

REGISTERED COMPANY NUMBER: 06774535 (England and Wales)
REGISTERED CHARITY NUMBER: 1129084



FIRING LINE

Amgueddfa Gwarchodlu Dragŵn y Frenhines a'r Gatrawd Frenhinol Gymreig
Museum of the Queen's Dragoon Guards and The Royal Welsh



REPORT OF THE TRUSTEES AND
FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021
FOR

FIRING LINE LTD

Watts Gregory LLP
Chartered Accountants & Statutory Auditors
Elfed House
Oak Tree Court
Cardiff Gate Business Park
CARDIFF
County of Cardiff
CF23 8RS

FIRING LINE LTD

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FOR THE YEAR ENDED 31 MARCH 2021**

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FIRING LINE LTD

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2021

The trustees, who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 March 2021. The trustees have adopted the provisions of 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) (effective 1 January 2019).

OBJECTIVES AND ACTIVITIES

Objectives and aims

The charity's objects are:

To educate the public in the history and military accomplishments of:

- (i) 1st The Queen's Dragoon Guards and its antecedent regiments ("QDG");
- (ii) The Royal Welsh and its antecedent regiments.

In particular, the museum's role is to highlight the heritage of Welsh Soldiers over the last 300 years, using artefacts from the collections of 1st The Queen's Dragoon Guards and The Royal Welsh to expand on this narrative; engaging with the public by interpreting their contributions to past and current history. The museum will implement its ethical and professional standards preserving this rich heritage for the purpose of historic interpretation of the Armed Forces in Wales, military history research, learning and outreach and social interaction for public benefit.

Mission statement

The Firing Line Museum aims to be a world class museum that will inspire, educate and entertain our visitors. It will provide an engaging space that connects our communities and audiences with the heritage of the Armed Forces in Wales, 1st The Queen's Dragoon Guards and The Royal Welsh. The museum will preserve the collections of both the Cavalry and Infantry, it will highlight the stories of ordinary people who have done extraordinary things in the line of military service and will encourage active dialogue about the role of the Armed Forces in Wales

Introduction

The Firing Line Museum of The Queen's Dragoon Guards and The Royal Welsh, Cardiff Castle, first opened its doors to the public in February 2010, following the closures of The QDG Regimental Museum and The Welch Regiment Museum, both situated within the grounds of Cardiff Castle.

Last year there was a significant decrease in visitor numbers resulting from the COVID-19 pandemic, which saw the museum close to the public on 18 March 2020. The museum did not reopen during the financial year. The 60 visitors in July 2020 formed part of a social distancing event within the museum to film nominees for The Veteran Award Nominations. The museum reopened on 28 May 2021.

Visitors

April 2020	0	
May 2020	0	
June 2020	0	
July 2020	60	
August 2020	0	
September 2020	0	
October 2020	0	
November 2020	0	
December 2020	0	
January 2021	0	
February 2021	0	
March 2021	0	
TOTAL VISITORS 2020/2021	- 60	
TOTAL VISITORS 2019/2020	-117,405	5.2% decrease
TOTAL VISITORS 2018/2019	-123,815	7.3% increase
TOTAL VISITORS 2017/2018	-115,339	26.8% increase
TOTAL VISITORS 2016/2017	- 90,986	19.3% increase
TOTAL VISITORS 2015/2016	- 76,253	24.0% increase

FIRING LINE LTD

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2021

OBJECTIVES AND ACTIVITIES

Significant activities

Grant funding

Following the museum's closure because of the COVID-19 pandemic, the museum furloughed nine members of staff via the Government Job Retention Scheme.

Grant funding in the financial period 2020/21 has focused on stabilising the organisation throughout the COVID-19 Pandemic. The following grants were awarded to the museum:

May 2020 - The Federation of Museums and Galleries of Wales COVID Emergency Fund - £10,000
June 2020 - The Federation of Museums and Galleries of Wales COVID Emergency Fund - £10,000
August 2020 - Wales Council for Voluntary Action (WCVA) - £56,250.00 grant / £18,750.00 Loan
August 2020 - The Federation of Museums and Galleries of Wales COVID Emergency Fund - £10,000
September 2020 - Welsh Government Cultural Recovery Fund Phase 1 - £145,000

An Armed Forces Covenant Trust grant of £19,993 that had been awarded to 160 Brigade for a VE Day event in 2020 was also transferred to the Firing Line Museum in January 2021. The VE Day event had been cancelled due to COVID-19 but will be reutilised in 2022 to commemorate Her Majesty The Queen's Platinum Jubilee with an event in collaboration with Cardiff Council and Cardiff Castle.

Another Armed Forces Covenant Trust grant for £9,848 was also transferred to the museum to develop a film with Armed Forces Veterans. This project will incorporate work that the museum is delivering to commemorate the 30th anniversary of Op Granby (the 1st Gulf War).

Temporary exhibitions programme

A changing exhibition programme is continually developed at the museum. These exhibitions are researched and installed by the Firing Line Curatorial team and explore the role of the Armed Forces and their connection to Wales throughout history.

During the financial year 2019-2020 the Firing Line Museum installed the following exhibition:

February 2020 - March 2020: The Modern Regiment

Museum Assistant Hannah Searle and QDG Curator Mark Evans installed an exhibit highlighting equipment and uniform utilised by the Modern Army. The exhibition was due to end in July 2020. Due to premature closure due to the COVID-19 pandemic, the exhibition was extended until later in 2020 to allow opportunity for the public to view the exhibits. This will also allow the museum to conserve exhibition funds until operations are fully restored.

The museum had intended to host a temporary exhibition from The Royal British Legion and National Memorial Arboretum, which was cancelled. This will now be hosted at the museum in autumn 2021.

Volunteers

Volunteers form an integral part of the Museum Team. During the museum's closure in 2020/21, partnerships have been forged with RFEA, the Forces Employment Charity to engage with more volunteers from the Armed Forces network. The museum is hoping to recruit more volunteers from Armed Forces families to engage with the work of the museum, and in particular military spouses. The museum also accommodates volunteers from the Armed Forces and Veterans Networks.

There is a formal agreement with Cardiff University to accommodate work placements, which provides volunteer placements to students from the School of History, Archaeology and Religion at the University. There are strong working relationships with various Colleges and Further Education outlets. Work has taken place with local schools to enable their pupils to come for "Work Experience" weeks. There is an established relationship with the Cardiff and Vale College and their work experience department to engage with students. Several of these students have continued to work with the museum after their week has been completed.

Public benefit

The organisation's trustees can confirm that they have complied with the duty in Section 17 of the Charities Act 2011 to have due regard to public benefit guidance published by the Charity Commission. Significant activities that were undertaken during the year that demonstrate public benefit are set out on the following pages.

ACHIEVEMENT AND PERFORMANCE

Charitable activities

In 2020, both the Museum Director and the Administrative Officer retired. Rachel Adams, the Museum's Curator, was promoted to Managing Curator of the museum and is responsible for day to day operational management of the museum. Hannah Searle took on responsibility as Company Secretary for the museum.

The museum's Education Officer was placed on furlough. The COVID-19 pandemic has had a significant impact on provision of educational activity. Work is taking place to develop new methods of educational delivery via digital and online platforms. It is foreseen that the museum's educational offer will initially be based on new digital offers in the form of online workshops, digital resources, films and podcasts.

Museum marketing

During this period of closure, the use of free social networking technology to market the museum has been essential. The museum has made use of Facebook, Twitter, Instagram, and YouTube to promote the museum, its collections and commemorative events, as well as providing updates on the status of the museum's operation throughout the COVID-19 pandemic.

In the absence of on-site exhibitions and events, the museum is developing online/digital events that are advertised using these social networking sites. These online resources have forged links with other regional marketing websites to advertise these events and it continued to strengthen links with Regimental Websites and Social Networking pages as well as those pages associated with Regimental charities. Throughout the financial year, it contributed to Regimental e-bulletins.

The museum continues to use SurveyMonkey as a marketing tool targeting users with questionnaires. This year, the museum has focused on using the site to engage with its users as to how perceptions of visiting museums may have changed during the pandemic and to make enquiries about the range of safety measures that the public would like to see implemented within the museum. This form of marketing aims to ensure that the visitor experience is enhanced at the museum.

With financial assistance from the Welsh Government's Cultural Recovery Fund- phase 1, the museum's website has been redeveloped and new content for the site continues to be created.

The museum is a member of the Wales and West Army Museums network and The Army Museums Ogilby Trust (AMOT) and has ensured that it makes connections to these organisations in keeping the public informed during its closure.

Professional activities

The Managing Curator is continuing her studies for a PhD at the School of Museum Studies at Leicester University funded by a University studentship. She is a part-time, distance learning student and carries out her studies in her own time on the subject of organisational values and workplace cultures of military museums. She is currently in the writing up stage of her doctoral thesis.

Hannah Searle, the Assistant Regimental Curator has commenced DPhil studies at University of Oxford, on the subject of social military history, which is due to be completed in 6-8 years.

FINANCIAL REVIEW

2020-2021 has been a challenging year. The museum was closed due to the COVID-19 pandemic on 18 March 2020. There have been only 60 visitors to the museum in this financial year. Shop takings and education income has also been impacted by the COVID-19 pandemic.

The Audit Committee has reviewed the risks and uncertainties that can cause concerns for the long-term wellbeing of the museum and are satisfied that appropriate and suitable plans and procedures are in place to deal with these concerns.

The Curatorial Team has agreed emergency plans for the protection of artefacts in conjunction with the Castle management.

Armed Forces Covenant

The museum currently holds the Silver Award by the Armed Forces Community Covenant Scheme and applied for the Gold Award during the year, which has subsequently been awarded.

Results for the year

Income for the year was £433,438 (2020: £444,456). Of this £230,786 (2020: £35,909) related to restricted activities. Net income for the year as shown in the SOFA was £143,507 (2020: £24,392), this is after accounting for depreciation of £35,319 (2020: £33,724).

FIRING LINE LTD

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2021

FINANCIAL REVIEW

Total staff costs for the year amounted to £229,370, however of these costs £162,968 was supported by restricted grant funding, leaving the net staff costs payable by the charity amounting to £66,402.

Reserves policy

At 31 March 2021 total reserves were £605,337 (2020: £461,830), of these £36,666 related to restricted reserves. Free reserves at 31 March 2021 equated to £286,462. This is calculated as the total reserves, less restricted and designated reserves, less amounts invested in fixed assets plus related party loan balances used to fund these fixed assets.

The policy is to aim for a balance of three months operating costs; approximately £90,000. Given the current COVID-19 pandemic, the trustees feel that it is prudent to hold additional free reserves in excess of the policy at year end.

FUTURE PLANS

The Board of Trustees will now focus on building funds for the development and upkeep of the museum and to review all costs to ensure that tight control is maintained over expenditure.

The Board continues to concentrate on the development of educational resources for the benefit of the local community.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

The Memorandum and Articles of Association set out the scope of the activities and the structure of the Board of Directors.

Trustees and Board of Directors

The company is governed and managed by the Board of Directors which consists of the Chairman plus other directors appointed from time to time.

Committees of the Board

The Board has appointed committees to oversee the key areas of audit and remuneration. The Audit Committee meets at least bi-annually, and the remuneration committee meets as required and at least annually.

Recruitment and appointment of new directors

The 1st The Queen's Dragoon Guards Members and The Royal Welsh Members each has the power to appoint up to 3 persons (or up to such number determined by ordinary resolution of the members to be the maximum for each class of membership). Any such appointment is made by notice in writing to the charity and takes effect upon the date that the notice is delivered to the registered office of the charity.

Induction and training of new directors

Trustees are encouraged to spend time with the Company Secretary to understand the roles and responsibilities of the staff, the procedures connected with the collections and the financial management of the museum. New trustees are given a copy of the Memorandum and Articles of Association and a copy of the charity's latest report and statement of accounts, in addition they will be referred to the Charity Commission's website at www.charity-commission.gov to read 'The Essential Trustee: What you need to know, what you need to do' and the Charity Governance Code.

Organisational structure

The company has a Managing Curator who is responsible for the operation of the museum, supported by a Regimental Curator and an Assistant Regimental Curator together with an Education Officer and 9 other staff.

Related parties

The charity has trustees in common with both 1st The Queen's Dragoon Guards Heritage Trust and The Royal Welsh Regimental Museum Trust.

FIRING LINE LTD

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2021**

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number
06774535 (England and Wales)

Registered Charity number
1129084

Registered office
Cardiff Castle
Castle Street
CARDIFF
CF10 3RB

Trustees

Mr J Beatson Hird Chairman

Maj (Rtd) D Clayton-Jones OBE

Mr C F Dale JP, MIH

Resigned 18/06/2021

Brig (Rtd) A S Richmond OBE

Maj (Rtd) H C Smith

Brig D M Wheeler

Maj G R Hughes

Appointed 29/09/2020

Company Secretary

Ms H B Searle

Auditors

Watts Gregory LLP
Chartered Accountants & Statutory Auditors
Elfed House
Oak Tree Court
Cardiff Gate Business Park
CARDIFF
County of Cardiff
CF23 8RS

Solicitors

Hugh James
114-116 St Mary St,
Cardiff
CF10 1DY

Bankers

Lloyds TSB PLC
31 Queen Street
CARDIFF
CF10 2AG

Museum Director

Christopher Dale JP, MIH (Retired 31 May 2020)

Managing Curator

Rachel Adams, MA AMA

Assistant Curators

Richard Davies – Curator at Royal Welsh Museum, Brecon (resigned March 2021)

Amanda Rosewarne - Acting Curator at Royal Welsh Museum, Brecon.

Mark Evans - Regimental Curator

Hannah Searle - Assistant Regimental Curator

Education Officer

Emma Osborne

FIRING LINE LTD

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2021

STATEMENT OF TRUSTEES RESPONSIBILITIES

The trustees (who are also directors of Firing Line Limited for the purposes of company law) are responsible for preparing the Trustees' Annual Report (including the Strategic Report) and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP FRS102
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

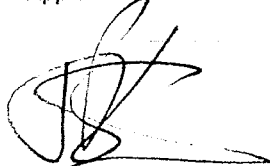
In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

AUDITORS

The auditors, Watts Gregory LLP, will be proposed for re-appointment at the forthcoming Annual General Meeting.

Approved by order of the Board of Trustees on 4 November 2021 and signed on its behalf by:



.....
Mr J Beatson-Hird - Chair

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF FIRING LINE LTD

Opinion

We have audited the financial statements of Firing Line Ltd (the 'charitable company') for the year ended 31 March 2021 which comprise the Statement of Financial Activities, the Balance Sheet and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2021 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue. However, because not all future events or conditions can be predicted, this statement is not a guarantee as to the charity's ability to continue as a going concern in exceptional or unforeseen circumstances.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our Report of the Independent Auditors thereon.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Trustees has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Trustees.

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF FIRING LINE LTD

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to take advantage of the small companies exemption from the requirement to prepare a Strategic Report or in preparing the Report of the Trustees.

Responsibilities of trustees

As explained more fully in the Statement of Trustees Responsibilities, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Our responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue a Report of the Independent Auditors that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements which result from such irregularities. Based on our understanding of both the company and industry, we identified the principal risks of non-compliance with laws and regulations, including those related to UK tax legislation and considered the extent to which any non-compliance might have on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006 and ensured that all those involved in the audit undergo regular update training, including on how to identify or recognise fraud and non-compliance with laws and regulations.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls) and determined that the principal risks were related to posting inaccurate journals. We addressed these risks by carrying out specifically targeted procedures, which included:

- discussions with management, including consideration of any known or suspected instances of non-compliance with laws and regulations and/or fraud;
- reading minutes of meetings of those charged with governance;
- the appropriateness of journal entries and other adjustments;
- evaluating the reasons for any large or unusual transactions; and
- reviewing disclosures in the financial statements to underlying supporting documentation.

As outlined above, reasonable assurance is a high level of assurance, but is not a guarantee that a material misstatement may always be detected. The extent to which our procedures are capable of detecting material misstatements or irregularities, including fraud, is therefore subject to the inherent limitations of an audit. There is therefore, an unavoidable risk that a material misstatement may not come to light, in particular, where non-compliance with laws and regulations are remote from events and transactions reflected in the financial statements or where fraud or errors arise due to intentional misrepresentation, forgery, concealment, management override and/or collusion.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our Report of the Independent Auditors.

**REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF
FIRING LINE LTD**

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Julia Mortimer (Senior Statutory Auditor)
for and on behalf of Watts Gregory LLP
Chartered Accountants & Statutory Auditors
Elfed House
Oak Tree Court
Cardiff Gate Business Park
CARDIFF
County of Cardiff
CF23 8RS

Date: 26 November 2021

FIRING LINE LTD

**STATEMENT OF FINANCIAL ACTIVITIES
(INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2021**

	Notes	Unrestricted funds £	Restricted funds £	2021 Total funds £	2020 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies	3	130,327	230,786	361,113	64,573
Charitable activities	6				
Education of the public in history and military accomplishments		433	-	433	358,649
Other trading activities	4	494	-	494	16,800
Investment income	5	3,652	-	3,652	4,434
Other income	7	<u>67,746</u>	<u>-</u>	<u>67,746</u>	<u>-</u>
Total		202,652	230,786	433,438	444,456
EXPENDITURE ON					
Raising funds	8	2,188	-	2,188	21,296
Charitable activities	9				
Education of the public in history and military accomplishments		<u>109,157</u>	<u>196,317</u>	<u>305,474</u>	<u>390,287</u>
Total		111,345	196,317	307,662	411,583
Net gains/(losses) on investments		<u>17,731</u>	<u>-</u>	<u>17,731</u>	<u>(8,481)</u>
NET INCOME		109,038	34,469	143,507	24,392
RECONCILIATION OF FUNDS					
Total funds brought forward		459,633	2,197	461,830	437,438
TOTAL FUNDS CARRIED FORWARD		<u>568,671</u>	<u>36,666</u>	<u>605,337</u>	<u>461,830</u>

The notes form part of these financial statements

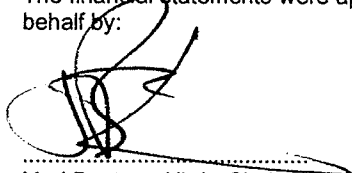
FIRING LINE LTD

**BALANCE SHEET
AT 31 MARCH 2021**

	Notes	Unrestricted funds £	Restricted funds £	2021 Total funds £	2020 Total funds £
FIXED ASSETS					
Intangible assets	16	200	-	200	1,100
Tangible assets	17	733,829	-	733,829	768,398
Investments	18	<u>99,250</u>	<u>-</u>	<u>99,250</u>	<u>81,519</u>
		833,279	-	833,279	851,017
CURRENT ASSETS					
Stocks	19	4,411	-	4,411	3,986
Debtors	20	6,043	-	6,043	49,780
Cash at bank and in hand		<u>282,900</u>	<u>36,666</u>	<u>319,566</u>	<u>137,241</u>
		293,354	36,666	330,020	191,007
CREDITORS					
Amounts falling due within one year	21	<u>(32,772)</u>	<u>-</u>	<u>(32,772)</u>	<u>(34,874)</u>
NET CURRENT ASSETS		<u>260,582</u>	<u>36,666</u>	<u>297,248</u>	<u>156,133</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		1,093,861	36,666	1,130,527	1,007,150
CREDITORS					
Amounts falling due after more than one year	22	<u>(525,190)</u>	<u>-</u>	<u>(525,190)</u>	<u>(545,320)</u>
NET ASSETS		<u>568,671</u>	<u>36,666</u>	<u>605,337</u>	<u>461,830</u>
FUNDS	24				
Unrestricted funds				568,671	459,633
Restricted funds				<u>36,666</u>	<u>2,197</u>
TOTAL FUNDS				<u>605,337</u>	<u>461,830</u>

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

The financial statements were approved for issue by the Board of Trustees on 4 November 2021 and were signed on its behalf by:


Mr J Beatson-Hird - Chair

The notes form part of these financial statements

1. STATUTORY INFORMATION

Firing Line Limited is a company limited by guarantee incorporated in Wales within the United Kingdom. The registered office is Cardiff Castle, Castle Street, Cardiff, CF10 3RB. Each member has agreed to contribute a sum not exceeding £10 in the event of the charity being wound up.

The financial statements are presented in Sterling (£), the company's functional currency, and rounded to the nearest pound.

The principal activities and nature of the charity's operations is to educate the public in history and military accomplishments of the United Kingdom by running an exhibition commemorating over 300 years of proud and distinguished history.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

2. ACCOUNTING POLICIES

Basis of preparing the financial statements

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) '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) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention with the exception of investments which are included at market value, as modified by the revaluation of certain assets.

Income

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received, and the amount can be measured reliably.

This includes capital grants.

Donations and legacies income

Donations and legacies income includes donations, gifts and grants that provide core funding or are of a general nature are recognised where there is entitlement, probability of receipt and the amount can be measured with sufficient reliability. Such income is only deferred when the donor specifies it must be used in future accounting periods or the donor has imposed conditions which must be met before the charity has unconditional entitlement.

Income from charitable activities

Income from charitable activities includes income received under contract or where entitlement to grant funding is subject to specific performance conditions. This income is recognised as the related services are provided and there is entitlement, probability of receipt and the amount can be measured with sufficient reliability. Income is deferred when the amounts received are in advance of the performance of the service or event to which they relate.

Other trading activities income

Income from other trading activities includes income received under contract. This income is recognised as the related services are provided and there is entitlement, probability of receipt and the amount can be measured with sufficient reliability. Income is deferred when the amounts received are in advance of the performance of the service or event to which they relate.

Investment income

Investment income is recognised on a receivable basis.

Donated goods

Income received from donated goods is recognised on the sale of the goods.

It is not the policy of the charity to show income net of expenditure.

2. ACCOUNTING POLICIES - continued

Expenditure

Expenditure is recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings, they have been allocated to activities on a basis consistent with the use of resources.

Expenditure on raising funds include costs of fundraising, advertising, marketing and direct mail materials as well as a proportion of salaries based on an approximation of time spent in this area.

Expenditure on charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

Support costs are those costs that, whilst necessary to deliver an activity, do not themselves produce or constitute the output of the charitable activity. This includes governance costs which are those costs associated with meeting the constitutional and statutory requirements of the charity and include the accountancy fees and costs linked to the strategic management of the charity as well as a proportion of salaries based on an approximation of time spent in this area.

Intangible assets

Intangible assets are capitalised at cost.

Amortisation is calculated so as to write off the cost of an asset, less its estimated residual value, over the useful life of that asset as follows:

Website development costs	- Over 5 years
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Tangible fixed assets

Fixed assets are capitalised at cost.

Depreciation is calculated so as to write off the cost of an asset, less its estimated residual value, over the useful life of that asset as follows:

Leasehold property improvements	- Over 50 years
Artefacts, art and items on display	- Varying rates between 2 - 5 years
Fixtures and fittings	- Over 15 years
Equipment	- Over 5 years

Investments

Investments are included at market value at the balance sheet date. Realised and unrealised gains or losses on investments are shown separately on the face of the statement of financial activities.

Investment income is recognised on a receivable basis.

Stocks

Stock is included at the lower of cost or net realisable value using the FIFO stock valuation method.

Taxation

The charity is exempt from corporation tax on its charitable activities.

NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
FOR THE YEAR ENDED 31 MARCH 2021

2. ACCOUNTING POLICIES - continued

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.

Concessionary loans are recognised and measured initially at the transaction value, with the carrying amount adjusted in subsequent years to reflect repayments and any accrued interest.

Debtors

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

Creditors

Creditors 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 are normally recognised at their settlement amount after allowing for any trade discounts due.

Fund accounting

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

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

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Pension costs and other post-retirement benefits

The charitable company makes contributions to personal pension schemes on behalf of its employees. Contributions are charged to the Statement of Financial Activities in the period to which they relate.

3. DONATIONS AND LEGACIES

	2021 £	2020 £
Donations	1,466	1,476
Grants	<u>359,647</u>	<u>63,097</u>
	<u>361,113</u>	<u>64,573</u>

Grants received, included in the above, are as follows:

	2021 £	2020 £
Other grants	-	2,206
MOD Gfa	22,745	21,620
1st The Queen's Dragoon Guards	-	8,473
University of Cardiff Santander	-	613
Federation of Museums and Art Galleries of Wales	30,000	1,490
Regimental Museum of the Royal Welsh	-	4,800
Worshipful Livery Company of Wales	-	772
Regiment of the Royal Welsh	3,200	23,123
WCVA: Third Sector Resilience Fund for Wales	56,250	-
Welsh Government Cultural Recovery Fund- phase 1	145,000	-
Armed Forces Covenant Fund Trust - VE Day 75 Fund	19,993	-
Armed Forces Covenant Fund Trust - Veterans Film in Support of VE Day 75 Fund	9,848	-
Coronavirus Job Retention Scheme	72,611	-
	<u>359,647</u>	<u>63,097</u>

FIRING LINE LTD

**NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
FOR THE YEAR ENDED 31 MARCH 2021**

4. OTHER TRADING ACTIVITIES

	2021	2020
	£	£
Fundraising events	-	1,093
Function meals and drinks	-	7,961
Shop sales	494	7,746
	<u>494</u>	<u>16,800</u>

5. INVESTMENT INCOME

	2021	2020
	£	£
Dividends received	3,373	4,152
Deposit account interest	279	282
	<u>3,652</u>	<u>4,434</u>

6. INCOME FROM CHARITABLE ACTIVITIES

	2021	2020
	£	£
Gate receipts	-	347,927
Research	433	233
Education	-	6,774
Charitable activities	-	975
Exhibition tax relief	-	2,740
	<u>433</u>	<u>358,649</u>

7. OTHER INCOME

Other income of £67,746 (2020: £Nil) was received following an insurance claim made due to business interruption as a result of the museum closure due to COVID-19.

8. RAISING FUNDS

Other trading activities

	2021	2020
	£	£
Purchases	362	4,350
Museum Director's remuneration etc	-	5,254
Staff costs	1,390	-
Bad debts	125	-
Costs of functions and events	-	11,179
Shop internet finance charges	277	438
Depreciation	34	75
	<u>2,188</u>	<u>21,296</u>

FIRING LINE LTD

**NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
FOR THE YEAR ENDED 31 MARCH 2021**

9. CHARITABLE ACTIVITIES COSTS

	Direct costs (See note 10) £	Support costs (See note 11) £	Totals £
Education of the public in history and military accomplishments	<u>221,024</u>	<u>84,450</u>	<u>305,474</u>

10. DIRECT COSTS OF CHARITABLE ACTIVITIES

	2021 £	2020 £
Museum Director's remuneration etc	10,202	13,137
Staff costs	157,088	197,661
Rates and water	625	7,200
Insurance	7,268	7,526
Telephone	356	1,220
Postage and stationery	657	2,819
Advertising	-	535
Education outreach work	42	238
Travel and subsistence	77	393
Website costs	1,102	-
Training projects	1,700	-
Repairs and renewals	3,666	3,770
Uniforms	53	1,604
Temporary exhibition cost	-	10,891
Local projects	-	25,245
Interactive display costs	-	1,042
IT machine maintenance	2,272	3,332
Depreciation	<u>35,916</u>	<u>37,266</u>
	<u>221,024</u>	<u>313,879</u>

11. SUPPORT COSTS

	Staff costs £	Finance £	Other costs £	Governance costs £	Totals £
Education of the public in history and military accomplishments	<u>33,347</u>	<u>9,200</u>	<u>11,560</u>	<u>30,343</u>	<u>84,450</u>

12. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging/(crediting):

	2021 £	2020 £
Auditors' remuneration	3,000	3,000
Other non-audit services	-	600
Depreciation	35,319	35,733
Website development costs amortisation	<u>900</u>	<u>1,877</u>

FIRING LINE LTD**NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
FOR THE YEAR ENDED 31 MARCH 2021****13. TRUSTEE'S REMUNERATION AND BENEFITS**

	2021	2020
	£	£
Trustee's salary	7,374	44,243
Trustee's termination payment	25,000	-
Trustee's social security	1,056	4,914
Trustee's pensions paid	<u>578</u>	<u>3,387</u>
	<u>34,008</u>	<u>52,544</u>

C F Dale is entitled to receive remuneration for his position as Museum Director from the charity by virtue of clause 5(2)(d) of the Memorandum of Association.

Trustees' expenses

No expenses were reimbursed to the trustees or paid for by the charity during the year or in 2020.

14. STAFF COSTS

	2021	2020
	£	£
Wages and salaries	216,709	246,474
Social security costs	9,874	14,033
Pension	<u>2,787</u>	<u>5,201</u>
	<u>229,370</u>	<u>265,708</u>

The average monthly number of employees during the year was as follows:

	2021	2020
Management and administration	3	2
Museum operation	<u>10</u>	<u>15</u>
	<u>13</u>	<u>17</u>

No employees received emoluments in excess of £60,000.

FIRING LINE LTD

NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
FOR THE YEAR ENDED 31 MARCH 2021

15. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds £	Restricted funds £	Total funds £
INCOME AND ENDOWMENTS FROM			
Donations and legacies	3,682	60,891	64,573
Charitable activities			
Education of the public in history and military accomplishments	358,649	-	358,649
Other trading activities	16,800	-	16,800
Investment income	<u>4,434</u>	<u>-</u>	<u>4,434</u>
Total	383,565	60,891	444,456
EXPENDITURE ON			
Raising funds	21,296	-	21,296
Charitable activities			
Education of the public in history and military accomplishments	<u>328,896</u>	<u>61,391</u>	<u>390,287</u>
Total	350,192	61,391	411,583
Net gains/(losses) on investments	(8,481)	-	(8,481)
NET INCOME	24,892	(500)	24,392
Transfers between funds	(500)	500	-
Net movement in funds	24,392	-	24,392
RECONCILIATION OF FUNDS			
Total funds brought forward	435,241	2,197	437,438
TOTAL FUNDS CARRIED FORWARD	<u>459,633</u>	<u>2,197</u>	<u>461,830</u>

16. INTANGIBLE FIXED ASSETS

	Website development costs £
COST	
At 1 April 2020	<u>10,100</u>
AMORTISATION	
At 1 April 2020	9,000
Charge for year	<u>900</u>
At 31 March 2021	<u>9,900</u>
NET BOOK VALUE	
At 31 March 2021	<u>200</u>
At 31 March 2020	<u>1,100</u>

FIRING LINE LTD

**NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
FOR THE YEAR ENDED 31 MARCH 2021**

17. TANGIBLE FIXED ASSETS

	Long leasehold improvements £	Display items £	Fixtures and fittings £	Equipment £	Totals £
COST					
At 1 April 2020	1,037,889	23,555	112,545	23,968	1,197,957
Additions	-	-	-	750	750
At 31 March 2021	<u>1,037,889</u>	<u>23,555</u>	<u>112,545</u>	<u>24,718</u>	<u>1,198,707</u>
DEPRECIATION					
At 1 April 2020	346,300	19,837	45,368	18,054	429,559
Charge for year	<u>23,423</u>	<u>1,983</u>	<u>7,865</u>	<u>2,048</u>	<u>35,319</u>
At 31 March 2021	<u>369,723</u>	<u>21,820</u>	<u>53,233</u>	<u>20,102</u>	<u>464,878</u>
NET BOOK VALUE					
At 31 March 2021	<u>668,166</u>	<u>1,735</u>	<u>59,312</u>	<u>4,616</u>	<u>733,829</u>
At 31 March 2020	<u>691,589</u>	<u>3,718</u>	<u>67,177</u>	<u>5,914</u>	<u>768,398</u>

18. FIXED ASSET INVESTMENTS

	Listed investments £
MARKET VALUE	
At 1 April 2020	81,519
Revaluations	<u>17,731</u>
At 31 March 2021	<u>99,250</u>
NET BOOK VALUE	
At 31 March 2021	<u>99,250</u>
At 31 March 2020	<u>81,519</u>

There were no investment assets outside the UK.

19. STOCKS

	2021 £	2020 £
Stocks	<u>4,411</u>	<u>3,986</u>

FIRING LINE LTD

**NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
FOR THE YEAR ENDED 31 MARCH 2021**

20. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2021	2020
	£	£
Trade debtors	225	32,715
Other debtors	880	880
VAT	1,410	-
Prepayments and accrued income	<u>3,528</u>	<u>16,185</u>
	<u>6,043</u>	<u>49,780</u>

21. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2021	2020
	£	£
Other loans (see note 23)	25,880	6,800
Trade creditors	1,498	14,171
Social security and other taxes	-	4,718
VAT	-	5,161
Other creditors	1,904	905
Accruals and deferred income	<u>3,490</u>	<u>3,119</u>
	<u>32,772</u>	<u>34,874</u>

22. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	2021	2020
	£	£
Other loans (see note 23)	<u>525,190</u>	<u>545,320</u>

23. LOANS

An analysis of the maturity of loans is given below:

	2021	2020
	£	£
Amounts falling due within one year on demand:		
Loans	<u>25,880</u>	<u>6,800</u>
Amounts falling between one and two years:		
Loans	<u>7,250</u>	<u>6,914</u>
Amounts falling due between two and five years:		
Loans	<u>22,482</u>	<u>21,442</u>
Amounts falling due in more than five years:		
Repayable by instalments:		
Loans	<u>495,458</u>	<u>516,964</u>

Financial instruments measured at amortised cost using an effective interest rate comprise the loan financing provided by 1st The Queen's Dragoon Guards Heritage Trust and The Royal Welsh Regimental Trust.

NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
FOR THE YEAR ENDED 31 MARCH 2021

23. LOANS - continued

The loan financing is in the form of secured loans both with an effective interest rate of 1.67%. The total interest charge for both loans recognised within the Statement of Financial Activities amounted to £9,200 (2020: £9,310). At the year end the charity owed 1st The Queen's Dragoon Guards Heritage Trust £266,160 (2020: £276,060) and The Royal Welsh Regimental Museum Trust £266,160 (2020: £276,060). Security of the loans is held by way of a fixed and floating charge on the assets of charity, and the loans are due to be repaid by 31 March 2072.

A loan was received on 23 November 2020 from Wales Council for Voluntary action, amounting to £18,750. No interest is due on the balance from the first 12 months after the drawdown date. From month 13 onwards, there is an effective interest rate of 2.00%. No repayments are required in the first 12 months post receipt of the loan, the balance is repayable in full by the date falling 5 years from when repayments commence.

24. MOVEMENT IN FUNDS

	At 1/4/20 £	Net movement in funds £	At 31/3/21 £
Unrestricted funds			
General fund	459,633	109,038	568,671
Restricted funds			
Daffodil Education fund	2,197	-	2,197
Welsh Government Cultural Recovery Fund – phase 1	-	7,961	7,961
Armed Forces Covenant Fund Trust - VE Day 75 Event	-	19,993	19,993
Armed Forces Covenant Fund Trust - Veterans Film Supporting VE Day	-	6,515	6,515
	2,197	34,469	36,666
TOTAL FUNDS	<u>461,830</u>	<u>143,507</u>	<u>605,337</u>

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Gains and losses £	Movement in funds £
Unrestricted funds				
General fund	202,652	(111,345)	17,731	109,038
Restricted funds				
Grant in aid (Gia) Allowance	22,745	(22,745)	-	-
Wages fund	3,200	(3,200)	-	-
Federation of Museums and Art Galleries of Wales	30,000	(30,000)	-	-
Welsh Government Cultural Recovery Fund – phase 1	145,000	(137,039)	-	7,961
Armed Forces Covenant Fund Trust - VE Day 75 Event	19,993	-	-	19,993
Armed Forces Covenant Fund Trust – Veterans Film Supporting VE Day	9,848	(3,333)	-	6,515
	230,786	(196,317)	-	34,469
TOTAL FUNDS	<u>433,438</u>	<u>(307,662)</u>	<u>17,731</u>	<u>143,507</u>

NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
FOR THE YEAR ENDED 31 MARCH 2021

24. MOVEMENT IN FUNDS - continued

Comparatives for movement in funds

	At 1/4/19 £	Net movement in funds £	Transfers between funds £	At 31/3/20 £
Unrestricted Funds				
General fund	435,241	24,892	(500)	459,633
Restricted Funds				
Daffodil Education fund	2,197	-	-	2,197
The Japanese War Flag fund	-	(500)	500	-
	2,197	(500)	500	2,197
TOTAL FUNDS	<u>437,438</u>	<u>24,392</u>	<u>-</u>	<u>461,830</u>

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Gains and losses £	Movement in funds £
Unrestricted funds				
General fund	383,565	(350,192)	(8,481)	24,892
Restricted funds				
Grant in aid (Gia) Allowance	21,620	(21,620)	-	-
Wages fund	14,045	(14,045)	-	-
Internship fund	613	(613)	-	-
300th Commemorative Anniversary of the 41st Regiment of Foot Fund	23,123	(23,123)	-	-
The Japanese War Flag fund	1,490	(1,990)	-	(500)
	60,891	(61,391)	-	(500)
TOTAL FUNDS	<u>444,456</u>	<u>(411,583)</u>	<u>(8,481)</u>	<u>24,392</u>

NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
FOR THE YEAR ENDED 31 MARCH 2021

24. MOVEMENT IN FUNDS - continued

RESTRICTED FUNDS

Grant in aid (GIA) fund - The charity received contributions from the MoD towards Grant in aid (GIA) for remuneration purposes.

Wages fund - Grant funding was received from the Queen's Dragoon Guards, the Worshipful Livery Company of Wales and the Regimental Museum of the Royal Welsh towards the reimbursement of salaries.

Federation of Museums and Art Galleries of Wales Fund - Grant funding was received during the year to aid recovery from COVID-19, towards the costs of core staff, not on the furlough scheme, and costs in preparing the museum for reopening.

Welsh Government Cultural Recovery Fund – phase 1. Grant funding was received from the Welsh Government, to provide financial assistance as a result of the COVID-19 outbreak.

VE Day 75 Fund - Grant funding was received from the Armed Forces Covenant Fund Trust - via 160X, whom as a result of COVID-19 were unable to host the VE Day 75 event. Funding was transferred to Firing Line, to cover costs of hosting VE Day 75 Event, and creation of a Veteran's Film in support of the VE Day 75 celebrations.

Daffodil Education fund - the charity received a restricted donation during the 2017 financial year towards education inreach and outreach.

FUNDS IN PRIOR PERIOD

RESTRICTED FUNDS

Internship fund - Grant funding was received from Santander to pay internship costs for University of Cardiff students.

300th Commemorative Anniversary of the 41st Regiment of Foot fund - The museum received grant funding from the Royal Welsh Regiment as a contribution towards an event celebrating the 300th anniversary of the formation of the 41st Regiment of Foot.

The Japanese War Flag fund - Grant funding was received from the Federation of Museums and Art Galleries of Wales in support of the project "Revealing the secrets of Japanese Prayer Flag".

25. PENSION COMMITMENTS

The charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charity in independently administered funds. The pension cost charge represents contributions paid by the charity to the fund and amounted to £2,787 (2020: £5,201). Outstanding contributions at the year end amounted to £nil (2020: £nil).

The number of directors to whom retirement benefits are accruing under money purchase pension schemes during the year was 1 (2020: 1).

NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
FOR THE YEAR ENDED 31 MARCH 2021

26. RELATED PARTY DISCLOSURES

During the year the charity entered into transactions with the following related parties:

Name of related party	Relationship
1st The Queen's Dragoon Guards Heritage Trust	Trustees in common
The Royal Welsh Regimental Museum Trust	Trustees in common (for part of the year)

Name of related party	Transaction	2021 £	2020 £
1st The Queen's Dragoon Guards Heritage Trust	Purchases	-	24
	Loan interest payable	4,600	4,655
	Grant income received	-	8,473
The Royal Welsh Regimental Museum Trust	Purchases	-	40
	Loan interest payable	4,600	4,655
	Grant income received	3,200	27,923
Pauline Dale	Remuneration	-	9,343

Amounts outstanding at the year end are as follows:

Name of related party	Nature of balance	2021 £	2020 £
1st The Queen's Dragoon Guards Heritage Trust	Loan creditor	266,160	276,060
	Trade debtor	-	420
The Royal Welsh Regimental Museum Trust	Loan creditor	266,160	276,060
	Trade creditor	-	-

The majority of artefacts and items on display at the museum are on loan from 1st The Queen's Dragoon Guards Heritage Trust and The Royal Welsh Regimental Museum Trust.

The total trustee and key management personnel remuneration benefits paid during the year was £74,902 (2020: £89,978).

27. FINANCIAL INSTRUMENTS

	2021 £	2020 £
Financial assets		
Financial assets measured at fair value through SOFA	99,250	81,519
Financial assets that are debt instruments measured at amortised cost	<u>320,591</u>	<u>170,836</u>
	<u>252,355</u>	<u>252,355</u>
Financial liabilities		
Financial liabilities measured at amortised cost	<u>557,962</u>	<u>570,315</u>

Financial assets measured at fair value through the SOFA comprise of investments.

Financial assets measured at amortised cost comprise of cash, trade debtors and other debtors.

Financial liabilities measured at amortised cost comprise of concessionary loans, trade creditors, other creditors and accruals.