



**PFOA**  
POLICE FIREARMS OFFICERS ASSOCIATION



**George Hay Partnership LLP**  
Chartered Accountants  
St George's House  
George Street  
Huntingdon  
Cambridgeshire  
PE29 3GH

**Contents of the Financial Statements  
for the Year Ended 30 June 2021**

|                                                   | <b>Page</b>     |
|---------------------------------------------------|-----------------|
| <b>Report from Chief Executive, Mark Williams</b> | <b>1</b>        |
| <b>Report of the Trustees</b>                     | <b>2 to 7</b>   |
| <b>Independent Examiner's Report</b>              | <b>8</b>        |
| <b>Statement of Financial Activities</b>          | <b>9</b>        |
| <b>Balance Sheet</b>                              | <b>10</b>       |
| <b>Cash Flow Statement</b>                        | <b>11</b>       |
| <b>Notes to the Cash Flow Statement</b>           | <b>12</b>       |
| <b>Notes to the Financial Statements</b>          | <b>13 to 20</b> |
| <b>Detailed Statement of Financial Activities</b> | <b>21 to 22</b> |

### Report from Chief Executive, Mark Williams



The past year has been dominated by the Covid 19 pandemic. It is only right that the start of our annual report pays respect to our members and their family members who have lost their lives over the past year. We will continue to offer support and assistance wherever we can.

Over the past year the PFOA HQ has continued to remain open and run at full capacity. The Museum of Armed Policing has been the only real casualty as far as our operating is concerned. Quite rightly the Museum has remained closed for the safety of our staff and the public.

Our Team at HQ consists of myself, Mick, Cheryl, Rachel, Claire and Hannah. During the lockdowns Cheryl and Claire continued to work from the office, Hannah was furloughed, and the rest of us worked from home and office when it was safe to do so. We wanted to ensure that all our team were protected so conducted 'Microsoft Team' meetings twice daily which also enabled us to stay in contact.

Our membership continues to rise, and our numbers now include many Taser officers. Several forces continue to pay for their officers to be members of the PFOA and our great friends at the Defence Police Federation continue to support their members by paying for them, something that has happened for the past 5 years.

We continue to deliver a first-class service to our members. The support we provide now includes a 24/7 Support Phone Line, staffed by our inhouse Team. We have also introduced the PFOA Partnership Programme (PPP) for Police Federations to get additional support for their members. This has proved extremely beneficial to the officers and indeed their families. Those on the PPP are not involved in armed policing, but we see this as utilising our resources and experience, to support others involved in UK Policing.

We are continuing to provide the Employees Assistance Programme for Nottinghamshire Police. This support extends to all staff and police officers. This arrangement with Notts Police works very well.

I am grateful for the assistance of Toni Hunter our adviser from George Hay Chartered Accountants over the past year. There have been many changes with staff being furloughed, Museum closing etc that we have had to consult with Toni several times. I am happy to report that yet again our finances are strong. We continue to ensure we have the funds to provide the very best care to our members and their families. We will be committing to investing some of our cash reserves in the coming months.

Mark Williams  
CEO

**Report of the Trustees  
for the Year Ended 30 June 2021**

The trustees who are also directors of the charity for the purpose of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 30 June 2020. 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).

**Message from Chair of Trustees**



Welcome to the annual PFOA report on behalf of the Trustees for the 2020 - 2021 period.

What a year it's been as we emerge from the pandemic into the new ways of coping with Covid 19 in personal and professional lives. It goes without saying that yet again our heartfelt thanks go to the incredibly hard-working team who run the charity on a daily basis and provide help and support when needed. I would also like to thank the loyal members who without fail continue to support the charity with their continued subscriptions that makes the provision of the support the PFOA provides a reality.

The difference that this charity has made over the last decade is a direct reflection of how police officers can pull together to do some great work and provide much needed support for others. The charity finances are in good shape and the Museum of Armed Policing will soon be having a refresh to keep it up to date and relevant.

We are hopeful that this year's AGM will be an in-person event so it would be great to see as many as we can for a much needed get together and discuss how we can continue to look maintain and evolve the charity to keep on looking after the members.

Steve Hartshorn  
Chair of Trustees

**Report of the Trustees  
for the Year Ended 30 June 2021**

**ACHIEVEMENT AND PERFORMANCE**

**Our response to the Covid 19 Pandemic**

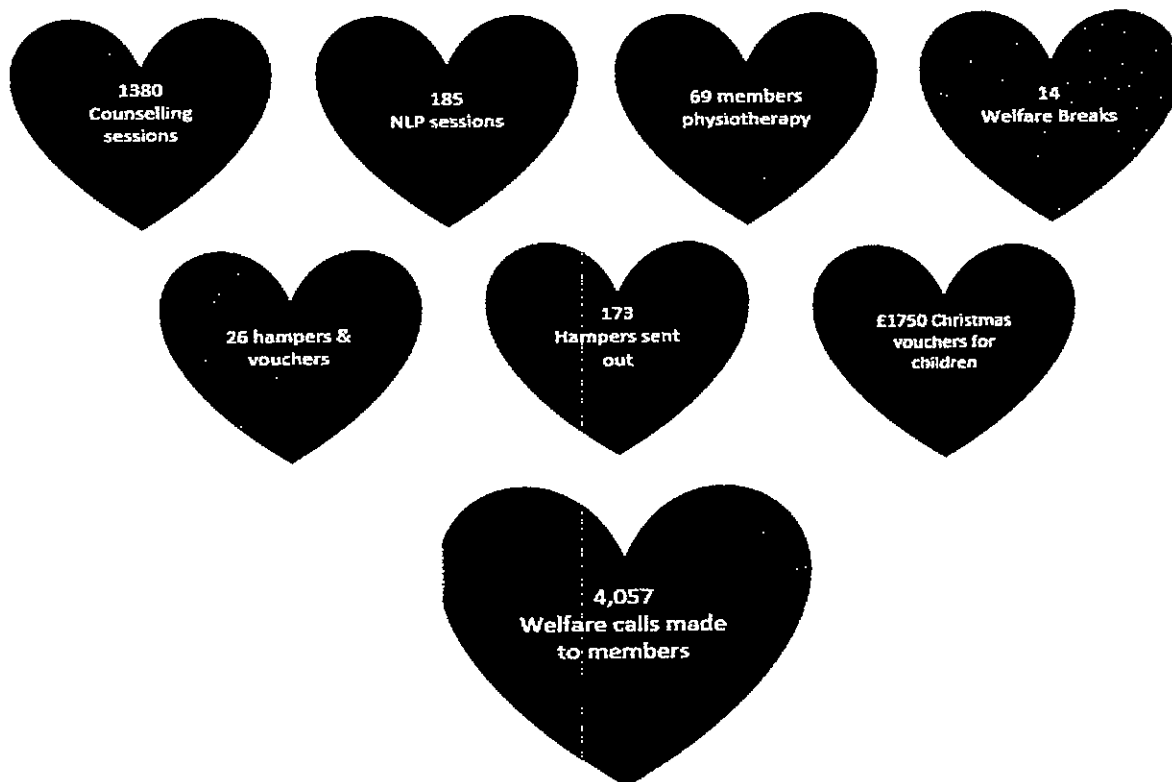
The pandemic has touched many of our members and their families. We reported on our actions during the first national lockdown in last year's report. When the country went into a second lockdown in December 2020, we managed to keep the PFOA running as per normal. We had team members covering the office during working hours and managed to maintain counselling and NLP Coaching commitments albeit many being delivered via Teams, Facetime and Zoom. Unfortunately, we were unable to send officers away on respite breaks during the lockdown. The Government Grant we received during the first lockdown was spent providing meals and refreshments for our members, which in turn helped support other businesses under financial pressure. The pandemic is still very much with us and will be for some time to come. We are confident that we have the resources in place to ensure we can deliver much needed support whatever the circumstances and in any location. We are thankful that some kind of normality is returning, but acutely aware of the added risk to police officers

**Supporting our members**

Over the past year we have yet again exceeded the support we delivered in the previous year even during the pandemic lockdowns. The headline figures from June 20 to June 21 are:

- ✓ Counselling for 230 members - a total of 1380 sessions
- ✓ NLP Coaching for 116 members - a total of 185 sessions
- ✓ Physiotherapy for 69 members
- ✓ Hampers sent to 173 members and their families
- ✓ Hampers with vouchers for children sent to 26 officers and their families
- ✓ 14 Welfare breaks
- ✓ Christmas vouchers sent to Children totalling £1750
- ✓ We made 4,057 Welfare calls to our members and their families
- ✓ We declined 10 requests for support as they were outside our remit and funding rules.

Supporting our members and delivering prompt first class support is what the PFOA is all about. We have amazing, caring people working with us, some on a voluntary basis. We will always look at ways to improve our service and to help even more members.



**Report of the Trustees  
for the Year Ended 30 June 2021**

**Social media and PFOA website**

Whilst it's important for us to be seen on various social media platforms over the past year we have engaged less on Twitter and concentrated on our website and Facebook group. It seems to us that Twitter is becoming a platform for some to attack organisations such as ours without identifying themselves. We have also had orchestrated 'attacks' from groups intent on causing damage to policing in general and even to us as a welfare Charity. With that in mind remaining on Twitter will be on the agenda at the next AGM. Our Facebook group page is very popular with over 500 members. This generates healthy discussion and great ideas for us as an organisation to take forward.

The website has been very busy over the past 12 months.

- 60,000 new visitors to the site.
  - ❖ Of these 60,000 80% are from the UK, 17% from the USA and 3% other countries.
- 120,000 pages viewed. Examples of page visits:
  - Blogs - 25,100 views
  - Articles - 20,049 views
  - Firearms vacancies - 9,083 views
  - About us - 9,036 views
  - Firearms History - 2,282 views
- Peek views of blog:
  - Feb 21 - M62 shooting & officer quitting
  - March 21 - Armed man points gun at police officer
  - April 21 - The death of HRH Prince Phillip
  - July 21 - CNC role review
  - Oct 21 - Met officers cleared of shooting in West London.

These figures illustrate the importance of our website and the need for us to continue to post blogs. More work will be done over the next 12 months in expanding the website and ensuring it is always up to date with what is happening within UK Armed Policing.

**Report of the Trustees  
for the Year Ended 30 June 2021**

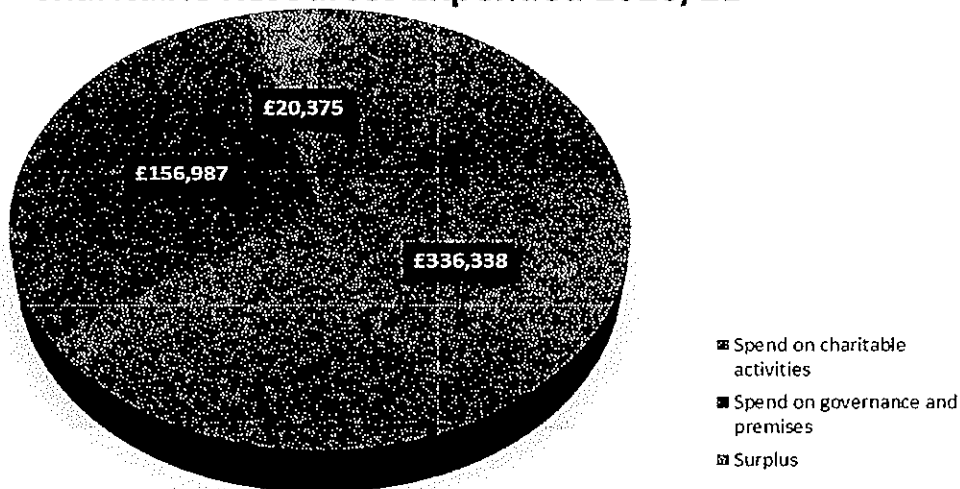
**FINANCIAL REVIEW**

**Financial report**

our finances remain strong. We will be making an investment with Mattioli Woods to ensure our funds get as good a return as possible. This will be a low-risk investment but will make our reserves work harder than they are at present. Whilst its sensible to invest we also need to ensure we do not tie money up. We have set aside funds toward any major incident such as a terrorist attack, training of staff and a Museum project we are currently working on which includes an element of education on the role of firearms officers and indeed armed policing in general.

The headline figures of income and expenditure on welfare provisions is yet again impressive. We have taken on another team member and now finance our own 24/7 phone support line. The fact we have been able to keep membership at just £4 per month since we began in 2009 demonstrates a responsible, prudent attitude. However, the funds we have belong to our members. We will never shy away from spending what is needed to support someone. At the same time, we have a responsibility to spend wisely and effectively and to plan for the future, which inevitably will mean an increase in the monthly donation.

**Charitable Resources Expended 2020/21**



We are both pleased and proud that the provision of grants and support services has continued to rise as this is ultimately our purpose as it represents the support we provide to our members.

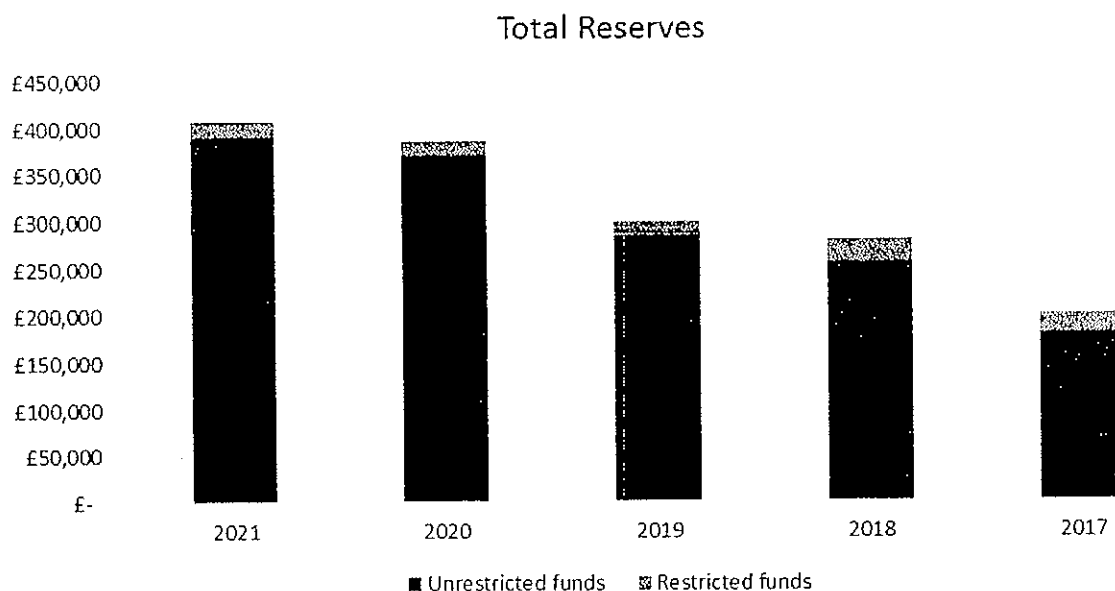
We have had a moderate increase in our rent, which was expected after 5 years at our headquarters in Chatteris. We have also invested in our IT support engaging with One MSP to provide our security and maintenance. Staff salaries are reviewed each year and pay increases were awarded at 1%.

**Increase in monthly donation**

The monthly donation of £4 has been in place since we began in 2009. This will need to change to meet future costs. Trustees and members discussed this at the last AGM. All agreed that to ensure we have enough funds for years to come, and that we continue to provide a first class support we should increase the monthly donation from £4 to £5 in January 2023. We anticipate there will be no need to revisit this for the following 5 years. This is in real terms, considering inflation over the past 13 years, a very modest increase.

**Report of the Trustees  
for the Year Ended 30 June 2021**

**Reserves policy**



Having a reserve fund is essential for a charity such as the PFOA. However, the money needs to work, and we also need to ensure we have funds set aside for specific reasons. The total reserve fund currently stands at £405,462. [2020: £385,087] However, free reserves sit at £272,488 [2020: £281,714] due to investment in assets and designating funds for specific future activities.

At the end of this financial year, we had ring-fenced the following funds:

- Contingency for Terrorist attacks involving PFOA members - £25,000
- Advancement of education (including Museum of Armed Policing film project) - £45,000
- Upskilling of staff - £10,000

The terrorist attack budget is not something we want to use for obvious reasons, but nevertheless it is important to ensure immediate funds are there if/when required. The Museum project involves the making of a film based on the London Bridge terrorist attack in 2017 involving PFOA members. This is hugely important to raise awareness of the amazing work carried out by firearms officers daily, but to also document and produce a legacy for all those involved on that fateful night. Staff training in the next 12 months involves two CPD events and mental health first aid training for new members of the PFOA Team.

Other financial plans

We will be investing £100,000 with Mattioli Woods on a medium to long term investment portfolio. We now provide our own 24/7 phone support line at a cost of £52,000 per annum which will continue as we believe it's an essential service for our members. We will be providing our members with a 24/7 GP phone line at a cost of £40,800 per annum. This again will be a huge asset to our members as it can take time to get an appointment at a local GP surgery. This will help speed the process up. We will not shy away continuing to look at different ways to support our members and their families

**Report of the Trustees  
for the Year Ended 30 June 2021**

**FINANCIAL REVIEW**

**Financial report, continued**

The Museum has been closed since the first Covid lock down. This has given us the opportunity to update and add some new equipment. Most notable is the addition of a City of London BMW armed response vehicle. This particular car, donated to the Museum by the City of London Police, was involved in the first London Bridge terror attack in 2017. The vehicle was featured on many media footage of the incident. We have moved the electronic judgement range into the main building to free up space in the Museum. Shoot House have updated the software on the range and provided another weapon that has a recoil. We are hoping to re-open to the public in March 2022 when the covid situation is looking better. We will not open until it is safe to do so as we have a responsibility to our Team working in the same building.



We already have many bookings for the year ahead and will do our utmost to fit everyone in. We are restricted with space and indeed time as each tour can take up to 3 hours.

**FUTURE PLANS**

**Aims and objectives for the next 12 months**

- ✓ Introduce a new GP 24/7 service to members.
- ✓ Continue with our in house 24/7 phone support line (which was a pilot scheme).
- ✓ Open the Museum of Armed Policing to the public after the Covid closure.
- ✓ Visit as many force areas as possible to raise awareness and meet members.
- ✓ Deliver two Top Cover magazines.
- ✓ Hold a Summer Ball.
- ✓ Organise CPD training for all our team and in house NLP Welfare Coaches.
- ✓ Continue to deliver the Nottinghamshire Police counselling and welfare coaching service.
- ✓ Increase our exposure to Taser officers.

**Report of the Trustees  
for the Year Ended 30 June 2021**

**STRUCTURE, GOVERNANCE AND MANAGEMENT**

**Governing document**

The charity is controlled by its governing document, a deed of trust, and constitutes a limited company, limited by guarantee, as defined by the Companies Act 2006.

**Board of Trustees**

The PFOA currently has six Trustees. We have a Chair of Trustees, currently Steve Hartshorn. The Trustees meet four times per year including the annual general meeting. During the Trustee meetings the CEO will give an overview of how the Charity is operating, including staffing and finances. Of course, our primary goal is to provide support to members and their families so there is much discussion around what we provide and what else we can do to assist.

Currently a Trustee can serve an indefinite term, however this will change. From January 2022 a fixed term of 5 years will be implemented. We do realise that Trustees for various reasons may not be able to fulfil their role and will resign. If this is the case a process of discussion between the other Trustees in conjunction with the CEO will take place to appoint a replacement. We are keen to ensure we have female representation on the board of Trustees. Currently we have Sarah-Jane Ferris. We plan to recruit another female Trustee in the next year.

**Making decisions**

When the board meets there are occasions when key decisions must be made. This could be around expenditure or making a policy on certain aspects of support. Because our Trustees have a thorough understanding of policing this helps to ensure a prompt decision is made.

Our current Trustees' experience include:

- ❖ Inspector within Armed Policing
- ❖ Federation lead for Armed Policing and Taser
- ❖ CTSFO
- ❖ Solicitor
- ❖ Welfare lead
- ❖ Retired Protection officer

**REFERENCE AND ADMINISTRATIVE DETAILS**

**Registered Company number**

07295737 (England and Wales)

**Registered Charity number**

1139247

**Registered office**

St. George's House, 14 George Street, Huntingdon, Cambridgeshire PE29 3GH

**Principal Office**

Chatteris Police Station, 18 East Park Street, Chatteris, Cambridgeshire PE16 6LD

**Report of the Trustees  
for the Year Ended 30 June 2021**

**REFERENCE AND ADMINISTRATIVE DETAILS continued**

**Trustees**

Mr S Hartshorn Police Officer  
Mr J A Roger Police Officer  
Mr D Keen Police Officer  
Mr M Wardley  
Mr G Cable Retired (resigned 1.11.21)  
Mrs S Ferris Police Officer (resigned 17.1.22)  
Mr A Deponeo (appointed 18.1.22)  
Mrs C Batt (appointed 18.1.22)  
Mrs C Jackson (appointed 18.1.22)

**Independent Examiner**

George Hay Partnership LLP, Chartered Accountants  
St George's House, George Street, Huntingdon, Cambridgeshire PE29 3GH

**Bankers**

Nat West PLC

**Legal Advisors**

Straw & Pearce -- Loughborough

**Key Employee**

Mr M Williams - CEO

11th April 2022

Approved by order of the board of trustees on ..... and signed on its behalf by:



David Keen - Trustee

.....  
Trustee

**Independent Examiner's Report to the Trustees of  
Police Firearms Officers Association Ltd (Registered number: 07295737)**

**Independent examiner's report to the trustees of Police Firearms Officers Association Ltd ('the Company')**

I report to the charity trustees on my examination of the accounts of the Company for the year ended 30 June 2021.

**Responsibilities and basis of report**

As the charity's 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 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 2011 Act.

**Independent examiner's statement**

Since your charity's gross income exceeded £250,000 your examiner must be a member of a listed body. I can confirm that I am qualified to undertake the examination because I am a registered member of the Institute of Chartered Accountants which is one of the listed bodies.

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:

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.

*Toni Hunter*



Mrs Toni Hunter FCCA, ACA, DChA  
George Hay Partnership LLP  
St George's House  
George Street  
Huntingdon  
Cambridgeshire  
PE29 3GH

Date: 28.04.22

**Statement of Financial Activities  
for the Year Ended 30 June 2021**

|                                        | Notes | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | 2021<br>Total<br>funds<br>£ | 2020<br>Total<br>funds<br>£ |
|----------------------------------------|-------|----------------------------|--------------------------|-----------------------------|-----------------------------|
| <b>INCOME AND ENDOWMENTS FROM</b>      |       |                            |                          |                             |                             |
| Donations and legacies                 | 2     | 507,944                    | -                        | 507,944                     | 505,903                     |
| Other trading activities               | 3     | 1,231                      | -                        | 1,231                       | 1,181                       |
| Investment income                      | 4     | 781                        | -                        | 781                         | 3,416                       |
| Other income                           |       | <u>3,744</u>               | <u>-</u>                 | <u>3,744</u>                | <u>25,000</u>               |
| <b>Total</b>                           |       | <b>513,700</b>             | <b>-</b>                 | <b>513,700</b>              | <b>535,500</b>              |
| <b>EXPENDITURE ON</b>                  |       |                            |                          |                             |                             |
| <b>Charitable activities</b>           | 5     |                            |                          |                             |                             |
| Provision of grants & support services |       | 491,914                    | -                        | 491,914                     | 435,758                     |
| Museum & promoting education           |       | <u>1,411</u>               | <u>-</u>                 | <u>1,411</u>                | <u>13,905</u>               |
| <b>Total</b>                           |       | <b>493,325</b>             | <b>-</b>                 | <b>493,325</b>              | <b>449,663</b>              |
| <b>NET INCOME</b>                      |       | <b>20,375</b>              | <b>-</b>                 | <b>20,375</b>               | <b>85,837</b>               |
| <b>RECONCILIATION OF FUNDS</b>         |       |                            |                          |                             |                             |
| Total funds brought forward            |       | <u>369,303</u>             | <u>15,784</u>            | <u>385,087</u>              | <u>299,250</u>              |
| <b>TOTAL FUNDS CARRIED FORWARD</b>     |       | <b><u>389,678</u></b>      | <b><u>15,784</u></b>     | <b><u>405,462</u></b>       | <b><u>385,087</u></b>       |

The notes form part of these financial statements

**Balance Sheet**  
**30 June 2021**

|                                              | Notes | Unrestricted funds<br>£ | Restricted funds<br>£ | 2021<br>Total funds<br>£ | 2020<br>Total funds<br>£ |
|----------------------------------------------|-------|-------------------------|-----------------------|--------------------------|--------------------------|
| <b>FIXED ASSETS</b>                          |       |                         |                       |                          |                          |
| Tangible assets                              | 10    | 35,706                  | -                     | 35,706                   | 38,224                   |
| <b>CURRENT ASSETS</b>                        |       |                         |                       |                          |                          |
| Debtors                                      | 11    | 55,312                  | -                     | 55,312                   | 69,598                   |
| Cash at bank                                 |       | <u>328,149</u>          | <u>15,784</u>         | <u>343,933</u>           | <u>288,508</u>           |
|                                              |       | 383,461                 | 15,784                | 399,245                  | 358,106                  |
| <b>CREDITORS</b>                             |       |                         |                       |                          |                          |
| Amounts falling due within one year          | 12    | <u>(29,489)</u>         | -                     | <u>(29,489)</u>          | <u>(11,243)</u>          |
| <b>NET CURRENT ASSETS</b>                    |       | <u>353,972</u>          | <u>15,784</u>         | <u>369,756</u>           | <u>346,863</u>           |
| <b>TOTAL ASSETS LESS CURRENT LIABILITIES</b> |       | <u>389,678</u>          | <u>15,784</u>         | <u>405,462</u>           | <u>385,087</u>           |
| <b>NET ASSETS</b>                            |       | <u>389,678</u>          | <u>15,784</u>         | <u>405,462</u>           | <u>385,087</u>           |
| <b>FUNDS</b>                                 | 14    |                         |                       |                          |                          |
| Unrestricted funds                           |       |                         |                       | 389,678                  | 369,303                  |
| Restricted funds                             |       |                         |                       | <u>15,784</u>            | <u>15,784</u>            |
| <b>TOTAL FUNDS</b>                           |       |                         |                       | <u>405,462</u>           | <u>385,087</u>           |

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 30 June 2021.

The members have not required the company to obtain an audit of its financial statements for the year ended 30 June 2021 in accordance with Section 476 of the Companies Act 2006.

The trustees acknowledge their responsibilities for

- (a) ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and
- (b) preparing financial statements which give a true and fair view of the state of affairs of the charitable company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the charitable company.

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 by the Board of Trustees and authorised for issue on ..... and were signed on its behalf by:

**11th April 2022**

.....  **David Keen - Trustee**  
Trustee

The notes form part of these financial statements

**Police Firearms Officers Association Ltd**

**Cash Flow Statement  
for the Year Ended 30 June 2021**

|                                                                               | Notes | 2021<br>£      | 2020<br>£      |
|-------------------------------------------------------------------------------|-------|----------------|----------------|
| <b>Cash flows from operating activities</b>                                   |       |                |                |
| Cash generated from operations                                                | 1     | <u>60,326</u>  | <u>38,683</u>  |
| Net cash provided by operating activities                                     |       | <u>60,326</u>  | <u>38,683</u>  |
| <b>Cash flows from investing activities</b>                                   |       |                |                |
| Purchase of tangible fixed assets                                             |       | (4,932)        | (7,815)        |
| Interest received                                                             |       | <u>31</u>      | <u>416</u>     |
| Net cash used in investing activities                                         |       | <u>(4,901)</u> | <u>(7,399)</u> |
|                                                                               |       |                |                |
| <b>Change in cash and cash equivalents<br/>in the reporting period</b>        |       | 55,425         | 31,284         |
| <b>Cash and cash equivalents at the<br/>beginning of the reporting period</b> |       | <u>288,508</u> | <u>257,224</u> |
| <b>Cash and cash equivalents at the end<br/>of the reporting period</b>       |       | <u>343,933</u> | <u>288,508</u> |

The notes form part of these financial statements

**Notes to the Cash Flow Statement  
for the Year Ended 30 June 2021**

**1. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES**

|                                                                                           | 2021<br>£     | 2020<br>£     |
|-------------------------------------------------------------------------------------------|---------------|---------------|
| <b>Net income for the reporting period (as per the Statement of Financial Activities)</b> | 20,375        | 85,837        |
| <b>Adjustments for:</b>                                                                   |               |               |
| Depreciation charges                                                                      | 7,450         | 7,474         |
| Interest received                                                                         | (31)          | (416)         |
| Decrease/(increase) in debtors                                                            | 14,286        | (55,598)      |
| Increase in creditors                                                                     | <u>18,246</u> | <u>1,386</u>  |
| <b>Net cash provided by operations</b>                                                    | <u>60,326</u> | <u>38,683</u> |

**2. ANALYSIS OF CHANGES IN NET FUNDS**

|                          | At 1.7.20<br>£ | Cash flow<br>£ | At 30.6.21<br>£ |
|--------------------------|----------------|----------------|-----------------|
| <b>Net cash</b>          |                |                |                 |
| Cash at bank and in hand | <u>288,508</u> | <u>55,425</u>  | <u>343,933</u>  |
|                          | <u>288,508</u> | <u>55,425</u>  | <u>343,933</u>  |
| <b>Total</b>             | <u>288,508</u> | <u>55,425</u>  | <u>343,933</u>  |

The notes form part of these financial statements

**Notes to the Financial Statements  
for the Year Ended 30 June 2021**

**1. 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.

**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.

**Expenditure**

Liabilities are 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.

**Tangible fixed assets**

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

|                          |                           |
|--------------------------|---------------------------|
| Improvements to property | - 15% on reducing balance |
| Plant and machinery      | - 25% on reducing balance |
| Computer equipment       | - 25% on reducing balance |

**Taxation**

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

**Hire purchase and leasing commitments**

Rentals paid under operating leases are charged to the Statement of Financial Activities on a straight line basis over the period of the lease.

**Pension costs and other post-retirement benefits**

The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

**2. DONATIONS AND LEGACIES**

|                      | 2021           | 2020           |
|----------------------|----------------|----------------|
|                      | £              | £              |
| Donations - members  | 434,701        | 464,419        |
| Donations - other    | 36,972         | 6,829          |
| Members' fundraising | -              | 1,244          |
| Gift aid             | <u>36,271</u>  | <u>33,411</u>  |
|                      | <u>507,944</u> | <u>505,903</u> |

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

|                           | 2021     | 2020         |
|---------------------------|----------|--------------|
|                           | £        | £            |
| PFOA Welfare Services Ltd | <u>-</u> | <u>1,244</u> |

**Notes to the Financial Statements - continued  
for the Year Ended 30 June 2021**

**3. OTHER TRADING ACTIVITIES**

|                   | 2021<br>£    | 2020<br>£    |
|-------------------|--------------|--------------|
| Merchandise Sales | <u>1,231</u> | <u>1,181</u> |

**4. INVESTMENT INCOME**

|                | 2021<br>£  | 2020<br>£    |
|----------------|------------|--------------|
| Rents received | 750        | 3,000        |
| Bank interest  | <u>31</u>  | <u>416</u>   |
|                | <u>781</u> | <u>3,416</u> |

**5. CHARITABLE ACTIVITIES COSTS**

|                                        | Direct<br>Costs<br>£ | Support<br>costs (see<br>note 6)<br>£ | Totals<br>£    |
|----------------------------------------|----------------------|---------------------------------------|----------------|
| Provision of grants & support services | 336,338              | 155,576                               | 491,914        |
| Museum & promoting education           | <u>-</u>             | <u>1,411</u>                          | <u>1,411</u>   |
|                                        | <u>336,338</u>       | <u>156,987</u>                        | <u>493,325</u> |

**6. SUPPORT COSTS**

|                                        | Management<br>£ | Human<br>resources<br>£ | Premises<br>Costs<br>£ | Totals<br>£    |
|----------------------------------------|-----------------|-------------------------|------------------------|----------------|
| Provision of grants & support services | 67,453          | 63,069                  | 25,054                 | 155,576        |
| Museum & promoting education           | <u>1,411</u>    | <u>-</u>                | <u>-</u>               | <u>1,411</u>   |
|                                        | <u>68,864</u>   | <u>63,069</u>           | <u>25,054</u>          | <u>156,987</u> |

Support costs, included in the above, are as follows:

|                                  |                                                      |                                         | 2021                     | 2020                     |
|----------------------------------|------------------------------------------------------|-----------------------------------------|--------------------------|--------------------------|
|                                  | Provision<br>of grants<br>& support<br>services<br>£ | Museum &<br>promoting<br>education<br>£ | Total<br>activities<br>£ | Total<br>activities<br>£ |
| Other operating leases           | 4,315                                                | -                                       | 4,315                    | 5,186                    |
| Utilities                        | 4,916                                                | 259                                     | 5,175                    | 6,510                    |
| Sundries                         | 2,195                                                | -                                       | 2,195                    | 2,635                    |
| Employee & Trustee Training      | 3,686                                                | -                                       | 3,686                    | 7,826                    |
| Committee expenses               | 607                                                  | -                                       | 607                      | 108                      |
| Meetings (including AGM)         | 34                                                   | -                                       | 34                       | 3,728                    |
| Telephone                        | 7,217                                                | -                                       | 7,217                    | 10,081                   |
| Printing, postage and stationery | 4,677                                                | -                                       | 4,677                    | 3,185                    |
| Repairs and renewals - equipment | -                                                    | -                                       | -                        | 228                      |
| Travelling                       | 3,108                                                | -                                       | 3,108                    | 10,121                   |
| Marketing and web costs          | 23,447                                               | -                                       | 23,447                   | 13,045                   |
| Insurances                       | <u>3,025</u>                                         | <u>1,008</u>                            | <u>4,033</u>             | <u>1,212</u>             |
| Carried forward                  | 57,227                                               | 1,267                                   | 58,494                   | 63,865                   |

**Notes to the Financial Statements - continued  
for the Year Ended 30 June 2021**

**6. SUPPORT COSTS - continued**

|                                                 |                                                      |                                         | 2021                     | 2020                     |
|-------------------------------------------------|------------------------------------------------------|-----------------------------------------|--------------------------|--------------------------|
|                                                 | Provision<br>of grants<br>& support<br>services<br>£ | Museum &<br>promoting<br>education<br>£ | Total<br>activities<br>£ | Total<br>activities<br>£ |
| Brought forward                                 | 57,227                                               | 1,267                                   | 58,494                   | 63,865                   |
| Credit card charges                             | 978                                                  | -                                       | 978                      | 1,212                    |
| Bank charges                                    | 658                                                  | -                                       | 658                      | 545                      |
| Accountancy & payroll costs                     | 5,010                                                | 144                                     | 5,154                    | 7,380                    |
| Depreciation of tangible and heritage<br>assets | 3,580                                                | -                                       | 3,580                    | 3,153                    |
| Wages                                           | 57,722                                               | -                                       | 57,722                   | 61,769                   |
| Social security                                 | 3,892                                                | -                                       | 3,892                    | 4,074                    |
| Pensions                                        | 1,455                                                | -                                       | 1,455                    | 1,315                    |
| Rent, rates and water                           | 13,386                                               | -                                       | 13,386                   | 12,618                   |
| Property maintenance                            | 7,798                                                | -                                       | 7,798                    | 6,512                    |
| Depreciation of tangible fixed assets           | <u>3,870</u>                                         | <u>-</u>                                | <u>3,870</u>             | <u>4,321</u>             |
|                                                 | <u>155,576</u>                                       | <u>1,411</u>                            | <u>156,987</u>           | <u>166,764</u>           |

**7. NET INCOME/(EXPENDITURE)**

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

|                             | 2021<br>£    | 2020<br>£    |
|-----------------------------|--------------|--------------|
| Depreciation - owned assets | 7,450        | 7,474        |
| Other operating leases      | <u>4,315</u> | <u>5,186</u> |

**8. TRUSTEES' REMUNERATION AND BENEFITS**

There was not any trustees' remuneration or other benefits for the year ended 30 June 2021 nor for the year ended 30 June 2020.

**Trustees' expenses**

There was bit any trustees' expenses paid for the year ended 30 June 2021 nor for the year ended 30 June 2020.

**9. STAFF COSTS**

|                       | 2021<br>£      | 2020<br>£      |
|-----------------------|----------------|----------------|
| Wages and salaries    | 147,268        | 119,356        |
| Social security costs | 7,694          | 6,603          |
| Other pension costs   | <u>3,027</u>   | <u>2,253</u>   |
|                       | <u>157,989</u> | <u>128,212</u> |

**Notes to the Financial Statements - continued**  
**for the Year Ended 30 June 2021**

**9. STAFF COSTS - continued**

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

|                       | 2021     | 2020     |
|-----------------------|----------|----------|
| Charitable Activities | 5        | 4        |
| Governance            | <u>1</u> | <u>2</u> |
|                       | <u>6</u> | <u>6</u> |

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

**10. TANGIBLE FIXED ASSETS**

|                       | Improvements<br>to<br>property<br>£ | Plant and<br>machinery<br>£ | Computer<br>equipment<br>£ | Totals<br>£   |
|-----------------------|-------------------------------------|-----------------------------|----------------------------|---------------|
| <b>COST</b>           |                                     |                             |                            |               |
| At 1 July 2020        | 64,585                              | 2,898                       | 21,797                     | 89,280        |
| Additions             | <u>-</u>                            | <u>4,932</u>                | <u>-</u>                   | <u>4,932</u>  |
| At 30 June 2021       | <u>64,585</u>                       | <u>7,830</u>                | <u>21,797</u>              | <u>94,212</u> |
| <b>DEPRECIATION</b>   |                                     |                             |                            |               |
| At 1 July 2020        | 38,785                              | 2,112                       | 10,159                     | 51,056        |
| Charge for year       | <u>3,870</u>                        | <u>670</u>                  | <u>2,910</u>               | <u>7,450</u>  |
| At 30 June 2021       | <u>42,655</u>                       | <u>2,782</u>                | <u>13,069</u>              | <u>58,506</u> |
| <b>NET BOOK VALUE</b> |                                     |                             |                            |               |
| At 30 June 2021       | <u>21,930</u>                       | <u>5,048</u>                | <u>8,728</u>               | <u>35,706</u> |
| At 30 June 2020       | <u>25,800</u>                       | <u>786</u>                  | <u>11,638</u>              | <u>38,224</u> |

**11. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

|                                | 2021<br>£     | 2020<br>£     |
|--------------------------------|---------------|---------------|
| Sundry debtors & prepayments   | 46,869        | 62,905        |
| Prepayments and accrued income | <u>8,443</u>  | <u>6,693</u>  |
|                                | <u>55,312</u> | <u>69,598</u> |

Notes to the Financial Statements - continued  
for the Year Ended 30 June 2021**12. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

|                                 | 2021          | 2020          |
|---------------------------------|---------------|---------------|
|                                 | £             | £             |
| Social security and other taxes | 3,860         | 2,347         |
| Sundry creditors & accruals     | 4,929         | 8,896         |
| Accruals and deferred income    | <u>20,700</u> | <u>-</u>      |
|                                 | <u>29,489</u> | <u>11,243</u> |

**13. LEASING AGREEMENTS**

Minimum lease payments under non-cancellable operating leases fall due as follows:

|                            | 2021           | 2020           |
|----------------------------|----------------|----------------|
|                            | £              | £              |
| Within one year            | 17,696         | 17,696         |
| Between one and five years | 54,616         | 54,621         |
| In more than five years    | <u>33,465</u>  | <u>46,851</u>  |
|                            | <u>105,777</u> | <u>119,168</u> |

**14. MOVEMENT IN FUNDS**

|                                  | At 1.7.20      | Net movement in funds | Transfers between funds | At 30.6.21     |
|----------------------------------|----------------|-----------------------|-------------------------|----------------|
|                                  | £              | £                     | £                       | £              |
| <b>Unrestricted funds</b>        |                |                       |                         |                |
| General fund                     | 319,938        | 25,532                | (37,276)                | 308,194        |
| Museum of Armed Policing         | 2,955          | (1,471)               | -                       | 1,484          |
| Advancement of education         | 15,000         | -                     | 30,000                  | 45,000         |
| Contingency for terrorist events | 25,000         | -                     | -                       | 25,000         |
| Training Budget                  | <u>6,410</u>   | <u>(3,686)</u>        | <u>7,276</u>            | <u>10,000</u>  |
|                                  | 369,303        | 20,375                | -                       | 389,678        |
| <b>Restricted funds</b>          |                |                       |                         |                |
| PFOA Training Ltd                | <u>15,784</u>  | <u>-</u>              | <u>-</u>                | <u>15,784</u>  |
| <b>TOTAL FUNDS</b>               | <u>385,087</u> | <u>20,375</u>         | <u>-</u>                | <u>405,462</u> |

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

|                           | Incoming resources | Resources expended | Movement in funds |
|---------------------------|--------------------|--------------------|-------------------|
|                           | £                  | £                  | £                 |
| <b>Unrestricted funds</b> |                    |                    |                   |
| General fund              | 513,700            | (488,168)          | 25,532            |
| Museum of Armed Policing  | -                  | (1,471)            | (1,471)           |
| Training Budget           | <u>-</u>           | <u>(3,686)</u>     | <u>(3,686)</u>    |
|                           | <u>513,700</u>     | <u>(493,325)</u>   | <u>20,375</u>     |
| <b>TOTAL FUNDS</b>        | <u>513,700</u>     | <u>(493,325)</u>   | <u>20,375</u>     |

**Notes to the Financial Statements - continued**  
**for the Year Ended 30 June 2021**

**14. MOVEMENT IN FUNDS - continued****Comparatives for movement in funds**

|                                  | At 1.7.19<br>£ | Net<br>movement<br>in funds<br>£ | Transfers<br>between<br>funds<br>£ | At<br>30.6.20<br>£ |
|----------------------------------|----------------|----------------------------------|------------------------------------|--------------------|
| <b>Unrestricted funds</b>        |                |                                  |                                    |                    |
| General fund                     | 219,572        | 98,205                           | 2,161                              | 319,938            |
| Premises refurbishment costs     | 2,464          | (303)                            | (2,161)                            | -                  |
| Museum of Armed Policing         | 6,138          | (3,183)                          | -                                  | 2,955              |
| Advancement of education         | 15,000         | -                                | -                                  | 15,000             |
| Contingency for terrorist events | 25,000         | -                                | -                                  | 25,000             |
| Training Budget                  | <u>15,000</u>  | <u>(8,590)</u>                   | <u>-</u>                           | <u>6,410</u>       |
|                                  | 283,174        | 86,129                           | -                                  | 369,303            |
| <b>Restricted funds</b>          |                |                                  |                                    |                    |
| PFOA Training Ltd                | 13,468         | 2,316                            | -                                  | 15,784             |
| Devon & Cornwall officer support | <u>2,608</u>   | <u>(2,608)</u>                   | <u>-</u>                           | <u>-</u>           |
|                                  | <u>16,076</u>  | <u>(292)</u>                     | <u>-</u>                           | <u>15,784</u>      |
| <b>TOTAL FUNDS</b>               | <u>299,250</u> | <u>85,837</u>                    | <u>-</u>                           | <u>385,087</u>     |

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

|                                  | Incoming<br>resources<br>£ | Resources<br>expended<br>£ | Movement<br>in funds<br>£ |
|----------------------------------|----------------------------|----------------------------|---------------------------|
| <b>Unrestricted funds</b>        |                            |                            |                           |
| General fund                     | 532,118                    | (433,913)                  | 98,205                    |
| Premises refurbishment costs     | -                          | (303)                      | (303)                     |
| Museum of Armed Policing         | 382                        | (3,565)                    | (3,183)                   |
| Training Budget                  | <u>-</u>                   | <u>(8,590)</u>             | <u>(8,590)</u>            |
|                                  | 532,500                    | (446,371)                  | 86,129                    |
| <b>Restricted funds</b>          |                            |                            |                           |
| PFOA Training Ltd                | 3,000                      | (684)                      | 2,316                     |
| Devon & Cornwall officer support | <u>-</u>                   | <u>(2,608)</u>             | <u>(2,608)</u>            |
|                                  | <u>3,000</u>               | <u>(3,292)</u>             | <u>(292)</u>              |
| <b>TOTAL FUNDS</b>               | <u>535,500</u>             | <u>(449,663)</u>           | <u>85,837</u>             |

**Notes to the Financial Statements - continued**  
**for the Year Ended 30 June 2021**

**14. MOVEMENT IN FUNDS - continued**

A current year 12 months and prior year 12 months combined position is as follows:

|                                  | At 1.7.19<br>£ | Net<br>movement<br>in funds<br>£ | Transfers<br>between<br>funds<br>£ | At<br>30.6.21<br>£ |
|----------------------------------|----------------|----------------------------------|------------------------------------|--------------------|
| <b>Unrestricted funds</b>        |                |                                  |                                    |                    |
| General fund                     | 219,572        | 123,737                          | (35,115)                           | 308,194            |
| Premises refurbishment costs     | 2,464          | (303)                            | (2,161)                            | -                  |
| Museum of Armed Policing         | 6,138          | (4,654)                          | -                                  | 1,484              |
| Advancement of education         | 15,000         | -                                | 30,000                             | 45,000             |
| Contingency for terrorist events | 25,000         | -                                | -                                  | 25,000             |
| Training Budget                  | <u>15,000</u>  | <u>(12,276)</u>                  | <u>7,276</u>                       | <u>10,000</u>      |
|                                  | 283,174        | 106,504                          | -                                  | 389,678            |
| <b>Restricted funds</b>          |                |                                  |                                    |                    |
| PFOA Training Ltd                | 13,468         | 2,316                            | -                                  | 15,784             |
| Devon & Cornwall officer support | <u>2,608</u>   | <u>(2,608)</u>                   | <u>-</u>                           | <u>-</u>           |
|                                  | <u>16,076</u>  | <u>(292)</u>                     | <u>-</u>                           | <u>15,784</u>      |
| <b>TOTAL FUNDS</b>               | <u>299,250</u> | <u>106,212</u>                   | <u>-</u>                           | <u>405,462</u>     |

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

|                                  | Incoming<br>resources<br>£ | Resources<br>expended<br>£ | Movement<br>in funds<br>£ |
|----------------------------------|----------------------------|----------------------------|---------------------------|
| <b>Unrestricted funds</b>        |                            |                            |                           |
| General fund                     | 1,045,818                  | (922,081)                  | 123,737                   |
| Premises refurbishment costs     | -                          | (303)                      | (303)                     |
| Museum of Armed Policing         | 382                        | (5,036)                    | (4,654)                   |
| Training Budget                  | <u>-</u>                   | <u>(12,276)</u>            | <u>(12,276)</u>           |
|                                  | 1,046,200                  | (939,696)                  | 106,504                   |
| <b>Restricted funds</b>          |                            |                            |                           |
| PFOA Training Ltd                | 3,000                      | (684)                      | 2,316                     |
| Devon & Cornwall officer support | <u>-</u>                   | <u>(2,608)</u>             | <u>(2,608)</u>            |
|                                  | <u>3,000</u>               | <u>(3,292)</u>             | <u>(292)</u>              |
| <b>TOTAL FUNDS</b>               | <u>1,049,200</u>           | <u>(942,988)</u>           | <u>106,212</u>            |

**Notes to the Financial Statements - continued  
for the Year Ended 30 June 2021**

**15. RELATED PARTY DISCLOSURES**

PFOA Training Services Ltd

The key employee of the Charity, Mr M Williams, is one of three directors and shareholders of PFOA Training Services Ltd. All transactions are carried out at arms length, however during this accounting period there were none to note.

PFOA Welfare Services Ltd

Both employees of the Charity, Mr M Williams and Miss R Williams are both directors of PFOA Welfare Services Ltd, both are also shareholders. The following transactions occurred with the company during the year:

During the accounting period Nil (2020: £3,000) was received from PFOA Welfare Services Ltd, for office and storage space at the Charity's premises.

During the year PFOA Welfare Services Ltd charged the charity a total of £16,000 (2020: £27,000) to provide support to the charity's members. The transactions took place under normal commercial terms.

PFOA Museum Ltd

The key employee of the Charity, Mr M Williams, is the sole director & shareholder of PFOA Museum Ltd. The following transactions occurred with the company during the year:

£144 was paid by the Charity for accountancy and Companies House filing fees on behalf of PFOA Museum Ltd to protect its dormant status

**Detailed Statement of Financial Activities  
for the Year Ended 30 June 2021**

|                                                       | 2021<br>£     | 2020<br>£     |
|-------------------------------------------------------|---------------|---------------|
| <b>INCOME AND ENDOWMENTS</b>                          |               |               |
| <b>Donations and legacies</b>                         |               |               |
| Donations - members                                   | 434,701       | 464,419       |
| Donations - other                                     | 36,972        | 6,829         |
| Members' fundraising                                  | -             | 1,244         |
| Gift aid                                              | <u>36,271</u> | <u>33,411</u> |
|                                                       | 507,944       | 505,903       |
| <b>Other trading activities</b>                       |               |               |
| Merchandise Sales                                     | 1,231         | 1,181         |
| <b>Investment income</b>                              |               |               |
| Rents received                                        | 750           | 3,000         |
| Bank interest                                         | <u>31</u>     | <u>416</u>    |
|                                                       | 781           | 3,416         |
| <b>Other income</b>                                   |               |               |
| Government Grants                                     | <u>3,744</u>  | <u>25,000</u> |
| <b>Total incoming resources</b>                       | 513,700       | 535,500       |
| <b>EXPENDITURE</b>                                    |               |               |
| <b>Charitable activities</b>                          |               |               |
| Wages                                                 | 89,546        | 57,587        |
| Social security                                       | 3,802         | 2,529         |
| Pensions                                              | 1,572         | 938           |
| Provision of grants and charitable assistance         | 233,269       | 217,611       |
| Costs of maintaining and expanding membership levels  | 8,149         | 2,099         |
| Costs associated with members' fundraising and events | <u>-</u>      | <u>2,135</u>  |
|                                                       | 336,338       | 282,899       |
| <b>Support costs</b>                                  |               |               |
| <b>Management</b>                                     |               |               |
| Other operating leases                                | 4,315         | 5,186         |
| Utilities                                             | 5,175         | 6,510         |
| Sundries                                              | 2,195         | 2,635         |
| Employee & Trustee Training                           | 3,686         | 7,826         |
| Committee expenses                                    | 607           | 108           |
| Meetings (including AGM)                              | 34            | 3,728         |
| Telephone                                             | 7,217         | 10,081        |
| Printing, postage and stationery                      | 4,677         | 3,185         |
| Repairs and renewals - equipment                      | -             | 228           |
| Travelling                                            | 3,108         | 10,121        |
| Carried forward                                       | 31,014        | 49,608        |

This page does not form part of the statutory financial statements

**Detailed Statement of Financial Activities  
for the Year Ended 30 June 2021**

|                             | 2021<br>£            | 2020<br>£            |
|-----------------------------|----------------------|----------------------|
| <b>Management</b>           |                      |                      |
| Brought forward             | 31,014               | 49,608               |
| Marketing and web costs     | 23,447               | 13,045               |
| Insurances                  | 4,033                | 1,212                |
| Credit card charges         | 978                  | 1,212                |
| Bank charges                | 658                  | 545                  |
| Accountancy & payroll costs | 5,154                | 7,380                |
| Plant and machinery         | 670                  | 263                  |
| Computer equipment          | <u>2,910</u>         | <u>2,890</u>         |
|                             | 68,864               | 76,155               |
| <b>Human resources</b>      |                      |                      |
| Wages                       | 57,722               | 61,769               |
| Social security             | 3,892                | 4,074                |
| Pensions                    | <u>1,455</u>         | <u>1,315</u>         |
|                             | 63,069               | 67,158               |
| <b>Premises Costs</b>       |                      |                      |
| Rent, rates and water       | 13,386               | 12,618               |
| Property maintenance        | 7,798                | 6,512                |
| Improvements to property    | <u>3,870</u>         | <u>4,321</u>         |
|                             | <u>25,054</u>        | <u>23,451</u>        |
| Total resources expended    | <u>493,325</u>       | <u>449,663</u>       |
| <b>Net income</b>           | <u><u>20,375</u></u> | <u><u>85,837</u></u> |