

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



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, reading 'C. 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			
	10	5,039	29,587
Cash at Bank and In Hand			
	9	246,830	305,304
		251,869	334,891
Creditors: Amounts Falling Due Within One Year			
	8	(6,669)	(24,210)
Net Current Assets		245,200	310,681
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.

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

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

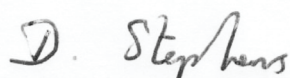
My examination was carried out in accordance with the General Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes considering any unusual items or disclosures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

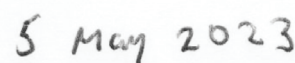
In connection with my examination, no matter has come to my attention:

(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