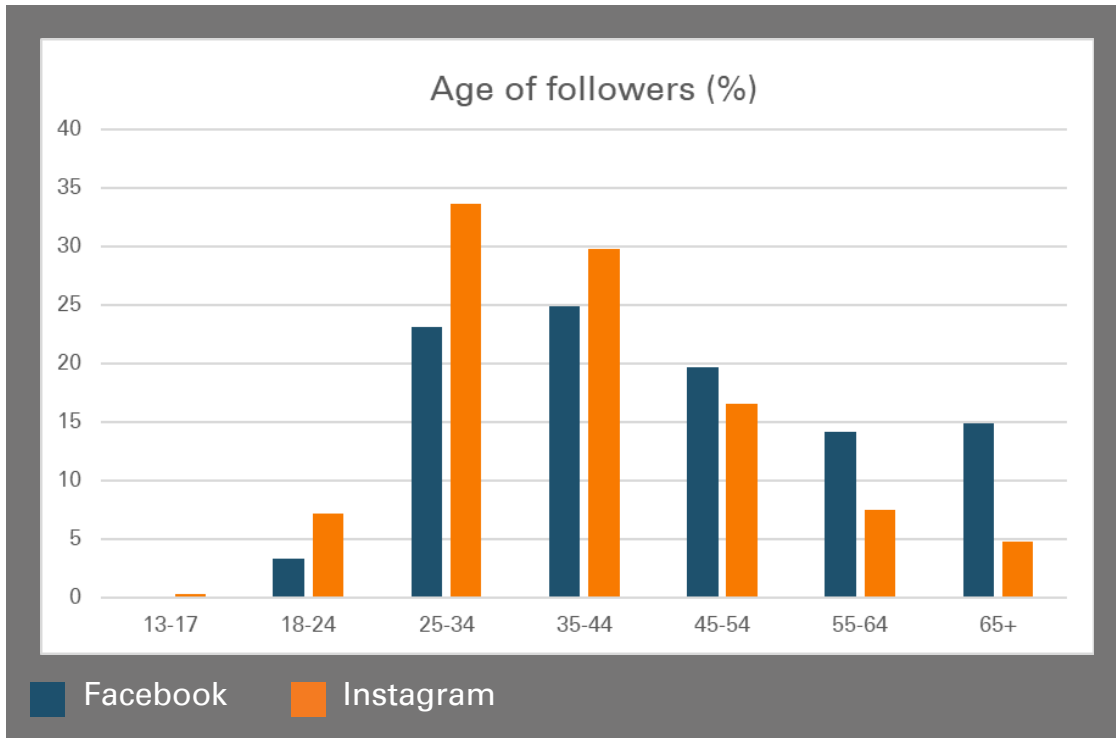


Trustees profiled the work of The Peace Museum at international conferences of the Peace History Society, the International Peace Research Institute, and the International Network of Museums for Peace.

Many banners from the Museum’s collection featured in a new book, *Women For Peace*, by Charlotte Dew.

Other Digital Engagement

The Museum's increasing level of digital engagement has been crucial to its well-being during constrained times. Matty has closely monitored the Museum's digital footprint. Around 16,000 people have engaged with the Museum's website. Social media platforms are all increasing; the Twitter account has 4,700 followers, with the Instagram account growing at the fastest rate. The key age user on Instagram is 25-34, whereas it is 55+ on Facebook.



Whilst developing digital engagement with supporters has been crucial, in 2021 the Museum was able to resume production of a physical newsletter which helps to maintain links with the Museum's core supporter base, including current donors and Quaker Local Meetings.

Partnerships

Shannen Johnson and two trustees have been active participants in the leadership of the International Network of Museums for Peace (INMP), and The Peace Museum enjoys a high profile within INMP and among international peace museologists.

The Peace Museum is fully integrated into the Bradford 2025 bid to become designated as the City of Culture and, through participation in the Cultural Voice Forum, is providing input into the local authority's ten year cultural strategy.

Equality Action Plan

The Museum has established an Equality Action Plan group to ensure that future recruitment is conducted in such a way that we are as accessible and inclusive as possible. Policies and procedures across the full range of the Museum's work are being reviewed to ensure they are consistent with the Equality Action Plan.

Finance, Premises and The Future

Funding

The board is grateful for the effort put into fundraising by staff and trustees. It acknowledges with gratitude the grants and project funding which the Museum has received from the following bodies:

AIM Hallmarks Grant
Bradford Council Response 2 Grant
Cobb Charitable Trust
Ganton Educational Trust
Give Peace a Chance Trust
Lansbury House Trust
Museum Development Yorkshire
Southall Trust
CB and HH Taylor 1984 Trust
Yew Tree

For the first time, the Museum is also included in Bradford Council's portfolio of cultural organisations which receive local authority support. This will have immediate beneficial financial impact in 2022-2025, and hopefully beyond.

The board also acknowledges the continuing support received from the large number of regular donors, including individuals, organisations and Quaker local meetings. The Museum depends heavily on grants and donations to fund its work, whilst payments for use of images and, above all, educational engagement continue to provide a significant proportion of total income. The Board is taking steps to recruit a designated fundraiser.

The unique work of the Museum for peace should be attractive to people considering a legacy, and the Museum continues to encourage those drafting a will to consider making a bequest.

Reserves

The Company's policy is to maintain a General Reserve of approximately one half of normal annual expenditure of unrestricted funds. Including the designated fund (which is held to support the costs associated with moving to new premises) the board is satisfied that it has sufficient funds in hand to comply with this policy.

Risk Management

The trustees actively review the major risks which the charity faces on a regular basis and believe that maintaining reserves at current levels, combined with an annual review of the controls over key financial systems, will provide sufficient resources in the event of adverse conditions. The trustees have also examined other operational and business risks faced by the charity and confirm that they have established systems to mitigate the significant risks.



Summary

For all the frustrations of Covid and gallery closure, The Peace Museum is on the cusp of an exciting future. It has strong foundations, with a unique collection and wide educational offer. It records the achievements of past people of peace, and it resources present and future peacemakers. A strong Board and highly competent staff are leading a transition to an upgraded museum at a prestigious site. There may well be challenges ahead in logistics and funding, but the Board is confident of producing a Museum that makes a major contribution to building a culture of peace.

THE PEACE MUSEUM
STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 DECEMBER 2021

	Notes	Restricted Funds	Unrestricted Funds	Total	2020
		£	£	£	£
Incoming Resources	3				
Donations & legacies		30,531	143,530	174,061	147,934
Charitable activities		-	61,917	61,917	65,995
Investments		-	25	25	24
Total		30,531	205,472	236,003	213,953
Resources Expended	4				
Raising Funds		-	3,033	3,033	3,394
Charitable activities		5,219	132,606	137,825	108,666
Total		5,219	135,639	140,858	112,060
Net incoming resources/net income (net expenses)		25,312	69,833	95,145	101,893
Fund Balances B/Forward		84,348	134,357	218,705	116,812
Fund Balances C/Forward		109,660	204,190	313,850	218,705
Analysis of Net Assets by Fund					
Tangible Fixed Assets		-	3,169	3,169	3,206
Current Assets		109,660	225,231	334,891	259,226
Current Liabilities		-	(24,210)	(24,210)	(43,727)
		109,660	204,190	313,850	218,705

The notes on pages 13 -18 form part of these accounts.

THE PEACE MUSEUM

BALANCE SHEET AT 31 DECEMBER 2021

	Notes		2020
Fixed Assets		£	£
Tangible Assets	7	3,169	3,206
		_____	_____
Debtors	10	29,587	7,920
Cash at Bank and In Hand	9	305,304	251,306
Total		334,891	259,226
Creditors: Amounts Falling Due Within One Year			
	8	(24,210)	(43,727)
		_____	_____
Net Current Assets		310,681	215,499
		_____	_____
Total Net Assets		£ 313,850	218,705
		_____	_____
Funds			
Funds	11	£ 313,850	218,705
		_____	_____

In preparing these financial statements as directors of the company we confirm:

(a) that for the year in question the company was entitled to the exemption conferred by section 477 of the Companies Act 2006;

(b) that no notice has been deposited at the registered office of the company pursuant to section 476 requesting that an audit be conducted for the year ended 31 December 2021; and

(c) we acknowledge our responsibilities for:

ensuring that the company keeps accounting records which comply with section 386, and preparing accounts which give a true and fair view of the state of affairs of the company as at the end of the financial year and of its results for the year then ended in accordance with the requirements of sections 393 and 394 and which otherwise comply with the provisions of the Companies Act relating to accounts, so far as applicable to the company.

Approved by the Board and signed on its behalf by:

.....
C Barrett

.....
M Tod

.....Dated

Company number 3297915

THE PEACE MUSEUM

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 DECEMBER 2021

Premises

1. BASIS OF PREPARATION

These accounts have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant notes to these accounts.

These accounts have been prepared in accordance with:
the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) issued on 16 July 2014

and with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS102)

and with the Charities Act 2011.

2. ACCOUNTING POLICIES

INCOMING RESOURCES

Income is recognised when the charity becomes entitled to the income.

No offsetting of assets and liabilities, or income and expenses, has been carried out unless permitted by the FRS 102 SORP or FRS 102.

Grants and donations are only included when the general income criteria are met.

Legacies are included when the receipt is probable.

Government grants are included when received.

Gift aid receivable is included when there is a valid declaration from the donor, and is treated as an addition to the same fund as the initial donation unless the donor or the terms of the appeal have specified otherwise.

Donated goods are measured at fair value (the amount for which the asset could be exchanged) unless impractical to do so.

Donated services and facilities are only included if the value can be measured reliably. The value of voluntary help received is not included in the accounts but is described in the trustees' annual report.

Interest is included in the accounts when receipt is probable and the amount receivable can be measured reliably.

Membership subscriptions received in the nature of a gift are recognised in Donations and Legacies.

RESOURCES EXPENDED

Liabilities are recognised where there is a legal obligation to pay out resources and the amount of the obligation can be measured with reasonable accuracy.

Support and governance costs have been allocated to charitable activities.

Grants payable are included when there are no conditions attaching to the grant that enables the charity to realistically avoid the commitment.

THE PEACE MUSEUM
NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 DECEMBER 2021

FUND ACCOUNTING

Restricted, designated and unrestricted funds are disclosed in the notes to the accounts. Restricted funds are subject to specific restrictions imposed by the donor or by the nature of the appeal.

Designated funds are set aside at the discretion of the Board for specific purposes. They would otherwise form part of unrestricted funds.

Unrestricted funds are available to spend at the discretion of the Board in furtherance of the charitable objectives of the Charity.

FIXED ASSETS

Fixed assets are valued at cost.

Depreciation is provided on the net book value of tangible assets at the following rates:

Computer equipment	50%
Furniture and equipment	15%

3. DONATIONS AND LEGACIES

	Restricted £	Unrestricted £	Total £	2020 £
Donations & gifts	-	99,409	99,409	105,463
Gift aid	6	1,206	1,212	8,221
General grants	-	41,915	41,915	34,250
Legacies	30,525	1,000	31,525	-
Total	30,525	143,530	174,061	147,934

4. CHARITABLE ACTIVITIES

	£	£	£	£
Office costs	-	2,065	2,065	3,215
Staff costs	-	65,754	65,754	58,499
Peace activities	5,219	64,787	70,006	46,952
Total	5,219	132,606	137,825	108,666

THE PEACE MUSEUM
NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 DECEMBER 2021

5. INDEPENDENT EXAMINATION

	Restricted	Unrestricted	Total	2020
	£	£	£	£
Examiners fees	-	585	585	575

6. STAFF COSTS

Salaries and wages	-	59,186	59,186	55,307
Other costs	-	4,744	4,744	1,190
Pension costs	-	1,824	1,824	2,002
Total	-	65,754	65,754	58,499

During the year the charity employed two full time and two part-time workers (2020: two full time and one part-time workers). No employee received remuneration of more than £60,000 p.a.

7. TANGIBLE FIXED ASSETS

	Furniture & Equip.	Computer	Total
	£	£	£
Cost or valuation b/fwd	9,019	4,701	13,720
Additions	-	336	336
At 31 December 2021	9,019	5,037	14,056
Depreciation b/fwd	6,071	4,443	10,514
Provided in the year	76	297	373
At 31 December 2021	6,147	4,740	10,887
NBV at 31 December 2021	2,872	297	3,169
NBV at 31 December 2020	2,948	258	3,206

THE PEACE MUSEUM
NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 DECEMBER 2021

8. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	£	2020 £
Other taxes and social security costs	952	753
Grants received in advance	20,000	40,000
Other creditors and accruals	3,258	2,974
Totals	24,210	43,727

9. CASH AT BANK AND IN HAND

	£	£
Short term deposits	242,775	115,863
Cash at bank and in hand	62,529	135,443
Totals	305,304	251,306

10. DEBTORS

	£	£
Amounts receivable	28,384	-
Gift Aid tax recoverable (includes £nil; 2020 £5,250 restricted)	1,203	7,920
Totals	29,587	7,920

11. FUNDS

	Balance at 31.12.2020. £	Incoming Resources £	Outgoing Resources £	Transfer £	Balance at 31.12.2021 £
Restricted fund	84,348	30,531	5,219	-	109,660
Designated fund	40,400	56,830	-	-	97,230
Unrestricted fund	93,957	148,642	135,639	-	106,960
Total funds	218,705	236,003	140,858	-	313,850

THE PEACE MUSEUM
NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 DECEMBER 2021

The restricted funds are as follows:	£
Acquisitions fund	5,000
Premises fund	104,660
Total funds	109,660

Heritage Lottery Grant was received of £7,000, for project to examine the impact of bombing during the Second World War. In the year the final £4,985 was spent, the balance outstanding at the end of the year was £nil.

Designated fund – Premises fund. The trustees have designated this money to enable the Museum to move into more suitable accessible premises.

A 3 year grant of £60,000 was received in 2020. The remaining £20,000 for use in 2022 is included in Creditors.

12. TRANSACTIONS WITH TRUSTEES AND RELATED PARTIES

Trustee Expenses

Five trustees received a total of £594 for meeting and training expenses. Trustees received reimbursement of expenses incurred on behalf of the charity.

13. PENSION FUND

The charity has enrolled in the Government Nest pension scheme. During the year payments of £1,824 were paid into the fund.

14. MEMBERS' LIABILITY

The Peace Museum is a company limited by guarantee, and is registered as a charity with the Charity Commission (Charity Registration Number 1061102). Copies of its Memorandum and Articles of Association can be obtained from the Secretary at the registered office. The liability of each member in the event of the Charity being wound up is limited to a sum not exceeding £1.

THE PEACE MUSEUM
NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 DECEMBER 2021

15. COMPARATIVES

	Restricted Funds £	Unrestricted Funds £	Total £	Restricted Funds £	Unrestricted Funds £	2020 £
Incoming Resources						
Donations & legacies	30,531	143,530	174,061	55,771	92,163	147,934
Charitable activities	-	61,917	61,917	-	65,995	65,995
Investments	-	25	25	-	24	24
Total	30,531	205,472	236,003	55,771	159,890	213,953
Resources expended						
Raising Funds	-	3,033	3,033	-	3,394	3,394
	5,219	132,606	137,825	2,015	106,651	108,666
Total	5,219	135,639	140,858	2,015	110,045	112,060
Net incoming resources/net income (expenses)	25,312	69,833	95,145	53,756	48,137	101,893
Fund Balances B/Forward	84,348	134,357	218,705	30,592	86,220	116,812
Fund Balances C/Forward	109,660	204,190	313,850	84,348	134,357	218,705
Net Assets by Fund						
Tangible Fixed Assets	-	3,169	3,169	-	3,206	3,206
Current Assets	109,660	225,231	334,891	84,348	174,878	259,226
Current Liabilities	-	(24,210)	(24,210)	-	(43,727)	(43,727)
Total	109,660	204,190	313,850	84,348	134,357	218,705

THE PEACE MUSEUM: FOR THE YEAR ENDED 31 DECEMBER 2021

INDEPENDENT EXAMINER'S REPORT

To the trustees of The Peace Museum

I report on the accounts of the company for the year ended 31 December 2021.

Respective responsibilities 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 charity's trustees consider that an audit is not required for this year under section 144(2) of the Charities Act 2011 (the Act) and that an independent examination is needed.

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

- examine the accounts under section 145 of the Act;
- follow the procedures laid down in the General Directions given by the Charity Commission under section 145(5)(b) of the Act; and
- state whether particular matters have come to my attention.

Basis of independent examiner's report

My examination was carried out in accordance with the 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 considering any unusual items or disclosures in the financial statements 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

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 386 of the Companies Act 2006; and to prepare accounts, which accord with the accounting records, comply with the requirements of section 396 of the Companies Act 2006 and with the methods and principles of the Statement of Recommended Practice: Accounting and Reporting by Charities 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.

.....

David Stephens FCCA

Chartered Certified Accountant

13 Newlands Road, Tunbridge Wells, Kent, TN4 9AS.

.....

Dated

THE PEACE MUSEUM

England & Wales - Charity number 1061102

Accounts

THE PEACE MUSEUM

(Company Number 3297915)

ANNUAL REPORT & ACCOUNTS

FOR THE YEAR ENDED 31 DECEMBER 2020

THE PEACE MUSEUM

FOR THE YEAR ENDED 31 DECEMBER 2020

COMPANY INFORMATION

BANKERS

The Cooperative Bank
PO Box 101
1 Balloon Street
Manchester
M60 4EP

INDEPENDENT EXAMINER

David Stephens
Chartered Certified Accountant
13 Newlands Road
Tunbridge Wells
Kent TN4 9AS

REGISTERED OFFICE

Peace Museum
10 Piece Hall Yard
Bradford
BD1 1PJ

PRINCIPAL OFFICE

Peace Museum
10 Piece Hall Yard
Bradford
BD1 1PJ

Company number 3297915

Charity number 1061102

THE PEACE MUSEUM

ACHIEVEMENTS AND PERFORMANCE: ANNUAL REPORT 2020

CHARITABLE OBJECTS and GOVERNANCE

The Board presents its Report and Accounts for the year ended 31 December 2020.

Structure, Governance and Management

The charity is a company limited by guarantee and not having a share capital and was incorporated on 8 November 1996. The number of members is unlimited. Members are subscribers to the Memorandum of Association and are appointed from time to time.

Recruitment and Appointment of Trustees

Trustees (who are also directors for the purposes of Company Law) are appointed by the company's Annual General Meeting, for three-year periods, which can be renewed. The Board puts forward names of suitable candidates to fill any vacancies.

Objectives and Activities

The Peace Museum seeks to advance public education about all aspects of peace and peace movements. The aims of the charity are:

- To establish a peace museum
- To establish a number of peace centres
- To promote public awareness through travelling exhibitions

The trustees have considered the Charity Commission's guidelines on public benefit and believe the requirements are met (see report below).

The Charitable Objects of The Peace Museum are '*To advance public education about all aspects of peace and peace movements particularly through the establishment and maintenance of museums and peace education centres*'. These Objects are realised by creating and maintaining a unique collection of over 8,000 artefacts which form the basis of exhibitions, educational outreach to schools, collaborative projects and events.

Governance is effected by a board of trustees which meets four times a year, supported by a small executive group which advises the board and oversees strategic and operational matters between board meetings. Trustees have been active in volunteering in the Museum, fundraising, making grant applications, public speaking and representing the Museum.

Appointment to the board is by decision of the board itself. The board is taking active steps to increase the diversity of its membership and to attend to succession planning. A recruitment process was commenced in 2019, leading to several new appointments in 2020. The board looks to recruit

nationally, and to include an appropriate range of expertise and experience as well as a sufficient number of those local to West Yorkshire so as to provide support to the staff and for the Museum's public events.

The board is aware of the Charity Commission guidance on public benefit and has taken that into account in its decision making and direction of the Museum. In practical terms, the duty of public benefit is amply realised through the work described below: when safety measures allow, the museum is open to the public and there is no charge for entry to view the exhibitions; the widespread educational outreach work; the continuing partnership with external bodies; the growth of online engagement and wider outreach.

The following persons served as trustees of the collection and as board members during 2020:

Devon Allen (from May)
Clive Barrett (Chair)
Victoria Bentley (from October)
Charlie Dean (from May)
Peter van den Dungen
Liz Firth
Jonathan Fox (until May)
Ivan Hutnik (from October)
Beryl Milner
Lauren Padgett
Mary Jo Pearson
Carol Rank
Keith Reeves (from January)
Aisling Serrant (from May)
Mark Tod (Company Secretary)

OVERVIEW

The Peace Museum, based in a gallery in central Bradford, explores the history and often untold stories of peace, peacemakers and peace movements. It is unique in being the only accredited museum of its kind in the UK. The Museum's vision is to be a national resource that educates and inspires people for peace, using a unique collection of artefacts and stories.

All institutions within the cultural sector were negatively impacted by restrictions due to Covid-19, and The Peace Museum was no exception. Education delivery and plans for physical exhibitions were severely restricted. However, the Board was able to maintain all employees on full pay, and the staff worked hard to engage with new online audiences in creative and innovative ways. The public profile of the Museum was enhanced and the finances maintained, leaving the Museum in a strong position to navigate the year ahead, and with a determination to move to more appropriate premises as soon as possible.

STAFFING

In 2020 The Peace Museum employed two full time and two part time staff, supported by a number of volunteers and an independent project manager for the *Choices* and *Safe Online* programmes. It was open every Wednesday, Thursday and Friday until the introduction of a national lockdown in March.

The core staff are Shannen Johnson, responsible for Learning and Engagement; and Charlotte Hall, Curator, responsible for ensuring the Museum follows all the necessary procedures to operate as an accredited museum. Arts Council England has deferred its accreditation process until at least 2021, but the Museum's policies and documentation are up to date, and a re-accreditation application is ready for submission at any time.

Jack Lynch was Marketing and Press Assistant, who helped to develop a new, improved website, with increased fundraising potential, as well as preparing the online videos which proved so important during lockdown. Until September, part time administrative support was provided by Rosie Horsley. There was constant and much-valued support from Anthea Bickley, Collections Volunteer and Accreditation Mentor.

Charlotte and Shannen were supported in their own continuing professional development and engagement with the wider museum community. Both are undertaking a three-year development course to obtain an Associateship of the Museum Association, and both are West Yorkshire Representatives for the Yorkshire Emerging Museums Professionals Group.

ACTIVITIES

The Collection

The Peace Museum is unique in the UK in holding a collection specifically relating to peace, a collection which is held in carefully monitored conditions. Monitoring continued regularly throughout the restrictions of 2020. One notable addition to the collection is an Autograph Book of imprisoned conscientious objectors at Wakefield Work Centre in the First World War. Despite access constraints, the historic backlog of unaccessioned items continued to be addressed, and a textile banner cleaning programme undertaken. Banners from the Museum's collection are set to appear in several forthcoming books. Research has started into a strategy for digitising the Museum's collection.

Exhibitions

In the opening months of the year the Museum hosted an impressive and thought-provoking exhibition, *The Eye As Witness: Recording the Holocaust*, prepared by the National Holocaust Centre and Museum. Using secret photos taken by Jewish people and members of the anti-Nazi resistance, together with recorded interviews, it challenged dominant perspectives on that era.

The Museum also hosted an International Women's Day event relating to a University of Lancaster project on women's marches.

Physical exhibitions were then suspended due to Covid-19 lockdown, impacting on two planned developments: *Bombs Away!* exploring the bombing of civilians in the 1930s and 1940s, together with campaigns against such bombing; *Peace OUT+*, a travelling version of a previous exhibition on LGBTQ+

peacemaking. Prior to closing, staff ran a placard-making workshop at the *OUTing the Past* festival at Leeds City Museum. Research and preparation already done will be used either for online exhibitions or for deferred launches in 2021.

With the enforced closure of the museum in March 2020, the focus turned to digital outputs. In the first lockdown, the Museum created collection-based digital resources for families and schools to download and use in home schooling. Social media initiatives successfully increased online engagement. The Youtube account was boosted by a set of Favourite Object videos created in partnership with supporting museums and organisations, highlighting both the importance and diversity of the collection, and also the breadth of support for The Peace Museum among cultural professionals and social change activists.

Through the summer, a resident artist, Nancy Halsam Chance, filmed a weekly art *Creative Challenge*. It generated a high level of positive social media response, not least among teachers reporting success in using the techniques with their students.

Peace and Pandemic, launched in August, was a substantive and absorbing online exhibition, considering the activities of civil society during the year, not least during the height of the Black Lives Matter movement. Regularly updated, it reflected a high-quality, innovative approach to online exhibition which captured the attention of other museums from Poland to South Africa.

The *Piece of Peace* pop-up gallery within the Kirkgate Shopping Centre, Bradford, has been closed during the pandemic. The Peace Museum's *Farewell to Arms* exhibition continues to form part of the War Gallery at the Royal Armouries, Leeds.

Education and Outreach

With schools closed or operating under severe difficulties for much of the time, it has been a difficult year for educational engagement. Shannen Johnson still managed to deliver over a third of the previous year's sessions. The reduction was offset by the impact of some of the Museum's online education programmes.

At the start of 2020, the Museum, through Jude Wright, continued its 2019 success by providing substantial community peace education through *Choices*, *Propaganda* and *Safe Online* modules, supported by Home Office-funded contracts. Addressing contemporary needs and concerns around stereotyping and extremism, modules were delivered into primary and secondary schools in local authority areas across the north of England. Despite considerable constraints in subsequent months, the programme continued with a combination of face-to-face, remote and video components.

At the end of the year, as part of a Museums Association-supported project, the Museum used the Crowdfunder UK platform to help raise money for new premises. Not only did this provide useful funds, it had a substantial impact on the Museum's digital footprint and produced a significant rise in The Peace Museum's wider profile.

Partnerships

The Peace Museum is fully integrated into the *Bradford 2025* bid to become designated as the City of Culture, and is providing input into the local authority's ten year cultural strategy.

Internationally, The Peace Museum's profile is as high as ever. At the three-yearly conference of the International Network of Museums for Peace (INMP), held online rather than in Kyoto, The Peace Museum was strongly represented. Staff produced two presentations, on the collection and education programme, and trustees delivered a panel session around *Peace and Pandemic*, a video presentation and a paper. The Museum has three representatives on the governing councils of INMP.

Peace museums, where peace is the content, form a subset of "Museums for Peace", a wide range of institutions with diverse content but a common intention of working for peace. For all our modest scale, The Peace Museum, Bradford has a strong claim to be among the best, most active and most impactful peace museums in the world.

FINANCE, PREMISES AND THE FUTURE

Funding

The board is grateful for the effort put into fundraising by staff and trustees. It acknowledges with gratitude the grants and project funding which the Museum has received from the following bodies:

- The Art Fund
- Bradford Council Discretionary Grant
- Bradford Council Response Grant
- Daiwa Foundation
- Emerton Christie Charity
- Friends' Trusts (Alfred Braithwaite)
- Ganton Educational Trust
- Give Peace a Chance Trust
- Heritage Lottery Fund
- Lansbury House Trust
- Leeds Area Quaker Meeting
- Museum Development Yorkshire
- Westcroft Trust

We also received significant in-kind support from the Transform Foundation Small Charities Funded Website Programme in the redevelopment of the Museum's website.

The board also acknowledges the continuing support received from the large number of regular donors, including individuals, organisations and Quaker local meetings. The Museum depends heavily on grants and donations to fund its work, whilst payments for use of images and, above all, educational engagement continue to provide a significant proportion of total income. The board is currently preparing a fundraising strategy, with a view to recruiting a fundraiser in the near future.

Reserves

The Company's policy is to maintain a General Reserve of approximately one half of normal annual expenditure of unrestricted funds. Including the designated fund (which is held to support the costs associated with moving to new premises) the board is satisfied that it has sufficient funds in hand to comply with this policy.

Risk Management

The trustees actively review the major risks which the charity faces on a regular basis and believe that maintaining reserves at current levels, combined with an annual review of the controls over key financial systems, will provide sufficient resources in the event of adverse conditions. The trustees have also examined other operational and business risks faced by the charity and confirm that they have established systems to mitigate the significant risks.

Premises

One of the main frustrations around this year's restrictions has been the postponement of plans to launch a substantive fundraising campaign to enable the Museum to move to desperately needed new premises. Current premises are no longer fit for purpose. Not only does the Museum face an unacceptable lack of access at its premises in Piece Hall Yard, it has outgrown the site for all operational purposes. As soon as Covid-19 restrictions are lifted, addressing this will become the Museum's top priority. The crowdfunding appeal at the end of 2020 indicated that the Museum's supporters approve this strategy. When these premises issues are finally resolved, the Peace Museum will have the potential to become a significant leader in peacemaking, and in the cultural and educational life of the region and nation.

SUMMARY

For all the difficulties of 2020, a combination of increasingly experienced staff, a reinvigorated Board of Trustees and an improved online presence leaves The Peace Museum in a strong position for the future. Our core supporters have given their backing to our decision to make the search for new premises the priority for the year ahead. There are many uncertainties in society as to the nature of recovery from Covid-19, but The Peace Museum enters 2021 with confidence and strong grounds for hope.

Clive Barrett, Chair
By order of the Board

Date: 1 March 2021

THE PEACE MUSEUM

STATEMENT OF FINANCIAL ACTIVITIES

FOR THE YEAR ENDED 31 DECEMBER 2020

	<u>Notes</u>	<u>Restricted Funds</u>	<u>Unrestricted Funds</u>	<u>Total</u>	<u>2019</u>
		£	£	£	£
INCOMING RESOURCES	3				
Donations & legacies		55,771	92,163	147,934	80,842
Charitable activities		-	65,995	65,995	115,529
Investments		-	24	24	47
Total		<u>55,771</u>	<u>158,182</u>	<u>213,953</u>	<u>196,148</u>
RESOURCES EXPENDED	4				
Raising funds		-	3,394	3,394	7,552
Charitable activities		2,015	106,651	108,666	152,453
Total		<u>2,015</u>	<u>110,045</u>	<u>112,060</u>	<u>160,005</u>
Net incoming resources/ net income (net expenses)		53,756	48,137	101,893	36,143
FUND BALANCES B/FORWARD		30,592	86,220	116,812	80,669
FUND BALANCES C/FORWARD		<u>84,348</u>	<u>134,357</u>	<u>218,705</u>	<u>116,812</u>
Analysis of Net Assets by Fund					
Tangible Fixed Assets		-	3,206	3,206	3,806
Current Assets		84,348	174,878	259,226	117,004
Current Liabilities		-	(43,727)	(43,727)	(3,998)
		<u>84,348</u>	<u>134,357</u>	<u>218,705</u>	<u>116,812</u>

The notes on pages 11 to 15 form part of these accounts.

THE PEACE MUSEUM

BALANCE SHEET AT 31 DECEMBER 2020

	<u>Notes</u>	£	<u>2019</u> £
FIXED ASSETS			
Tangible Assets	7	3,206	3,806
		_____	_____
Debtors	10	7,920	54,125
Cash at Bank and In Hand	9	251,306	62,879
		_____	_____
		259,226	117,004
CREDITORS: Amounts Falling Due Within One Year	8	(43,727)	(3,998)
		_____	_____
NET CURRENT ASSETS		215,499	113,006
		_____	_____
TOTAL NET ASSETS		£ 218,705	116,812
		_____	_____
FUNDS			
Funds	11	£ 218,705	116,812
		_____	_____

In preparing these financial statements as directors of the company we confirm:

(a) that for the year in question the company was entitled to the exemption conferred by section 477 of the Companies Act 2006;

(b) that no notice has been deposited at the registered office of the company pursuant to section 476 requesting that an audit be conducted for the year ended 31 December 2020; and

(c) we acknowledge our responsibilities for:

ensuring that the company keeps accounting records which comply with section 386, and preparing accounts which give a true and fair view of the state of affairs of the company as at the end of the financial year and of its results for the year then ended in accordance with the requirements of sections 393 and 394 and which otherwise comply with the provisions of the Companies Act relating to accounts, so far as applicable to the company.

Approved by the Board and signed on its behalf by:

.....
C Barrett

.....
M Tod

.....
Dated
Company number 3297915

THE PEACE MUSEUM

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 DECEMBER 2020

1. BASIS OF PREPARATION

These accounts have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant notes to these accounts.

These accounts have been prepared in accordance with:

the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) issued on 16 July 2014

and with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS102)

and with the Charities Act 2011.

2. ACCOUNTING POLICIES

INCOMING RESOURCES

Income is recognised when the charity becomes entitled to the income.

No offsetting of assets and liabilities, or income and expenses, has been carried out unless permitted by the FRS 102 SORP or FRS 102.

Grants and donations are only included when the general income criteria are met.

Legacies are included when the receipt is probable.

Government grants are included when received.

Gift aid receivable is included when there is a valid declaration from the donor, and is treated as an addition to the same fund as the initial donation unless the donor or the terms of the appeal have specified otherwise.

Donated goods are measured at fair value (the amount for which the asset could be exchanged) unless impractical to do so.

Donated services and facilities are only included if the value can be measured reliably.

The value of voluntary help received is not included in the accounts but is described in the trustees' annual report.

Interest is included in the accounts when receipt is probable and the amount receivable can be measured reliably.

Membership subscriptions received in the nature of a gift are recognised in Donations and Legacies.

RESOURCES EXPENDED

Liabilities are recognised where there is a legal obligation to pay out resources and the amount of the obligation can be measured with reasonable accuracy.

Support and governance costs have been allocated to charitable activities.

Grants payable are included when there are no conditions attaching to the grant that enables the charity to realistically avoid the commitment.

THE PEACE MUSEUM

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 DECEMBER 2020

FUND ACCOUNTING

Restricted, designated and unrestricted funds are disclosed in the notes to the accounts.

Restricted funds are subject to specific restrictions imposed by the donor or by the nature of the appeal.

Designated funds are set aside at the discretion of the Board for specific purposes. They would otherwise form part of unrestricted funds.

Unrestricted funds are available to spend at the discretion of the Board in furtherance of the charitable objectives of the Charity.

FIXED ASSETS

Fixed assets are valued at cost.

Depreciation is provided on the net book value of tangible assets at the following rates:

Computer equipment	50%
Furniture and equipment	15%

3. DONATIONS AND LEGACIES

	Restricted	Unrestricted	Total	<u>2019</u>
	£	£	£	£
Donations & gifts	50,220	55,243	105,463	71,481
Gift aid	5,551	2,670	8,221	1,785
General grants	-	34,250	34,250	7,576
	<u>55,771</u>	<u>92,163</u>	<u>147,934</u>	<u>80,842</u>

4. CHARITABLE ACTIVITIES

	£	£	£	£
Office costs	-	3,215	3,215	5,280
Staff costs	-	58,499	58,499	58,362
Peace activities	2,015	44,937	46,952	88,811
	<u>2,015</u>	<u>106,651</u>	<u>108,666</u>	<u>152,453</u>

5. INDEPENDENT EXAMINATION

Independent examiners fees	<u>-</u>	<u>575</u>	<u>575</u>	<u>565</u>
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THE PEACE MUSEUM

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 DECEMBER 2020

6. STAFF COSTS

Salaries and wages	-	55,307	55,307	55,329
Other costs	-	1,190	1,190	1,165
Pension costs	-	<u>2,002</u>	<u>2,002</u>	<u>1,868</u>
	<u>-</u>	<u>58,499</u>	<u>58,499</u>	<u>58,362</u>

During the year the charity employed two full time and two part-time workers (2019: two full time and two part-time workers). No employee received remuneration of more than £60,000 p.a.

7. TANGIBLE FIXED ASSETS

	Furniture & Equip £	Computer £	Total £
Cost or valuation b/fwd	8,855	4,701	13,556
Additions	<u>164</u>	<u>-</u>	<u>164</u>
At 31 December 2020	<u>9,019</u>	<u>4,701</u>	<u>13,720</u>
Depreciation b/fwd	5,565	4,185	9,750
Provided in the year	<u>506</u>	<u>258</u>	<u>764</u>
At 31 December 2020	<u>6,071</u>	<u>4,443</u>	<u>10,514</u>
NBV at 31 December 2020	<u>2,948</u>	<u>516</u>	<u>3,206</u>
NBV at 31 December 2019	<u>3,290</u>	<u>516</u>	<u>3,806</u>

8. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	<u>2019</u>	
	£	£
Other taxes and social security costs	753	798
Grants received in advance	40,000	-
Other creditors and accruals	<u>2,974</u>	<u>3,200</u>
	<u>43,727</u>	<u>3,998</u>

9. CASH AT BANK AND IN HAND

	£	£
Short term deposits	115,863	8,282
Cash at bank and in hand	<u>135,443</u>	<u>54,597</u>
	<u>251,306</u>	<u>62,879</u>

10. DEBTORS

	£	£
Amounts receivable	-	52,750
Gift Aid tax recoverable (includes £5,250 restricted income)	<u>7,920</u>	<u>1,375</u>
	<u>7,920</u>	<u>54,125</u>

THE PEACE MUSEUM

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 DECEMBER 2020

11. FUNDS	Balance at 31.12.2019	Incoming Resources	Outgoing Resources	Transfer	Balance at 31.12.2020
	£	£	£	£	£
Restricted fund	30,592	55,771	2,015	-	84,348
Designated fund	30,400	10,000	-	-	40,400
Unrestricted fund	<u>55,820</u>	<u>148,102</u>	<u>110,045</u>	<u>-</u>	<u>93,957</u>
Total funds	<u>116,812</u>	<u>213,953</u>	<u>112,060</u>	<u>-</u>	<u>218,705</u>

The restricted funds are as follows:

	£
Acquisitions fund	5,000
Anglican Pacifist Fellowship	234
Heritage Lottery Fund	4,985
Premises fund	<u>74,129</u>
	<u>84,348</u>

A Heritage Lottery Grant of £7,000 was received for a project to examine the impact of bombing during the Second World War. During the year £2,015 was spent, the balance outstanding at the end of the year was £4,985.

Designated fund – Premises fund. The trustees have designated this money to enable the Museum to move into more suitable accessible premises.

12. TRANSACTIONS WITH TRUSTEES AND RELATED PARTIES

Trustee Expenses

Three trustees received a total of £298 for meeting and training expenses. Trustees received reimbursement of expenses incurred on behalf of the charity.

13. PENSION FUND

The charity has enrolled in the Government Nest pension scheme. During the year payments of £2,002 were paid into the fund.

14. MEMBERS' LIABILITY

The Peace Museum is a company limited by guarantee, and is registered as a charity with the Charity Commission (Charity Registration Number 1061102). Copies of its Memorandum and Articles of Association can be obtained from the Secretary at the registered office. The liability of each member in the event of the Charity being wound up is limited to a sum not exceeding £1.

THE PEACE MUSEUM

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 DECEMBER 2020

15. COMPARATIVES	Res- tricted <u>Funds</u> £	Unrest- tricted <u>Funds</u> £	<u>Total</u> £	Res- tricted <u>Funds</u> £	Unrest- tricted <u>Funds</u> £	<u>2019</u> £
INCOMING RESOURCES						
Donations & legacies	55,771	92,163	147,934	36,258	44,584	80,842
Charitable activities	-	65,995	65,995	-	115,259	115,259
Investments	-	24	24	-	47	47
Total	<u>55,771</u>	<u>159,890</u>	<u>213,953</u>	<u>36,258</u>	<u>159,890</u>	<u>196,148</u>
RESOURCES EXPENDED						
Raising funds	-	3,394	3,394	-	7,552	7,552
Charitable activities	2,015	106,651	108,666	14,108	138,345	152,453
Total	<u>2,015</u>	<u>110,045</u>	<u>112,060</u>	<u>14,108</u>	<u>145,897</u>	<u>160,005</u>
Net incoming resources/ net income(expenses)	53,756	48,137	101,893	22,150	13,993	36,143
FUND BALANCES B/FORWARD	<u>30,592</u>	<u>86,220</u>	<u>116,812</u>	<u>8,442</u>	<u>72,227</u>	<u>80,669</u>
FUND BALANCES C/FORWARD	<u>84,348</u>	<u>134,357</u>	<u>218,705</u>	<u>30,592</u>	<u>86,220</u>	<u>116,812</u>
Net Assets by Fund						
Tangible Fixed Assets	-	3,206	3,206	-	3,806	3,806
Current Assets	84,348	174,878	259,226	30,592	86,412	117,004
Current Liabilities	-	(43,727)	(43,727)	-	(3,998)	(3,998)
	<u>84,348</u>	<u>134,357</u>	<u>218,705</u>	<u>30,592</u>	<u>86,220</u>	<u>116,812</u>

THE PEACE MUSEUM

FOR THE YEAR ENDED 31 DECEMBER 2020

INDEPENDENT EXAMINER'S REPORT

To the trustees of The Peace Museum

I report on the accounts of the company for the year ended 31 December 2020.

Respective responsibilities 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 charity's trustees consider that an audit is not required for this year under section 144(2) of the Charities Act 2011 (the Act) and that an independent examination is needed.

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

- examine the accounts under section 145 of the Act;
- follow the procedures laid down in the General Directions given by the Charity Commission under section 145(5)(b) of the Act; and
- state whether particular matters have come to my attention.

Basis of independent examiner's report

My examination was carried out in accordance with the 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 considering any unusual items or disclosures in the financial statements 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

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 386 of the Companies Act 2006; and to prepare accounts, which accord with the accounting records, comply with the requirements of section 396 of the Companies Act 2006 and with the methods and principles of the Statement of Recommended Practice: Accounting and Reporting by Charities 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.

.....
David Stephens FCCA
Chartered Certified Accountant
13 Newlands Road, Tunbridge Wells, Kent TN4 9AS.

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Dated