

Report of the Trustees and
Unaudited Financial Statements
for the Year Ended 28 February 2021
for
The King's Own Royal Border Regiment
Museum Fund

The King's Own Royal Border Regiment
Museum Fund

Contents of the Financial Statements
for the Year Ended 28 February 2021

	Page
Reference and Administrative Details	1
Report of the Trustees	2 to 6
Independent Examiner's Report	7
Statement of Financial Activities	8
Balance Sheet	9
Notes to the Financial Statements	10 to 14
Detailed Statement of Financial Activities	15 to 16

The King's Own Royal Border Regiment
Museum Fund

Reference and Administrative Details
for the Year Ended 28 February 2021

Colonel A. Dennis OBE Chairman
Colonel M. G. Diss OBE TD
Major A. P. Chandler
Major M English TD
Mrs J M Fitzsimmins
Mr C W Glover
Mr P. T. Hampson
Ms V Parry

Former Officer The Duke of Lancaster's Regiment
Retired Industrialist
Retired former TA officer & CEO Cumbria Army Cadet Force
Financial Advisor retired TA/Reserve Officer
Marketing Executive
Carlisle City Councillor
Director, British Resorts and Destinations Association
Accountant

Ex-Officio
Captain M Armstrong

Major (Retd) S Laidler MA

PSAO 'C' Kohima Company 4th Battalion The Duke of Lancaster's
Regiment from December 2012 vice Capt. Hall
County Secretary (Carlisle) of The Duke of Lancaster's Regiment
from December 2012 vice Major Brandwood

Curator Mrs J Wooding FHA BA9Hons)

PRINCIPAL ADDRESS

Alma Block
The Castle
Carlisle
Cumbria
CA3 3UR

**REGISTERED CHARITY
NUMBER**

271943

INDEPENDENT EXAMINER

B J Laidlaw & Co Ltd

SOLICITORS

Cartmell Shepherd
Viaduct House
Carlisle
Cumbria
CA3 8EZ

BANKERS

RBS PLC
Drumand House
1 Redhaugh Avenue
Edinburgh
EH12 9JN

The King's Own Royal Border Regiment
Museum Fund

Report of the Trustees
for the Year Ended 28 February 2021

The trustees present their report with the financial statements of the charity for the year ended 28 February 2021. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

OBJECTIVES AND ACTIVITIES

Objectives

To provide and maintain a Regimental Museum and to collect and preserve material evidence, both artefacts and archives relating to the history of the Border Regiment 1702 to 1959, its successors The King's Own Royal Border Regiment 1959 to 2006 and the Duke of Lancaster's Regiment (King's, Lancashire & Border) from 2006 to date; and all their associated Regular, Territorial, Volunteer, Militia, Home Guard, Cadet and affiliated units, together with other military units raised in, or associated with Cumbria.

The Museum is for the benefit of all visitors. This includes present and former members of the Regiment and their families, the residents of Cumbria and North-West England, schools and educational groups of all ages, visitors to the area and other interested organisations.

The Museum is based in Carlisle Castle, a scheduled ancient monument which houses the former barrack buildings of the Border Regiment's Depot. The Museum building is occupied under the terms of a lease held by the Museum Trustees from Historic England/English Heritage, who manage Carlisle Castle as a visitor attraction and as a monument in care. The links with the Regiment and the Army continue at the Castle with a unit of the Regiment's 4th Reserve Battalion and the HQ of Cumbria Army Cadet Force.

The Museum normally opens to the public every day from April to November, and Saturday to Thursday (closed Fridays) from November to March with a short period closed from Christmas to the New Year. The Museum operates with a Museum Manager, a Museum Assistant, and a part-time Assistant, who are employed by the Charity and one Museum Assistant funded by the MoD. The MoD also fund certain utility costs within the Museum. All other operational costs are funded by the Charity.

The Museum was granted Accredited Status in September 2019 and is recognised as an Accredited Museum by Arts Council England (No. 435).

Activities

The main activities of the Charity are:

To collect by gift, purchase, bequest and loan artefacts, books, documents, photographs, images, audio, and archive material for the collections and provide for the display, storage and preservation and recording of same.

To provide displays and exhibitions within the Museum and access to material in the reserve collections. To provide material on loan to and information for other Museums and appropriate bodies for display and exhibition.

To work with and provide presentations and lectures to a wide range of educational and other groups of all ages in the Museum and at schools and locations throughout the county and elsewhere as a commitment to lifelong learning. To provide of information and research to other Museums, organisations and particularly to members of the public who enquire at the Museum.

To promote and advertise the Museum through the Regimental Family; in local and national tourism related guides, in other publications, on the Internet, by press releases and publicity with local and national media, by lectures and presentations, by written articles and publications, and by attending local shows and other events in the County and elsewhere.

There have been no major changes to the aims of the organisation during the year. All the aims and objectives are governed by the Museum's Collection Management Plan, a Forward Plan, and ethical guidelines of the Museums Association (MA) and Arts Council England.

ACHIEVEMENT AND PERFORMANCE

Review of progress and achievement

Displays and Exhibitions

With financial support from an external donor, the Museum commissioned bespoke outdoor display stands for use outside the Museum. Staff researched and produced an external exhibition for the 75th anniversary of VJ (Victory over Japan) day providing outdoor access to Museum collections in a covid-safe environment.

4. Collections, Conservation & Storage

There has been limited increase in the collections during this period with 208 objects, more than 24 books & periodicals, 6 documents/archive material and photographs accessioned into the collection.

All acquisitions fall within the scope of the Museum's Acquisitions and Disposals Policy, and will enhance the displays, reserve collections, archives, and handling collections for educational use.

5. Museum Staff & Volunteers

Staff - Staff actively engaged with online lectures and courses throughout the year to develop their skills and knowledge.

One of our Museum Assistants (MA) supports our IT work and the management of volunteers for the collections cataloguing and digitisation work. The other MA supports the Manager & Trustees with financial management running a software book-keeping programme and dealing with Gift Aid claims to HMRC.

The Museum Curator retired in April 2020 after 27 years' service. After an open competition and short-listing of four candidates the Learning & Access Officer (LAO) became the new Museum Manager in February 2020. Throughout the period of the report, we have been unable to recruit a replacement Learning & Access Officer the limited education activity possible during Covid 19 Pandemic has been dealt with by the Manager.

Our well-established activity programme of approximately 100 events annually was severely curtailed by the pandemic restrictions. Ten on-line holiday workshops were developed and delivered by freelancers supported by funding from Arts Council England.

The Volunteer Programme was suspended throughout the period of the report although the staff team kept in regular contact with all 30 volunteers through newsletters, emails, and phone calls.

6. Education & Outreach Work

Due to lockdown and opening restrictions the range of work during this reporting period has been severely limited: -

2 - Presentations were delivered online to educational groups

10 - Online holiday workshops were provided for children and families over the summer and half term holidays.

0 - Workplace attachments and holiday placements at the Museum by Year 10-13 School pupils and University Students.

0 - Lectures and presentations by staff to community and other groups at the Museum and locations throughout Cumbria.

0 - Monthly veterans' lunches at the Museum were suspended throughout this period.

Throughout the pandemic, the Museum continued to promote its collections to increase public awareness, encourage greater access and provide resources to support education at all levels and life-long learning. The use of social media and online engagement enabled us to keep in contact with a wider audience.

7. Enquiries and Research

The Museum Staff continue to deal with enquiries which predominantly focus on family history.

The King's Own Royal Border Regiment
Museum Fund

Report of the Trustees
for the Year Ended 28 February 2021

8. Visitors, Publicity & Marketing

Visitor numbers were 12,481 reflecting our limited opening of 149 days throughout the reporting period. There were no outreach off-site visits to school and community groups, and we did not hire our facilities during these restrictions.

Every effort has been made to market the Museum, mainly online, and we have worked with local media (TV, Radio, Press etc.) both directly and in association with Carlisle City Council, English Heritage, and other organisations.

The Museum's established lecture programme delivered 1 lecture in early March 2020 before lockdown. Additional events included three online quiz nights and regular engagement and activity through social media, including a veteran focussed weekend. This is further supported by the Museum's website. The Museum has pages or links on various websites including those of the Duke of Lancaster's Regiment, the MoD, and the Army Museums Ogilby Trust.

Comments from visitors have been very positive, either in correspondence or via the website and social media reflecting considerable satisfaction with the service provided by the Museum. The Museum maintains close contacts with various heritage and cultural attractions, major local government and non-local government organisations, tourism, educational institutions and businesses within Carlisle and the wider County area.

9. Links with The Duke of Lancaster's Regiment & Army Heritage Branch (MoD)

The strong relationship with the Duke of Lancaster's Regiment continued with support from Regimental HQ in Preston, our local Reserve Company and Cumbria ACF. There has been limited contact with serving members of the Regiment (Regular and Reserve). The Museum has continued to support the Regimental Associations within Cumbria. The Museum is part of the Northwestern network of Military Museums which is chaired by the Museum Manager. The Museum has also seen an active increase in enquiries since the closure of the Regimental Area Headquarters which was located in Carlisle castle adjacent to the Museum.

The Museum continues to work with the Regiment and former members to acquire recent and current items, archive material and images. The Museum actively engages with other Military Museums in the region and maintains contact with the MoD (Heritage Branch) and the Army Museums Ogilby Trust.

10. The Museum Friends Group

The Friends Group membership remains static at c. 130 members during the year. The Friends' magazine has provided members with articles, Museum news and current information to keep members connected throughout the pandemic.

The Friends Committee held meetings online including its AGM and has provided valued support to the Museum throughout this reporting period.

FINANCIAL REVIEW

Closure throughout this period has seen a reduction in the spend in the shop but an increase in online sales. The installation of an electronic donation facility within the Museum saw a rise in donations. The Museum café, run by an established local company (John Watt and Son) is on a 50/50 profit share basis. The café profits are reflected in their limited opening during our main visitor season.

The Trust fully implemented the use of the book-keeping software package XERO this financial year to provide financial administration in-house. An external bookkeeper provides help with HMRC, Payroll and Pension administration. The overall responsibility for the Accounts is dealt with by Mr Brian Laidlaw of B. J. Laidlaw & Co., a Chartered Certified Accountant. The Museum Trustees have Financial Management Bureau Ltd. of Kendal as their Investment Advisers.

Reserves Policy

As previously reported and as anticipated, the Trustees found it necessary to commit much of their Reserve to the Alma Project. The Trustees' intent remains to restore a reserve over the next five years. As the Alma project has bedded in the Trustees' focus is on supporting efforts to ensure that all financial commitments for the running of the Museum can be met sustainably by income generated from visitors, retail activities, grants, and donor support.

Noting that the Alma project has seen very significant investment in the Museum the Trustees do not foresee a call on reserve funding for the next five-year period. Physical risks to the collection and museum are managed through comprehensive insurance and security arrangements.

Statutory Requirements

The attached accounts comply with current statutory requirements and with the requirement of the charity's governing instrument

RESPONSIBILITIES OF THE TRUSTEES

Law applicable to charities in England and Wales requires the Trustees to prepare financial statements for each financial year. Under that law the trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). The financial statements are required by law to give a true and fair view of the state of affairs of the charity and of the surplus or deficit of the charity for that period.

In preparing these financial statements, the Trustees are required to:

select suitable accounting policies and then apply them consistently.

make judgements and estimates that are reasonable and prudent.

prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping proper accounting records, which disclose with reasonable accuracy at any time the financial position of the charity and which enable them to ensure that the financial statements comply with the Charities Act 1993. The Trustees are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

INDEPENDENT EXAMINER

The Trustees resolved to retain their independent examiner for the period of this reporting year.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

The King's Own Royal Border Regiment Museum Fund is an unincorporated association and is constituted by Deed of Trust and is a registered charity, No. 271943. The Museum Fund is constituted by a Deed of Trust dated 8th May 1976.

Note -following the completion of the relocation of the Museum to Alma Block in 2014, the working/operating title of the Museum is "Cumbria's Museum of Military Life".

Recruitment and appointment of new trustees

The power to appoint or remove any of the Trustees is with the remaining trustees.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Organisational structure

The Manager is responsible for the day to day running of the museum in accordance with the Policies and Objectives set by the Trustees.

The Manager is supported in her role by
Chairman
Trustees
Regimental Secretary, The Duke of Lancaster's Regiment

Other Trustees are appointed to support specific activities where this is deemed necessary and appropriate.

The Trustees include a former senior Officer of the Regiment working in the MOD, a former senior Manager in Industry, an executive in the Tourism Industry, a senior marketing executive, an accountant, a local councillor, and members of the Regiment. All Trustees have a wide range of skills and expertise, from which the Charity benefits and calls upon on a regular basis.

Induction and training of new trustees

New Trustees are recruited based on the skills that they can bring to the body of Trustees.

An induction package is available for new Trustees. This includes a Trustee Manual, appropriate documents and briefings by the Chairman and Manager.

Training is arranged for new Trustees, where a need is identified.

Risk management

The major risks to which the charity is exposed, as identified by the Trustees, have been recorded in a register and are reviewed on a periodic basis and actions are in place to mitigate those risks.

Impact of COVID-19 during this reporting period:

The Museum has been affected by the pandemic resulting in closure, furlough, staff working from home and additional restrictions which have greatly impacted on the normal running of the organisation, and the programme of exhibitions, events, and activities.

Approved by order of the board of trustees on11 DEC 2021..... and signed on its behalf by:



.....
Col A Dennis OBE - Trustee

Independent Examiner's Report to the Trustees of
The King's Own Royal Border Regiment
Museum Fund

Independent examiner's report to the trustees of The King's Own Royal Border Regiment Museum Fund

I report to the charity trustees on my examination of the accounts of The King's Own Royal Border Regiment Museum Fund (the Trust) for the year ended 28 February 2021.

Responsibilities and basis of report

As the charity trustees of the Trust 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 Act and in carrying out my examination I have followed all 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 giving me cause to believe that in any material respect:

1. accounting records were not kept in respect of the Trust as required by section 130 of the Act; or
2. the accounts do not accord with those records; or
3. the accounts do 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.



B J Laidlaw FCCA
B J Laidlaw & Co Ltd

Date: 11/12/2021

The King's Own Royal Border Regiment
Museum Fund

Statement of Financial Activities
for the Year Ended 28 February 2021

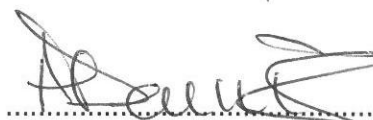
	Notes	28.2.21 Unrestricted fund £	28.2.20 Total funds £
INCOME AND ENDOWMENTS FROM			
Donations and legacies		88,008	30,004
Other trading activities	2	40,939	79,464
Investment income	3	-	4
Total		<u>128,947</u>	<u>109,472</u>
EXPENDITURE ON			
Raising funds		594	7,847
Charitable activities			
Charitable activities		86,926	135,312
Other		4,372	12,198
Total		<u>91,892</u>	<u>155,357</u>
NET INCOME/(EXPENDITURE)		<u>37,055</u>	<u>(45,885)</u>
RECONCILIATION OF FUNDS			
Total funds brought forward		123,548	169,433
TOTAL FUNDS CARRIED FORWARD		<u><u>160,603</u></u>	<u><u>123,548</u></u>

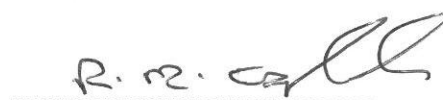
The King's Own Royal Border Regiment
Museum Fund

Balance Sheet
28 February 2021

	Notes	28.2.21 Unrestricted fund £	28.2.20 Total funds £
FIXED ASSETS			
Tangible assets	6	120,430	120,430
CURRENT ASSETS			
Stocks	7	13,490	11,751
Debtors	8	620	33,916
Cash at bank and in hand		61,242	9,685
		<u>75,352</u>	<u>55,352</u>
CREDITORS			
Amounts falling due within one year	9	(35,179)	(52,234)
NET CURRENT ASSETS		<u>40,173</u>	<u>3,118</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>160,603</u>	<u>123,548</u>
NET ASSETS		<u>160,603</u>	<u>123,548</u>
FUNDS	11		
Unrestricted funds		<u>160,603</u>	<u>123,548</u>
TOTAL FUNDS		<u>160,603</u>	<u>123,548</u>

The financial statements were approved by the Board of Trustees and authorised for issue on 11 Dec 2021 and were signed on its behalf by:


.....
A Dennis OBE - Trustee

 11/12/21
.....
M-G Diss OBE TD - Trustee
RM ENGLISH TD

1. ACCOUNTING POLICIES

Basis of preparing the financial statements

The financial statements of the charity, 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 Charities Act 2011. 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.

Donations

Donations and gifts are included in the account when received.

Fixed assets

All fixed assets are initially recorded at cost.

Stocks

Stocks are valued at the lower of cost and net realisable value, after making due allowance for obsolete and slow moving items.

Taxation

The charity is exempt from tax on its charitable activities.

Fund accounting

The fund is an unrestricted fund, solely at the discretion of the Trustees.

Pension costs and other post-retirement benefits

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

2. OTHER TRADING ACTIVITIES

	28.2.21	28.2.20
	£	£
Shop sales	9,412	14,759
Other income	1,235	12,246
Café	2,649	3,166
Admissions	27,643	49,293
	<u>40,939</u>	<u>79,464</u>

Notes to the Financial Statements - continued
for the Year Ended 28 February 2021

3. INVESTMENT INCOME

	28.2.21	28.2.20
	£	£
Bank interest receivable	-	4
	<u> </u>	<u> </u>

4. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 28 February 2021 nor for the year ended 28 February 2020.

5. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted fund £
INCOME AND ENDOWMENTS FROM	
Donations and legacies	30,004
Other trading activities	79,464
Investment income	4
Total	<u>109,472</u>
EXPENDITURE ON	
Raising funds	7,847
Charitable activities	
Charitable activities	135,312
Other	12,198
Total	<u>155,357</u>
NET INCOME/(EXPENDITURE)	<u>(45,885)</u>
RECONCILIATION OF FUNDS	
Total funds brought forward	169,433
TOTAL FUNDS CARRIED FORWARD	<u>123,548</u>

6. TANGIBLE FIXED ASSETS

	Plant and machinery £	Fixtures and fittings £	Totals £
COST			
At 29 February 2020 and 28 February 2021	130,000	26,046	156,046
DEPRECIATION			
At 29 February 2020 and 28 February 2021	13,000	22,616	35,616
NET BOOK VALUE			
At 28 February 2021	117,000	3,430	120,430
At 28 February 2020	117,000	3,430	120,430

7. STOCKS

	28.2.21 £	28.2.20 £
Stocks	13,490	11,751

8. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	28.2.21 £	28.2.20 £
Trade Debtors	-	2,014
Other debtors	-	31,214
Prepayments	620	688
	620	33,916

9. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	28.2.21 £	28.2.20 £
Bank loans and overdrafts (see note 10)	32,000	41,878
Trade creditors	1,349	7,869
Taxation and social security	750	1,410
Other creditors	1,080	1,077
	35,179	52,234

10. LOANS

An analysis of the maturity of loans is given below:

	28.2.21 £	28.2.20 £
Amounts falling due within one year on demand:		
Bank overdrafts	-	41,878
Bank loans	32,000	-
	32,000	41,878

11. MOVEMENT IN FUNDS

	At 29.2.20 £	Net movement in funds £	At 28.2.21 £
Unrestricted funds			
General fund	123,548	37,055	160,603
TOTAL FUNDS	<u>123,548</u>	<u>37,055</u>	<u>160,603</u>

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

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	128,947	(91,892)	37,055
TOTAL FUNDS	<u>128,947</u>	<u>(91,892)</u>	<u>37,055</u>

Comparatives for movement in funds

	At 1.3.19 £	Net movement in funds £	At 28.2.20 £
Unrestricted funds			
General fund	169,433	(45,885)	123,548
TOTAL FUNDS	<u>169,433</u>	<u>(45,885)</u>	<u>123,548</u>

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

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	109,472	(155,357)	(45,885)
TOTAL FUNDS	<u>109,472</u>	<u>(155,357)</u>	<u>(45,885)</u>

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

	At 1.3.19 £	Net movement in funds £	At 28.2.21 £
Unrestricted funds			
General fund	169,433	(8,830)	160,603
TOTAL FUNDS	<u>169,433</u>	<u>(8,830)</u>	<u>160,603</u>

11. MOVEMENT IN FUNDS - continued

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

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	238,419	(247,249)	(8,830)
TOTAL FUNDS	<u>238,419</u>	<u>(247,249)</u>	<u>(8,830)</u>

12. RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 28 February 2021.

The King's Own Royal Border Regiment
Museum Fund

Detailed Statement of Financial Activities
for the Year Ended 28 February 2021

	28.2.21 £	28.2.20 £
INCOME AND ENDOWMENTS		
Donations and legacies		
Appeal and donations	8,187	20,856
Legacies	-	586
Grants	79,821	8,562
	<hr/> 88,008	<hr/> 30,004
Other trading activities		
Shop sales	9,412	14,759
Other income	1,235	12,246
Café	2,649	3,166
Admissions	27,643	49,293
	<hr/> 40,939	<hr/> 79,464
Investment income		
Bank interest receivable	-	4
	<hr/>	<hr/>
Total incoming resources	128,947	109,472
EXPENDITURE		
Other trading activities		
Opening stock	11,750	12,093
Purchases	2,333	7,504
Closing stock	(13,489)	(11,750)
	<hr/> 594	<hr/> 7,847
Charitable activities		
Wages	56,677	71,235
Pensions	1,010	1,213
Insurance	6,878	8,653
Repairs and maintenance	11,020	11,177
Postage stationery advertising	2,814	9,627
Event expenses	1,920	15,452
Exhibition costs	6,097	14,613
	<hr/> 86,416	<hr/> 131,970
Support costs		
Finance		
Bank charges	1,436	2,278
Bank interest	510	1,064
	<hr/> 1,946	<hr/> 3,342
Governance costs		
Accountancy fees	1,752	1,032
Legal and professional fees	1,184	11,166
	<hr/> 2,936	<hr/> 12,198

This page does not form part of the statutory financial statements

The King's Own Royal Border Regiment
Museum Fund

Detailed Statement of Financial Activities
for the Year Ended 28 February 2021

	28.2.21 £	28.2.20 £
Total resources expended	91,892	155,357
Net income/(expenditure)	<u>37,055</u>	<u>(45,885)</u>