

REMUS MEMORIAL HORSE SANCTUARY



TRUSTEES' ANNUAL REPORT
&
FINANCIAL STATEMENTS

31ST DECEMBER 2025

REMUS MEMORIAL HORSE SANCTUARY

FINANCIAL STATEMENTS

YEAR ENDED 31ST DECEMBER 2025

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REMUS MEMORIAL HORSE SANCTUARY

CHARITY INFORMATION

TRUSTEES:	S. Burton E. Fordham M. Jones (appointed 29.01.2026) Z. Levene (appointed 29.01.2026) R. O'Connor N. Walker
BANKERS	Santander 62, Hagley Road Birmingham B16 8PE National Westminster (RBS) 29, East Walk Basildon Essex SS14 1HD
ACCOUNTANTS	Peaty & Co 163-164, Moulsham Street Chelmsford Essex CM2 0LD
SOLICITORS	Talfourds Crown House 40, North Street Hornchurch Essex RM11 1EW
CHARITY REGISTRATION NUMBER	1134951
SANCTUARY ADDRESS	Little Farm Buttsbury Nr Ingatestone Essex CM4 9NZ
COMPANY REGISTRATION NUMBER	07011376

REMUS MEMORIAL HORSE SANCTUARY

TRUSTEES' ANNUAL REPORT

FOR THE YEAR ENDED 31ST DECEMBER 2025

The trustees submit their annual report and the financial statements for the year ended 31st December 2025.

The trustees have had due regard to the Charity Commission's public benefit guidance when exercising any powers or duties to which this guidance is relevant.

History, objectives and activities

Remus Memorial Horse Sanctuary also known as 'Remus' was founded in 1983 by Sue Burton and Pat Bacon following the plight of 100 horses left to die on the bleak flooded Rainham Marshes.

The Sanctuary aims to:-

- Provide lifetime help, care and attention for horses, ponies, donkeys and other large animals because of old age, sickness, maltreatment, neglect, poor circumstances, or other similar reasons.
- Advance the education of the public in the proper care and treatment of equines.
- Advise owners on the care of their animals.
- Help to fight the ever-increasing rise in cruelty to animals and continue to work with other similar minded organisations.

Remus aims to be:-

A leading charity helping all neglected horses to live a full and dignified life

REMUS MEMORIAL HORSE SANCTUARY
TRUSTEES' ANNUAL REPORT (CONTINUED)
FOR THE YEAR ENDED 31ST DECEMBER 2025

Structure, management and governance arrangements

The name of the Charity is Remus Memorial Horse Sanctuary. The Charity formed in 1983 and is governed by trust deed. On 7th September 2009 it was incorporated as a company limited by guarantee. The Charity registration number, names of trustees and other information are shown on page 1.

The Trustees remain in office for three years, extendable up to another three years, with Chair and Board approval, or until they resign, retire or are removed. They can be replaced at General Meeting. Trustees are responsible for the overall governance and strategic direction of the Charity. The Board meets regularly to review financial performance, risk, compliance and operational matters. Day to day management of the Sanctuary is delegated to the Founder, with Trustees retaining oversight and accountability.

The Trustees have continued their thorough over-view of all aspects of the Sanctuary to ensure its efficiency and effectiveness and will continue to do so to ensure that the Sanctuary is in a fit state to continue to operate effectively and efficiently in the long term and to meet the demands placed on it from an ever-changing world.

The Sanctuary also works very closely with other welfare organisations and sanctuaries where possible to ensure collaborative working and avoid duplication of effort.

We employ the services of National Farmers Union to oversee that we have all the necessary Health & Safety requirements in place. We have very high standards of Health and Safety and expect everyone on site to assist in ensuring that the workplace is as safe as possible. We employ the services of Peninsula Business Service to oversee our Personnel issues and ensure that we have the correct paperwork and procedures in place.

Achievements and performance

With regard to the objects of the Charity:-

- **Provide lifetime help, care and attention for horses, ponies, donkeys and other large animals because of old age, sickness, maltreatment, neglect, poor circumstances, or other similar reasons.**

The Trustees are happy that this object is being sufficiently met. The Sanctuary is presently home to 56 horses, 8 donkeys, 2 mules, 8 cats, 8 goats and 10 sheep.

These animals will remain in the care of the Sanctuary for life and we are firmly committed to ensure that they have the best life we can give them ensuring all their needs are met.

REMUS MEMORIAL HORSE SANCTUARY
TRUSTEES' ANNUAL REPORT (CONTINUED)
FOR THE YEAR ENDED 31ST DECEMBER 2025

We have an extremely synergistic approach to the care of the animals with a combination of professionals comprising staff, volunteers, species specific veterinary surgeons, a farrier, nutritionists and holistic care practitioners all working together to ensure the welfare and well-being of the animals. We continue to offer Enrichment for the animals – using toys, mirrors, games etc to enhance their lives and/or environment.

With regards to our welfare work we continue to respond to concerns regarding animals and continue to attend meetings with other like-minded organisations to ensure that we do not duplicate their work and to maintain relations where we can discuss problems and assist each other when necessary. We have been inundated with welfare calls over the last year and this is reflective of the equine crisis that exists in the UK at present. We are adequately equipped to deal with this increase in calls.

- **Advance the education of the public in the proper care and treatment of equines**

The Trustees feel that this object is being met as we continue to run workshops on various topics of horse care and seminars regarding Elderly Horse Care. We also advise owners when we are on welfare calls.

- **Advise owners on the care of their animals**

This object is being met as we regularly give advice to horse owners over the phone and in person when on welfare calls. We have seen an increase in advice sought from the public. We receive a lot of calls from across the world asking for advice on feeding the elderly horse.

- **Help to fight the ever-increasing rise in cruelty to animals and continue to work with other similar minded organisations**

This object is being met by the Sanctuary on a daily basis as we constantly work to help animals in distress throughout Essex and work with other Organisations when necessary. We are in the midst of one of this Country's largest ever horse welfare crisis with over 7,000 horses at risk at any one time. Every horse we rescue is just a drop in the ocean in the overall crisis but means the difference between life and death for that animal. We formed a Born to Die Campaign to bring attention to the issues and show people how they can help. We also aim to get the existing laws enforced as this is one of the biggest pit-falls in helping these poor creatures. We have concerns due to the significant increase in the amount of Traveller horse issues, horses roaming loose for weeks and longer on roads and that of elderly horses where owners are not able to provide what horses need.

REMUS MEMORIAL HORSE SANCTUARY
TRUSTEES' ANNUAL REPORT (CONTINUED)
FOR THE YEAR ENDED 31ST DECEMBER 2025

The Sanctuary

The animals at Remus remain the pivotal focus of our work. We have continued to be inundated over the last year by people wanting our help and have done our very best to help in all situations.

We continue to employ the services of three different Veterinary practices assuring species-specific veterinary care for the different animals here at the Sanctuary. We have a superb working relationship with our Vets which helps to create a highly professional service for our animals.

We continue to receive a high volume of calls from members of the public concerned about horses that are tethered. To this end we are always highlighting the plight of tethered horses where possible.

Volunteers

Our Volunteer numbers continue to increase and we now have nearly 30 volunteers who help with the workload at the Sanctuary. The Volunteer Scheme is closely monitored to help ensure that we are able to provide appropriate training for our Volunteers. We have a very robust team of Young Volunteers and Duke of Edinburgh youngsters who help on a Sunday and we regularly offer placements to school, college, University or Vet School students.

Holistic Care

We have continued to provide Holistic Care to our animals and are lucky to have the very best of practitioners working with our animals. We are able to provide aromatherapy, self-selection herbs, reiki, and much more for our animals. The benefit that they get from it is immense and whilst it does not necessarily heal health issues it puts the animals in a much better emotional state to deal with the health problems that they do have. We also have a solarium area which is a vital part of our synergistic approach to equine rehabilitation from illness, injury or trauma. The heat has an enormous impact on the absorption of calcium and phosphates, which are essential for healthy bones.

It provides much needed help with joint and back pain caused by arthritis or severe injuries which many of them have suffered at the hands of their previous owners. Every stable has a heat lamp to provide the same effect and to provide warmth in the winter. We are very proud to be the first UK Sanctuary to be part of the Shelter Animal Reiki Association programme.

Enrichment

We continue looking at Enrichment for the animals and their environment. Horses spend many hours in small paddocks and stables so we are actively looking at toys, logs, mirrors, games etc to try to find the best way to enhance their lives and environment.

REMUS MEMORIAL HORSE SANCTUARY
TRUSTEES' ANNUAL REPORT (CONTINUED)
FOR THE YEAR ENDED 31ST DECEMBER 2025

Conservation

We continue on a small scale with our Conservation work on the land ensuring that we help nature where we can. Small corridors of land that we are unable to use are set aside where we can we plant bee attracting shrubs. We have seen the amount of insect and bird life grow from year to year. We have seen redwings, yellow hammers, woodpeckers, herons, king fishers, pheasants, partridge, swallows, wagtails, starlings, sparrow hawk, buzzard, spotted fly catchers, egrets, goldfinch, reed bunting, thrushes, robins, blackbirds, green finch, blue tits, peewits, red kites, kestrels, huge flocks of field fare, little owl and our large laminitic barn plays home to a large colony of breeding sparrows. Our ponds continue to attract frogs, tadpoles, beetles, water snails and dragonflies, damselflies and demoiselles. We also have visiting bats that travel down from the local Church to eat the midges. Rain water is saved in butts to be reused. The recent inclusion of a small log pile has already resulted in its use by small lizards

Finances

The Trustees anticipated a challenging financial year due to reduced donation income and increased operating costs. Rising expenditure relating to staffing, veterinary care, feed, bedding, utilities and general inflationary pressures has placed additional strain on resources.

The Trustees have taken active steps to manage expenditure responsibly, increase fundraising activity and maintain close oversight of financial performance.

We try to run as many events as we can to be bringing money in and we have regular auctions, Open Days, sponsor days, afternoon teas, curry lunches to name but a few of them and have put a lot of other events into our fundraising calendar.

At the Sanctuary we are working hard to drive down costs where we can but have again been hit by yet another minimum wage increase which has increased our wage cost by over 10%. Everything else continues to rise including feed, bedding, vet costs, fodder, medications, fuel, postage, paper etc yet we know that because of the present economic climate our donations are down significantly.

Financial review

During the year the Charity's reserves increased by £94,970 from £213,870 to £308,840 at 31st December 2025, consisting of tangible fixed assets of £95,892 and net current assets of £212,948.

The trustees have examined the requirements for reserves and have established a policy whereby the unrestricted funds, excluding amounts invested in tangible fixed assets, should be between 2 to 6 months expenditure. The reserves are needed to meet the working capital requirements of the charity, to be able to continue the current activities in the event of a significant drop in income and to cover any exceptional expenses.

REMUS MEMORIAL HORSE SANCTUARY
TRUSTEES' ANNUAL REPORT (CONTINUED)
FOR THE YEAR ENDED 31ST DECEMBER 2025

Risk Management

The Trustees have considered the principal risks facing the Charity, including financial sustainability, rising operating costs, including welfare demand and regulatory compliance. Systems are in place to monitor financial performance and operational risks. The Trustees are satisfied that appropriate mitigation measures are in place and that risks will continue to be reviewed at Board level.

Plans for the Future

The Trustees believe it is imperative that they constantly review how the Sanctuary is working and if it can be improved in any way. The Trustees want to ensure that the Sanctuary continues to thrive and go from strength to strength and to help ensure this we want to continue in the way that we have. The Trustees also need to look at new innovative ways of bringing revenue in.

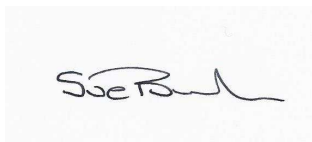
Summary

The Trustees believe the Sanctuary continues to uphold its objects and to continue its work as initially intended. They believe it works openly and honestly to help achieve the very best that we can for the animals at the Sanctuary and those animals that we are able to help that do not come into the Sanctuary. We spend a lot of time working with people in the Community and helping to advise them re the needs of their horses.

The Trustees have concerns re the next few years and how the general trend in less people donating will affect the Charity. Bureaucracy and red tape take up a phenomenal amount of man hours and this is always a concern to the Trustees, as are constant rising costs, increasing NMW, postage, Pensions etc.

Overall though the Trustees are happy that the Charity is in line to continue into the future and to ensure its work to help animals – it has a huge team of people to ensure its success including professionals, trustees, staff, volunteers and members and supporters.

This report was approved by the board on 30th April 2026

A handwritten signature in black ink, appearing to read 'Sue Burton', is centered within a light gray rectangular box.

Sue Burton
Chair of the Trustees

REMUS MEMORIAL HORSE SANCTUARY

INDEPENDENT EXAMINERS' REPORT TO THE TRUSTEES OF REMUS MEMORIAL HORSE SANCTUARY

FOR THE YEAR ENDED 31ST DECEMBER 2025

Charity no: 1134951 Company no: 07011376

I report to the charity trustees on my examination of the accounts of the company, set out on pages 4 to 7, for the year ended 31st December 2025.

Responsibilities and basis of report

As the charity's trustees of the Company (who are also directors of the company 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 for this year under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity'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 Act.

Independent examiner's statement

The charity's gross income exceeded £250,000 and I am qualified to undertake the examination by being a qualified member of the Institute of Chartered Accountants in England and Wales.

I have completed my examination. I confirm that no material matters have come to my attention which gives me cause to believe that:

- the accounting records were not kept in accordance with s386 of the Companies Act 2006; or
- the accounts do not accord with the accounting records; or
- the accounts do not comply with relevant accounting requirements under s396 of the Companies Act 2006 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
- the accounts have not been prepared in accordance with the Charities SORP (FRS102).

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.

L. Ayling

L. Ayling FCA

Peaty & Co

Chartered Accountants

163-164 Moulsham Street

Chelmsford

Essex

CM2 0LD

30th April 2026

REMUS MEMORIAL HORSE SANCTUARY

STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31ST DECEMBER 2025

	<u>Notes</u>	<u>2025</u> <u>Unrestricted</u> <u>funds</u>	<u>2025</u> <u>Restricted</u> <u>funds</u> £	<u>2025</u> <u>Total</u> <u>funds</u> £	<u>2024</u> <u>Total</u> <u>funds</u> £
<u>Incoming resources</u>	3				
Income and endowments from:					
Donations and legacies		503,666	8,278	511,944	381,797
Other trading activities		103,890	13,224	117,114	83,533
Investments		529	-	529	501
		<hr/>	<hr/>	<hr/>	<hr/>
Total		608,085	21,502	629,587	465,831
		<hr/>	<hr/>	<hr/>	<hr/>
<u>Resources expended</u>	4				
Expenditure on:					
Raising funds		8,452	-	8,452	8,456
Charitable activities		509,891	14,890	524,781	490,545
Other		1,384	-	1,384	877
		<hr/>	<hr/>	<hr/>	<hr/>
Total		519,727	14,890	534,617	499,878
		<hr/>	<hr/>	<hr/>	<hr/>
Net movement in funds		88,358	6,612	94,970	(34,047)
<u>Reconciliation of funds:</u>					
Total funds brought forward		213,870	-	213,870	247,917
		<hr/>	<hr/>	<hr/>	<hr/>
Total funds carried forward		302,228	6,612	308,840	213,870
		<hr/>	<hr/>	<hr/>	<hr/>

REMUS MEMORIAL HORSE SANCTUARY

BALANCE SHEET
AS AT 31ST DECEMBER 2025

	<u>Notes</u>	2025 £	2024 £
Fixed assets			
Tangible assets	8	95,892	107,121
Current assets			
Debtors	9	7,352	650
Cash at bank and in hand		219,358	118,971
		<hr/>	<hr/>
Total current assets		226,710	119,621
Creditors: amounts falling due within one year	10	13,762	12,872
		<hr/>	<hr/>
Net current assets		212,948	106,749
		<hr/>	<hr/>
Total net assets		308,840	213,870
		<hr/>	<hr/>
Funds of the charity	11		
Unrestricted funds		302,228	213,870
Restricted income funds		6,612	-
		<hr/>	<hr/>
		308,840	213,870
		<hr/>	<hr/>

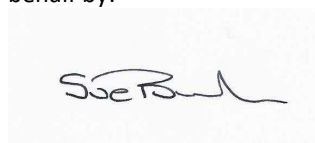
The company was entitled to exemption from audit under s477 of the Companies Act 2006 relating to small companies.

The members have not required the company to obtain an audit in accordance with s476 of the Companies Act 2006.

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

These accounts have been prepared in accordance with the provisions applicable to small companies subject to the small companies regime and in accordance with FRS102 SORP.

The financial statements on pages 4 to 7 were approved by the Trustees on 30th April 2026 and signed on its behalf by:



S Burton

REMUS MEMORIAL HORSE SANCTUARY

NOTES TO FINANCIAL STATEMENTS

31ST DECEMBER 2025

1. Basis of preparation

(a) Basis of accounting

The accounts (financial statements) have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant note to these accounts. The financial statements have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS102) issued on 16th July 2014 and the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS102) and the Charities Act 2011.

The charity constitutes a public benefit entity as defined by FRS102.

(b) Going Concern

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

2. Accounting policies

(a) Income

- income is included in the Statement of Financial Activities (SoFA) when the charity becomes entitled to the resources, it is more likely than not that the trustees will receive the resources and the monetary value can be measured with sufficient reliability
- there has been no offsetting of assets and liabilities, or income and expenses, unless required or permitted by the FRS102 SORP or FRS 102
- grants and donations are only included in the SoFA when the general income recognition criteria are met
- legacies are included in the SoFA when receipt is probable, that is, when there has been grant of probate, the executors have established that there are sufficient assets in the estate and any conditions attached to the legacy are either within the control of the charity or have been met
- Gift Aid receivable is included in income when there is a valid declaration from the donor. Any Gift Aid amount recovered on a donation is considered to be part of that gift and is treated as an addition to the same fund as the original donation unless the donor or the terms of appeal have specified otherwise
- contractual income is only included in the SoFA once the charity has provided the related services
- income from interest is included in the accounts when receipt is probable and the amount receivable can be measured reliably

REMUS MEMORIAL HORSE SANCTUARY

NOTES TO FINANCIAL STATEMENTS

31ST DECEMBER 2025

2. Accounting policies (continued)

(a) Income (continued)

- membership subscriptions received in the nature of a gift are recognised in donations and legacies
- insurance claims are only included in the SoFA when the general income criteria are met and are included as an item of other income.

(b) Expenditure and liabilities

- liabilities are recognised where it is more likely than not that there is a legal or constructive obligation committing the charity to pay out resources and the amount of the obligation can be measured with reasonable certainty
- the charity has creditors which are measured at settlement amounts less any trade discounts
- a liability is measured on recognition at its historical cost and then subsequently measured at the best estimate of the amount required to settle the transaction at the reporting date.

(c) Assets

- tangible fixed assets are capitalised at cost. Depreciation is calculated so as to write off the cost of an asset, less its residual value, over the useful economic life of that asset as follows:

Buildings and enclosures	10% reducing balance
Motor vehicles	25% reducing balance
Equipment	25% reducing balance
- debtors are measured on initial recognition at settlement amount after any trade discounts or amount advanced by the charity. Subsequently, they are measured at the cash value or other consideration expected to be received.

3. Analysis of income

	2025	2024
	£	£
Donations and legacies		
Donations and gifts	155,050	145,718
Gift aid	19,535	18,289
Legacies	317,162	166,730
General grants provided by government and other charities	2,278	31,100
Membership subscriptions and sponsorships	17,919	19,960
	<hr/>	<hr/>
	511,944	381,797
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REMUS MEMORIAL HORSE SANCTUARY

NOTES TO FINANCIAL STATEMENTS
31ST DECEMBER 2025

3. Analysis of income (continued)

	2025	2024
	£	£
Other trading activities:		
Fundraising	88,981	67,709
Merchandise	8,025	8,142
Campaigns and appeals	20,108	7,682
	<hr/>	<hr/>
	117,114	83,533
	<hr/>	<hr/>
Investment income		
Bank interest	529	501
	<hr/>	<hr/>

4. Analysis of expenditure

	2025	2024
	£	£
Expenditure on raising funds:		
Staging fundraising events	4,530	4,207
Merchandise for resale	3,922	4,249
	<hr/>	<hr/>
	8,452	8,456
	<hr/>	<hr/>
Expenditure on charitable activities:		
Staff and volunteer costs	200,548	212,923
Care of animals	153,043	168,104
Premises expenses	116,414	57,227
Administration expenses	40,150	35,847
Depreciation	14,626	16,444
	<hr/>	<hr/>
	524,781	490,545
	<hr/>	<hr/>

REMUS MEMORIAL HORSE SANCTUARY

NOTES TO FINANCIAL STATEMENTS

31ST DECEMBER 2025

4. Analysis of expenditure (continued)

	2025	2024
	£	£
Other:		
Finance costs	1,384	877
	<hr/>	<hr/>

5. Fees for examination of the accounts

	2025	2024
	£	£
Independent examiner's fee	1,158	1,116
	<hr/>	<hr/>

6. Trustees' remuneration

During the year remuneration of £20,923 (2024 - £21,446) was paid to S Burton.

7. Staff costs

	2025	2024
	£	£
Salaries and wages	190,986	205,116
Social security costs	6,491	5,275
Pension costs (defined contribution scheme)	2,651	2,442
	<hr/>	<hr/>
	200,128	212,833
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Employee numbers

The average number of persons employed during the year amounted to 13 (2024 – 15).

8. Fixed Assets

	Buildings and enclosures	Motor vehicles	Plant and equipment	Computer equipment	Total
Cost					
At 1st January 2025	291,528	25,200	76,187	5,871	398,786
Additions	-	-	3,398	-	3,398
Disposals	-	-	-	-	-
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
At 31st December 2025	291,528	25,200	79,585	5,871	402,184
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>

REMUS MEMORIAL HORSE SANCTUARY

NOTES TO FINANCIAL STATEMENTS
31ST DECEMBER 2025

8. Fixed Assets (continued)

	Buildings and enclosures	Motor vehicles	Plant and equipment	Computer equipment	Total
Depreciation					
At 1st January 2025	204,839	17,227	65,184	4,415	291,665
Charge	8,669	1,993	3,601	364	14,627
Disposals	-	-	-	-	-
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
At 31st December 2025	213,508	19,220	68,785	4,779	306,292
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
Net book values					
At 31st December 2025	78,020	5,980	10,800	1,092	95,892
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
At 1st January 2025	86,689	7,973	11,003	1,456	107,121
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>

9. Debtors

	2025 £	2024 £
Prepayments	7,352	650
	<hr/>	<hr/>

**10. Creditors: amounts falling due
within one year**

	2025 £	2024 £
Trade creditors	11,137	3,858
Accruals	1,158	2,619
PAYE and National Insurance	-	2,347
Other creditors	1,467	4,048
	<hr/>	<hr/>
	13,762	12,872
	<hr/>	<hr/>

REMUS MEMORIAL HORSE SANCTUARY

NOTES TO FINANCIAL STATEMENTS
31ST DECEMBER 2025

11. Statement of funds

	At 01/01/25	Income	Expenditure	At 31/12/25
Unrestricted funds:				
General reserve	213,870	608,085	(519,727)	302,228
Restricted funds:				
Stable fund	-	13,224	(6,612)	6,612
Staff and volunteer fund	-	1,278	(1,278)	-
Woodchip fund	-	7,000	(7,000)	-
	<hr/>	<hr/>	<hr/>	<hr/>
<u>Total funds</u>	213,870	629,587	(534,617)	308,840
	<hr/>	<hr/>	<hr/>	<hr/>

The General reserve represents the free funds of the charity which are not designated for particular purposes.

The Stable Fund represents funds received towards new stables.

The Staff and Volunteer Fund represents funds received towards staff and volunteer costs.

The Woodchip Fund represents funds received towards purchasing woodchip.

12. Analysis of net assets between funds:

	Unrestricted Funds	Restricted Funds	Total
Fund balances at 31st December 2025 are represented by:			
Tangible fixed assets	95,892	-	95,892
Current assets	220,098	6,612	226,710
Creditors	(13,762)	-	(13,762)
	<hr/>	<hr/>	<hr/>
<u>Net assets:</u>	302,228	6,612	308,840
	<hr/>	<hr/>	<hr/>

REMUS MEMORIAL HORSE SANCTUARY

DETAILED PROFIT AND LOSS ACCOUNT

FOR THE YEAR ENDED 31ST DECEMBER 2025

	2025		2024	
	£	£	£	£
<u>INCOME</u>				
Subscriptions, donations, sponsorship and gifts		192,504		183,967
Grants		2,278		31,100
Legacies		317,162		166,730
Fundraising:				
Income		88,981		67,709
Cost of fundraising		4,530		4,207
		<hr/>		<hr/>
		84,451		63,502
Merchandising:				
Sales		8,025		8,142
Cost of sales		3,922		4,249
		<hr/>		<hr/>
		4,103		3,893
Campaigns and appeals		20,108		7,682
Interest		529		501
		<hr/>		<hr/>
Total income		621,135		457,375
<u>EXPENDITURE</u>				
<u>Direct expenditure on care of animals</u>				
Wages and salaries		190,986		205,116
Social security costs		6,491		5,275
Pension costs		2,651		2,442
Staff and volunteer training and expenses		420		90
Hay, feed and straw		79,236		82,825
Vets' fees		50,054		55,861
Farrier		8,776		9,275
Equipment and medical supplies		6,253		6,103
Clearances and waste		8,724		14,040
		<hr/>		<hr/>
Total expenditure on animals		353,591		381,027
		<hr/>		<hr/>

REMUS MEMORIAL HORSE SANCTUARY

DETAILED PROFIT AND LOSS ACCOUNT

FOR THE YEAR ENDED 31ST DECEMBER 2025

	2025		2024	
	£	£	£	£
<u>Overheads</u>				
Rent	5,000		2,503	
Insurance	9,456		10,698	
Utilities	5,707		5,144	
Yard repairs and maintenance	96,251		38,882	
Office supplies	5,012		4,241	
Telephone, IT and internet	9,052		4,508	
Marketing and promotion	7,153		9,038	
Motor expenses	4,139		4,624	
Legal and professional	12,892		11,813	
Depreciation	14,626		16,444	
Miscellaneous	1,902		1,623	
Bank charges	1,384		877	
Total overheads	172,574		110,395	
Total costs	526,165		491,422	
Net income/(deficit) for the year	£ 94,970		£ (34,047)	