

Charity registration number: SC041823

The Friends of the Black Watch Castle and Museum

Annual Report and Financial Statements

for the Year Ended 31 March 2026

The Friends of the Black Watch Castle and Museum

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The Friends of the Black Watch Castle and Museum

Reference and Administrative Details

Trustees	Sarah Riddell-Webster, Chairwoman
	Rosemary Pitcaithly, Secretary
	Bill Macpherson
	Douglas Walker, Ex-officio
	Major Ronnie Proctor MBE
	Nicola Small
	Major Jamie Erskine MBE
Charity Registration Number	SC041823
Principal Office	Balhousie Castle
	Hay Street
	Perth
	PH1 5HR
Independent Examiner	Alexander J Fyfe, M.A.A.T., C.A., DChA
	Morris and Young
	Chartered Accountants
	6 Atholl Crescent
	Perth
	PH1 5JN

The Friends of the Black Watch Castle and Museum

Trustees' Report

The Management Committee of the Friends of The Black Watch Castle and Museum ("the Friends") present their report and accounts for the year ended 31 March 2026.

Structure, Governance and Management

The Friends were established on 9 September 2010 and are governed by their constitution which was adopted at a General Meeting held on that date and last amended with effect from 31 March 2023. The charity was registered under charity number SC041823 with effect from 13 October 2010 and accepted as a charity for tax purposes by HM Revenue and Customs on the same date.

Under the constitution the structure of the Friends consists of:

The Members. Members have the right to attend the annual general meeting (and any special general meeting) and have important powers under the constitution; in particular, the Members elect people to serve on the Management Committee and take decisions in relation to changes to the constitution itself.

The Management Committee. In a normal year the Management Committee holds regular meetings during the period between annual general meetings, and generally controls and supervises the activities of the Friends. The Management Committee is responsible for monitoring the financial position of the association. All members of the Management Committee act as Charity Trustees of the Friends.

The following acted as Trustees throughout the period under review:

Bill Macpherson	Chairman (resigned as Chairman on 09/12/2025) (continued as Trustee)
Sarah Riddell-Webster	Chairwoman (elected as Chairwoman on 09/12/2025)
Bruce Osborne	Treasurer (resigned as Treasurer and Trustee on 09/12/2025)
Major Jamie Erskine MBE	Treasurer (appointed as Trustee on 09/12/2025) (elected as Treasurer on 09/12/2025)
Rosemary Pitcaithly	Secretary
Douglas Walker	Ex-officio
Major Ronnie Proctor MBE	
Nicola Small	

The maximum number of members of the Management Committee is seven.

The Chief Executive of The Black Watch Regimental Trust Limited is an ex-officio member of the Management Committee. A person is not eligible for election/appointment to the Management Committee unless he/she is a Member of the Friends.

At each annual general meeting, the Members may elect any Member to be a member of the Management Committee. The Management Committee may at any time appoint any Member of the Friends as a member of the Management Committee.

At each annual general meeting, all of the members of the Management Committee shall retire from office, but shall be eligible for re-election.

The Friends of the Black Watch Castle and Museum

Trustees' Report (continued)

The Management Committee members elect from their number a Chairperson, Treasurer, Secretary and any other Office Bearer they consider appropriate. All Office Bearers cease to hold office at the conclusion of each annual general meeting, but are then eligible for re-election.

All members of the Management Committee were provided with a copy of the Charity's Constitution and OSCR's publication "Guidance for Charity Trustees".

The Management Committee keep their duties under the Constitution and as Trustees under constant consideration, with one Committee meeting each year normally having this as a major topic for review.

Appointment of President and Honorary Members

On the invitation of the Friends Management Committee, Major General (Retd) Michael Riddell-Webster accepted the appointment of President on the 22 June 2023.

On the invitation of the Management Committee the following individuals have been Honorary Members of the Friends for the year ended 31 March 2026

Fraser Brown, Volunteer, Education Outreach Service

David Thomson, Volunteer

Willie Coupar, Volunteer

Related Organisations

The Friends are connected with The Black Watch Regimental Trust Limited as they operate from the same address and have objectives in common. During the period in question the Management Committee has been made up of seven volunteers and one employee of The Black Watch Regimental Trust Limited.

The Friends of the Black Watch Castle and Museum

Trustees' Report (continued)

Objectives and Activities

The Friends purpose is to support the activities and property of The Black Watch Regimental Trust Limited (Scottish Charity SC005848).

In furtherance of the charity's purpose, the Friends support the following activities:

1. The advancement of education by supporting the educational activities of The Black Watch Regimental Trust Limited and its outreach programmes.
2. The advancement of the arts, heritage and culture by:
 - Supporting the acquisition of artefacts and archive material by The Black Watch Regimental Trust Limited.
 - Supporting the conservation of the artefacts and archive of The Black Watch Regimental Trust Limited;
 - Supporting the public display and interpretation of artefacts and archive material by The Black Watch Regimental Trust Limited;
 - Supporting the maintenance and development of heritable property owned by The Black Watch Regimental Trust Limited.
3. The advancement of citizenship and community development by promoting opportunities for volunteers to support The Black Watch Regimental Trust Limited and by supporting their workforce initiatives for young people.
4. Generally to provide any support to The Black Watch Regimental Trust Limited necessary for the furtherance of its charitable activities but only to the extent that such charitable objectives may reasonably be regarded as analogous to any of the objects set out in items 1 to 3 above.

In furtherance of these objectives the Management Committee of the Friends:

1. Promote wide membership and organise events and other fund-raising activities so that it may support The Black Watch Regimental Trust Limited; and
2. Transfer surplus funds to The Black Watch Regimental Trust Limited from time to time to fund or partly fund expenditures which meet the objectives of the Friends.

The Friends of the Black Watch Castle and Museum

Trustees' Report (continued)

The Friends lecture programme is arranged by a Lecture Committee. The following members of this Committee served throughout the year:

Sarah Riddell-Webster, Chairwoman

Rosemary Pitcaithly, Secretary

Major (Retd) Hugh Rose

Bill Macpherson (resigned December 2025)

Major (Retd) Torquil MacLeod

Douglas Walker, CEO

Major (Retd) Tim Carmichael

Major General (Retd) Michael Riddell-Webster

The aims of the Lecture Committee have been agreed with the Management Committee and are as follows:

- The Friends Lecture Committee organise and deliver a Lecture Programme on behalf of The Regimental Trust with all revenue going direct to the Trust.
- The organisation includes researching possible speakers, agreeing dates and titles of talks and providing the marketing information for the Museum website. To run the lectures the Lecture Committee will provide staff whenever possible.
- The aims of the Lecture Programme include raising funds for the upkeep of the Museum, encouraging interaction between the Museum and the wider public and broadening the reach of Military History.
- Any other event, out-with the Lecture Programme, will be run by a subcommittee of the Friends Management Committee.

Achievements and Performance

We are pleased to report that a full lecture programme was possible throughout the year with 14 lectures held.

During the year to 31 March 2026 Friends membership decreased from 350 to 348 memberships, a decrease of <1%. This membership figure includes Couple and Family as well as Individual memberships so there are approximately 466 individual members.

During the year one donation was made to the Museum. A donation of £2,500 was given for administrative support.

Financial Review

In the year under review the Friends generated funds of £9,950 (2025: £35,866) and expended funds of £4,359 (2025: £29,780).

Subscription income decreased by 3% to £9,461 (2025: £9,774). This decrease was more than the <1% decrease in membership numbers noted above. This was because of the variety of ways in which membership fees are paid across the year.

As well as support provided by volunteers the Friends are still dependent on work carried out without charge by the Museum. During the year the Friends made a donation to the Museum of £2,500 (2025: £2,500) in recognition of office services provided by the Museum in support of the Friends.

During the year the Friends made no further donations (2025: four further donations totalling £25,893) to the Museum.

The Friends of the Black Watch Castle and Museum

Trustees' Report (continued)

A donation of £2,500 towards the purchase of a military medal of historical significance was approved by the Management Committee in January 2026. This had not been paid to the Museum by 31st March 2026 due to the timing of authenticity checks which the Museum wished to undertake before making the purchase. Following positive verification of the medal's authenticity in July 2026, it is our intention that this donation will be paid to the Museum during the financial year ending 31st March 2027.

All other payments in the year totalled £1,859 (2025: £1,387). This year these other payments fell into three categories: £866 for printing, postage and stationery; £573 for insurance, and £420 for the independent examiner's fees.

Cash at bank and in hand on 31 March 2026 was £13,850 (2025: £8,259).

The Management Committee intends to continue to generate a significant surplus from membership subscriptions while maintaining low overheads. This surplus will then be used to support the Regimental Trust (formerly the Museum) in the ways set out in the Friends' objectives which are described elsewhere in this Report. It is not the intention of the Management Committee to generate permanent reserves beyond the amount required as a prudent allowance for working capital.

At the Friends' Annual General Meeting held on 9 December 2025 Alexander Fyfe of Morris and Young was reappointed as the Independent Examiner for the Friends. The Management Committee will propose a resolution to reappoint Alexander Fyfe at the 2026 Annual General Meeting.

The annual report was approved by the trustees of the charity on 16 September 2026 and signed on its behalf by:



Sarah Riddell-Webster
Chairwoman

The Friends of the Black Watch Castle and Museum

Independent Examiner's Report to the trustees of The Friends of the Black Watch Castle and Museum

I report to the trustees on my examination of the accounts of The Friends of the Black Watch Castle and Museum for the year ended 31 March 2026.

Responsibilities and basis of report

As the charity trustees of The Friends of the Black Watch Castle and Museum you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ('the Act').

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

Independent examiner's statement

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

1. accounting records were not kept in respect of The Friends of the Black Watch Castle and Museum as required by section 130 of the Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.



.....
Alexander J Fyfe, M.A.A.T., C.A., DChA

Morris and Young
Chartered Accountants
6 Atholl Crescent
Perth
PH1 5JN

17 September 2026

The Friends of the Black Watch Castle and Museum

Statement of Receipts and Payments for the Year Ended 31 March 2026

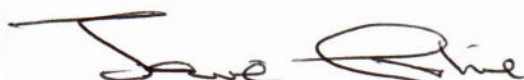
	Unrestricted funds	Total funds	Total funds
	2026	2026	2025
	£	£	£
Receipts			
Voluntary Receipts:			
Donations	219	219	25,695
Subscriptions	9,461	9,461	9,774
Merchandise sales	135	135	153
Investment Income	135	135	244
Total receipts	<u>9,950</u>	<u>9,950</u>	<u>35,866</u>
Payments			
Payments relating directly to charitable activities:			
Donation to support administration costs	2,500	2,500	2,500
Donations to The Black Watch Regimental Trust Limited	-	-	25,893
Insurance	573	573	573
Printing, postage and stationery	866	866	383
Miscellaneous	-	-	11
Governance costs:			
Independent examiner's fees	420	420	420
Total payments	<u>4,359</u>	<u>4,359</u>	<u>29,780</u>
Net receipts/(payments)	<u>5,591</u>	<u>5,591</u>	<u>6,086</u>
Transfers to/(from) funds	-	-	-
Surplus/(deficit) for year	<u>5,591</u>	<u>5,591</u>	<u>6,086</u>

The Friends of the Black Watch Castle and Museum

**(Charity Registration number: SC041823)
Statement of Balances as at 31 March 2026**

	Unrestricted funds	Total funds	Total funds
	2026	2026	2025
	£	£	£
Funds reconciliation			
Cash and bank balances at 31/03/2025	8,259	8,259	2,172
Surplus for the year	5,591	5,591	6,087
Cash and bank balances at 31/03/2026	<u>13,850</u>	<u>13,850</u>	<u>8,259</u>
Other Assets (Unrestricted Fund)			
Stock	97	97	223
	<u>97</u>	<u>97</u>	<u>223</u>
Liabilities (Unrestricted Fund)			
Independent examiner's fees	420	420	420
Black Watch Museum Shop Limited	48	48	176
	<u>468</u>	<u>468</u>	<u>596</u>

The financial statements on pages 8 to 10 were approved by the trustees, and authorised for issue on 16 September 2026 and signed on their behalf by:



Major Jamie Erskine MBE
Trustee

The Friends of the Black Watch Castle and Museum

Notes to the Financial Statements for the Year Ended 31 March 2026

1 Basis of Accounting

These financial statements have been prepared on the Receipts and Payments basis in accordance with the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006 (as amended).

2 Related party transactions

The charity is connected with The Black Watch Regimental Trust Limited which operates from the same address.

During the year the Friends donated £2,500 (2025: £2,500) to The Black Watch Regimental Trust Limited to support administration costs. The Friends also donated an additional £nil (2025: £25,893) to The Black Watch Regimental Trust Limited during the year.

During the year The Black Watch Museum Shop Limited transferred to the Friends the following amounts collected on their behalf: £3,462 (2025: £3,348) for subscription income, £135 (2025: £153) for merchandise and £50 (2025: £nil) for a donation.

Trustees are not remunerated but receive reimbursement of operational costs. Expenses amounting to £261 (2025: £255) were reimbursed to one Trustee (2025: one Trustee) during the year.

3 Funds

Unrestricted funds are those that may be used at the discretion of the Trustees in furtherance of the objects of the charity.

There are no Restricted or Designated funds.