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THE SCOTTISH CREMATION SOCIETY LIMITED

REGISTERED NUMBER: SC002101

REGISTERED CHARITY NUMBER: SC015310

REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2025

THE SCOTTISH CREMATION SOCIETY LIMITED

FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2025

Contents

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 DECEMBER 2025

The trustees present their annual report with the audited financial statements of the charity for the year ended 31 December 2025.

Objectives and activities

The principal objects are:

- To promote and carry out inexpensive and sanitary methods of disposal of the dead such as to minimise pollution of the environment and in particular to promote and carry out the method known as cremation. The services provided and charges for the services are intended to allay funeral poverty.
- The Articles of Association were updated in 2019 to enable the charity to encompass the consideration of all practicable means of minimising the impact on the environment of the disposal of the dead.

In order to meet its objects, the principal activity of the charity in the year under review is the operation of Glasgow Crematorium.

Achievements and performance

The operations of the year resulted in a net loss of £52,851 (2024: £67,820 surplus). During the year 1,434 cremations were carried out compared with 1,728 in the previous year. The Crematorium continues to offer a full service, an unattended direct service or a simple service where up to six mourners may attend. The trustees can advise that the independent testing of emissions levels confirmed that they continue to be within current legal requirements.

The trustees continue to research developments, and implications of implementation, of alternative technologies for disposal of the dead. The work is on-going and is intended to provide the charity with indications of what might in the future provide a methodology to replace cremation with a more environmentally friendly and energy efficient procedure.

Financial Review

Risk Management

The trustees implemented a risk management strategy which monitors and assesses the major risks to which they are exposed. This comprised a review of the risks which the charity may face, the establishment of systems and procedures which mitigate those risks identified in the risk assessment, and the implementation of procedures designed to minimise any potential impact on the charity should any of those risks materialise. The strategy is reviewed annually.

The trustees consider the principal risks facing the charity to be:

- A cyber security incident occurring.
- Above inflation energy prices and consequent pressure to increase cremation fees.
- Changes to regulatory requirements adversely impacting operations.
- Damage to equipment.
- Environmental costs and challenges.
- Site constraints due to listed nature and age of the crematorium building.
- New entrants to the market.
- IT systems failure.

The trustees continue to monitor all risks and uncertainties and, when necessary, take actions to counter any adverse effects.

Reserves Policy

The policy is to hold a level of reserves equivalent to the charity's annual operating costs. At the year end the Trustees confirm that this level of reserves has been met in the current year with reserves of £2,622,883 (2024: £2,675,734). Within the reserves, £25,000 (2024: £50,000) has been designated to cover the cost of capital improvements and the refurbishment programme of the crematorium. This is being released over 10 years. Also, within the reserves, £1,200,000 (2024: £1,175,000) has been designated for future use against replacing cremators. Total designated reserves at the year-end therefore totalled £1,225,000 (2024: £1,225,000).

Plans for Future Periods

The trustees will continue to provide cremation services for a range of religious ceremonies as well as non-religious ceremonies and simple cremations without ceremony. Charges for these services will continue to reflect the objects intent to help impoverished families afford cremations. As noted above, research and enquiries are on-going and developments within the industry are being closely monitored.

Structure, Governance and Management

Structure

The organisation is a charitable company limited by shares incorporated on 22 December 1890 in Scotland. The charity was established under a Memorandum of Association which established the objects and powers of the charity and is governed under its Articles of Association.

The Members of the Board of Trustees are the Charity's trustees. The Members of the Board of Trustees at the year-end are shown below. The trustees of the charity are appointed due to their professional skills or business background. Under the requirements of the Memorandum and Articles of Association trustees are elected to serve for a period of three years after which they must be re-elected at the next Annual General Meeting.

Trustees' induction and training

Most trustees are already familiar with the objects of the charity on being appointed. However they are also supplied with information for trustees of charities as published by OSCR. At the regular meetings of trustees, the following areas are covered:

- The obligations of the Board of Trustees
- The main documents which set out the operational framework for the charity including the Memorandum and Articles
- Funding and the current financial system as set out in the latest published accounts and the cash projections which are prepared on a quarterly basis.

Reference and administrative details

The trustees in office in the year and at the date of signing were as follows:-

John M Chapman C.Eng., DL
Iain F Atack LLB
Andrew McFarlane LLM Dip BS FRICS FCABE C Build E FCIArb
John R Morse BAcc (Hons) FCMA
Gordon W Armour MA, CA
Linsay A J Colville
The Reverend Mark E Johnstone MA, BD, DL – resigned 15 September 2026
Alasdair R J Ronald MA (Hons), FCISI
Maureen E Smith BSc (Hons), C.Eng.,MICE

The trustees retiring by rotation are John R Morse and Gordon W Armour, who, being eligible, offer themselves for re-election. John Chapman is retiring as Chairman and as a trustee on 17 September 2026 after the AGM.

Chief Executive:
Kay Thomson BAcc, CA

Trading Address:
19 Tresta Road
Maryhill
Glasgow, G23 5AA

Registered Office:
4th Floor
The Reel House
7 West Regent Street
Glasgow
G2 1RW

Registered Number:
SC002101

Registered Charity Number:
SC015310

Website:
www.glasgowcrematorium.co.uk

Auditors:
Robb Ferguson Chartered Accountants
Statutory Auditors
Regent Court
70 West Regent Street
Glasgow, G2 2QZ

Legal advisors:
BTO Solicitors LLP
48 St Vincent Street
Glasgow, G2 5HS

Bankers:
Virgin Money
145 – 147 Queen Street
Glasgow
G1 3BJ

Statement of responsibilities

Trustees' responsibilities

Charity and Company law 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 charity and of the income and expenditure of the charity for that period.

In preparing those 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 UK 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 business.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that the financial statements comply with the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and Regulation 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended). They 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.

Disclosure of Information to Auditors

So far as the trustees are aware, there is no relevant audit information (as defined by Section 418 of the Companies Act 2006) of which the charity's auditors are unaware, and each trustee has taken all steps that he or she ought to have taken as a trustee in order to make himself or herself aware of any relevant audit information and to establish that the charity's auditors are aware of that information.

Auditors

A resolution to re-appoint Robb Ferguson as auditors, in accordance with Section 485 of the Companies Act 2006, will be put to the members at the annual general meeting.

Small company exemptions

The above report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

Approved by the Members of the Board of Trustees and signed on their behalf:

John M Chapman

John M Chapman
Director

Date: 17 September 2026

Company Number *SC002101*
Charity Number *SC015310*

INDEPENDENT AUDITORS' REPORT TO THE TRUSTEES AND MEMBERS OF THE SCOTTISH CREMATION SOCIETY LIMITED

Opinion

We have audited the financial statements of The Scottish Cremation Society Limited (the 'charitable company') for the year ended 31 December 2025 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2025 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and Regulation 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended).

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant section of this report.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our Report of the Independent Auditors thereon.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Trustees has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Trustees.

We have nothing to report in respect of the following matters where the Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 (as amended) requires us to report to you if, in our opinion:

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the Statement of Trustees' Responsibilities, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Our responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue a Report of the Independent Auditors that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- The engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- We identified the laws and regulations applicable to the charitable company through discussions with directors and other management, and from our wider knowledge and experience;
- We focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the charitable company, including the Companies Act 2006 and FRS 102.
- We assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and
- Identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the charitable company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- Making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- Considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations

Audit response to risks identified

To address the risk of fraud through management bias and override of controls, we:

- Performed analytical procedures to identify any unusual or unexpected relationships;
- Tested journal entries to identify unusual transactions;
- Assessed whether judgements and assumptions made in determining the accounting estimates set out were indicative of potential bias; and
- Investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- Agreeing financial statement disclosures to underlying supporting documentation;
- Reading the minutes of meetings of those charged with governance; and
- Enquiring of management as to actual and potential litigation and claims.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the directors and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our Report of the Independent Auditors.

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES AND MEMBERS OF THE SCOTTISH CREMATION SOCIETY LIMITED (Cont'd)

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and to the charitable company's trustees, as a body, in accordance with Section 44 (1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and Regulations 10 of the Charities Accounts (Scotland) Regulations 2006 (as amended). Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Janice Alexander

Janice Alexander (Senior Statutory Auditor)
for and on behalf of Robb Ferguson
Chartered Accountants & Statutory Auditors
Eligible to act as an auditor in terms of Section 1212 of the Companies Act 2006
Regent Court
70 West Regent Street
Glasgow
G2 2QZ

Date: 17.9.26

STATEMENT OF FINANCIAL ACTIVITIES (INCLUDING INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 DECEMBER 2025

	Notes	2025 £	*2024* *£*
Income			
Charitable activities	2	**1,036,750**	*1,176,007*
Investments	3	**45,359**	*46,343*
Other	4	**4,863**	*5,456*
Total income		**1,086,972**	*1,227,806*
Expenditure			
Charitable activities	5	**1,139,823**	*1,159,986*
Total expenditure		**1,139,823**	*1,159,986*
Net (expenditure) / income for the year	6	**(52,851)**	*67,820*
Net movement in funds		**(52,851)**	*67,820*
Reconciliation of funds			
Total funds brought forward		***2,675,734***	*2,607,914*
Total funds carried forward	13	**2,622,883**	*2,675,734*

All of the funds represent unrestricted funds.

None of the Society's activities was acquired or discontinued during the above two financial years.

The Society has no recognised gains / (losses) for the above two financial years.

The notes on pages 12 to 19 form part of these financial statements.

THE SCOTTISH CREMATION SOCIETY LIMITED

BALANCE SHEET
AS AT 31 DECEMBER 2025

	Notes	£	2025 £	£	2024 £
Fixed assets					
Tangible assets	9		**1,038,315**		*919,598*
Current assets					
Debtors	10	**134,335**		*180,660*	
Cash and bank		**1,585,470**		*1,650,868*	
		1,719,805		*1,831,528*	
Creditors:					
amounts falling due within one year	11	**135,237**		*75,392*	
Net current assets			**1,584,568**		*1,756,136*
Total assets less current liabilities			**2,622,883**		*2,675,734*
Capital and reserves					
Called up share capital	12, 13		**3,492**		*3,492*
General funds - unrestricted	13		**1,394,391**		*1,447,242*
Designated funds - unrestricted	13		**1,225,000**		*1,225,000*
			2,622,883		*2,675,734*

The financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 and with the Financial Reporting Standard 102.

The financial statements were approved by the Board of Trustees on 17 September 2026 and signed on its behalf by: -

John M Chapman

John M Chapman, Director

Company Number *SC002101*
Charity Number *SC015310*

The notes on pages 12 to 19 form part of these financial statements.

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 DECEMBER 2025

	Notes	2025 £	2024 £
Cash flows from operating activities			
Net cash generated from operating activities	15	**120,780**	*97,246*
Cash flows from investing activities			
Interest from investments		**45,359**	*46,343*
Purchase of fixed assets		**(231,537)**	*(86,121)*
Net cash (used in) / generated from investing activities		**(186,178)**	*(39,778)*
Change in cash and cash equivalents in the year		**(65,398)**	*57,468*
Cash and cash equivalents at the beginning of the year		**1,650,868**	*1,593,400*
Cash and cash equivalents at the end of the year		**1,585,470**	*1,650,868*

The notes on pages 12 to 19 form part of these financial statements.

1. Principal Accounting Policies

The financial statements have been prepared in accordance with the principal accounting policies which are set out below:

Accounting convention

The financial statements have been prepared in accordance with Financial Reporting Standard 102 as issued by the Financial Reporting Council, Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102)", the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005, and the Charities Accounts (Scotland) Regulations 2006 (as amended).

These financial statements are presented in pounds sterling (GBP) as that is the currency in which the charity's transactions are denominated.

The charity is a public benefit entity.

Going concern

The charity has a satisfactory level of financial resources and is well placed to manage its operational risks successfully. The trustees therefore continue to adopt the going concern basis of accounting in preparing the annual financial statements. The financial statements do not include any adjustments that would be required should the trustees consider this not to be the case.

The trustees' assessment of going concern includes the expected continuing impact of the current economic conditions to the charity in the 12 months following the signing of these financial statements. The trustees have given due consideration to the circumstances and have taken, and will continue to take, all appropriate steps to mitigate against the impact of the current economic conditions.

Income

Income from charitable activities represent the charges for cremations and related services invoiced during the year.

Investment income is recognised in the income and expenditure account when the charity is entitled to receive the income.

Gift in kind

Assets donated to the charity are measured at the fair value and are recognised as income when the assets are received by the charity.

Expenditure

- Expenditure is recognised when a liability is incurred.
- Charitable activities include expenditure associated with the provision of cremation services and maintenance of property and plant.
- Governance costs include those incurred in the governance of the charity and its assets and are primarily associated with constitutional and statutory requirements.

1. Principal Accounting Policies (Cont'd)

Funds

The general fund is made up of income which is expendable in furtherance of the general purpose of the charity. The trustees have also set up a designated fund out of unrestricted funds to cover future capital expenditure costs. The designated fund is reviewed annually, and a transfer is made if deemed necessary.

Depreciation of tangible fixed assets

Depreciation is provided at the following annual rates in order to write off each asset over its useful life:

Land and buildings	-	2%-20% per annum straight line
Plant and equipment	-	2%-33% per annum straight line
Books of remembrance	-	Nil
Research	-	10% per annum straight line

Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discount due.

Cash at bank and in hand

Cash at bank and cash in hand include cash and fixed interest investments with maturity dates of 12 months (July 2026) and 24 months (July 2027) from the date of acquisition or opening of the deposit or similar account.

Creditors

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

VAT

The charity is not registered for VAT and accordingly expenditure includes VAT where appropriate.

Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

Pension costs

The charity operates a money purchase (defined contribution) pension scheme. Contributions payable to this scheme are charged to the income and expenditure account in the period to which they relate. These contributions are invested separately from the Society's assets.

		2025	2024
		£	£
2.	**Charitable activities income**		
	Fees	**947,900**	1,111,660
	Books of remembrance income	**10,985**	9,820
	Webcast	**18,776**	20,858
	Urns, niche etc. income	**4,510**	2,870
	Tablet income	**26,880**	13,962
	Tributes income	**27,699**	16,837
		1,036,750	1,176,007

		2025	2024
		£	£
3.	**Investment income**		
	Bank deposit interest	**45,359**	*46,343*

		2025	2024
		£	£
4.	**Other income**		
	CAMEO	**2,042**	*5,356*
	Donation	**2,821**	*100*
		4,863	*5,456*

		2025	2024
		£	£
5.	**Charitable activities expenditure**		
	Provision of cremation services		
	Wages and national insurance	**354,278**	350,526
	Organist fees	**33,696**	41,435
	Staff pension costs defined contribution	**38,735**	35,553
	Administration of bookings	**121,994**	127,044
	Power, light and heat	**89,388**	57,393
	Printing, postage and stationery	**1,964**	3,013
	Telephone	**12,196**	11,836
	Remembrance costs	**4,527**	3,381
	Webcast costs	**15,606**	17,813
	Music costs	**9,000**	9,000
	Urns, caskets etc. costs	**5,823**	5,096
	Tablet costs	**6,534**	3,778
	Tribute costs	**24,576**	14,784
	Sundry expenses	**3,817**	5,172
	Staff training	**3,287**	5,657
	Subscriptions	**10,175**	8,639
	Bank charges	**1,708**	1,597
	Advertising	**563**	432
	Bad debts	**765**	-
	Computer maintenance	**16,196**	14,044
		754,828	716,193
	Maintenance of property & plant		
	Water rates	**7,941**	9,484
	Insurance	**28,778**	27,903
	Repairs and maintenance	**75,334**	152,907
	Cleaning	**6,606**	6,951
	Garden upkeep	**22,800**	21,884
	Legal and professional fees	**57,791**	51,530
	Depreciation	**113,520**	103,084
		312,770	373,743
	Governance		
	Secretarial fees	**67,665**	65,700
	Audit fees	**4,560**	4,350
		72,225	70,050
	Total charitable activities expenditure	**1,139,823**	1,159,986

	2025	2024
6. Net (expenditure) / income for the year	**£**	£
Net (expenditure) / income for the year is stated after charging:		
Depreciation of fixed assets	**113,520**	103,084
Auditors' remuneration	**4,560**	4,350

	2025	2024
7. Information on trustees and employees	**£**	£
Staff costs		
Wages and salaries	**324,812**	321,886
Social Security costs	**29,466**	28,640
Other pension costs	**38,735**	35,553
	393,013	386,079

Staff numbers	**2025 Number**	2024 Number
The average number of full-time equivalent employees (including casual and part-time staff) during the year was:		
Operational staff	**9**	9

No employee received remuneration amounting to more than £60,000 (*2024: none*). Trustees received no remuneration and were not reimbursed for any expenses in either year.

Total costs of £67,025 (*2024: £69,366*) were incurred in relation to key management personnel.

8. Status

The charity is accepted as a charitable body under the terms of Section 505 of the Income and Corporation Taxes Act 1988 and therefore no provision for corporation tax is required.

9. **Tangible assets**	**Land and buildings £**	**Plant and equipment £**	**Books of remembrance £**	**Research £**	**Total £**
Cost					
At 1 January 2025	**1,201,844**	**1,942,864**	**14,923**	**30,000**	**3,189,631**
Additions	**16,720**	**215,517**	-	-	**232,237**
Disposals	-	-	-	-	-
At 31 December 2025	**1,218,564**	**2,158,381**	**14,923**	**30,000**	**3,421,868**
Depreciation					
At 1 January 2025	**464,772**	**1,783,961**	**300**	**21,000**	**2,270,033**
Charge for year	**38,398**	**72,122**	-	**3,000**	**113,520**
On disposals	-	-	-	-	-
At 31 December 2025	**503,170**	**1,856,083**	**300**	**24,000**	**2,383,553**
Net book value					
At 31 December 2025	**715,394**	**302,298**	**14,623**	**6,000**	**1,038,315**
At 31 December 2024	*737,072*	*158,903*	*14,623*	*9,000*	*919,598*

10. **Debtors**	**2025 £**	*2024 £*
Trade debtors	**99,099**	*126,318*
Prepayments and accrued income	**35,236**	*54,342*
	134,335	*180,660*

11. **Creditors:** Amounts falling due within one year	**2025 £**	*2024 £*
Trade creditors	**25,379**	*51,864*
Other taxes and social security costs	**8,679**	*8,340*
Accruals and deferred income	**101,179**	*15,188*
	135,237	*75,392*

12. **Share capital**	**2025 £**	*2024 £*
Allotted, called up and fully paid:		
3,487 ordinary shares of £1 each	**3,487**	*3,487*
Forfeited shares	**5**	*5*
	3,492	*3,492*

13. **Unrestricted funds**	**General Funds £**	**Designated Funds £**	**Share Capital £**	**Total Funds £**
Retained funds as at 1 January 2025	**1,447,242**	**1,225,000**	**3,492**	**2,675,734**
Loss for the year	**(52,851)**	**-**	**-**	**(52,851)**
Transfers	**-**	**-**	**-**	**-**
Retained funds as at 31 December 2025	**1,394,391**	**1,225,000**	**3,492**	**2,622,883**

Unrestricted funds	*General Funds £*	*Designated Funds £*	*Share Capital £*	*Total Funds £*
Retained funds as at 1 January 2024	*1,379,422*	*1,225,000*	*3,492*	*2,607,914*
Surplus for the year	*67,820*	*-*	*-*	*67,820*
Transfers	*-*	*-*	*-*	*-*
Retained funds as at 31 December 2024	*1,447,242*	*1,225,000*	*3,492*	*2,675,734*

Designated funds are to cover costs of capital improvements and the refurbishment programme of the crematorium and towards replacement of the cremators.

14. Money purchase pension scheme

The charity operates a money purchase pension scheme. The assets of the scheme are held separately from those of the charity in an independently administered fund. The pension cost and charge represent contributions payable by the charity to the fund and amounted to £38,735 *(2024: £35,553).* At 31 December 2025 contributions totalling £nil (2024: £nil) were payable to the fund.

15. **Reconciliation of net income to net cash flow from operating activities**	**2025 £**	*2024 £*
Net movement in funds	**(52,851)**	*67,820*
Adjustments for:		
Depreciation charges	**113,520**	*103,084*
Interest from investments	**(45,359)**	*(46,343)*
Decrease / (Increase) in debtors	**46,325**	*(25,820)*
Increase / (Decrease) in creditors	**59,845**	*(1,495)*
Gift in kind	**(700)**	*-*
	120,780	*97,246*

16. Related party transactions

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

17. Capital commitments

The charity had commitments at 31 December 2025 totalling £36,600 (2024: £83,041) in connection with capital improvements to the Crematorium scheduled to be undertaken after the year end.

18. Commitments under operating leases

The charity has operating lease commitments totalling £34,092 (2024: £19,980) due after 31 December 2025.