



Tewkesbury Museum

Annual Report and Accounts for the Year Ended 31 March 2025

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Reference and Administrative Details

Charity Number 1185929

Address 64 Barton Street
Tewkesbury
Gloucestershire
GL20 5PX

Trustees Ian Coates
Paul Drake
Sash Giles (appointed 24/6/25)
Eleanor Paice (appointed 15/4/24)
Joanne Raywood (Chair)
Catherine Robertson (retired 18/11/24)
Georgina Robinson (appointed 29/7/24)
Jennifer Smart (retired 31/7/25)
Elanor Stanley (appointed 27/5/24)

Trustees' Report

Structure, Governance and Management

The Museum is a Charitable Incorporated Organisation, registered with the Charity Commission for England and Wales, number 1185929.

The Museum's governing document is its Constitution. This was revised on 15 July 2025.

The governing body consists of up to twelve trustees. Up to four trustees may be nominated by Tewkesbury Town Council, subject to ratification by the existing trustees.

The Museum has comprehensive policies and processes for the recruitment and induction of new trustees.

The Museum is run entirely by volunteers.

Objectives and Activities

The objects of the Museum are:

1. The establishment and maintenance of one or more Museums in Tewkesbury
2. The advancement of public knowledge and education about the history and heritage of Tewkesbury and its environs

Our constitution lists the main activities of the Museum as:

1. Effective stewardship of the CIO's collections and archives
2. Exhibiting, interpreting and providing access to collections and archives
3. Collecting artefacts in its own right or in collaboration with other Museums
4. Working in partnership with other organisations that have an interest in the history of Tewkesbury and its environs

We also engage, or plan to engage, in other important activities that further our second object such as walks, talks and external displays.

The trustees have complied with the duty in section 4 of the Charities Act 2006 to have due regard to guidance on public benefit published by the Commission, specifically PB2 'Public benefit: running a charity'.

Review of 2024/25

Building

For many years, the poor condition of our building threatened the museum with closure and hampered plans to improve exhibitions. However, our landlord, Tewkesbury Town Council, finally obtained a substantial grant from the Museum Estate and Development Fund and carried out extensive repairs between October 2023 and May 2024. At the same time they removed a 1950s staircase, adding space to our ground floor rear gallery and our first floor store, and installed a new heating system.

This refurbishment was the first phase of our Transformation Project. It allows us to move forward with other improvements to the museum - see 'Plans for the Future' below.

Visitors

The Museum closed to visitors in mid-September 2023, and did not re-open until mid-June 2024.

2024/25 visitor numbers, 2,763, were very low compared to 5,758 in 2022/23, our last full year of opening. This decline is due to:

- The museum was closed for the first 2.5 months of the year
- During our 9-month closure we lost a number of volunteers, which led to a reduction in our opening hours. We were, in fact, open for only 558 hours on 186 days, down from our record of 1,082 hours on 285 days in 2022/23.

Events

Our walks and talks are an important part of delivering our second object, 'The advancement of public knowledge and education about the history and heritage of Tewkesbury and its environs'. They are also an important source of income – particularly in 2024/25, when visitor numbers – and donations - were so low.

Walks, run in conjunction with 'Project Alleycat', take place mainly in the spring and summer and focus on the history of Tewkesbury's unusual alleys and courts. They are particularly popular with visitors to the town, although well-attended by local people as well. An average of 15 people attend each walk. In 2024/25 there were 47 walks with 682 participants, up slightly from 2023/24 when there were 42 walks with 653 participants.

A programme of talks is held in the spring and early autumn, attended mainly by local residents. There is a wide variety of subjects, most with a strong connection to the Tewkesbury area. Attendance varies (in 2024/25, between 28 and 103 people), depending on the subject and the speaker's reputation. The 2024/25 programme was very successful, with 10 talks attracting 671 participants, even better than in 2023/24 when there were 10 talks with 524 participants. As well as the organised programme, there were 3 other talks with 70 participants.

Our popular Christmas Grotto returned to the museum in December.

Exhibitions

Most of our collections and display cabinets had to go into storage in October 2023 in anticipation of repairs to our building. When they were returned, between June and September 2024, it was not possible to simply replace them in their previous positions due to updated recommendations from Historic England about positioning large pieces of furniture against exterior walls. Instead, we had to carry out a major exercise to identify and dispose of unnecessary, non-accessioned items before starting to reinstate exhibitions.

As planned, the expansion of our rear ground floor gallery has proved useful, allowing us to recommence putting on temporary exhibitions so that there is always something new for visitors, especially local residents.

Collections

Before we had to close in September 2023 we were making good progress on the audit of our collections. This has now resumed, albeit rather slowly due to the lack of volunteers and the more pressing need to set our exhibitions up again.

Our Arts Council re-accreditation submission was due in 2023 but, knowing that a long period of disruption was about to start, we requested a delay until building works had been completed and the museum returned to normal. Our accreditation status was accordingly set to 'provisional'. We were granted a renewal of this status in 2024/25.

We hold considerable archaeological deposits loaned by Tewkesbury Borough Council in 2004 and 2013. Discussions with the Council on the future of these items started in 2022, but have still not been concluded.

People

Our trustees have traditionally been much-valued enthusiastic amateurs, generally retired. While there is still very much a place for such people on our board, we consider ourselves fortunate to have attracted four young heritage professionals over the last 18 months, bringing more focused skills and different perspectives and attitudes to our museum.

Our volunteer numbers are low. A number of people left while we were closed for repairs and we have yet to find new recruits to take us back to our 2022/23 levels.

In view of the low volunteer numbers and the large amount of work that needed to be done when we moved back into the museum, the trustees engaged a part-time contractor for the second half of 2024/25. She has proved invaluable. Unfortunately we do not have the funds to retain her services beyond the first few months of 2025/26.

Plans for the Future

Building

As noted above, the first phase of our Transformation Project – the long-awaited structural repairs - has been carried out.

The second phase is to make further improvements to our building to support its evolution from 17th century domestic dwelling to a modern public institution. In its current layout, our ground floor is far from optimal for two reasons: the entire west side of the floor is currently for use only by volunteers rather than visitors; and wheelchair users cannot get beyond the entrance passageway.

To solve the second problem we considered a lift, but this proved impractical. The first and second floors would, in any case, still be difficult to negotiate because of uneven floors and steps between some of the rooms. Instead, both problems will be solved if we reconfigure the ground floor:

- A new entrance from the street, a ramp, the widening of several doorways and the installation of platform lifts will make the whole floor wheelchair-friendly
- The rooms currently used as our office and toilet will be combined, resulting in a large reception room where visitors can read, rest and view a 'Virtual Museum' display
- An accessible toilet will be installed where our underused kitchen is currently located

This work, together with some further external repairs, will cost over a quarter of a million pounds. Our landlord, Tewkesbury Town Council, made an application to the Museum Estate and Development Fund, round 4, in 2024, but this was rejected due to some technicalities. After a successful Expression of Interest for round 5 earlier this year, they have now been invited to submit a full application which will address the previous objections. If this application fails, we will try other sources of funding, such as the National Lottery Heritage Fund.

Visitors

Our visitor numbers are closely aligned to our opening hours, which depend on our volunteer numbers. With these remaining lower than in 2022/23, we fear that our visitor numbers will not rebound to 22/23 levels as we hoped.

Events

Our walks, talks and Christmas Grotto events will continue, although we need to find additional volunteers to help run them.

One of our volunteers arranged a trial 'Tabletop Sale' in April 2025. This proved successful, so we are planning to run such an event two or three times a year.

Exhibitions

Many of our exhibitions are very traditional in style, often featuring objects displayed in cabinets with limited accompanying information or explanations. The third phase of our Transformation Project is to modernise and reinvigorate our exhibitions. These will be expensive, involving the recruitment of a project manager as well as equipment such as touch screens, other audio-visual equipment, new cabinets and display materials.

We are examining several grant possibilities to fund these improvements.

Collections

We expect to submit our request for full Arts Council re-accreditation by the end of 2025.

Our collections audit, interrupted when we had to close for repairs, is continuing, and we expect that the records of our collections will soon be better than ever before.

Other improvements to the management of our collections are being expedited with the help of small grants:

- A collections care and conservation audit will help us understand areas for improvement and allow us to apply for grants to implement the work identified. This audit is being funded by the Association of Independent Museums
- Our collections include many items that do not comply with our collecting policies, and we therefore wish to carry out a rationalisation exercise in accordance with guidance from the Museums Association. The first phase, which Museum Development South West has funded, is to develop a robust process. Once this is in place, we will be able to start what is likely to be a multi-year project to examine our collections and potentially free up some much-needed space
- We need to minimise our energy consumption while still achieving satisfactory temperature and humidity levels. We are therefore installing a modern monitoring system which is being paid for by Gloucestershire County Council. This consists of a remote data logger for every room and an app where data can be stored and analysed. It will allow us to identify changing environmental conditions more promptly than is possible with our existing equipment, and to adjust heating controls accordingly

People

After our curator retired in 2017, we operated on a volunteer-only basis until the appointment of a temporary part-time contractor in October 2024. This worked well, insofar as we managed to remain open to the public, other than due to COVID and repairs, but only because of considerable work by two or three key volunteers.

We consider this situation to be unsustainable and have decided to recruit an employee again. Unfortunately, the cost of even a part-time employee is far more than we can afford from our normal income streams. We hope that one or more of the exhibition-improvement grants that we plan to apply for will cover the costs of an employee.

Our board is currently stronger than it has been for some years. However, following an Away Day last year which focused on our skills and succession needs, we are trying to recruit further trustees or specialist volunteers to help us run the museum effectively both now and when existing trustees step down.

For some years volunteers were discouraged by very low winter temperatures in the museum and by its shabby décor. The museum is now warmer, due to the new heating system, and the interior has been made more welcoming through extensive redecorating, and yet volunteer numbers remain low. We therefore plan to carry out an intensive recruitment campaign this summer and winter, using online marketing, notices in the local events magazine, and posters.

Financial Review

Income

2024/25 total income of £18.2k was £5.5k more than in 2023/24, due mainly to three unusual sources of income: £3.2k fees for an archaeology deposition, £1.1k interest and £1.0k costume sales. We may obtain further archaeology fees if Tewkesbury Borough Council ever transfer title to the items that have been on loan to us for many years. The other two sources of income, however, will not repeat: with relatively low interest rates we are no longer keeping cash in an interest-bearing account, and our costume collection has now been sold.

Visitor donations and associated gift aid, £5.2k, were even lower in 2024/25 than in 2023/24, £6.9k. Both years were affected by the museum closure from September 2023 to June 2024. 2024/25 also suffered from reduced opening hours due to a fall in volunteer numbers.

We were, however, lucky to receive £3.1k of non-visitor donations in 2024/25, up from £0.6k in 2023/24, mainly from the Mayor's Charity, Bookworm and the Rotary Club.

Our walks and talks programmes were, fortunately, unaffected by the closure, as they take place at external locations, and in 2024/25 brought in £2.5k, net of costs, up from £1.9k in 2023/24.

2025/26 income is expected to fall from 2024/25 levels, as neither the three unusual sources nor the high levels of non-visitor donations are likely to recur.

Expenditure

2024/25 expenditure rose significantly – by £9.6k – over 2023/24. Nearly all of this was due to two items:

- When our collections and furniture came back from store in the summer of 2024, we were faced with an enormous amount of work to reinstate our exhibitions, a task that was exacerbated by reduced resources after several volunteers left during the closure. We therefore made the financially difficult decision to bring in a part-time contractor to boost our capacity during this demanding period, incurring costs of £6.0k. These costs will continue at a lower rate into 2025/26 but will not continue long term
- More worryingly, one of our key ongoing costs, electricity, increased by £6.4k over the previous year. This was due to:
 - 2023/24 costs were particularly low as the museum was closed over the autumn and winter months
 - The new heating system that was installed during the closure gave noticeable temperature and humidity benefits to our volunteers, visitors and collections, but consumed nearly three times as much power as our historical average. We are liaising with our landlord to find ways to mitigate this cost in 2025/26 and beyond

Other 2025/26 expenditure is expected to be similar to 2024/25, other than potential one-off costs described below.

Surplus and Reserves

Our net deficit for 2024/25 was £4.1k, against a break-even position in 2023/24. This reduced our net assets to £39.7k.

While this figure seems healthy, we expect to incur £27k one-off costs over the next few years, most relating to our transformation project:

- Contractor. We anticipate a further £4k to retain our contractor for the first few months of 2025/26
- Transformation Project Phase 2 – reconfiguration of ground floor. If our landlord is successful in obtaining a grant, we will have to close for 3 months, losing £2k of visitor donations, as well as incurring another £3k costs related to the project
- Transformation Project Phase 3 – reinterpretation of exhibitions:
 - Likely funders for this project require match funding. Some allow volunteer hours to count toward this, others expect a cash contribution. We have earmarked £12k for this
 - We will need support in developing a strong case for funders. We estimate that this will cost £6k

Our reserves consist of:

- £1.5k Restricted Funds. This is a 2022/23 donation from the Tewkesbury Town Mayor's fund, to be spent on access improvements
- £30.2k Designated Funds:
 - £27k for the one-off costs described above
 - £3.2k archaeology fund. This is the fee for the 2024/25 archaeology deposition which will, in line with our accounting policy (Note 1d), be taken to income as related costs are incurred
- £7.9k General Funds. Our reserves policy is to hold general funds of 6-12 months of our forecast ongoing costs (ie excluding one-off costs). These costs are budgeted at £18.8k in 2025/26. Our general reserves are therefore equivalent to 5 months of such costs, a little below our policy level.

Approval

This report was approved by the Trustees on 4 August 2025 and signed on their behalf by:



Joanne Raywood (Chair)

Independent examiner's report on the accounts

**Report to the trustees/
members of** Tewkesbury Museum

**On the accounts for the
period ended** 31 March 2025

Charity no. 1185929

Set out on pages 12 to 19

**Responsibilities and
basis of report**

I report to the trustees on my examination of the accounts of the above charity ("the Trust") for the period ended 31/3/2025.

As the charity's trustees, you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ("the Act").

I report in respect of my examination of the Trust's accounts carried out under section 145 of the 2011 Act and in carrying out my examination, I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

**Independent
examiner's statement**

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination which gives me cause to believe that in, any material respect:

- the accounting records were not kept in accordance with section 130 of the Charities Act; or
- the accounts did not accord with the accounting records; or
- the accounts did not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 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.

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.

Signed:

M. E. Kisby CMIIA

Date:

30/07/25

Name:

Melanie Kisby

Address:

66 Church Street
Tewkesbury
Gloucestershire
GL20 5RZ

Tewkesbury Museum

Statement of Financial Activities Year Ended 31 March 2025

<i>All Figures in £</i>	Note	Current Year			Prior Year
	____	<u>Unrestricted</u>	<u>Restricted</u>	<u>Total</u>	<u>Total</u>
Income					
Donations and legacies		9,206	0	9,206	8,410
Charitable activities		6,344	0	6,344	2,371
Trading activities		1,611	0	1,611	1,932
Interest		1,050	0	1,050	0
Total income	2	<u>18,211</u>	<u>0</u>	<u>18,211</u>	<u>12,713</u>
Expenditure					
Raising funds		179	0	179	281
Charitable activities		22,093	0	22,093	12,417
Total expenditure	3	<u>22,272</u>	<u>0</u>	<u>22,272</u>	<u>12,698</u>
Net income/(expenditure) and net movement in funds		<u>-4,061</u>	<u>0</u>	<u>-4,061</u>	<u>15</u>
Reconciliation of funds					
Total funds brought forward		42,217	1,500	43,717	43,702
Total funds carried forward		<u>38,156</u>	<u>1,500</u>	<u>39,656</u>	<u>43,717</u>

Tewkesbury Museum

Balance Sheet at 31 March 2025

All Figures in £

	Note	Current Year <u>Total</u>	Prior Year <u>Total</u>
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Current assets

Debtors	4	805	1,163
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Cash at bank and in hand		39,975	42,554
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Total current assets		<u>40,780</u>	<u>43,717</u>
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Liabilities

Creditors: amounts falling due within one year	5	1,124	0
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Net current and total net assets		<u>39,656</u>	<u>43,717</u>
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Funds of the charity

Unrestricted: Designated		30,210	36,000
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Other		7,946	6,217
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Total		<u>38,156</u>	<u>42,217</u>
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Restricted		1,500	1,500
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Total funds		<u>39,656</u>	<u>43,717</u>
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Approved by the trustees on 4 August 2025 and signed on their behalf by:

Joanne Raywood

Joanne E Raywood.

Paul Drake

Paul Drake

The notes on pages 14 to 19 form part of these accounts.

Notes to the Accounts for the Year Ended 31 March 2025

1 Accounting Policies

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

a) Basis of preparation

These accounts have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant note(s) to these accounts.

The accounts have been prepared in accordance with:

- The Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), effective from 1 January 2019; and with
- The Charities Act 2011.

Tewkesbury Museum meets the definition of a public benefit entity under FRS 102.

b) Going concern

Given the Museum's level of year-end reserves, the Trustees consider that the charity has adequate resources to continue in operation for the foreseeable future. Accordingly, the financial statements have been prepared on a going concern basis.

c) Fund accounting

Unrestricted funds are available to spend on activities that further any of our charitable purposes.

Restricted funds are donations where the donor has specified they should only be used for certain aspects of our work. The costs of raising and administering such funds are charged against the specific fund, unless expressly forbidden by the donor.

The aim and use of each material restricted fund is set out in the notes to the accounts and/or the Financial Review in the Trustees' Report. Investment income, gains and losses are allocated to the appropriate fund.

d) Income

Income is recognised when the charity becomes entitled to the resources, it is more likely than not that the trustees will receive the resources, and the monetary value can be measured with sufficient reliability.

Donations, grants and gifts are recognised when receivable. If a donation is subject to performance conditions, the income is recognised in our Statement of Financial Activities when it is probable that those conditions will be met, unless it is considered more appropriate to include it as deferred income in Creditors.

There has been no offsetting of assets and liabilities, or of income and expenditure, unless required or permitted by the FRS 102 SORP.

Legacies are recognised when there is a high probability that they will be received and the amount can be measured with a reasonable degree of accuracy.

Gift Aid recoverable is included in income when there is a valid declaration from the donor. Any Gift Aid amount recovered on a donation is considered to be a part of that gift and is treated as an addition to the same fund as the initial donation unless the donor or the terms of the appeal have specified otherwise.

Interest on deposits is included when receivable and the amount can be measured reliably, which is normally on notification by the bank of the interest paid or payable.

Trading income is recognised at the point of sale.

Fees for archaeological deposits under £1,000 are added to unrestricted general funds on receipt. Fees over £1,000 are added to our designated fund for archaeology. Specific costs relating to any part of our archaeological collection are charged to this fund. The excess, if any, of 20% of the fund's opening balance, less specific costs, is transferred to general unrestricted funds each year.

e) Expenditure

Expenditure is recognised once there is a legal or constructive obligation and the amount can be measured with reasonable certainty. All expenditure is accounted for on an accruals basis under the following headings:

- *Expenditure on raising funds* comprises marketing costs, costs incurred in seeking donations, grants and legacies, and the costs of fundraising activities
- *Expenditure on charitable activities* comprises the costs of running the Museum and its programme of walks and talks, and in storing archaeological artefacts on loan

- *Support costs* are incurred in support of expenditure on the objects of the charity. However, as the Museum has no staff, governance or accounting costs and its administrative costs are negligible, it is considered that there are no support costs
- Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

f) Volunteers

The value of the services provided by volunteers is not included in these financial statements.

g) Fixed assets

Assets costing more than £1,000 are capitalised at their historical cost when purchased.

The Museum's collections do not generate income, and are, therefore, not classified as fixed assets.

h) Stock

It is uncertain whether merchandise will be sold, and acquisition costs below £250 are not considered material. Any such purchases are, therefore, charged when incurred. Acquisitions above £250 are recorded on the balance sheet. Provisions or write-offs are made, if appropriate, following a review of stocks held and the rate of sales.

i) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discounts offered.

j) Cash at bank and in hand

Cash at bank and in hand includes cash and short term highly liquid investments.

k) Creditors

Creditors are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors are normally recognised at their settlement amount after allowing for any trade discounts due.

2 Analysis of Income

All Figures in £

		Current Year			Prior Year
		<u>Unrestricted</u>	<u>Restricted</u>	<u>Total</u>	<u>Total</u>
Donations and Legacies	Donations	7,107	0	7,107	5,973
	Donated trustee expenses	972	0	972	951
	Gift aid	1,127	0	1,127	1,486
	Grants - government	0	0	0	0
	Grants - other	0	0	0	0
	Total	9,206	0	9,206	8,410
Charitable Activities	Walks and talks	3,134	0	3,134	2,371
	Archaeological storage	3,210	0	3,210	0
	Total	6,344	0	6,344	2,371
Trading Activities	Sale of goods	432	0	432	1,456
	Costume sale (2024 hire)	1,017	0	1,017	196
	Christmas grotto	162	0	162	280
	Total	1,611	0	1,611	1,932
Interest		1,050	0	1,050	0
Total Income		18,211	0	18,211	12,713

3 Analysis of Expenditure

All Figures in £

		Current Year			Prior Year
		<u>Unrestricted</u>	<u>Restricted</u>	<u>Total</u>	<u>Total</u>
		<u>Costs</u>	<u>Costs</u>		
Raising Funds	Fundraising and marketing	179	0	179	91
	Cost of sales	0	0	0	143
	Cost of Christmas grotto	0	0	0	47
	Total	179	0	179	281
Charitable Activities	Projects	2,697	0	2,697	4,752
	Contractor Costs	6,000	0	6,000	0
	Cost of talks	647	0	647	444
	Visitors	30	0	30	159
	Insurance	1,508	0	1,508	1,535
	Utilities	7,726	0	7,726	1,331
	Broadband and IT	1,453	0	1,453	1,812
	Trustee expenses	972	0	972	951
	Collections	442	0	442	202
	Other	618	0	618	1,231
	Total	22,093	0	22,093	12,417
Total Expenditure		22,272	0	22,272	12,698

All charitable expenditure is incurred in running the Museum and its programme of walks and talks. There are no governance or accounting costs. There are, therefore, considered to be no support costs.

4 Debtors

All Figures in £

	Current Year	Prior Year
Trade debtors	0	0
Prepayments and accrued income	805	1,163
Total	805	1,163

5 Creditors

All Figures in £

	Current Year	Prior Year
Trade creditors	0	0
Accruals	1,124	0
Total	1,124	0

All creditors are due within one year.

6 Funds of the Charity

All Figures in £

	Current Year	Prior Year
<u>Restricted Funds</u>		
Opening balance	1,500	1,500
Income	0	150
Expenditure	0	-150
Transfers	0	0
Closing balance	<u>1,500</u>	<u>1,500</u>
<u>Unrestricted Funds</u>		
Designated Funds:		
Opening balance	36,000	36,000
Income	3,210	0
Expenditure	-2,697	-4,752
Transfers	-6,303	4,752
Closing balance	<u>30,210</u>	<u>36,000</u>
General Funds:		
Opening balance	6,217	6,202
Income	15,001	12,563
Expenditure	-19,575	-7,796
Transfers	6,303	-4,752
Closing balance	<u>7,946</u>	<u>6,217</u>
Total Unrestricted Funds:		
Opening balance	42,217	42,202
Income	18,211	12,563
Expenditure	-22,272	-12,548
Transfers	0	0
Closing balance	<u>38,156</u>	<u>42,217</u>
<u>Total Funds</u>		
Opening balance	43,717	43,702
Income	18,211	12,713
Expenditure	-22,272	-12,698
Closing balance	<u>39,656</u>	<u>43,717</u>

Restricted and Designated Funds - see Financial Review.