

Charity registration number 273064 (England and Wales)

THE FUSILIERS MUSEUM OF NORTHUMBERLAND
ANNUAL REPORT AND UNAUDITED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2025

THE FUSILIERS MUSEUM OF NORTHUMBERLAND

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees	Mr N. Salvesen (Chairman) Ms Clare Baxter Mr G. Castle Lady Victoria Percy Mr A. Wilson Mr A. McLaughlin
Ex-officio Trustees	The Duke of Northumberland Col. A. Gawthorpe
Charity number	273064
Principal address	The Abbot's Tower Alnwick Castle Alnwick Northumberland NE66 1NG
Independent examiner	Colin Frame CA 17 Walkergate Berwick-upon-Tweed Northumberland TD15 1DJ

THE FUSILIERS MUSEUM OF NORTHUMBERLAND

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THE FUSILIERS MUSEUM OF NORTHUMBERLAND

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 DECEMBER 2025

The trustees present their report and accounts for the year ended 31 December 2025.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the Trust's governing document, the Charities Act 2011 and "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

The objectives of The Fusiliers Museum of Northumberland (the Trust) are:-

- a) To hold the regimental collection, preserving, safeguarding and displaying the articles to their best possible advantage.
- b) To apply funds at their disposal to acquire uniforms, medals, pictures, books, manuscripts, maps, documents and other articles suitable to enhance the collection.
- c) To uphold the traditions of the Regiment.

The trustees have paid due regard to guidance issued by the Charity Commission in deciding what activities the Trust should undertake.

Achievements and performance

Review of activities

Although slightly below the record levels of 2025, the museum had another good season with visitor numbers exceeding 98,500. The school holiday months of July and August were again the busiest, reflecting the importance of the family audience.

Our new "Women in the Fusiliers" display, supported by a grant from Museum Development North, was an important addition to the museum in 2025. We collated very favourable feedback from visitors. The small museum shop also had another excellent year, and we will aim to develop our retail offering despite the physical space limitations. Income was supplemented further by the first full year of the shooting simulator installed on a trial basis in the previous year – it proved to be a great success. We also continued to offer a valued research service for people wanting to know more about the past involvement of their family members in the regiment.

One of our key objectives is to connect with different audiences of all ages and backgrounds, and our volunteers helped to support various events both at the museum and in the community. The 80th anniversary of VE Day was commemorated with a WWII object handling presentation at the museum, and participation in a Teddy Bears' picnic at RAFA House in Rothbury in collaboration with the Royal British Legion. Volunteers also took part in Armed Forces Day at Bents Park in South Shields in June. At the beginning of November, the Royal British Legion again invited the museum volunteers to present Remembrance Workshops at schools in the Rothbury area. Several other sessions were run for local schools and local history groups.

Of course, we are very grateful for the efforts of staff, including the seasonal Front of House team, and all the volunteers who continue to make the museum interesting and relevant to so many different people.

Financial review

The statement of financial activities for the year is set out on page 5. This shows a surplus for the year of £9,549 (2024 £52,724).

Net assets of the Trust at 31 December 2025 were £301,453 (2024: £291,904) of which £22,702 were capital endowment funds (2024: £27,563).

THE FUSILIERS MUSEUM OF NORTHUMBERLAND

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2025

Reserves policy

The trustees have reviewed the reserves of the Trust. The review considered the nature of the income and expenditure streams and concluded that the reserves held are sufficient to maintain and preserve the Regimental collection and allow the Trust to be managed efficiently. The trustees feel that the cash at bank of £148,259 is adequate to cover immediate needs, as it represents over 6 months of routine expenditure.

Financial Sustainability

Some larger items of maintenance and refurbishment expenditure were incurred in 2025 but, with reasonable income from various sources, reserves remain healthy. However, the economic outlook for the tourism sector is uncertain with constraints on family budgets and continuing inflationary pressures affecting the museum's cost base. In these circumstances the trustees are aware of the need to manage resources prudently.

Public Benefit

In considering the operation, achievement and performance and finances of the Trust, the trustees are satisfied that public benefit has been provided in accordance with the Charities Act 2011 and guidance provided by the Charity Commission.

Risk review

The trustees have assessed the major risks to which the Trust is exposed, and are satisfied that systems are in place to mitigate exposure to other major risks.

Independent examiners

A resolution proposing that C. M. Frame, Partner in Greaves West & Ayre be re-appointed as Independent Examiner of the Trust will be put to the Annual General Meeting.

Structure, governance and management

Constitution

The Charitable Trust was set up on 7th February 1977 and is governed by the terms of its Declaration of Trust, as varied by schemes in 1992, 2001 and resolutions in 2001 and 2018.

Governing Body

The Trust's affairs are under control of the trustees, who are responsible for all transactions and matters relating to the Trust. The Duke of Northumberland and the Regimental Colonel Northumberland are ex-officio trustees.

There are up to seven co-opted trustees, who are co-opted by the serving trustees, and are generally appointed for a term of four years.

The trustees who served during the year are as stated below:

The Duke of Northumberland

Ms Clare Baxter

Lady Victoria Percy

Mr G. Castle

Mr Neil Salvesen (Chairman)

Col. A. Gawthorpe

Mr Alisdair Wilson

Mr A. McLaughlin

(Appointed 21 November 2025)

THE FUSILIERS MUSEUM OF NORTHUMBERLAND

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2025

Statement of trustees' responsibilities

The trustees are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England and Wales requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the Trust and of the incoming resources and application of resources of the Trust for that year.

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- 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 sufficient accounting records that disclose with reasonable accuracy at any time the financial position of the Trust and enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008 and the provisions of the Trust Deed. They are also responsible for safeguarding the assets of the Trust and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees' report was approved by the Board of Trustees.



Mr Neil Salvesen (Chairman)
Chairman

24 April 2026

THE FUSILIERS MUSEUM OF NORTHUMBERLAND

INDEPENDENT EXAMINER'S REPORT

TO THE TRUSTEES OF THE FUSILIERS MUSEUM OF NORTHUMBERLAND

I report to the trustees on my examination of the financial statements of The Fusiliers Museum of Northumberland (the Trust) for the year ended 31 December 2025.

Responsibilities and basis of report

As the trustees of the Trust you are responsible for the preparation of the financial statements in accordance with the requirements of the Charities Act 2011.

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

Independent examiner's statement

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 that in any material respect:

- 1 accounting records were not kept in respect of the Trust as required by section 130 of the Charities Act 2011.
- 2 the financial statements do not accord with those records; or
- 3 the financial statements do not comply with the applicable requirements concerning the form and content of financial statements set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the financial statements give a true and fair view, which is not a matter considered as part of an independent examination.

I have no other 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 financial statements to be reached.



Colin Frame CA
17 Walkergate
Berwick-upon-Tweed
Northumberland
TD15 1DJ
24 April 2026

THE FUSILIERS MUSEUM OF NORTHUMBERLAND

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 DECEMBER 2025

Current financial year		Unrestricted funds general 2025 £	Unrestricted funds designated 2025 £	Restricted funds 2025 £	Total 2025 £	Total 2024 £
	Notes					
Income from:						
Donations and legacies	3	13,091	2,500	436	16,027	42,463
Charitable activities	4	66,035	-	-	66,035	65,524
Other trading activities	5	19,559	-	-	19,559	15,631
Investments	6	3,403	-	-	3,403	2,302
Total income		<u>102,088</u>	<u>2,500</u>	<u>436</u>	<u>105,024</u>	<u>125,920</u>
Expenditure on:						
Raising funds	7	11,888	-	-	11,888	3,869
Charitable activities	8	82,169	126	6,207	88,502	75,693
Total expenditure		<u>94,057</u>	<u>126</u>	<u>6,207</u>	<u>100,390</u>	<u>79,562</u>
 Net gains on investments	 12	 <u>4,915</u>	 <u>-</u>	 <u>-</u>	 <u>4,915</u>	 <u>6,366</u>
 Transfers between funds		 (910)	 -	 910	 -	 -
Net movement in funds		<u>11,126</u>	<u>2,374</u>	<u>(4,861)</u>	<u>9,549</u>	<u>52,724</u>
Reconciliation of funds:						
Fund balances at 1 January 2025		<u>180,886</u>	<u>83,455</u>	<u>27,563</u>	<u>291,904</u>	<u>239,180</u>
Fund balances at 31 December 2025		<u><u>192,922</u></u>	<u><u>85,829</u></u>	<u><u>22,702</u></u>	<u><u>301,453</u></u>	<u><u>291,904</u></u>

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

THE FUSILIERS MUSEUM OF NORTHUMBERLAND

STATEMENT OF FINANCIAL ACTIVITIES (CONTINUED) INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 DECEMBER 2025

Prior financial year		Unrestricted funds general 2024 £	Unrestricted funds designated 2024 £	Restricted funds 2024 £	Total 2024 £
	Notes				
Income from:					
Donations and legacies	3	37,039	1,500	3,924	42,463
Charitable activities	4	65,524	-	-	65,524
Other trading activities	5	15,631	-	-	15,631
Investments	6	2,302	-	-	2,302
Total income		120,496	1,500	3,924	125,920
Expenditure on:					
Raising funds	7	3,869	-	-	3,869
Charitable activities	8	74,375	99	1,219	75,693
Total expenditure		78,244	99	1,219	79,562
Net gains on investments	12	6,366	-	-	6,366
Net income and movement in funds		48,618	1,401	2,705	52,724
Reconciliation of funds:					
Fund balances at 1 January 2024		132,268	82,054	24,858	239,180
Fund balances at 31 December 2024		180,886	83,455	27,563	291,904

THE FUSILIERS MUSEUM OF NORTHUMBERLAND

BALANCE SHEET

AS AT 31 DECEMBER 2025

	Notes	2025 £	£	2024 £	£
Fixed assets					
Tangible assets	14		14,075		7,869
Investments	15		133,380		128,784
			<u>147,455</u>		<u>136,653</u>
Current assets					
Stocks	16	2,472		5,529	
Debtors	17	14,237		1,310	
Cash at bank and in hand		148,275		155,646	
		<u>164,984</u>		<u>162,485</u>	
Creditors: amounts falling due within one year	18	(10,986)		(7,234)	
Net current assets			<u>153,998</u>		<u>155,251</u>
Total assets less current liabilities			<u>301,453</u>		<u>291,904</u>
The funds of the Trust					
Restricted income funds	19		22,702		27,563
Unrestricted funds - general	21		192,922		180,886
Unrestricted funds - designated	20		85,829		83,455
			<u>301,453</u>		<u>291,904</u>

The financial statements were approved by the trustees on 24 April 2026



Mr Neil Salvesen (Chairman)
Chairman

THE FUSILIERS MUSEUM OF NORTHUMBERLAND

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2025

1 Accounting policies

Charity information

The Fusiliers Museum of Northumberland is a registered charity with the Charities Commission, which is administered by its own governing documents.

1.1 Accounting convention

The financial statements have been prepared in accordance with the Trust's governing document, the Charities Act 2011, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the Charities SORP "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). The Trust is a Public Benefit Entity as defined by FRS 102.

The Trust has taken advantage of the provisions in the SORP for charities not to prepare a Statement of Cash Flows.

The financial statements are prepared in sterling, which is the functional currency of the Trust. Monetary amounts in these financial statements are rounded to the nearest £.

1.2 Going concern

At the time of approving the financial statements, the trustees have a reasonable expectation that the Trust has adequate resources to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Charitable funds

The General Fund is an unrestricted fund which is available for use at the discretion of the trustees in furtherance of the general objectives of the Trust.

Designated funds comprise unrestricted funds which have been set aside by the trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Trust for particular purposes. The cost of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Endowment funds are restricted capital funds, which must be held indefinitely, and where there is no power to convert the original capital to income. The costs of administering such funds can be charged against the fund.

1.4 Income

Income is recognised when the Trust is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the Trust has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Legacies are recognised on receipt or otherwise if the Trust has been notified of an impending distribution, the amount is known, and receipt is expected. If the amount is not known, the legacy is treated as a contingent asset.

THE FUSILIERS MUSEUM OF NORTHUMBERLAND

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2025

1 Accounting policies

(Continued)

1.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement, and the amount of the obligation can be measured reliably.

All expenditure is accounted for on an accruals basis. Costs are allocated to appropriate headings, based on the activities to which they are attributable.

Costs of generating funds are the cost of goods sold in the museum shop.

Support costs are those incurred directly in support of expenditure on the objectives of the Trust.

Management and administration costs are those incurred in connection with the administration of the Trust and compliance with constitutional and statutory requirements.

1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Storage equipment	20% Straight Line
Office and computer equipment	33.33% Straight Line
Artefacts	Nil
Fixtures and fittings	20% Straight Line

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

1.7 Fixed asset investments

Fixed asset investments are initially measured at transaction price excluding transaction costs, and are subsequently measured at fair value at each reporting date. Changes in fair value are recognised in net income/(expenditure) for the year. Transaction costs are expensed as incurred.

1.8 Impairment of fixed assets

At each reporting end date, the Trust reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

1.9 Stocks

Stocks are stated at the lower of cost and estimated selling price less costs to complete and sell. Cost comprises direct materials and, where applicable, direct labour costs and those overheads that have been incurred in bringing the stocks to their present location and condition. Items held for distribution at no or nominal consideration are measured the lower of replacement cost and cost.

Net realisable value is the estimated selling price less all estimated costs of completion and costs to be incurred in marketing, selling and distribution.

THE FUSILIERS MUSEUM OF NORTHUMBERLAND

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2025

1 Accounting policies

(Continued)

1.10 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

1.11 Financial instruments

The Trust has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the Trust's balance sheet when the Trust becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Basic financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities

Financial liabilities are derecognised when the Trust's contractual obligations expire or are discharged or cancelled.

1.12 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the Trust is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

THE FUSILIERS MUSEUM OF NORTHUMBERLAND

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2025

1 Accounting policies

(Continued)

1.13 Government grants

Government grants are recognised at the fair value of the asset received or receivable when there is reasonable assurance that the grant conditions will be met and the grants will be received.

A grant that specifies performance conditions is recognised in income when the performance conditions are met. Where a grant does not specify performance conditions it is recognised in income when the proceeds are received or receivable. A grant received before the recognition criteria are satisfied is recognised as a liability.

2 Critical accounting estimates and judgements

In the application of the Trust's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

THE FUSILIERS MUSEUM OF NORTHUMBERLAND

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2025

3	Income from donations and legacies	Unrestricted funds			Restricted funds			Unrestricted funds			Restricted funds			Total		
		2025	2025	2025	2025	2025	2025	2024	2024	2024	2024	2024	2024	2025	2024	2024
		£	£	£	£	£	£	£	£	£	£	£	£	£	£	£
	Donations and gifts	11,132	2,500	-	-	-	13,632	34,984	1,500	-	-	-	-	13,632	-	36,484
	Grants	1,959	-	436	436	436	2,395	2,055	-	-	3,924	3,924	3,924	2,395	3,924	5,979
		<u>13,091</u>	<u>2,500</u>	<u>436</u>	<u>436</u>	<u>436</u>	<u>16,027</u>	<u>37,039</u>	<u>1,500</u>	<u>1,500</u>	<u>3,924</u>	<u>3,924</u>	<u>3,924</u>	<u>16,027</u>	<u>3,924</u>	<u>42,463</u>

THE FUSILIERS MUSEUM OF NORTHUMBERLAND

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2025

4 Income from charitable activities

	Unrestricted funds 2025 £	Unrestricted funds 2024 £
Visitor entrance fees	64,000	63,000
Outreach income	410	646
Research fees	1,625	1,878
	<u>66,035</u>	<u>65,524</u>

5 Income from other trading activities

	Unrestricted funds 2025 £	Unrestricted funds 2024 £
Other income	<u>19,559</u>	<u>15,631</u>

6 Income from investments

	Unrestricted funds 2025 £	Unrestricted funds 2024 £
Income from listed investments	1,054	971
Interest receivable	2,349	1,331
	<u>3,403</u>	<u>2,302</u>

THE FUSILIERS MUSEUM OF NORTHUMBERLAND

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2025

7 Expenditure on raising funds

	Unrestricted funds 2025 £	Unrestricted funds 2024 £
Fundraising and publicity		
Opening stock - shop	5,529	1,531
Shop purchases and donated goods	7,459	6,690
Closing stock - shop	(2,472)	(5,529)
	<hr/> 10,516	<hr/> 2,692
Investment management	<hr/> 1,372	<hr/> 1,177
Total costs	<hr/> <hr/> 11,888	<hr/> <hr/> 3,869

THE FUSILIERS MUSEUM OF NORTHUMBERLAND

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2025

8 Expenditure on charitable activities

	Charitable Activities 2025 £	Other 2025 £	Total 2025 £	Charitable Activities 2024 £	Other 2024 £	Total 2024 £
Direct costs						
Staff costs	65,801	-	65,801	63,293	-	63,293
Depreciation and impairment	2,338	-	2,338	1,264	-	1,264
Conservation	126	-	126	409	-	409
Refurbishment costs	5,270	-	5,270	-	-	-
Computer software and consumables	-	1,776	1,776	-	1,234	1,234
Rent	-	900	900	331	850	1,181
Insurance	-	1,343	1,343	-	1,104	1,104
Repairs and cleaning	-	3,535	3,535	-	452	452
Travel expense	-	152	152	-	106	106
Postage, stationery and telephone	-	1,324	1,324	-	1,239	1,239
Advertising	-	395	395	-	317	317
General administration expenses	-	2,073	2,073	-	1,210	1,210
Bank charges	-	531	531	-	971	971
Activity expenses	348	-	348	83	-	83
	<u>73,883</u>	<u>12,029</u>	<u>85,912</u>	<u>65,380</u>	<u>7,483</u>	<u>72,863</u>
Share of support and governance costs (see note 9)						
Governance	-	2,590	2,590	-	2,830	2,830
	<u>73,883</u>	<u>14,619</u>	<u>88,502</u>	<u>65,380</u>	<u>10,313</u>	<u>75,693</u>
Analysis by fund						
Unrestricted funds - general	67,550	14,619	82,169	64,062	10,313	74,375
Unrestricted funds - designated	126	-	126	99	-	99
Restricted funds	6,207	-	6,207	1,219	-	1,219
	<u>73,883</u>	<u>14,619</u>	<u>88,502</u>	<u>65,380</u>	<u>10,313</u>	<u>75,693</u>

9 Governance costs

	2025 £	2024 £
Governance costs comprise:		
Accountancy	2,590	2,830
	<u>2,590</u>	<u>2,830</u>

THE FUSILIERS MUSEUM OF NORTHUMBERLAND

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2025

10 Trustees

None of the trustees (or any persons connected with them) received any remuneration or expenses during the year (2024: £Nil).

The total amount of donations received without condition from trustees or other related parties during the year was £360 (2024: £360).

11 Employees

The average monthly number of employees during the year was:

	2025 Number	2024 Number
Administration	3	4
Seasonal	4	3
Total	7	7

Employment costs

	2025 £	2024 £
Wages and salaries	64,680	62,327
Other pension costs	1,121	966
	65,801	63,293

There were no employees whose annual remuneration was more than £60,000.

12 Gains and losses on investments

	Unrestricted funds 2025 £	Unrestricted funds 2024 £
Gains/(losses) arising on:		
Revaluation of investments	(12,707)	6,067
Sale of investments	17,622	299
	4,915	6,366

13 Taxation

The Trust is exempt from taxation on its activities because all its income is applied for charitable purposes.

THE FUSILIERS MUSEUM OF NORTHUMBERLAND

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2025

14 Tangible fixed assets

	Storage equipment	Office and computer equipment	Artefacts	Fixtures and fittings	Total
	£	£	£	£	£
Cost					
At 1 January 2025	18,551	23,033	6,400	805	48,789
Additions	-	-	-	8,544	8,544
	<u>18,551</u>	<u>23,033</u>	<u>6,400</u>	<u>9,349</u>	<u>57,333</u>
At 31 December 2025	18,551	23,033	6,400	9,349	57,333
Depreciation and impairment					
At 1 January 2025	18,551	21,994	-	375	40,920
Depreciation charged in the year	-	831	-	1,507	2,338
	<u>18,551</u>	<u>22,825</u>	<u>-</u>	<u>1,882</u>	<u>43,258</u>
At 31 December 2025	18,551	22,825	-	1,882	43,258
Carrying amount					
At 31 December 2025	-	208	6,400	7,467	14,075
	<u>-</u>	<u>208</u>	<u>6,400</u>	<u>7,467</u>	<u>14,075</u>
At 31 December 2024	-	1,039	6,400	430	7,869
	<u>-</u>	<u>1,039</u>	<u>6,400</u>	<u>430</u>	<u>7,869</u>

All tangible fixed assets are used for charitable purposes.

The artefacts are stated at current market value at the point they are subsumed into the collection and due to the nature of the assets have not been depreciated.

15 Fixed asset investments

	Listed investments	Cash in portfolio	Total
	£		£
Cost or valuation			
At 1 January 2025	127,316	1,468	128,784
Additions	69	(69)	-
Valuation changes	(12,707)	-	(12,707)
Investment income	-	1,053	1,053
Management fees	-	(1,372)	(1,372)
Disposals	(87,873)	87,873	-
Cash Investment	-	-	-
Gain on sale of investment	17,622	-	17,622
	<u>44,427</u>	<u>88,953</u>	<u>133,380</u>
At 31 December 2025	44,427	88,953	133,380
Carrying amount			
At 31 December 2025	44,427	88,953	133,380
	<u>44,427</u>	<u>88,953</u>	<u>133,380</u>
At 31 December 2024	127,316	1,468	128,784
	<u>127,316</u>	<u>1,468</u>	<u>128,784</u>

THE FUSILIERS MUSEUM OF NORTHUMBERLAND

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2025

16 Stocks

	2025 £	2024 £
Raw materials and consumables	2,472	5,529

17 Debtors

	2025 £	2024 £
Amounts falling due within one year:		
Trade debtors	13,852	971
Prepayments and accrued income	385	339
	14,237	1,310

18 Creditors: amounts falling due within one year

	2025 £	2024 £
Other taxation and social security	8,266	4,559
Accruals and deferred income	2,720	2,675
	10,986	7,234

19 Restricted funds

The restricted funds of the Trust comprise the unexpended balances of donations and grants held on trust subject to specific conditions by donors as to how they may be used.

	At 1 January 2025 £	Incoming resources £	Resources expended £	Transfers £	At 31 December 2025 £
Capital Endowment Fund	20,736	-	-	-	20,736
Gun Safe Grant (AMOT)	89	-	-	-	89
MDNE Firearms Cleaning Grant	1,357	-	-	-	1,357
Regimental FAS COVID Grant	29	-	-	-	29
MDNE Recovery & Development Grant	55	-	-	-	55
MDNE Recovery & Development Grant 2023	1,372	-	(937)	-	435
MDN Women in the Fusiliers Grant	3,924	436	(5,270)	910	-
	27,562	436	(6,207)	910	22,702

THE FUSILIERS MUSEUM OF NORTHUMBERLAND

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2025

19 Restricted funds

(Continued)

Previous year:	At 1 January 2024	Incoming resources	Resources expended	Transfers	At 31 December 2024
	£	£	£	£	£
Capital Endowment Fund	20,737	-	-	-	20,737
Gun Safe Grant (AMOT)	89	-	-	-	89
MDNE Firearms Cleaning Grant	1,357	-	-	-	1,357
Regimental FAS COVID Grant	29	-	-	-	29
MDNE Recovery & Development Grant	55	-	-	-	55
MDNE Recovery & Development Grant 2023	2,591	-	(1,219)	-	1,372
MDN Women in the Fusiliers Grant	-	3,924	-	-	3,924
	<u>24,858</u>	<u>3,924</u>	<u>(1,219)</u>	<u>-</u>	<u>27,563</u>

The Army Museums Ogilby Trust Gunsafe grant represents donations towards the cost of a gunsafe.

The Museum Development North East (MDNE) grant represents donations towards the cleaning of firearms.

The Regimental Fusiliers Aid Society COVID grant represents donations towards the cost of the charity continuing its work during the COVID-19 pandemic and the subsequent reopening of the museum after national lockdowns.

The MDNE Recovery & Development grant represents donations to produce a virtual tour for the charity's website, conservation supplies and an A3 printer/scanner.

The MDNE Recovery & Development Grant 2023 represents donations towards the EPOS to streamline activities in the museum shop and recording of shop sales, outdoor signage, conservation supplies and a new laptop.

The Women in the Fusiliers Project Grant 2024 is a donation towards graphic panels which represent the women in the fusiliers over the years and up to the present day.

At 31 December 2025 the balances of Pilgrim Trust and MDNE Conservation Grant, Gun Safe Grant, The Regimental Fusiliers Aid Society Grant and MDNE Recovery & Development Grants represent the net book values of those assets purchased with the grants received. As those assets are depreciated each year the restricted fund balances will reduce by the depreciation charged against them until extinguished.

THE FUSILIERS MUSEUM OF NORTHUMBERLAND

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2025

20 Unrestricted funds - designated

These are unrestricted funds which are material to the Trust's activities.

	At 1 January 2025	Incoming resources	Resources expended	At 31 December 2025
	£	£	£	£
Acquisition Fund	6,400	-	-	6,400
Conservation Fund	17,695	2,500	(126)	20,069
Refurbishment Fund	59,360	-	-	59,360
	<u>83,455</u>	<u>2,500</u>	<u>(126)</u>	<u>85,829</u>
Previous year:	At 1 January 2024	Incoming resources	Resources expended	At 31 December 2024
	£	£	£	£
Acquisition Fund	6,400	-	-	6,400
Conservation Fund	16,294	1,500	(99)	17,695
Refurbishment Fund	59,360	-	-	59,360
	<u>82,054</u>	<u>1,500</u>	<u>(99)</u>	<u>83,455</u>

The Acquisition Fund is applied to acquire display articles for the regimental collection. The proceeds of any minor items disposed of are credited to this fund, and used to make further acquisitions.

Significant disposal proceeds are allocated to funds at the Trustees' discretion.

The Conservation Fund is used for the preservation of items in the regimental collection. In the year, various amounts have been expended for this purpose and have been charged to this fund accordingly. In previous years conservation equipment has been capitalised with the depreciation charged over 5 years to the Conservation Fund.

The Refurbishment Fund represents donations and transfers designated towards the costs of redeveloping the museum.

Transfers are made from the General Fund to the Designated Fund to cover the excess of expenditure over income in the year, where applicable.

THE FUSILIERS MUSEUM OF NORTHUMBERLAND

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2025

21 Unrestricted funds

The unrestricted funds of the Trust comprise the unexpended balances of donations and grants which are not subject to specific conditions by donors and grantors as to how they may be used.

	At 1 January 2025	Incoming resources	Resources expended	Transfers	Gains and losses	At 31 December 2025
	£	£	£	£	£	£
General funds	180,886	102,088	(94,057)	(910)	4,915	192,922
	<u>180,886</u>	<u>102,088</u>	<u>(94,057)</u>	<u>(910)</u>	<u>4,915</u>	<u>192,922</u>
Previous year:	At 1 January 2024	Incoming resources	Resources expended	Transfers	Gains and losses	At 31 December 2024
	£	£	£	£	£	£
General funds	132,268	120,496	(78,244)	-	6,366	180,886
	<u>132,268</u>	<u>120,496</u>	<u>(78,244)</u>	<u>-</u>	<u>6,366</u>	<u>180,886</u>

22 Analysis of net assets between funds

	Unrestricted funds general 2025 £	Unrestricted funds designated 2025 £	Restricted funds 2025 £	Total 2025 £
At 31 December 2025:				
Tangible assets	112	6,400	7,563	14,075
Investments	133,380	-	-	133,380
Current assets/(liabilities)	59,430	79,429	15,139	153,998
	<u>192,922</u>	<u>85,829</u>	<u>22,702</u>	<u>301,453</u>
	Unrestricted funds general 2024 £	Unrestricted funds designated 2024 £	Restricted funds 2024 £	Total 2024 £
At 31 December 2024:				
Tangible assets	112	6,400	1,357	7,869
Investments	128,784	-	-	128,784
Current assets/(liabilities)	51,990	77,055	26,206	155,251
	<u>180,886</u>	<u>83,455</u>	<u>27,563</u>	<u>291,904</u>

23 Related party transactions

There were no disclosable related party transactions during the year (2024: None).