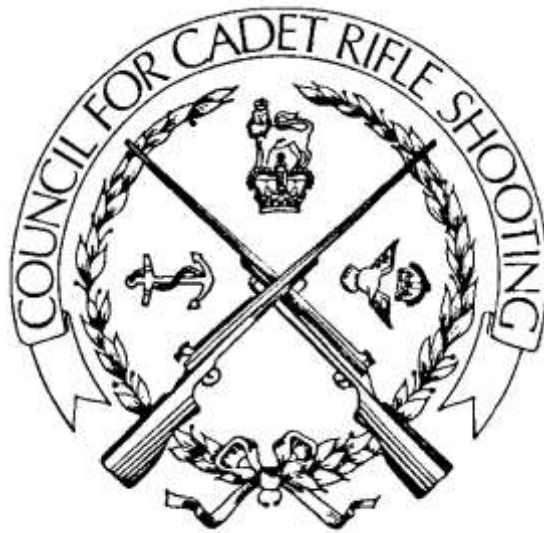


COUNCIL FOR CADET RIFLE SHOOTING

(A Charitable Incorporated Organisation - registered charity number 1151650)



BOARD OF TRUSTEES

ANNUAL REPORT AND ACCOUNTS

FOR THE YEAR ENDED 31 DECEMBER 2019

COUNCIL FOR CADET RIFLE SHOOTING (CCRS)

A Charitable Incorporated Organisation (Registered Charity No. 1151650)

THE TRUSTEES' ANNUAL REPORT FOR THE YEAR ENDED 31 DECEMBER 2019 INCLUDING THE FFENNELL CADET RIFLE SHOOTING TRUST FUND (3011068)

LEGAL AND ADMINISTRATIVE INFORMATION

1. CCRS was formed in 1969 through the amalgamation of several associations and committees to serve the rifle shooting interests of the cadet youth organisations: the Combined Cadet Force (CCF), the Sea Cadet Corps (SCC), the Army Cadet Force (ACF) and the Air Training Corps (ATC) – subsequently renamed RAF Air Cadets (RAFAC). It is directly supported by the Ministry of Defence (MoD). In 1982 it was registered as an unincorporated charity, number 284838. On 15 April 2013 a Charitable Incorporated Organisation (CIO) also named CCRS was registered. On 31 December 2013 the CIO received all the property assets, undertaking and staff of the unincorporated CCRS, which was subsequently removed from the Register of Charities. CCRS is based at Derby Lodge, Bisley Camp, Brookwood, Woking, Surrey GU24 0NY.

2. CCRS' governing document is its Constitution adopted on 4 March 2013 and amended on 5 March 2018. The Ffennell Cadet Rifle Shooting Trust Fund (3011068) came under the control of the unincorporated CCRS under a Charity Commission Scheme on 2 October 2002; the Scheme was amended with effect from 28 December 2013 and the linkage transferred to CCRS as a CIO.

3. Appointments within CCRS are:

a. Principal officers.

Chairman	Major General IC Dale (to 29 October 2019) Brigadier MP Lowe (from 29 October 2019)
Treasurer	Major General PJG Corp.

b. Trustees

Principal officers plus:

Commander N Benstead RN (from 29 October 2019)
Wing Commander G Campbell
Major General IC Dale (from 29 October 2019)
Mr WG Doe
Colonel T Mills
Major JRW Postle
Warrant Officer H Golaszewski
(from 29 October 2019)
Lieutenant Colonel NS Suffield-Jones
(to 29 October 2019)
Lieutenant Colonel C Stewart (from 29 October 2019)
Colonel JS Wilson.

c. Secretariat.

General Secretary	Lieutenant Colonel R D Bruce
Shooting Manager	Wing Commander P D C Turner
Competitions Officer	Mr D Marston
Administrative Officer	Mrs G Ansell.

- d. Bankers – The Royal Bank of Scotland, Holts Farnborough Branch, Lawrie House, Victoria Road, Farnborough, Hampshire GU14 7NR.
- e. Independent Examiner of Accounts – KW Steward Ltd, 5 Oakfield Glade, Weybridge, Surrey KT13 9DP.

OBJECTS, STRUCTURES AND RELATIONSHIPS

4. The objects of CCRS are:

- a. To encourage proficiency in target shooting among members of the Cadet Forces and thereby prepare them to play their part in the defence of the realm in either the Regular or Auxiliary Forces of the Crown.
- b. To inculcate principles of good citizenship, loyalty, discipline and a sense of responsibility amongst members of the Cadet Forces through the demands made by shooting for their teams or units.
- c. To provide assistance to pupils at schools, and to others undergoing service in voluntary youth organisations, with specialist facilities and training designed to improve the physical education and development of such persons as well as the development and occupation of their minds.

5. CCRS' work is facilitated through a formal Memorandum of Understanding (MoU) with Headquarters Army's Regional Command (RC) on behalf of the Ministry of Defence (MoD). CCRS contributes to the 3rd objective ('Promote our Prosperity') of the MoD's Departmental Plan through its support to sponsored Cadet Forces and the promotion of civil society, as highlighted by reference to the University of Northampton's Institute for Social Innovation and Impact (ISII) report on the Public Benefit of Cadet Forces at paragraph 17 below.

6. The MoU is not intended to be legally binding, but both parties have entered into the MoU in good faith, intending to honour their respective obligations. The MoU is reviewable annually and renewable every three years (expiry of current MoU 31 March 2022).

7. CCRS has close practical links with the four cadet youth organisations, as well as close relationships with the National Rifle Association (NRA), the National Small-bore Rifle Association, the Clay Pigeon Shooting Association (CPSA) and British Shooting (BS) as National Governing Bodies (NGB). It also has a loose association with the British Schools Small-bore Rifle Association (BSSRA).

8. CCRS is governed by a board of representative trustees, and efforts have been made over the past year to increase its representative diversity. It has a small, permanent secretariat comprising four salaried staff, as well as a number of volunteer committees supported by a wide range of over one hundred adult volunteers to assist in the delivery of CCRS's activities. CCRS therefore represents very good value for money.

9. The various committees are responsible to trustees for the policies, practices and procedures governing the conduct and administration of all shooting competitions, training and representative teams. Activities range from delivering competitions annually at national level in target shooting disciplines; to providing advice and liaison to the NGB and to the Cadet Forces; to providing coaching and assistance to cadets and adult volunteers; to organising and sponsoring the UK's national cadet Under 17 and Under 18 rifle teams, as well as GB's Under 19 rifle team on behalf of the NRA, for international competitions.

RESPECTIVE ROLES AND RESPONSIBILITIES

10. Respective roles and responsibilities as agreed in the MoU between RC and CCRS are assessed for 2019 in the table below. While it should be noted that the assessment of respective roles and responsibilities is generally 'green', the overall environment in which CCRS has been required to carry out its obligations have become and are becoming increasingly challenging. These include:

- a. An increasingly regulated political and social environment, which provides context for much of Defence activity. In particular, and rightly, an increased focus on safeguarding; in addition, and understandably given public reaction to recent high-profile shooting incidents and concerns over terrorism, an increased focus on firearms control.
- b. A Defence environment that, in addition, appears subject to ever-increasing budgetary and resource pressure and where single Service policies and practices do not always support Joint activity most easily. For example, whereas there is a single IT system for the processing of Cadet data and activity for the Sea Cadets, the ACF and the CCF (WESTMINSTER), RAFAC continues to run its own system (BADER) for Air Cadets.
- c. A declining number of Army Cadet Force (ACF) cadets (CCRS's principal customer) according to UK Government's MoD Sponsored Cadet Forces Statistics April 2020. While the overall number of Community Cadets has reduced by 320 since 2016 and risen in the Combined Cadet Forces by 2,300 reflecting the success of the Cadet Expansion Programme (CEP) into Government-funded secondary schools, ACF numbers have fallen by 2,360 (-5.9%). (Note: the Army is actively addressing this.)
- d. Pressures on CC Cadet Forces Adult Volunteers (CFAV) and CCF Cadet Adult Volunteers (CAV) who, in addition to being required to undertake mandatory background and security checks, safeguarding training, and being subject to rigorous disclosure procedures, face the challenges of at times over-complicated and not particularly well-communicated policies and practices. These include the storage and carriage of firearms and ammunition as well as range availability and priority. As the MoD's Cadet Forces Strategy recognises, the critical success factor for the Cadet Forces is the continuing commitment of sufficient high-quality adult volunteers (albeit the numbers of CFAV and CAV have increased since 2016).

Organisation	Role	Responsibility	
Army HQ, RC	Supported	Determination and payment of funds in accordance with appropriate rules	
		Monitoring CCRS's observance of conditions	
		Developing and implementing consistent procedures for sufficient and timely allocation of ranges to cadet units and prevention of short notice cancellations other than in exceptional circumstances	
		Providing the means or arranging for all participant Cadet and CFAV details for Central Matches/events, Representative Team Matches and Training to be	

		visible on WESTMINSTER, so CCRS can fulfil its safeguarding responsibilities.	
		Providing suitably qualified, experienced and current persons to deliver defence specific tasks which CCRS is unable to meet.	
		Making available sufficient and suitable rifles and ammunition to conduct defence specific events for cadets.	
CCRS	Supporting	Deliver effective and efficient, national legislation- and MOD regulation- compliant health and safety practices.	
		Provide access to the Risk Register and other documentation to assure RC that administration, competitions and training events are conducted in accordance with DDH and ODH.	
		Observe any grant fund conditions.	
		Maintain adequate systems of financial control.	
		Signature and proper record of accounts.	
		Ensure that grants are used only for the purposes of the MoU and are not used for speculation or investment with the intent of generating additional income.	
		The administration and proper accounting of grants in accordance with Charity Commission requirements.	
		The maintenance of adequate internal expenditure controls.	

REVIEW OF PROGRESS AND ACHIEVEMENTS

11. The tables below list the high level Key Performance Indicators (KPI) required by the terms of the MoU to be reported by CCRS in its Annual Report and Accounts.

12. Security

Ser	Key indicator	Method of measurement	2019 Compliance Y/N
12.1	All firearms to be stored in an armoury compliant with JSP 440 and 482 or NGB regulations.	Assurance reports by MoD and NGB parties, annually.	Yes. Note: Regulations and/or the effective communication thereof under review by RC - issues raised by CCRS.

12.2	All ammunition to be stored in a magazine compliant with JSP 440 and 482 or NGB regulations	Assurance reports by MoD and NGB parties, annually.	Yes
12.3	Movement of arms and ammunition as per JSP 440.	Post event reports	Yes Note: Regulations and/or the effective communication thereof under review by RC - issues raised by CCRS.
12.4	Accountability for ammunition as per JSP 886 or NGB regulations	Post event reports	Yes
12.5	All personal and other sensitive data stored, accessed and distributed in accordance with DPA 98 and JSP 440	Assurance reports by MoD agents, annually.	Yes.
12.6	Ensure that appropriate personal protective security measures in place for all training as per JSP 440	Assurance reports by MoD agents, annually.	Yes

13. Safety.

Ser	Key indicator	Method of measurement	2019 Compliance Y/N
13.1	Military competitions compliant with Cadet Ranges' pamphlet	Number of incidents	Yes – no incidents

14. Events. The data in the table below reflects CCRS's success in being able to maintain and in some cases increase shooting at the highest levels of competition against a backdrop of increasing pressures. One of the specific pressures on ISCRM and the Schools/CCF meeting has been an increasing time-gap between the end of national exams/end of summer term and the Meetings, the timing of these being determined by other National Rifle Association (NRA) competitions. CCRS is actively discussing this with the NRA.

Ser	Event	Attendance (individuals)					
		2019	2018	2017	2016	2015	2014
14.1	Inter-Services' Cadet Rifle Meeting (ISCRM)	410 firers + 39 reserves	384 firers + 97 in butts	336 firers + 100 in butts	472	526	543
14.2	Schools'/CCF Meeting	395 firers	454 firers	470 firers	487	514	614

14.3	Cadet Inter-Services' Skill at Arms Meeting	231 firers + 49 in butts	232 firers + 58 in butts	212 firers + 53 in butts	260	260	260
14.4	Cadet Inter-Services' Small-bore Championships	20 firers	20 firers	30 firers	30	10	20
14.5	Cadet National Clay Championships	137 firers	144 firers	128 firers	128	153	174
14.6	Cadet Imperial	41 firers	43 firers	33 firers	44	-	-
14.7	NRA Imperial	165 cadets, of which 40 sponsored by CCRS	Not recorded				

15. International teams (included in MoU).

- a. British Cadet Rifle Team (U18 – 'The Athelings') to Canada to compete against the Royal Canadian Army Cadet National Rifle Team in the Canadian National Championships: successful tour completed.
- b. UK Cadet Rifle Team (U17) to Jersey to compete against the Channel Islands cadets: successful tour completed.
- c. Royal Canadian Army Cadet National Rifle Team to UK: successful tour hosted.

16. International teams (not included in MoU).

- a. GB U19 team to Republic of South Africa: successful tour completed.
- b. Republic of South Africa Junior Team to UK: successful tour hosted.

PUBLIC BENEFIT

17. Trustees have had due regard to Charity Commission Guidance on Public Benefit. Nearly 1400 cadets fired in central events, with others assisting; and many more including Cadet Force Adult Volunteers (CFAV) volunteers have benefited through coaching and other non-central activities. The University of Northampton's Institute for Social Innovation and Impact four-year study into the societal return on investment in Cadet Forces highlights a number of public benefits (3rd Report released). Shooting directly contributes to the public benefit by developing cadets' powers of concentration, application, confidence, self-discipline and personal responsibility. See link for summary: <https://www.northampton.ac.uk/wp-content/uploads/2017/10/ISII-MOD-interim-Report-Summary.pdf>.

SAFEGUARDING

18. CCRS has a detailed safeguarding policy based on MoD cadet guidelines. It is reviewed periodically and can be viewed on the CCRS website. There were no major safeguarding incidents in 2019.

REVIEW OF FINANCIAL ACTIVITIES AND AFFAIRS

19. The attached accounts show that CCRS' activities have been funded by the Ffennell Trust, sponsorship, membership subscriptions, donations, competition entry fees, investment interest, reserves and sales; while the administration and support for some events and tours was funded by Grants (non-contractual, so technically donations) from the Army as MoD's shooting sponsor through Headquarters Regional Command. Tours also required individuals' contributions. The funds of CCRS are in a satisfactory state and the charity is in a position to continue to provide services commensurate with its charitable objects.

VOLUNTEER ACTIVITY

20. The trustees wish to acknowledge the unquantifiable help of all the adult volunteers and many supporters who have given unstintingly of their time, enthusiasm and expertise in 2019 in the furtherance of the charity's objects.

RISK ASSESSMENT

21. The trustees regularly assess the risks to which the charity is exposed, including operational and financial risks. In the opinion of the trustees the Charity has established resources and review systems, which, under normal conditions, will allow risks identified to be mitigated to an acceptable level in its day-to-day operations.

RESERVES

22. The Charity Commission defines reserves as income that becomes available to the charity to be expended at trustees' discretion in furtherance of the Charity's objects, but which is not yet spent, committed or designated. Fixed assets are deducted as they are not realisable and are needed for the charity to continue to function. At the balance sheet date, CCRS' reserves comprised the following:

	31 Dec 19	31 Dec 18
	£	£
Total funds as per Balance Sheet	632,923	563,990
Deduct:		
Restricted + endowment + designated funds	375,808	390,084
Fixed assets	32,153	23,524
Charity reserves as at 31 Dec	224,962	150,382

23. Trustees have examined the needs and challenges of the Charity in both the short and medium terms along with the relevant financial forecasts. The trustees' reserve policy is to have sufficient to cover six months of operations, including a full season of competitions and tours in the event of MoD Grants being discontinued or other unforeseen major contingencies. This reserve requirement totals around £220K reducing to approximately £135K if tours and overseas team visits were suspended. The level of reserves has improved since the previous year and as at 31 December 2019 was sufficient to meet this contingency. The trustees consider that, provided the MoD grant continues, there will be no material uncertainty about the Charity's ability to continue as a going concern.

ASSET COVER FOR FUNDS

24. An analysis of the assets attributable to the various funds is shown in the accounts. These assets are sufficient to meet the charity's obligations.

STATEMENT OF TRUSTEES' RESPONSIBILITIES

25. Law, applicable to charities in England and Wales, requires trustees to prepare financial statements for each financial period, which give a true and fair view of the Charity's financial activities during the period, and of its financial position at the end of the period. In preparing financial statements giving a true and fair view, the Trustees should follow best practice and:

- a. Select suitable accounting policies and apply them consistently.
- b. Make judgements and estimates that are reasonable and prudent.
- c. Observe the methods and principles in the applicable Charities SORP.
- d. State whether applicable accounting standards and statements of recommended practice have been followed subject to any departures disclosed and explained in the financial statements.
- e. Prepare the financial statements on the going concern basis unless it is inappropriate to assume that the Charity will continue in operation.

26. The trustees are responsible for keeping accounting records that disclose with reasonable accuracy the financial position of the Charity, that enable them to ascertain the financial position of the Charity, and which ensure that the financial statements comply with Charities Act 2011. They are also responsible for safeguarding the assets of the Charity and for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Brigadier MP Lowe MBE
Chairman of Board of Trustees

COUNCIL FOR CADET RIFLE SHOOTING INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES

1. I report on the accounts of the Council for Cadet Rifle Shooting - a Charitable Incorporated Organisation - for the twelve months ended 31 December 2019 which are set out on pages 7-11.

RESPECTIVE RESPONSIBILITIES OF TRUSTEES AND EXAMINER

2. As the charity's trustees you are responsible for the preparation of the accounts; you consider that the audit requirement of section 144 of the Charities Act 2011 (the 2011 Act) does not apply and that an independent examination is appropriate and is required.

3. It is my responsibility to:

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

BASIS OF INDEPENDENT EXAMINER'S REPORT

4. My examination was carried out in accordance with the General Directions given by the Charity Commissioners. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from you as trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit; consequently no opinion is given as to whether the financial statements present a "true and fair view" and the report is limited to those matters set out in the statement below.

INDEPENDENT EXAMINER'S STATEMENT

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

a. which gives me reasonable cause to believe that in any material respect the requirements:

- (1) to keep accounting records in accordance with section 130 of the 2011 Act; and
- (2) to prepare accounts which accord with the accounting records and to comply with the accounting requirement of the 2011 Act.

have not been met; or

b. to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.

KW Steward Ltd
Independent Examiner

COUNCIL FOR CADET RIFLE SHOOTING

A Charitable Incorporated Organisation (registered number 1151650)

STATEMENT OF FINANCIAL ACTIVITIES FOR THE PERIOD 1 JANUARY TO 31 DECEMBER 2019

	Notes	Unrestricted funds £	Restricted funds £	Endowment funds £	Total funds 2019 £	Total funds 2018 £
Income and endowments						
Donations and legacies	2	324,901	46,000	0	370,901	371,302
Charitable activities	3	77,236	23,865	0	101,101	75,198
Other trading activities		0	0		0	0
Investments	4	6,464		8,272	14,736	10,643
Separate material income item		0	0	0	0	0
Other		3,045	38	0	3,083	225
Total		411,646	69,903	8,272	489,821	457,368
Expenditure						
Charitable activities	5	354,347	98,214	0	452,561	376,869
Separate material expense item		0	0	0	0	0
Other	6	3,892	610	0	4,502	8,609
Total		358,239	98,824	0	457,063	385,478
Net income/(expenditure) before investment gains/(losses)		53,407	-28,921	8,272	32,758	71,890
Net gains/(losses) on investments		12,960	0	23,215	36,175	-27,779
Net income/(expenditure)		66,367	-28,921	31,487	68,933	44,111
Extraordinary items		0	0	0	0	0
Transfers between funds	11	-8,134	15,134	-7,000	0	0
Gains/(losses) on revaluation of fixed assets for the charity's own use		0	0	0	0	0
Other gains(losses)		0	0	0	0	0
Net Movement in Funds		58,233	-13,787	24,487	68,933	44,111
Reconciliation of Funds						
Total funds brought forward		252,882	81,933	229,175	563,990	519,879
Total funds carried forward		311,116	68,145	253,662	632,923	563,990

Brigadier MP Lowe MBE
Chairman of Board of Trustees

21st August 2020

COUNCIL FOR CADET RIFLE SHOOTING

A Charitable Incorporated Organisation (registered number 1151650)

BALANCE SHEET AS AT 31 DECEMBER 2019

	Notes	Unrestricted funds £	Restricted funds £	Endowment funds £	Total funds 2019 £	Total funds 2018 £
Fixed assets						
Intangible assets		0	0	0	0	0
Tangible assets	7 7	32,153	0	0	32,153	23,524
Total fixed assets		32,153	0	0	32,153	23,524
Current assets						
Stocks		9,209	0	0	9,209	9,649
Debtors	8	2,340	19,663	1,689	23,691	2,390
Investments	9	247,799	0	189,008	436,808	350,813
Cash at bank and in hand	10	82,493	68,482	62,965	213,940	258,931
Total current assets		341,841	88,145	253,662	683,648	621,782
Liabilities						
Creditors: amounts falling due within one year		62,878	20,000	0	82,878	81,316
Net current assets/(liabilities)		278,963	68,145	253,662	600,770	540,466
Total assets less current liabilities		311,116	68,145	253,662	632,923	563,990
Creditors: amounts falling due after more than one year		0	0		0	0
Provisions for liabilities		0	0		0	0
Total net assets or liabilities		311,116	68,145	253,662	632,923	563,990
The funds of the charity						
Endowment funds	11	0	0	253,662	253,662	229,175
Restricted income funds		0	68,145	0	68,145	81,934
Unrestricted funds		311,116	0	0	311,116	252,882
Total charity funds		311,116	68,145	253,662	632,923	563,990

Brigadier MP Lowe MBE
Chairman of Board of Trustees

21st August 2020

COUNCIL FOR CADET RIFLE SHOOTING

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 DECEMBER 2019

ACCOUNTING POLICIES

1. The principal accounting policies that have been adopted in the preparation of these accounts are as follows:
 - a. These accounts have been prepared on a historical cost basis and in accordance with the Statement of Recommended Practice on Accounting by Charities (FRS 102) apart from Investments which are on market value.
 - b. Stocks are valued at the lower of cost or net realisable value.
 - c. Fixed Assets.
 - 1) Rifles and equipment are included in the account at cost. Depreciation is provided on these assets, rifles at 10% reducing balance, barrels at 10% and other items at 20% both fixed balance per annum. Any net book value of assets that cease to be of value are written off.
 - 2) Trophies and historical assets held for competitions are treated as inalienable and not included in the accounts at a value. Any repair costs are written off as incurred.
 - d. Investments. Investments consist of common investment funds quoted on the London Stock Exchange and are included in the Balance Sheet at market value.

INCOME

	Unrestricted	Restricted	Endowment	2019 Total	2018 Total
2. Donations and legacies					
Membership and donations	4,877	0	0	4,877	5,460
Gift aid tax claimed	125	0	0	125	163
SBF Memorial Fund	1,866	0	0	1,866	225
Grants (Military)	318,033	39,500	0	357,533	351,525
Grants (Other)	0	6,500	0	6,500	13,930
	324,901	46,000	0	370,901	371,303
3. Charitable activities					
Non-central matches	3,850	0	0	3,850	2,508
ISCRM	14,174	0	0	14,174	12,971
CISSAM	7,614	0	0	7,614	4,682
Schools Meeting	24,125	0	0	24,125	new - see expenditure
Clay Target	11,122	0	0	11,122	14,898
Cadet Imperial income	2,204	0	0	2,204	2,200
Other income	10,325	5,087	0	15,412	11,491
Sponsorship income	1,200	4,500	0	5,700	3,602
Team contributions		16,900	0	16,900	22,849
	74,614	26,487	0	101,101	75,201
4. Investments					
Bank interest received	982	0	0	982	399
M&G Ffennell investment income	0	0	0	0	429
Blackrock investment income	3,598	0	8,272	11,870	8,683
United Trust investment income	908	0	0	908	
Eden Tree investment income	977	0	0	977	1,132
	6,465	0	8,272	14,737	10,643
EXPENDITURE					
5. Charitable activities					
Non-central matches	3,352	0	0	3,352	3,748
ISCRM costs	28,625	0	0	28,625	18,990
CISSAM costs	4,526	0	0	4,526	3,140
Clay target costs	12,480	0	0	12,480	12,048
Smallbore Winter League		0	0		
Cadet Imperial costs	2,013	0	0	2,013	1,633
Schools Meeting	49,516	726	0	50,242	23,617 see income
Sponsorship	2,230	10,434	0	12,664	4,700
Other costs	21,858	4,480	0	26,338	13,715
Team Training Maple Taste	6,960	0	0	6,960	5,310
RSA Juniors	0	0	0	0	6,270
Travel costs	0	18,006	0	18,006	39,111
Food & accommodation	766	36,859	0	37,625	37,235
Visit costs	0	3,081	0	3,081	4,260
Shooting costs	802	19,906	0	20,708	17,154
Clothing, medals and badges	1,996	7,663	0	9,659	10,281
Salaries, PAYE/Employer NI	124,300	0	0	124,300	90,535 additional staff member
Pension contributions	49,024	0	0	49,024	40,652
Office costs	15,740	324	0	16,064	20,794
Website and IT equipment	12,322	0	0	12,322	8,464
Bank charges	93	103	0	196	136
Maintenance Cost	10,773	0	0	10,773	12,167
Depreciation of Assets	3,603	0	0	3,603	2,913
	350,979	101,582	0	452,561	376,873
6. Other expenditure					
Audit & accountancy	360	0	0	360	1,440
Other professional fees	792	0	0	792	4,683
Trustees/committees' expenses	2,741	610	0	3,351	2,486
	3,893	610	0	4,503	8,609

	2019	2018					
	£	£					
7. Fixed Assets							
At cost or valuation at 1 January	72,754	68,045					
Additions during year	11,392	4,709					
Revaluation at year end	0	0					
	84,145	72,754					
Depreciation at 1 January	49,230	46,317					
Charge for year	2762	2,913					
	51,992	49,230					
Net Book Values							
At 31 December	32,153	23,524					
At 1 January	23,524	21,728					
8. Debtors							
Debtors	104	44					
Recoverable gift aid	698	573					
Accrued income	7,787	398					
Prepayments	15,103	1,376					
9. Investments Valuation at 31 December							
Black Rock Armed Forces Common Investment Fund (Ffennell)	189,008	165,794					
Black Rock Armed Forces Common Investment Fund (CCRS)	187,178	66,080					
Charibond Common Investment Fund (Ffennell)	0	0					
Eden Tree Investment	10,286	38,759					
Redwood Bank	25,102	25,180					
United Trust Bank	25,233	55,000					
	436,807	350,813					
10. Cash at Bank and in Hand							
Current Account - including petty cash	182,501	227,670					
COIF deposit account	31,439	31,262					
Ffennell Trust - COIF deposit account	0	0					
Foreign Currency	0	0					
	213,940	258,932					
11 Funds of the Charity							
	1 Jan 19	Income	Exp	Sur/def	Transfers	G/L	31-Dec-19
Restricted Funds							
UK U17 Cadet Rifle Team	5,218	10,860	12,073	-1,213	0	0	4,004
British U18 Cadet Rifle Team	39,911	9,469	18,274	-8,805	-100	0	31,006
GB Under 19 Team	0	19,222	31,491	-12269	12,269	0	0
Ronnie Melville Equipment	0	300	0	300	9,339	0	9,639
Athelings Association	0	0	0	0	2895	0	2,895
RSA Juniors	0	0	0	0	0	0	0
RCAC NRT	36,804	30,052	36,986	-6,934	-9,269	0	20,601
	81,933	69,903	98,824	-28,921	15,134	0	68,145
Endowment Funds							
Ffennell Trust Fund	229,175	8,272	0	0	-7,000	23,215	253,662
Unrestricted Funds							
General Fund	173,907	278,033	195,708	82,325	-12,078	12,960	257,115
	173,907	278,033	195,708	82,325	-12,078	12,960	257,115
Designated Funds							
Hospitality	0	0	0	0	4,000	0	4,000
Clay	2,617	14,872	13,523	1,349	0	0	3,966
Other shooting	8,893	13,994	14,938	-944	0	0	7,949
Cadet Bisley	9,722	86,097	96,021	-9,924	-56	0	-202
Derby Lodge	57,744	16,784	38,106	-21,322	0	0	36,422
Simon Fraser Memorial	0	1,866	0	1,866	0	0	1,866
	78,976	133,613	162,588	-28,975	3944	0	54,001
Total funds of the charity							632,923