



NATIONAL EMERGENCY SERVICES MUSEUM

ANNUAL REPORT AND ACCOUNTS

YEAR ENDED 31st MARCH 2021

Charitable Incorporated Organisation
1161866

NATIONAL EMERGENCY SERVICES MUSEUM

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Any enquiries related to this publication should be sent to us at charity@visitnesm.org.uk

TRUSTEES AND PROFESSIONAL ADVISORS

Trustees: For the purpose of charity law and throughout this report are collectively referred to as the trustees.

The trustees serving during the year were as follows:

Chair: Matthew Wakefield

Elected Trustees: Dale Rutherford
Geoff Butterell
Richard Paddey
Shahida Siddique

Secretary: Helen Shephard

Examiners: FaithStar LLP, (Registered in England OC382964)

Bankers: HSBC
Carmel House
49 – 63 Fargate
Sheffield
S1 2HD

Charity registered name: National Emergency Services Museum

Charity registered address: The Old Police/Fire Station,
West Bar,
Sheffield,
South Yorkshire,
S3 8PT

Charity number: 1161866

THE TRUSTEES PRESENT THEIR REPORT FOR THE YEAR ENDED 31st MARCH 2020.

The accounts have been prepared in accordance with accounting policies set out in Note 1 to the accounts and comply with the Charity's Memorandum and Articles of Association, applicable law, the requirements of the Financial Reporting Standard applicable in the UK – FRS 102 and follows the Charities Statement of Recommended Practice SORP (FRS 102) and with the Companies Act 2006.

STRATEGIC REPORT

Brief Description and History: The National Emergency Services Museum became so after a full restructure of the former Charity who managed the then Fire & Police Museum and previously the South Yorkshire Fire Service Museum. The ever-growing collection has developed over the years to include a wider variety of Emergency Services. The addition of other Emergency Services saw the name change to "Emergency Services Museum". On examining the full collection both existing and future, it was declared that the collection was of National importance and not just locally to the area. The museum has a small team of paid employees and volunteers whom all dedicate their time towards keeping history alive for future generations. National Emergency Services Museum (NESM) provides an experience like no other, allowing visitors of all ages and abilities to explore, discover, and learn about the services' extensive work from days gone by to day-to-day life. The museum has dedicated volunteers and regularly invests funds in preserving and restoring exhibits and taking great care of the collection/archives. NESM operates through self-guided visits to the museum and fully interactive guided educational visits both in house and through outreach at Schools and Events.

Governance: National Emergency Services Museum (NESM) is a Charitable Incorporated Organisation, supported financially by museum entry, Gift Shop, Coffee Shop, earned income, donations and sponsorship. The Charity focuses strongly on its constitution and always has its vision and mission at the forefront.

Public Benefit: The Trustees comply with the duty contained in the Charities Act 2011 to have due regard to the public benefit guidance published by the Charity Commission. The Charity provides public benefit by safeguarding the collections and building, making them accessible to the public and delivering museum and education services open to all sectors of society.

Vision and Mission: To advance the public's education in the history and development of the national emergency services by the establishment and maintenance of museums and the creation of a national archive.

- To manage and run a museum or museums in accordance with the below objects
- To preserve the history and heritage of the Emergency Services
- To use its collection to teach vital life safety through hands-on learning with history
- To promote the past, present and future of the Emergency Services
- To work with other related organisations to manage the countries Emergency Services history
- To create a national archive that will be made available for research

REVIEW OF ACTIVITIES 2020 - 2021

Overview:

Impact of Covid and Museum Response

The museum's financial position at year-end is again more robust than in previous years but with the current situation of a global pandemic starting towards the end of this financial year, we will have to swiftly restructure some of the upcoming budgets and projects dependant on the length of the pandemic.

On the 18th of March 2020 the decision was made to close the museum for the foreseeable future due to the pandemic. Along with many other business, charities, museums of all sizes, NESM was unable to put any plan in place at the start of the pandemic as the length of the closure and how this would affect the museums finances were unpredictable. Whilst this is an ever-changing situation, we will be keeping in close contact with trustees to assist with any decision making during the foreseeable future to assist us through the pandemic.

With the immediate cancelation of March and April's school visits, the decision was made to temporarily close our learning team. This resulted in one member of staff being furloughed and the other taking early maternity leave. The current employed team consisted of Matthew Wakefield (CEO), Holly Roberts (Curator), Paul Watson (Learning Coordinator), Rosie Norrell (Learning Coordinator). In addition to these two members of the team are self-employed as Maintenance and PR / Marketing.

In 2021 the 'Police Museum' would become 30 years old. Thanks to support from South Yorkshire Police and direct investment from the museum itself, just prior to the pandemic and the museums closure, the decision was made to close the Police galleries and cells in the museum to fully refurbish them, including new electrics, heating, lighting, cabinets etc. At the point of the start of the pandemic these areas of the museum had already been dismantled and all facilities removed ready for a full refurbishment. Due to the museum's future and the uncertainty of the museum's finances going forward, the decision was made to stop this project and close the Police side of the museum.

For the month of April and a chunk of May, our teams were furloughed or on reduced hours working from home. Once permitted to do so, a small team of volunteers utilised the month of May and June to have a mass sort out and reshuffle of the bulk of the collection on site. With the expense of off-site storage locations, the aim of this was to potentially reduce duplicates in the collection to allow for more of the museum's collection to be brought to site. Within this process, the museum returned a number of loaned items to their owners to reduce costs on storage.

During May NESM wanted to investigate its online presence and for the first time, be public about what goes on here at NESM and the work put into keeping such a collection. This saw the creating on a weekly blog and weekly free educational activities. With this, and a push on social media the museums online presence grew massively.

For some time prior to the museums closure and the pandemic, NESM started to work with another local museum that was relocating and closing its current site in Doncaster. In July, they made the decision to completely close their museum and contacted NESM to offer some of its exhibitions, cabinets and other items. Working with a team of volunteers NESM underwent a number of trips back and forth to Doncaster. Local painters, building and electrical suppliers supported NESM and offered free services and products to allow museum volunteers to refresh some of the museums existing exhibitions and with the items collected from the other museum to create new exhibitions here at NESM. Something new to see for visitors, hopefully a pull for new visitors.

The museum had already created an online funding page that was slowly plodding along but with the fact that museums would not be reopened for some time, the charity had to redirect its efforts into the reality that it may need to permanently close down.

As a charity, NESM has been applying for every type of emergency fund with for one reason or another the museum was falling through the cracks and was unable to gain any emergency support.

With a swift push on NESM's online donations and being upfront and public about the museum coming close to closing, members of the public started to come together to help the museum survive. With reduced outgoings the museum was able to survive for a further two months that's to the generous donations of visitors and supporters online and through different kinds of donations and letters posted through the museum's door. Without this kind support the museum would seriously not be here today!

With continued applications and the continued threat that NESM may have to close permanently, the charity was finally supported through the Cultural Recovery Fund and was awarded just over £100,000, supporting the charity for the next 6 months. Within this grant a small budget was included to upgrade some of the museums facilities including the buildings toilets.

During the month of July, some museums were able to open, but with the complexity of the NESM site and the fact most of it is inside and in small rooms, NESM was unable to reopen until the 9th of September 2020. The museum swiftly changed to card and online payments only along with new systems. Within the CRF grant, an additional front of house member of staff was funded to provide help as NESM re-opens to the public. We wanted to ensure a safe return for visitors. Regularly reviewing our risk strategy and management of the museum in light of Covid rules at any given time throughout the pandemic. .

September and October saw a number of sold out days and increasing visitor numbers with a lot of new visitors finding out about the museum through online and social media. With a plan to kick start school visits and new events at the museum in place, once again these plans were brought to a swift stop as the pandemic forced the government to close all museums again from November. This would now see the museum closed for the remainder of this financial year. Thankfully with the rise in visitor numbers and continued donations from members of the public along with the CRF grant and smaller monthly support grants through the council, the museum was able to sustain itself along for the remainder of the financial year.

As NESM's new visitors learned about who we are and what we do, the decision was made to apply for a bounce back loan as alongside the CRF grant and some other smaller donations and grants NESM had received in the past, the team were able to get back on track with refurbishing the Police Cells and gallery, install a new fire alarm and install a lift to provide access to the upper floors of the historic building. The reason for this was that the museum once reopened could become reopen with some of its historical issues resolved.

Getting everything back on track again and businesses returning to some sort of normality saw the museums off-site store that was supported by Sheffield City Council come to an end and the site owners made the decision to sell off the buildings on this plot. Sadly, Sheffield City Council were unable to support the museum with any other locations but did make NESM a £12,000 donation towards rent on another site if it was able to locate one. At this

point NESM has two off site locations for its large collection. Once in Sheffield and one in Rotherham at MAGNA. The museums MAGNA store was simply a location to store vehicles that were waiting to be restored.

With the pandemic forcing museums and attractions to close MAGNA had an empty warehouse that they would normally use for events. With the £12,000 donation from Sheffield City Council the decision was made to relocate the full collection to this location and in February 2021 this task was undertaken may a small team of volunteers.

Risk Management During Covid Pandemic

The museum staff and trustees implemented and followed all government and local guidance giving full regards and action to Covid rules at any given time. Staff and visitor safety was paramount throughout pandemic. Insurances and risk assessment for staff, sites and visitors and storage was updated accordingly

Development:

Further development plans towards the museum's full refurbishment have been carried out and support from outside organisations to be found. Just a few months before the pandemic the museum applied for a large grant from the NLHF and was turned down. The reasons for this being turned down were mainly due to issues around the ownership of the building the museum was housed in. this is something with trustees we are exploring for the next financial year.

Continuing from previous years, the museum had various meetings with the Sheffield Town Trust to better understand the ownership of the building and resolve major funding blocks with the lack of a lease on the building. This has now been fixed, and within the near future, the museum should be getting an official lease for the West Bar building by the Sheffield Town Trust. This will break the funding cycle of not being able to apply for funding and allow the museum to apply for large funding grants to restore the original building.

Board of Trustees:

The board of trustees of have fully supported the day-to-day management and decision making of the staff team and have offered support both strategic and advisory as needed. Recognising the unprecedented nature of the pandemic and the impact this was having on the finance, staff and visitors to the museum. The trustees have supported decision to use the time wisely to develop and make the most of focusing on improvements and development ready for visitors once thing started to get back to normal. Whilst trustees have not been able to meet face to face, they have made themselves available via phone calls and zoom as needed by the staff team and have been in regular contact with regular updates via email.

Meetings of the Board of Trustees:

The museum's board of trustees has been speaking regularly through this pandemic but had been unable to hold a full face to face meeting. With all the decisions needing to be made during this pandemic, the board has and is in regular contact about every decision. The board of trustees have enabled and empowered the museum staff team to make decisions they have needed to in order to cope with the issues and strains of the pandemic on the museum.

Buildings:

The museum is housed within the former combined Police, Fire and Ambulance Station which within its own right is one of the charities main exhibits. Over the years the building has seen significant damage through wear and tear and natural damage caused by the weather. The Charity holds a “right to occupy” the site under the Town Trust and Council, which allows the museum to occupy the site. With the museums, development and growth saw the museum continue the rent of adjoining land to the rear of the museum to allow for more of the larger items of the collection to be displayed this also allowed the museum to showcase local life as the small house in the centre of the land was once a “Police Fireman’s home”.

Pension Liabilities:

The Charity operates a pension scheme providing benefits based upon a career average pensionable salary. The scheme's assets are held separately from those of the Charity, being administered by the Peoples Pensions.

Conflict of Interest:

In 2020-21, no material conflicts of interest had been noted by Management or the Trustees in the Register of Interests.

National Emergency Services Museum
Statement of Financial Activities
For the period from 01 April 2020 to 31 March 2021

	Unrestricted funds	Designated funds	Restricted funds	Endowment funds	Total funds	Prior year total funds
Income and endowments from:						
Donations and legacies	100,013.32 -		93,060.00 -		193,073.32	39,424.25
Income from charitable activities	8,367.32 -	-	-		8,367.32	158,108.02
Other trading activities	512.35	3,089.89 -	-		3,602.24	36,426.71
Investments	-	-	-	-	-	-
Other income	61,647.92 -	-	-		61,647.92	45,890.47
Total income	170,540.91	3,089.89	93,060.00 -		266,690.80	279,849.45
Expenditure on:						
Raising funds	4,080.84	3,786.37 -	-		7,867.21	30,815.97
Expenditure on charitable activities	181,061.93 -		42,699.15 -		223,761.08	182,834.68
Other expenditure	35,568.71 -		3,817.60 -		39,386.31	47,084.75
Total expenditure	220,711.48	3,786.37	46,516.75 -		271,014.60	260,735.40
Net income / (expenditure) resources before transfer	-50,170.57	-696.48	48,777.61 -		-2,089.44	19,114.05
Transfers:						
Gross transfers between funds - in		-	-		-	
Gross transfers between funds - out		-	-		-	
Other recognised gains / losses						
Gains/losses on investment assets	-192.2 -	-	-		-	
Gains on revaluation, fixed assets, charity's own use	-	-	-	-	-	
Net movement in funds	-50,362.77	-31.48	46,543.25 -		-3,851.00	19,114.05
Reconciliation of funds						
Total funds brought forward	-72,071.59	45,583.10	47,500.00 -		21,011.51	1,897.46
Total funds carried forward	-122,434.36	45,551.62	94,043.25 -		17,160.51	21,011.51

National Emergency Services Museum

Balance Sheet detailed

	As at 31/03/2021	As at 31/03/2020
Current assets		
17155: Current Account HSBC	377.33	254.32
172155: Petty Cash 1	-	192.1
173155: CAF Bank Old Account	-	629.14
174155: Saving Accounts HSBC	15,676.47	17,977.90
175155: Shop Account HSBC	1,106.71	2,622.95
Z05: Accounts Receivable	-	-
Total Current assets	17,160.51	21,676.41
Net Asset surplus (deficit)	17,160.51	21,676.41
Reserves		
Excess/(deficit) to date	-3,851.00	19,778.95
Z01: Starting balances	21,011.51	1,897.46
Z02: Gains/(losses) on investment assets		-
Total Reserves	17,160.51	21,676.41

Represented by Funds

	General (Unrestricted)	-122,434.36	-72,071.59
	Designated	45,551.62	45,583.10
	Restricted	94,043.25	47,500.00
	Total	17,160.51	21,011.51

National Emergency Services Museum

Analysis of income and expenditure Selected period: 01 April 2020 to 31 March 2021

	Total				
	General	Designated	Restricted	This year	Last year
Income and endowments from:					
Donations and legacies					
1200 - Grants Restricted	-	-	93,060.00	93,060.00	2,500.00
1300 - Grants Unrestricted	71,008.43	-	-	71,008.43	8,850.00
21200 - Donations Non Gift Aid	27,754.89	-	-	27,754.89	5,516.64
21300 - Donations Gift Aid	-	-	-	-	22,557.61
21400 - Gift Aid Recovered	1,250.00	-	-	1,250.00	-
Donations and legacies Totals	100,013.32	-	93,060.00	193,073.32	39,424.25
Income from charitable activities					
1999 - Transfer Between Funds Grants	-	-	-	-	-
31600 - Membership Income	-	-	-	-	1,157.33
4000 - Education	-672	-	-	-672	29,271.74
4500 - Website Hosting & other IT income	-	-	-	-	200
6000 - Entrance Fees	9,039.32	-	-	9,039.32	109,756.41
6400 - Card and Cash Discrepancies	-	-	-	-	6,127.75
7000 - Collections	-	-	-	-	-
7100 - Collections Permanent	-	-	-	-	-
7200 - Collections Loans and Hire	-	-	-	-	12,000.00
8000 - Operational Fleet	-	-	-	-	-
8100 - Historic Fleet	-	-	-	-	-
Income from charitable activities Totals	8,367.32	-	-	8,367.32	158,513.23
Other trading activities					
3000 - Gift Shop	-	2,860.84	-	2,860.84	15,717.68
4300 - Room hire	118	-	-	118	-
5000 - Coffee Shop	244.35	229.05	-	473.4	15,084.22
9000 - Events	150	-	-	150	5,949.50
Other trading activities Totals	512.35	3,089.89	-	3,602.24	36,751.40
Investments					
Investments Totals	-	-	-	-	-
Other income					
1110 - Cash in Bank	-	-	-	-	30,170.11
1120 - Undeposited Local Cash	-	-	-	-	-
1130 - Petty Cash	-	-	-	-	-
1400 - Loans	50,000.00	-	-	50,000.00	-
3200 - Refund Income	11,647.92	-	-	11,647.92	15,720.36
Other income Totals	61,647.92	-	-	61,647.92	45,890.47
Income and endowments Grand totals	170,540.91	3,089.89	93,060.00	266,690.80	280,579.35

Expenditure on:

Raising funds

11145 - Card and Till Machine Exp	1,632.20	-	-	1,632.20	1,496.27
13000 - Gift Shop Exp	1,582.14	1,678.75	-	3,260.89	13,041.69
15000 - Coffee Shop Exp	616.5	2,107.62	-	2,724.12	13,213.68
19000 - Events Exp	250	-	-	250	3,064.33
Raising funds Totals	4,080.84	3,786.37	-	7,867.21	30,815.97
Expenditure on charitable activities					
11112 - Pensions Exp	3,251.68	-	-	3,251.68	1,913.90
11115 - Postage Exp	18.59	-	-	18.59	3
11117 - Insurance Exp	11,711.74	-	4,667.85	16,379.59	14,813.28
11119 - Consultancy Fees Exp	2,000.00	-	-	2,000.00	1,596.00
11131 - Staff and Volunteer Training Exp	-	-	-	-	-
11141 - Payroll Service Exp	682.8	-	255.6	938.4	8,478.90
11150 - Building Maintenance and Repairs	64,050.93	-	5,000.00	69,050.93	18,903.77
11200 - Grant Funds Restricted Exp	-	-	-	-	-
11300 - Grant Funds Unrestricted Exp	-	-	-	-	-
11500 - Payroll Exp	53,907.15	-	20,507.89	74,415.04	65,688.24
11700 - Rent Exp	6,400.00	-	3,840.00	10,240.00	12,800.00
14000 - Education Exp	7,168.42	-	-	7,168.42	1,150.17
17000 - Collections Exp	1,412.86	-	1,943.60	3,356.46	128.81
17100 - Collections Permanent Exp	-	-	-	-	-
17200 - Collections Loan & Hire Exp	63	-	-	63	-
18000 - Operational fleet Exp	-	-	-	-	68
18100 - Historic Fleet Exp	-	-	-	-	300
31100 - Volunteer Expenses	857.5	-	-	857.5	3,092.55
31200 - Marketing and Advertising	8,665.49	-	3,870.00	12,535.49	13,500.35
31400 - Vehicle Maintenance Historical and Operational	5,661.91	-	-	5,661.91	17,063.08
31500 - Stationary Exp	2,711.76	-	180	2,891.76	4,856.46
31700 - Travel and Parking Exp	-	-	-	-	15.2
31800 - Utilities Exp	11,994.89	-	2,434.21	14,429.10	11,213.70
31900 - Fuel Exp	503.21	-	-	503.21	6,478.62
32800 - HMRC Exp	-	-	-	-	-
32900 - Staff Expenses Claims	-	-	-	-	835.65
Expenditure on charitable activities Totals	181,061.93	-	42,699.15	223,761.08	182,899.68
Other expenditure					
11121 - Business Rates	702.4	-	936	1,638.40	8,206.10
11130 - Petty Cash Exp	-	-	-	-	250
11600 - Governance Costs	-	-	-	-	800
11800 - Transfer Between funds	-	-	-	-	-
11900 - Misc Exp	1,518.41	-	-	1,518.41	1,209.06
21110 - Loan Repayments	5,000.00	-	-	5,000.00	6,216.72
31300 - Account Services EXP	1,600.00	-	-	1,600.00	10,995.00
32500 - Storage Exp	12,000.40	-	2,881.60	14,882.00	13,642.05
32700 - IT Exp	1,350.76	-	-	1,350.76	774.18
33000 - Subscriptions and memberships	570.45	-	-	570.45	837
33100 - Bank Charges	-	-	-	-	77.79
40000 - Exhibitions Expenditure	12,826.29	-	-	12,826.29	4,076.85
Other expenditure Totals	35,568.71	-	3,817.60	39,386.31	47,084.75
Expenditure Grand totals	220,711.48	3,786.37	46,516.75	271,014.60	260,800.40

Notes to the Financial Accounts

A1 Income receipts

Income in 2020-2021 amounted to £266,690.80.

Donations £27,754.89. Restricted Grants £93,060.00. Gift Aid Recovered £71,008.43. Entrance £9039.32

Other trading Activities £3602.24

A2 Assets and Investment

A loan of £50,000 bounce back loan. Refund Income from insurance fees £11647.92

A3 Expenditure

Expenditure amounted to £271,014.60 with a deficit of -£3851.00 with a surplus from the year before of £21,011.5
With a carry forward of £17,160.51.

Staff costs

Total staff costs came top £74,415.04 which was made of the 2 FTE staff members and 2 PTE staff member.

The museum continues to manage expenditure particularly well, endeavouring to always get best value. The museum is well placed to manage both operational and strategic cashflow during the challenges over the next 2 years in particular.

Whilst raising fund has been difficult during covid access to the culture fund and furlough scheme has assisted in enabling the museum to function and be sustainable for the long term in readiness for the end of the pandemic.

A4 Heritage assets

The Charity is undergoing an extensive valuation of collections and buildings as well as museum assets.

This is the first year as the new Charity that the collection will be undergoing a stock and artefacts audit which will take significant time before a valuation as to true value can be given.

The disclosure requirements of Financial Reporting Standard 102 will be adopted, as the historic buildings and grounds and museum exhibits are regarded as heritage assets. This is due to their historic importance and the fact they are held for purposes of preservation, conservation and public education.

Current estimation are based on the valuation given to the insurance as follows:

Buildings	£3,312,000
Machinery Plant and All Other Contents	£115,000
Various Equipment and effects	£1,000
Vehicles	£318,550
Static Lifeboat	£80,000
Stock and materials in trade	£6,000

A5 Transfer between funds

There has been of £1762 between unrestricted fund to designated funds to account for the deficit in funds and the closure of residual fund from old bank account of CAF and petty cash which is no longer in use.

A6 Cash fund at end of year

Cash funds at the bank shows £21011,51 at the start of the year and net total minus expenditure leaves cash funds to carry forward £17, 160.51.

RESERVES POLICY

The museum accumulates free reserves through self-generated or donated income. Free reserves are unrestricted but may be designated for a particular project or purpose. They are only to be used to further the museum's charitable objectives. Typical instances where free reserves might be used are:

- to absorb setbacks, such as unplanned maintenance and changes to funding arrangements;
- to cope with short-term fluctuations and bridge cash-flow problems;
- to take advantage of currently unidentified opportunities; and
- to plan for future growth by allocating free reserves for specific future projects.

In order to provide a level of free reserves appropriate to the museum's needs and risks, as identified in the risk register, the museum, at the request of the Trustees, will endeavour to maintain a sum of not less than £25,000, which is the equivalent of eight weeks' running expenses. Where free reserves exceed this sum trustees will include a statement in the Annual Accounts to explain the purposes for which they are to be designated.

This is currently being maintained through the value of assets held by the museum which will be sold to the value stated in the reserves.

INDEPENDENT EXAMINER'S REPORT TO THE NATIONAL EMERGENCY SERVICES MUSEUM

I report on the accounts of The National Emergency Services Museum for the year ended 31st March 2021

Respective responsibilities of the PCC and examiner

The National Emergency Services Museum is responsible for the preparation of the accounts. The National Emergency Services Museum considers that an audit is not required for this year (under section 144(2) of the Charities Act 2011 (the 2011 Act)) and that an independent examination is needed.

It is my responsibility to:

- examine the accounts (under section 145(5)(b) of the 2011 Act);
- to follow the procedures laid down in the General Directions given by the Charity Commission; and
- To state whether particular matters have come to my attention.

Basis of independent examiner's report

My examination was carried out in accordance with the General Directions given by the Charity Commission. An examination includes a review of the accounting records kept by The National Emergency Services Museum and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts and seeking explanations from The National Emergency Services Museum concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit, and consequently I do not express an audit opinion on the view given by the accounts.

Independent examiner's statement

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

- 1) which gives me reasonable cause to believe that in any material respect the requirements
 - to keep accounting records in accordance with section 130 of the 2011 Act; and
 - to prepare accounts which accord with the accounting records and comply with the accounting requirements of the 2011 Act have not been met; or
- 2) To which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.

Shahida Siddique

FaithStar LLP
G2 Building
12 Leeds Roads
Sheffield
S9 3TY

Signed Independent Examiner
Ms Shahida Siddique
Member of the ACIE

15th December 2021

