



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

<b>Bankers</b>	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 9<sup>th</sup> 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 26<sup>th</sup> 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 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.





## 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 Commonweal Collection, an independent library of peace and nonviolence based within Bradford University Library. One Commonweal staff member is based at the Museum, and Commonweal 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 Commonweal.

Museum staff were active participants in the Museum Association's 2024 conference in Leeds. The conference agenda included an optional visit 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 50<sup>th</sup> 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.



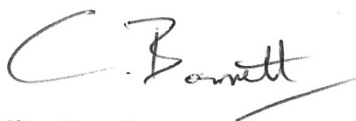
## Summary

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 3<sup>rd</sup> 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').

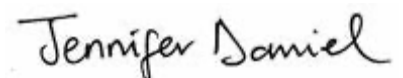
Having satisfied myself that the accounts of the company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your company's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). 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 £
<b>Income From</b>					
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
<b>Total Income</b>		<b>184,282</b>	<b>473,425</b>	<b>657,707</b>	<b>218,917</b>
<b>Expenditure on:</b>					
Raising Funds	7	2,761	-	2,761	5,078
Charitable activities	8	219,232	518,716	737,948	253,108
<b>Total Expenditure</b>		<b>221,993</b>	<b>518,716</b>	<b>740,709</b>	<b>258,186</b>
<b>Net income/ (expenditure) for the year</b>	10	(37,711)	(45,291)	(83,002)	(39,269)
Transfer between funds		(1,325)	1,325	-	-
<b>Net movement in funds for the year</b>		<b>(39,036)</b>	<b>(43,966)</b>	<b>(83,002)</b>	<b>(39,269)</b>
<b>Reconciliation of funds</b>					
Total funds brought for		124,003	84,804	208,807	248,076
<b>Total funds brought forward</b>		<b>84,967</b>	<b>40,838</b>	<b>125,805</b>	<b>208,807</b>

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

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 £
<b>Cash provided by/(used in) operating activities</b>	24	<b>(96,560)</b>	<b>(68,506)</b>
<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)
<b>Cash provided by/(used in) investing activities</b>		<b>(91,474)</b>	<b>(31,999)</b>
<i>Cash flows from financing activities:</i>			
Repayment of borrowing		(12,820)	-
Cash inflows from new borrowing		75,000	75,000
<b>Cash provided by/(used in) financing activities</b>		<b>62,180</b>	<b>75,000</b>
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
<b>Cash and cash equivalents at the end of the year</b>		<b>95,471</b>	<b>221,325</b>

## **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

<b>Current reporting period</b>	Unrestricted £	Restricted £	Total 2024 £
Donations	86,232	2,607	88,839
Gift aid	7,612	78	7,690
<b>Total</b>	<b>93,844</b>	<b>2,685</b>	<b>96,529</b>
<b>Previous reporting period</b>	<i>Unrestricted</i> £	<i>Restricted</i> £	<i>Total 2023</i> £
<i>Donations &amp; 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>
<b>Total</b>	<b>51,585</b>	<b>480</b>	<b>52,065</b>

#### 4. Income from charitable activities

<b>Current reporting period</b>	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
<b>Total</b>	<b>86,939</b>	<b>464,534</b>	<b>551,473</b>
<b>Previous reporting period</b>	<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
<b>Total</b>	<b>112,359</b>	<b>47,646</b>	<b>160,005</b>



## 5. Income from other trading activities

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

## 6. Investment income

<b>Current reporting period</b>	Unrestricted	Restricted	Total 2024
	£	£	£
Income from bank deposits	2,240	308	2,548
<b>Total</b>	<b>2,240</b>	<b>308</b>	<b>2,548</b>
<b>Previous reporting period</b>	<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>
<b>Total</b>	<b>6,634</b>	<b>-</b>	<b>6,634</b>

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

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

All expenditure on cost of raising funds is unrestricted.

## 8. Analysis of expenditure on charitable activities

<b>Current reporting period</b>	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
	<hr/>	<hr/>	<hr/>
<b>Total</b>	<b>219,232</b>	<b>518,716</b>	<b>737,948</b>
	<hr/>	<hr/>	<hr/>
<b>Previous reporting period</b>	<i>Unrestricted</i> £	<i>Restricted</i> £	<i>Total 2023</i> £
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 note 9)	3,894	-	3,894
	<hr/>	<hr/>	<hr/>
<b>Total</b>	229,436	23,672	253,108
	<hr/>	<hr/>	<hr/>

**9. Analysis of Governance costs**

	2024	2023
	£	£
<b>Current reporting period</b>		
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/> <b>4,912</b>	<hr/> <hr/> <b>3,894</b>

**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/> <b>204,037</b>	<hr/> <hr/> <b>88,882</b>

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**

<b>Cost</b>	<b>Furniture &amp; equipment £</b>	<b>Computer equipment £</b>	<b>Total £</b>
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>
<b>Depreciation</b>			
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>
<b>Net book value</b>			
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**

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

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

<b>17. Creditors: amounts falling due within one year</b>	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/>
	<b>20,934</b>	<b>24,541</b>
	<hr/>	<hr/>

<b>18. Deferred income</b>	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	-	<b>1,000</b>
	<hr/>	<hr/>

<b>19. Creditors: amounts falling after more than one year</b>	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	<b>60,256</b>	<b>43,750</b>
	<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

<b>Current reporting period</b>	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)	-	-
<b>Imagine Fund</b>					
- 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/>
<b>Previous reporting period</b>	<i>Balance 01/01/23 £</i>	<i>Income £</i>	<i>Expenditure £</i>	<i>Transfers £</i>	<i>Balance 31/12/23 £</i>
Acquisitions fund	5,000	-	-	-	5,000
Premises rent fund	55,350	-	(19,633)	-	35,717
Yorkshire & Humberside Museum	-	3,559	(3,559)	-	-
Access Reach Grant	-	14,400	-	-	14,400
Northern Cultural Regeneration Fund	-	29,687	-	-	29,687
Premises fund	-	480	(480)	-	-
	<hr/> 60,350	<hr/> 48,126	<hr/> (23,672)	<hr/> -	<hr/> 84,804
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>

<b>Name of restricted fund</b>	<b>Description, nature and purpose of the fund</b>
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

<b>Current reporting period</b>	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)	-	-
	<hr/> 124,003	<hr/> 184,282	<hr/> (221,993)	<hr/> (1,325)	<hr/> 84,967
<b>Previous reporting period</b>	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)	-
	<hr/> 187,726	<hr/> 170,791	<hr/> (234,514)	<hr/> -	<hr/> 124,003

<b>Name of restricted fund</b>	<b>Description, nature and purpose of the fund</b>
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

<b>Current reporting period</b>	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/>
<b>Previous reporting period</b>	<i>Balance 01/01/23</i>	<i>Income</i>	<i>Expenditure</i>	<i>Transfers</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/>

### 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
	£	£
<b>Net income/(expenditure) for the year</b>	(83,002)	(39,269)
<b>Adjustments for</b>		
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/>
<b>Net cash provided by/(used in) operating</b>	(96,560)	(68,506)
	<hr/>	<hr/>

**Previous year's statement of Financial Activities**

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





**THE  
PEACE  
MUSEUM**