



War Memorials Trust

**War Memorials Trust**  
**Annual Report and Accounts**  
**31 December 2011**

# WAR MEMORIALS TRUST

## LEGAL AND ADMINISTRATIVE INFORMATION

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**Patron** HRH The Duchess of Cornwall

### Area Vice Patrons

England	Diana Graves, Sara Jones CBE
Northern Ireland	The Lord Molyneux of Killead KBE PC
Scotland	Rear Admiral Roger Lockwood
Wales	Major-General the Reverend R M Llewellyn CB OBE, Simon Weston OBE

### Trustees

J G Cluff DL (Chairman)	Meg Hillier MP
Colin Amery	Peter McCormick OBE
Roger Bardell	John Peat
The Lord Cope of Berkeley	David Seymour
Jane Furlong	Gavin Stamp

**Treasurer** Roger Bardell

**Director** Frances Moreton

**Registered Charity Number** 1062255

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### Bankers

Royal Bank of Scotland plc  
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### Solicitors

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### Investment Advisors

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Jersey JE4 8YJ

### Auditors

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11/15 William Road  
London NW1 3ER

# WAR MEMORIALS TRUST

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# WAR MEMORIALS TRUST

## TRUSTEES' REPORT AND ACCOUNTS FOR THE YEAR ENDED 31 DECEMBER 2011

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### Trustees report

The Trustees of War Memorials Trust present their report and accounts for the period 1<sup>st</sup> January 2011 to 31<sup>st</sup> December 2011.

The accounts have been prepared in accordance with the accounting policies set out in note 1 to the accounts and comply with applicable law and the requirements of the Statement of Recommended Practice, 'Accounting and Reporting by Charities' issued in March 2005.

### Structure, governance and management

War Memorials Trust is governed by a Trust Deed, dated 7<sup>th</sup> May 1997. The Board of Trustees is responsible for strategic decision making and the implementation of decisions to achieve the charity's aims and objectives.

The Trustees who served during the year were J G Cluff DL (Chairman), Colin Amery, Roger Bardell, The Lord Cope of Berkeley, Jane Furlong, Meg Hillier MP, Peter McCormick OBE, John Peat, David Seymour and Gavin Stamp. There were no changes to the Board of Trustees during 2011. Trustees are appointed by the current Board through the power invested in them in the Trust Deed. War Memorials Trust uses a combination of invitation and advertisement to recruit new Trustees depending on the requirements identified. New Trustees receive a welcome pack containing relevant information and are invited to spend time in the office to learn about the charity as part of the induction process.

War Memorials Trust greatly appreciates the support of its Patron HRH The Duchess of Cornwall as well as those who act as honorary Area Vice-Patrons. The holders of these positions are supporters of the Trust's work who represent the Trust or support its work in their area. The post of President remains in abeyance since the death of Winston S Churchill in March 2010.

Trustees delegate day-to-day running of the charity to staff. Trustees are briefed regularly and hold quarterly meetings. The Director, Frances Moreton, is responsible for the management and administration of the charity, governance and fundraising. During 2011 the Conservation Team remained composed of two Conservation Officers, with Amy Davidson having lead responsibility for grants and Emma Nelson primarily responsible for casework. In January 2011 Nancy Treves moved from Administrator to Membership and Volunteer Officer and Claire Lickman joined the Trust as Administrator. The Membership and Volunteer Officer role focuses on providing greater support to the Trust's Regional Volunteers whilst recruiting and retaining members. The Administrator remains responsible for acting as the Trust's first point of contact and providing administrative support to all aspects of the Trust's work. In August 2011 a further member of staff joined the team with Ruth Cavender recruited as Learning Officer to develop and deliver an educational programme for young people.

War Memorials Trust has continued to benefit from the commitment of volunteers who generously provided their time and expertise to assist in the office. We thank them for their fantastic support.

### How our objectives deliver public benefit

War Memorials Trust has referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning our future activities. In particular the Trustees have considered how planned activities will contribute to the aims and objectives they have set. The main objectives and activities and who the Trust seeks to help are described below.

War Memorials Trust works to protect and conserve all war memorials within the UK. The charity promotes the importance of war memorials ensuring they continue to be an understood and cherished part of our local and national heritage. War Memorials Trust achieves this by providing financial assistance for conservation projects, advisory and advocacy services and by acting as a key referral point for war memorial issues. The aims and objectives provide public benefit in the advancement of the arts, culture, heritage or science and the advancement of citizenship or community development as outlined in the Charities Act 2006.

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In 2011, the aims and objectives of the Trust continued to be to protect and conserve war memorials. The Trustees identified key performance indicators for the year in the fields of charity development, IT, conservation advice, conservation conferences, learning for young people, Regional Volunteer development, project implementation and investment portfolio. These are reviewed in detail in the 'Strategic achievements and performance' section of this report. In seeking to achieve its objectives the Trust continued to focus on its core activities discussed below. Fundraising activities were maintained and monitored to secure funds adequate for the Trust to deliver its grants programme, advisory service and other activities.

In December 2011, the Trustees considered the strategic five year plan for the charity. First introduced at the end of 2005 the document is regularly reviewed and is under consideration for 2012 – 2017 to provide a clear strategic direction for the organisation. There was recognition in December 2011 that with the approaching centenary of World War I and the associated variety of projects and proposals emerging and being discussed, 2012 is likely to be a period of time during which the charity will require flexibility and a willingness to consider opportunities which emerge. The strategic plan recognises this unique situation.

Looking ahead, 2012 will see the Trust maintain its focus on the conservation and protection of war memorials. The forthcoming centenary of World War I will be at the forefront of planning to ensure the charity is ready to meet the anticipated increased interest in our war memorial heritage. Alongside the centenary the issue of metal theft and its connections with war memorials, including in relation to the In Memoriam 2014 project will be kept under review. Key performance activities to be monitored through 2012 will involve charity development, centenary plans and projects, young people's Learning Programme, developing the Regional Volunteers' role, developing the relationship with War Memorials Officers, reviewing the Trust's helpsheets, identifying how the grant schemes can operate more efficiently, contributing effectively to sector consultations and continuing the data transfer programme for the conservation records.

### **Strategic achievements and performance**

War Memorials Trust seeks to protect and conserve war memorials across the UK. In 2011, the charity maintained its focus on providing advice and information to anyone with a war memorial enquiry, assisting communities with repair and conservation projects through grant-making and raising the funds required to support this activity. In addition, it commenced a new aspect of its work with the recruitment of a Learning Officer to develop an educational programme for young people. The performance of the Trust will be reviewed in the section below considering the key performance indicators and assessing operational activity.

### **Review of activities: Key performance indicators**

War Memorials Trust Trustees identified eight strategic key performance indicators and assessed them during the year. These are outlined below and details of the strategies and activities undertaken to achieve these objectives provided:

Indicator 1: *Increase awareness, income and membership of the Trust, aim to increase membership by 200:* All these targets were met, and in some cases exceeded, due to a variety of factors. Awareness increased through substantial media coverage, particularly associated with the issue of metal theft, which was a combination of proactive and reactive approaches by staff. Income rose by 59% mainly due to money received following the closure of the Polish Air Force Association Charitable Trust which it is recognised was a one-off gift. Part of this money was used to fund two advertorials in the Telegraph newspaper which helped stimulate a significant increase in members alongside other activities undertaken by the charity. 701 new members were recruited in 2011.

Indicator 2: *Data transfer from old conservation database to new:* Office volunteers continued their excellent progress transferring data. Breaking down the project into achievable elements has seen key details prioritised and all required data from the old database moved onto the new one. Ongoing work is ensuring details from paperwork in the files is recorded on the database. This enables staff to work more efficiently with all data easily available to everyone. Alongside this there has been an opportunity to review past casework and ensure all information stored on the conservation database is as accurate as possible.

Indicator 3: *Review the Trust's helpsheets, develop new ones and investigate delivering advice in alternative formats:* Some work was undertaken in this area but not as much as desired. The demand from the public for

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assistance and the need to respond to different types of enquiries, particularly from the media, hindered the development of policy material. To help ensure this aspect of the Trust's work is not neglected at the December Trustees meeting Trustees agreed on the recruitment of a third Conservation Officer enabling the Team to split work between casework, grants and policy. This was felt to be an appropriate use of the additional income secured in 2011 as ensuring the public have the best possible advice available to them will both empower them to look after their war memorials and enable the Trust to focus its limited resources to those who need more detailed assistance.

Indicator 4: Build upon the Learning Conferences run in 2009 and 2010 by developing and running two conferences in association with the Society of Local Council Clerks: Two conferences were scheduled for March and September in partnership with the SLCC. The first ran with eight attendees but the second, and a subsequent third in March 2012, were cancelled due to a lack of interest. This was disappointing as it was hoped that it would be a popular event. In 2012 a reassessment of such events will be undertaken.

Indicator 5: Develop the formal education programme for young people: In August 2011, the charity appointed a Learning Officer, on a twelve month contract, to develop an education programme for young people. Following a series of meetings with organisations and schools the Learning Officer produced a proposal, accepted by Trustees in December 2011, to develop a four-fold programme to produce a website, devise materials for use by schools, to implement a programme to train volunteer speakers and to identify links with universities to introduce war memorials into teacher training curriculums.

Indicator 6: Continue to develop the role of Regional Volunteers assessing recent developments and new material: The Membership and Volunteer Officer was able to dedicate more time to supporting Regional Volunteers. Two meetings were held for volunteers in September in Bristol and Edinburgh, an increase from the normal one day to see if more Regional Volunteers would attend if more meetings were available. There was a significant increase in Regional Volunteer numbers, reflecting the growth in membership numbers with all Regional Volunteers asked to complete an annual report form in December 2011.

Indicator 7: Implement key projects related to War Memorials Officers and In Memoriam 2014: The War Memorials Officer campaign, seeking to identify a single point of contact at each local authority, gathered pace. By the end of the year 254 War Memorials Officers had been identified and a number of other councils who have not appointed one have provided a statement for War Memorials Trust's website explaining their relationship with war memorials. Full details can be found at [www.warmemorials.org/wmo/](http://www.warmemorials.org/wmo/). In partnership with the SmartWater Foundation, In Memoriam 2014 was launched. This offers protection to memorials at risk of theft or damage by marking them with a forensic liquid called SmartWater. The crime prevention fluid, which is being made available at no charge, will not only make memorials uniquely identifiable, it also offers robust traceability should a theft occur. This will act as a significant deterrent to those considering desecrating our war memorials by massively increasing their chances of detection and subsequent arrest. A website [www.inmemoriam2014.org](http://www.inmemoriam2014.org) was launched and applications received from November 2011.

Indicator 8: Review WMT's investment portfolio and ensure it is effectively working to support the long term needs of the charity: With the donation of money from the Polish Air Force Association Charitable Trust the charity felt it appropriate to reassess its investment holdings. Individual shareholdings were sold and consolidation took place so the Trust maintains a single investment portfolio which is simpler to manage and will provide a good return.

### **Review of activities: Conservation**

War Memorials Trust continued to provide a unique service to anyone needing assistance with a war memorial issue. This service is provided free of charge to anyone who contacts the charity. It is a vital part of the Trust's work although it is difficult to quantify financially.

By the end of 2011 casework stood at 6,261 cases (2010: 4,505). The increase was due not just to a growing number of cases but also an ongoing review of casework files based on a revised approach to cases and enquiries. During the year nearly 1,000 condition surveys previously passed to UK National Inventory of War Memorials in 2002 to be added to their records were returned as they had been unable to process them. The Trust has added these to its records to ensure there are details of these memorials recorded. The current

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casework numbers are starting to more accurately reflect the Trust's casework over the years. The casework review is an on-going process and it is believed actual casework figures are substantially higher than currently recorded.

Through the year the charity dealt with 600 new cases and 1,028 enquiries (2010: 573 and 969). A concerted effort was made to improve the number of site visits undertaken both to offer support to projects and also enable the Conservation Officers to have greater practical experience. This led to 61 war memorials being visited across the UK (2010: 14). The website continues to provide many people with answers to their enquiries and staff direct people to relevant helpsheets and frequently asked questions on a regular basis. In 2011 the conservation and grants sections of the website were reviewed and updated with more changes planned for 2012. Usage of the website is growing with November seeing peak interest.

In applying for a grant the first phase is to complete a simple 'Expression of interest' form which provides an outline of the proposed work, enabling the Trust to assess eligibility and identify the appropriate grant scheme. In 2011, the Trust received 204 'Expression of interest' forms (2010: 266). Those submitted received comprehensive advice outlining whether or not their project would be eligible (and if it was not, the reasons why and advice on alternative sources of funding if known), appropriate approaches to work suggested and, where eligibility criteria were met, the necessary grant application documents. With the 'Expression of interest' forms still a relatively new tool to help manage the grants process it is taking time to identify any information on trends such as lead-in time and what stimulates interest but consideration is being given to these issues.

In 2011, a revised Small Grants Scheme was implemented with new application materials which worked effectively in making the application system more efficient. Following a record high in 2010, application numbers fell with 61 applications received in 2011 (2010: 98). With a lower number of applications it was unsurprising that grants were lower than the previous year. In 2011, 57 offers were made to the value of £73,526 (2010: 74 offers, £75,758) including those supported with the funding from Historic Scotland. Details of grant offers made in 2011 are found in Appendix 1. The success rate for obtaining a grant increased to 93% (2010: 76%).

Small Grants Scheme offers are made by the Conservation Officer on the basis of the criteria outlined in the guidance notes for the scheme. Applicants have a year from the date a grant is offered to complete work and claim the grant although extensions can be offered if required. Payment is made on submission of a satisfactory completion report demonstrating that the agreed method statement, which forms part of the grant contract, has been followed. Offers are made to organisations or individuals who apply to the scheme. Offers can only be made by the Trust when sufficient financial resources are available. Trustees undertake a regular review of grants activity and a more detailed assessment of the grant scheme finances can be found in the financial review.

In 2011 Trustees approved the consideration of larger grant offers from the Small Grants Scheme above the normal maximum of £2,500 to non-freestanding war memorials and those in Northern Ireland and Wales (and therefore not eligible for the larger grants available from the Small Grants Scheme in Scotland and Grants for War Memorials schemes). It is hoped that this will ensure that there is the opportunity for all war memorials to receive comparable support from the Trust irrespective of type or location. This decision resulted in a grant of £10,000 for the conservation of a memorial window on the Isle of Barra, Western Isles (details included in Appendix 1).

It is believed that the current economic conditions are likely to be impacting upon the fall in grant applications. Whilst these are falling enquiries for both grant information and casework are growing. With all the grant schemes offering a percentage of costs custodians and communities may be finding it harder, or anticipating finding it more difficult, to secure match funding. War Memorials Trust still firmly believes its role is that of facilitator acting as a catalyst to help communities undertake their project. It also seeks to offer support as widely as possible and capping offer rates enables it to do so. War memorials were erected by local communities, often paid for by public subscription during times of desperate economic hardships, and it is important, if the memorials are going to retain a connection to the local community, that local communities remain responsible for securing the funding to do the works. It is not unknown for grants to later become unrequired as community fundraising secured all the necessary funds once word spread of the project.

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People feel very strongly about their local war memorial and will often respond very generously when help is sought. War Memorials Trust is anticipating that works which may be being delayed will become necessary due to public demand around the centenary of World War I and thus interest in the grant schemes may increase during that period even more than would be anticipated.

The funding arrangement with Historic Scotland, currently agreed until March 2012, continued with £30,000 available from April 2011 - March 2012 to support freestanding war memorials in Scotland through the Small Grants Scheme. However, applications and interest in the scheme remained relatively low. In 2011, two offers of £12,133 were made (2010: £767) as part of the Trust's total grant spend of £73,526 discussed above. On-going discussions are taking place over how to encourage interest in the scheme.

The Grants for War Memorials scheme, funded by English Heritage and The Wolfson Foundation, had a budget of £100,000, for the financial year 2011/12, to fund conservation and repair work on freestanding war memorials in England (the financial year for this scheme is April to March as the funding is given by English Heritage and The Wolfson Foundation whose financial years reflect these dates). 2010/11 represented the start of a new three year agreement for the scheme which will now operate until March 2013. Projects considered are required to have a minimum project cost of £3,000 with a maximum grant award of £20,000. The value of grants is dependent upon the cost of projects considered as grants are given up to 50% of eligible costs up to the maximum grant. In 2011/12 £50,121 was offered to 9 projects (2010/11: £101,601 to 10 projects). The number of applications fell from 15 in 2010/11 to 14 in 2011/12. Grant awards are decided by a Grants Panel consisting of heritage specialists and representatives of the funding partners. The administration of the scheme is undertaken by War Memorials Trust on behalf of the funders.

War Memorials Trust developed two key conservation projects during 2011. Firstly, in November 2010 the charity contacted 433 local authorities in the UK and all 650 MPs about its campaign to identify a War Memorials Officer within each local authority. This person would be a single point of contact for war memorial issues and could liaise with the Trust and within their organisation. The Trust also encouraged local authorities to include details of their approach to war memorials on their websites. In summer 2011, after a positive initial response War Memorials Officers pages were added to War Memorials Trust's website and contact details made available where agreed. A further mailing to those who had yet to respond was undertaken stimulating a large number of additional responses either identifying War Memorials Officers or providing a position statement on the local authority's relationship to war memorials. This project remains on-going but by the end of 2011 254 local authorities had identified a relevant person and the Trust and Regional Volunteers are developing links with these Officers. War Memorials Officers receive regular mailings and updates from War Memorials Trust and plans are being developed for a conference in 2012.

Secondly, In Memoriam 2014 is a partnership project between War Memorials Trust and the SmartWater Foundation. The project will protect memorials at risk of theft or damage by marking them with a forensic liquid called SmartWater. The crime prevention fluid, which is being made available at no charge, will not only make memorials uniquely identifiable, it also offers robust traceability should a theft occur. This will act as a significant deterrent to those considering desecrating our war memorials by massively increasing their chances of detection and subsequent arrest. In 2011, the initial project underwent some changes primarily with the withdrawal of UK National Inventory of War Memorials/Imperial War Museums as a partner in June. However, this did not prevent the remaining partners building on the plans developed in the first half of the year to hold an initial information evening in July 2011 for invited guests at the Centre for Infrastructure and Asset Protection. This was followed up by a parliamentary launch in October attended by a number of MPs, Lords and guests. The main website went live in early November at [www.inmemoriam2014.org](http://www.inmemoriam2014.org) and applications for the SmartWater solution started to be submitted. The Project Officer manages the process of distribution to custodians. The project received some effective media coverage highlighting the campaign with Regional Volunteers getting accurate details of the campaign into their local media which dovetailed with the national media focus on war memorial theft around Remembrance Day. War Memorials Trust greatly appreciates the support for this project provided by the SmartWater Foundation who are making the SmartWater solution available free of charge for war memorial custodians. Any concerns about the condition of a memorial registered for the project are passed to the Trust for advice from the Conservation Team which ensures this project also feeds into the Trust's core advisory work.



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### **Review of activities: Learning**

In 2011, War Memorials Trust looked to develop its conference programme for custodians through a partnership with the Society of Local Council Clerks. Building on the Looking After War Memorials conferences run independently by the charity in 2009 and 2010 these were offered as full-day CPD courses in enhanced learning facilities but were charged for (previously War Memorials Trust had run free events). The events sought to provide information on day-to-day management of war memorials, issues to consider, condition surveys and available grants. The first event took place in March 2011 with eight attendees but a second event in September and a third proposed date in March 2012 were cancelled due to limited interest. This partnership will therefore not be continued and War Memorials Trust will revisit how it can effectively reach custodians. A conference for War Memorials Officers is scheduled for September 2012 and War Memorials Trust will then consider how to take forward this area of its work in 2013.

A programme for educating young people about war memorials has been something considered by the charity for a number of years. In June 2011, following several months of fundraising, sufficient funds had been raised to support a Learning Officer for a year. As feedback was received that other funders sought greater detail about a proposed programme before supporting it was agreed that a Learning Officer would be recruited on a twelve month contract. Ruth Cavender started in the role in August 2011. She began by speaking to as many schools, organisations running educational programmes and individuals with an interest as possible. From this she identified a strategic plan, agreed by Trustees at their December meeting, which sees a focus on four key objectives. A website [www.learnaboutwarmemorials.org](http://www.learnaboutwarmemorials.org) will be launched by July 2012 as a focal point for information. It will host the learning materials developed as the second objective of the programme. These will initially focus on Key Stages 2 and 3 providing lessons plans and activities both within specific subjects but also as cross curricular schemes of work. Further materials of this type will later, subject to funding being secured for the Learning Programme, be developed for Cadets, Scouts and other youth groups for use within less formal learning situations. The third objective of the programme is longer term and will look to develop a volunteer speaker programme offering schools a resource which they have suggested would be welcome. The final objective which will be developed alongside the other three will be to work with teacher training providers to encourage consideration of War Memorials Trust materials within their courses. This is a hugely exciting area of development for the charity. Fundraising is on-going to enable the Learning Programme to develop beyond the initial twelve month phase and it was wonderful to see supporters donate £16,677 in June 2011 in response to a direct mail campaign seeking funds for the programme. This demonstrates the importance placed on educating tomorrow's custodians about why it is important to preserve our war memorial heritage and how to do it so that the work done today to protect and conserve war memorial heritage will be continued in the future.

### **Review of activities: Volunteers**

War Memorials Trust had 161 Regional Volunteers at the end of 2011 (2010: 129), an increase of 25%. These are members of the Trust from around the country who take on a more active role acting as local 'eyes and ears'. Regional Volunteers play a vital role for the charity undertaking a range of activities including monitoring the condition of war memorials, preparing reports for the statutory listing of war memorials, managing events, undertaking talks about the Trust, representing the charity at rededication or unveiling ceremonies and promoting the Trust's work. Regional Volunteers have also developed effective media links and helped promote projects within their local communities.

The charity continued through 2011 to produce and distribute its bi-monthly newsletter for volunteers. It held two annual meetings in September, in Bristol and Edinburgh, providing an opportunity for staff and volunteers to meet and discuss relevant issues. Two meetings were held rather than the normal single day to see if different locations and additional days increased attendance. There was not a significant increase and therefore the end of year report circulated to Regional Volunteers included questions to identify what may encourage attendance. Plans for 2012 see a slightly different approach to these days offering a greater focus on training on some of the key tasks Regional Volunteers are asked to undertake to encourage more listing applications and detailed condition surveys.

The 'Can you help?' area of the RV section of the website continued to list requests for help from the office, details of memorials the Trust believes could be listed or forthcoming events that Regional Volunteers could help with. This has been very successful with many activities completed enabling Regional Volunteers to help with the Trust's day-to-day activities. In 2011, 300 requests were added to the website (2010: 153) with 95%

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of requests completed (2010: 96%).

In December 2011 Regional Volunteers were asked to complete an annual return form. The response rate fell from 73% in 2010 to 58% which was anticipated as in 2010 the form was returned alongside re-registration documentation which ensured a larger number were received. A number of activities have fallen but this is, in part, because of the significant increase in Regional Volunteers through the year and the fact it takes time for new Regional Volunteers to become active. By mid-February 2012 it was revealed that 49% of Regional Volunteers had monitored war memorials in their area; 33% had promoted war memorials/War Memorials Trust; 25% had reported a war memorial at risk; 29% had researched the history of a local war memorial; 24% had helped a local war memorial project; 11% gave a talk about the Trust; 10% represented the charity at a ceremony; 4% distributed Trust information at an event; and 9% applied for the listing of a war memorial. Comparative numbers have not been included for 2010 as the system for collating data has changed. In 2010 figures were based solely on the number of Regional Volunteers who returned the forms. In 2011, these numbers have been calculated based on the total number of Regional Volunteers.

For the first time War Memorials Trust has used the responses to the Regional Volunteer annual return form to assess the value of volunteering in financial terms. Using an approach suggested by the Heritage Lottery Fund we have quantified the contribution of a Regional Volunteer at £50 for an equivalent 7 hour day. In 2011, Regional Volunteers therefore contributed in the region of £32,350 worth of time to the cause. This is a fantastic contribution which the charity greatly appreciates. It enables the Trust to 'punch above its weight' helping memorials across the UK.

War Memorials Trust encourages anyone interested to seek further information on becoming a Regional Volunteer. New volunteers receive an information pack and ID card along with access to the password protected section of the website.

### **Review of activities: Administration, publications and PR**

On 31<sup>st</sup> December 2011 the charity had 2,492 members (2010: 1,809), representing a significant increase of 38% in supporter numbers (2010: 1.5%). This was achieved through ongoing promotion of the Trust, mailings to attract new members and advertorials discussed below. In 2011, the rate of renewal for annual membership was 84% (2010: 88%) which is a strong showing in difficult economic times.

The Bulletin continues to provide information on a range of war memorial issues. It is a valuable tool to thank supporters, to promote fundraising work as well as an opportunity to report on conservation successes. In 2011 the Membership and Volunteer Officer took over from the Director as Production Editor. All staff contribute content with supporters encouraged to submit articles by following the published Bulletin submission guidelines. The publication is highly regarded by supporters, 93% of whom rated the publication good or very good in the tri-annual supporter survey which took place in 2011, and an invaluable source of information on war memorials. The supporter survey which accompanied the February issue also revealed that 90% of supporters believed that the frequency of the Bulletin was about right and that only 23% of supporters were interested in receiving the Bulletin by email. The results of the survey also demonstrated that, on average, 2 people read every copy of the Bulletin which means that news about the Trust is reaching at least twice the number of people we send the magazine to.

War Memorials Trust dealt with a number of media enquiries through the year as well as seeking to promote the charity through both local and national media. Staff responded to all press enquiries and participated in interviews or discussion on request. 2011 was an unprecedented year for enquiries both in quantity and in interest spreading through the whole year, as opposed to just being focussed around Remembrance Day. In 2011, 83 PR enquiries were received, 36 interviews were given and 127 articles identified as covering the charity or its In Memoriam 2014 project. The thrust of the interest centred around the issue of metal theft and the implications for war memorials with plaques and sculptures being stolen. The charity worked hard to promote the In Memoriam 2014 project as a positive story amongst the outrage and upset. The press pages of the website have been enhanced with details of interviews and articles listed. Regional Volunteers, whose role is discussed elsewhere in this report, have also been successful in obtaining coverage of the charity and its campaigns in their local areas.

War Memorials Trust also moved into social media networks. A Twitter account was set up @WarMemorials

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with all staff contributing tweets on their activities. During 2012 staff are also looking at other channels such as Facebook, YouTube and Wikipedia.

### **Review of activities: Fundraising**

In 2011, War Memorials Trust's fundraising target was to ensure it had sufficient funding to undertake its activities and maximise its grant-making activities. During 2011, income increased compared to 2010 and was sufficient to cover increased expenditure. The Fundraising Committee did not meet during the year.

The major factor in the increased income was the receipt of £250,000, in investments and cash, following the closure of the Polish Air Force Association Charitable Trust. This charity identified War Memorials Trust as a beneficiary due to its work. War Memorials Trust will monitor the condition of the Polish Memorial at Northolt and ensure the custodians, Hillingdon Council, are aware of any problems.

The charity also tried a new income stream by placing advertorials in the Sunday Telegraph on 2<sup>nd</sup> July and Saturday Telegraph on 12<sup>th</sup> November. These two pieces lead to 851 responses raising over £62,000 towards the work of the charity. Over three quarters of respondents joined as member with the remainder making a donation. The advertorials also helped raise the profile of the charity reaching a wider audience.

On Sunday 13<sup>th</sup> November War Memorials Trust was fortunate to be the charity broadcasting the BBC Radio 4 appeal. Lance Corporal Matt Croucher GC presented the appeal on behalf of the Trust. He spoke about his sense of anger when war memorials are damaged. Alongside raising awareness the charity received £7,029 in donations.

Through the year the Trust continued to make applications to charitable trusts, corporate donors and individuals for funding for general work and specific activities in particular the Small Grants Scheme and Conservation Programme. Those approached were a combination of known and unknown contacts with new contacts being identified through research. Particular thanks for their generous gifts go to Polish Air Force Association Charitable Trust (PAFACT), English Heritage, The Westminster Foundation, The Drapers' Company, Mr Simon Murray, British American Tobacco (Holdings) Ltd, Clore Duffield Foundation, Garfield Weston Foundation, The H B Allen Charitable Trust, The Jordan Foundation, The Lennox and Wyfold Foundation - The Wyfold Fund, The 29th May 1961 Charitable Trust and The Sir James Knott Trust.

Tax-efficient giving continued to be an important fundraising tool for the Trust. Gift Aid is a valuable revenue stream. In 2011, 64% of subscription payments and donations were gift aided (2010: 77%). The charity promotes this, and other types of tax efficient giving such as legacies, whenever possible. War Memorials Trust benefitted from one legacy gift in 2011.

War Memorials Trust merchandise performed well with Christmas card sales strong. The continuing sales of 'A Century of Remembrance', donated to the Trust by author Derek Boorman, generated vital income for the charity and the Trust extends its thanks again to Mr Boorman for his generosity.

The Trustees are aware that the ongoing difficult financial climate is creating challenges. The charity is fortunate at present to have noted minimal impact but it is not complacent. Like many charities, War Memorials Trust is making allowance for the current economic problems in its projections and budgets for the future.

### **Review of activities: Events**

The AGM was held on 5<sup>th</sup> July 2011 at the Imperial War Museum. Trustees and staff of the charity were joined by around 30 members. Following reports from the Vice Chairman and Treasurer four members of staff gave presentations on aspects of the Trust's activities. A lively question and answer session followed which covered a variety of topics. A walk preceded the AGM attended by 30 members and was led by a Blue Badge Guide. Starting at Bond Street station attendees walked down to Hyde Park Corner from where they were able to catch a bus directly to the AGM venue.

War Memorials Trust staff, Regional Volunteers and Trust members were involved with a number of events through the year on behalf of the charity; 6 ceremonies were attended, 15 stands were manned at events and 36 talks given. These assisted in raising the profile of the charity and generating interest from the public.

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# WAR MEMORIALS TRUST

## TRUSTEES' REPORT AND ACCOUNTS FOR THE YEAR ENDED 31 DECEMBER 2011

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Display boards and materials were used to promote the charity with Bulletins distributed to interested members of the public. War Memorials Trust appreciates all the help given at events by supporters, members and Regional Volunteers.

### **Review of activities: Financial**

In 2011, War Memorials Trust recorded a £165,777 surplus compared with a surplus of £33,104 in 2010. In view of the nature of the charity this does not represent 'Profit and Loss' in the commercial sense but rather income is acquired to enable the conservation and educational aims and objectives to be fulfilled. The significant increase in income was due to a gift from the Polish Air Force Associated Charitable Trust which donated £250,000 to War Memorials Trust when it closed down. The main reason for the increase in expenditure, and specifically fundraising expenditure, was the undertaking of two advertorials in the Telegraph newspaper which cost £60,000.

During 2011, Trustees aimed to ensure the charity continued to generate income sufficient to fulfil its objectives. Several of the Trust's strategic performance indicators fed into this as discussed earlier. Key funding sources for the year were charitable trusts, corporate donors and individuals. It is important for the Trust to sustain regular funding sources, such as membership subscriptions, as a balance to more irregular funding streams such as legacies. The success of Small Grants Scheme financing was very important for the charity as securing funding of this grant scheme ensures the charity can fulfil its objective of protecting war memorials directly through grant awards.

Small Grants Scheme spend fell for the second year running. War Memorials Trust aims to spend all money given for the Small Grants Scheme by year end. However, due to some donations being restricted to particular areas or counties some funds have to be carried over if no, or an insufficient number of, applications have been received which are eligible for this funding. War Memorials Trust is unable, due to its size and scope, to pro-actively identify conservation work but relies on reports of war memorials in need of attention or applications for grants. Therefore, if no applications are received for a particular area any funding for use in that area must be carried over into the next year.

### **Investment policy:**

Due to the Trust's income being based primarily on voluntary funding, which can be unpredictable, Trustees hold a portion of the charity's funds in investments for both income and capital growth. This ensures the Trust has reserves to enable it to meet its advisory and grant-making functions during difficult economic periods and provide the foundations to enable the charity to plan for the longer term.

During 2011 a major overhaul of the Trust's investments was undertaken following receipt of a substantial new holding. It was determined that all shareholdings would be transferred into a single investment portfolio to be managed by Aberdeen Asset Management. This was completed during the year simplifying the Trust's holdings and ensuring they could be managed appropriately. Quarterly performance reports are received allowing performance to be monitored.

The portfolio investment represents funds in excess of six months' expenditure. The Trustees review the policy on an annual basis and seek regular professional advice.

### **Reserves policy:**

War Memorials Trust reserves policy recognises the fluctuating nature of its income streams as it relies entirely on voluntary donations which cannot be predicted. It also acknowledges the ongoing development of the Trust and the need to ensure that as the charity becomes more established and well known it must be able to meet its objectives through its advisory services and grant-making work.

Trustees have identified that the targeted reserve will be unrestricted reserves equal to twelve months running costs. This level of reserve should be held to enable the Trust to meet its ongoing and potential future commitments and, in particular, its grant-making obligations. There is a need for the charity to ensure it can maintain a degree of consistency in its grant-making which has previously been curtailed due to insufficient funds. As the charity becomes an increasingly important national body it must be able to meet

# WAR MEMORIALS TRUST

## TRUSTEES' REPORT AND ACCOUNTS FOR THE YEAR ENDED 31 DECEMBER 2011

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public expectations to fulfil its objectives to protect and conserve war memorial heritage.

The Trustees recognise that there may be seemingly high levels of restricted reserves. This is due to grants and donations being given to specific projects, in particular the Small Grants Scheme which cannot be spent elsewhere as well as grant recipients having twelve months to claim a grant offer meaning restricted funds maybe awaiting claim from one financial year to another. However the Trustees have excluded the value of the restricted reserves from the reserves policy as this, again, is a fluctuating figure which cannot knowingly be predicted. Instead Trustees have focussed upon unrestricted free reserves as maintaining these will enable the charity to fulfil all commitments.

At the end of 2010 the free reserve held by War Memorials Trust stood at £376,760. The Trustees consider that level of reserve is reasonable. It is recognised that this is higher than the targeted reserve policy. This is due to the receipt of a substantial gift during 2011 which it was not possible to spend within the year. However, additional expenditure has been budgeted for in 2012 in recognition of this additional income. This should ensure that the relationship between reserves and expenditure moves closer to the policy target through the year. War Memorials Trust reserves policy is reviewed annually by Trustees.

### **Risk policy:**

In addition to the financial risks resulting, or likely to result, from the current recession, all other identified risks to which the charity is exposed have been reviewed by the Trustees and systems have been established to mitigate those risks. The Director has day-to-day responsibility for managing risk. An annual review of risk management involving staff is undertaken in the autumn and findings presented to Trustees at the December meeting. Trustees evaluate any changes in risk and act accordingly.

### **Public benefit statement**

Trustees of a charity have a new duty to report in their Annual Report on their charity's public benefit. The Trustees of War Memorials Trust have considered the requirements which are explained on the Charity Commission website. These came into force for accounting periods ending 31<sup>st</sup> March 2009.

The sections of this report above entitled 'Strategic achievements and performance' and following paragraphs set out War Memorials Trust's objectives and reports on the activity and successes in the year to 31<sup>st</sup> December 2011 as well as explaining the plans for the current financial year. War Memorials Trust's work benefits a very wide range of charitable organisations and individuals across the United Kingdom.

The Trustees have considered this matter and concluded:

1. That the aims of the organisation continue to be charitable;
2. That the aims and the work done give identifiable benefits to the charitable sector and both indirectly and directly to individuals in need;
3. That the benefits are for the public, are not unreasonably restricted in any way and not by ability to pay; and
4. That there is no detriment or harm arising from the aims or activities.

H W Fisher & Company were re-appointed as the charity's auditors during the year and have expressed their willingness to continue in that capacity.

On behalf of the board of Trustees



Trustee

Dated: 14 April 2012

# WAR MEMORIALS TRUST

## TRUSTEES' REPORT AND ACCOUNTS FOR THE YEAR ENDED 31 DECEMBER 2011

### Appendix 1: Small Grants Scheme including SGS-Scotland offers 2010

WM county	WM colloquial name	Offer
<b>England</b>		
England		
Buckinghamshire	Granborough	£2,145.00
Buckinghamshire	Hardwick	£860.00
Cheshire	Wybunbury	£811.00
Cheshire	Tiverton	£337.00
Cornwall	Lostwithiel peace memorial	£1,514.00
Derbyshire	Buxton	£852.00
Devon	Peter Tavy	£625.00
Dorset	Buckland Newton	£185.00
East Riding of Yorkshire	Withernsea old	£2,500.00
East Riding of Yorkshire	Withernsea old	£1,580.00
East Riding of Yorkshire	Nafferton	£500.00
Essex	Steeple Congregational Chapel	£899.00
Essex	Epping	£477.00
Essex	Great Dunmow	£1,460.00
Essex	Clavering	£150.00
Gloucestershire	Ampney Crucis	£334.00
Gloucestershire	Kingscote	£1,352.00
Hampshire	Sparsholt & Lainston	£1,229.00
Hampshire	Sparsholt & Lainston	£229.00
Hampshire	Horndean	£142.00
Hampshire	Romsey	£1,279.00
Herefordshire	Kings Pyon	£713.00
Hertfordshire	St Michaels Church WW1	£390.00
Hertfordshire	Bishop's Stortford	£1,760.00
Kent	Bethersden	£195.00
Kent	Loose	£750.00
Lancashire	Whalley	£350.00
Lancashire	Yealand Conyers	£50.00
Lancashire	Preesall	£199.00
Lincolnshire	Saxilby with Ingleby	£2,500.00
Lincolnshire	Bottesford-Holme and Yaddlethorpe	£725.00
Lincolnshire	Spalding	£512.00
London	St Giles Fellowship Book of Remembrance	£106.00
London - Newham	The Memorial Bells	£2,500.00
Manchester	Hollinwood	£308.00
Norfolk	St Barnabas Parish	£387.00
North Yorkshire	Thornton-in-Lonsdale	£418.00
North Yorkshire	Cononley Village Institute	£2,500.00
North Yorkshire	Skelton-on-Ure	£1,342.00
North Yorkshire	Hellifield	£1,292.00

# WAR MEMORIALS TRUST

## TRUSTEES' REPORT AND ACCOUNTS

FOR THE YEAR ENDED 31 DECEMBER 2011

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North Yorkshire	Ripon Spa Gardens	£780.00
North Yorkshire	Ripley	£400.00
Northamptonshire	Whittlebury	£224.00
Northamptonshire	Holy Trinity Church, Northampton	£2,119.00
Northumberland	Newton on the Moor	£120.00
Oxfordshire	Langford	£642.00
Shropshire	Ironbridge	£535.00
Shropshire	Coalbrookdale	£709.00
Somerset	Bruton	£1,040.00
Suffolk	Framsden	£550.00
West Midlands	Wednesfield Garden of remembrance	£2,335.00
Wiltshire	Amesbury	£2,500.00
Scotland		
Fife	Kirkcaldy	£4,633.00
Moray	Lossiemouth	£7,500.00
Western Isles	Our Lady Star of the Sea	£10,000.00
Wales		
Glamorgan/Morgannwg	Michaelston le Pit	£2,407.00
Powys	Llandyssil	£575.00
Suffolk	Earl Soham	£397.00
Warwickshire	Sheepy Magna	£2,445.00
West Sussex	Funtington	£107.00
Wiltshire	Devizes & Roundway	£1,810.00
Wiltshire	Berwick St James	£598.00
Wiltshire	West Lavington	£280.00
Worcestershire	Beoley	£600.00
Worcestershire	Harvington	£923.00
<b>Northern Ireland</b>		
County Londonderry	Castledawson	£300.00
<b>Scotland (SGS-S)</b>		
Highland	Kinlochleven	£797.00
<b>Wales</b>		
Cardiff/Casedydd	St Fagans	£323.00
Glamorgan/Morgannwg	Dinas Powys	£2,500.00
Glamorgan/Morgannwg	Coity	£111.00
Powys	Talgarth	£482.00

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# WAR MEMORIALS TRUST

## STATEMENT OF TRUSTEES' RESPONSIBILITIES

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The Trustees are responsible for preparing the Trustees' Report and the accounts 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 accounts for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources of the charity for that year.

In preparing these accounts, 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 accounts; and
- prepare the accounts on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the accounts 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 charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.



# WAR MEMORIALS TRUST

## INDEPENDENT AUDITORS' REPORT

### TO THE TRUSTEES OF WAR MEMORIALS TRUST

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We have audited the accounts of War Memorials Trust for the year ended 31 December 2011 set out on pages 15 to 24. 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).

This report is made solely to the charity's trustees, as a body, in accordance with Section 144 of the Charities Act 2011 and regulations made under Section 154 of that Act. Our audit work has been undertaken so that we might state to the charity's trustees 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 charity and its trustees as a body, for our audit work, for this report, or for the opinions we have formed.

#### Respective responsibilities of Trustees and auditors

As explained more fully in the Trustees' Responsibilities Statement on page 13, the Trustees are responsible for the preparation of accounts which give a true and fair view.

We have been appointed as auditors under section 144 of the Charities Act 2011 and report in accordance with regulations made under Section 154 of that Act. Our responsibility is to audit and express an opinion on the accounts in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

#### Scope of the audit of the accounts

An audit involves obtaining evidence about the amounts and disclosures in the accounts sufficient to give reasonable assurance that the accounts are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the charity's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the trustees; and the overall presentation of the accounts. In addition, we read all the financial and non-financial information in the Trustees' Report to identify material inconsistencies with the audited accounts. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

#### Opinion on accounts

In our opinion the accounts:

- give a true and fair view of the state of the charity's affairs as at 31 December 2011, and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- the accounts have been properly prepared in accordance with the Charities Act 2011.

#### Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Charities Act 2011 requires us to report to you if, in our opinion:

- the information given in the Trustees' Report is inconsistent in any material respect with the accounts; or
- sufficient accounting records have not been kept; or
- the accounts are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

*HW Fisher & Company*

**H W Fisher & Company**

Chartered Accountants

Statutory Auditor

Acre House

11-15 William Road

London

NW1 3ER

Dated: 23/4/12

# WAR MEMORIALS TRUST

## STATEMENT OF FINANCIAL ACTIVITIES

FOR THE YEAR ENDED 31 DECEMBER 2011

	Notes	Unrestricted funds £	Restricted funds £	Total 2011 £	Total 2010 £
<b><u>Incoming resources from generated funds</u></b>					
Voluntary income	2	231,136	54,958	286,094	268,490
Investment income	3	872	-	872	1,857
		232,008	54,958	286,966	270,347
Incoming resources from charitable activities	4	-	61,331	61,331	80,743
Other incoming resources	5	210,042	-	210,042	-
<b>Total incoming resources</b>		<b>442,050</b>	<b>116,289</b>	<b>558,339</b>	<b>351,090</b>
<b><u>Resources expended</u></b>					
<b>Costs of generating funds</b>					
Fundraising and Publicity	6	74,644	-	74,644	14,479
<b>Charitable activities</b>					
Education and conservation		153,515	158,961	312,476	297,195
Governance costs		5,442	-	5,442	6,312
<b>Total resources expended</b>		<b>233,601</b>	<b>158,961</b>	<b>392,562</b>	<b>317,986</b>
<b>Net incoming/(outgoing) resources before transfers</b>		<b>208,449</b>	<b>(42,672)</b>	<b>165,777</b>	<b>33,104</b>
Gross transfers between funds	12	(45,094)	45,094	-	-
<b>Net incoming resources</b>		<b>163,355</b>	<b>2,422</b>	<b>165,777</b>	<b>33,104</b>
<b>Other recognised gains and losses</b>					
Gains on investment assets		18,850	-	18,850	31,719
<b>Net movement in funds</b>		<b>182,205</b>	<b>2,422</b>	<b>184,627</b>	<b>64,823</b>
Fund balances at 1 January 2011		208,085	165,091	373,176	308,353
<b>Fund balances at 31 December 2011</b>		<b>390,290</b>	<b>167,513</b>	<b>557,803</b>	<b>373,176</b>

# WAR MEMORIALS TRUST

## BALANCE SHEET

AS AT 31 DECEMBER 2011

	Notes	2011 £	£	2010 £	£
<b>Fixed assets</b>					
Tangible assets	13		13,530		14,882
Investments	14		478,031		249,140
			<u>491,561</u>		<u>264,022</u>
<b>Current assets</b>					
Debtors	15	21,565		21,242	
Cash at bank and in hand		107,107		159,432	
			<u>128,672</u>		<u>180,674</u>
<b>Creditors: amounts falling due within one year</b>	16	<u>(62,430)</u>		<u>(71,520)</u>	
<b>Net current assets</b>			<u>66,242</u>		<u>109,154</u>
<b>Total assets less current liabilities</b>			<u>557,803</u>		<u>373,176</u>
<b>Income funds</b>					
Restricted funds	18		167,513		165,091
Unrestricted funds					
Unrestricted income funds		371,440		176,366	
Revaluation reserve	19	18,850		31,719	
			<u>390,290</u>		<u>208,085</u>
			<u>557,803</u>		<u>373,176</u>

The accounts were approved by the Trustees on 14 April 2012



Roger Bardell  
Trustee

# WAR MEMORIALS TRUST

## NOTES TO THE ACCOUNTS

### FOR THE YEAR ENDED 31 DECEMBER 2011

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#### 1 Accounting policies

##### 1.1 Basis of preparation

The accounts have been prepared under the historical cost convention modified to include the revaluation of investments.

The accounts have been prepared in accordance with applicable accounting standards, the Statement of Recommended Practice, "Accounting and Reporting by Charities", issued in March 2005 and the Charities Act 2011.

##### 1.2 Incoming resources

Income has been recognised gross on the basis of entitlement, certainty and measurement.

Donations, legacies and other forms of voluntary income are recognised as incoming resources when receivable, except insofar as they are incapable of financial measurement.

Grants are recognised in full in the Statement of Financial activities in the year in which they are receivable or any requirement imposed on the grant is fulfilled.

Investment is recognised on a receivable basis.

##### 1.3 Resources expended

Resources expended are recognised in the period in which they are incurred. Resources expended include attributable VAT which cannot be recovered.

Grants payable are charged in the year when the offer is conveyed to the recipient.

Expenditure relating to education and conservation are those elements of expenditure directly incurred in performing these activities.

Support costs are those incurred directly in support of expenditure on the objects of the charity.

Governance are costs of running the charity itself as well as the statutory audit and compliance.

##### 1.4 Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost less estimated residual value of each asset over its expected useful life, as follows:

Fixtures, fittings & equipment	25% Reducing Balance
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##### 1.5 Investments

Fixed asset investments are stated at market value.

##### 1.6 Accumulated funds

Unrestricted funds are funds which can be used in accordance with the charitable objects at the discretion of the trustees.

Restricted funds are subject to specific conditions by donors as to how they may be used. The purpose and uses of the restricted funds are set out in the notes to the accounts.

# WAR MEMORIALS TRUST

## NOTES TO THE ACCOUNTS (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2011

### 2 Voluntary income

	Unrestricted funds £	Restricted funds £	Total 2011 £	Total 2010 £
Donations and gifts	230,859	54,958	285,817	170,713
Legacies receivable	277	-	277	97,777
	<u>231,136</u>	<u>54,958</u>	<u>286,094</u>	<u>268,490</u>

#### Donations and gifts

##### Unrestricted funds:

Donations and legacies

Membership fees

176,607 103,053

54,252 11,490

230,859 114,543

##### Restricted funds:

Donations and legacies

54,958 56,170

54,958 56,170

### 3 Investment income

	2011 £	2010 £
Interest receivable	872	1,857
	<u>872</u>	<u>1,857</u>

### 4 Incoming resources from charitable activities

	2011 £	2010 £
Education and Conservation	61,331	80,743
	<u>61,331</u>	<u>80,743</u>

# WAR MEMORIALS TRUST

## NOTES TO THE ACCOUNTS (CONTINUED)

### FOR THE YEAR ENDED 31 DECEMBER 2011

#### 5 Other incoming resources

	2011 £	2010 £
Other income	210,042	-

Other income comprises a donation from the Polish Airforce Charitable Trust

#### 6 Total resources expended

	Staff costs £	Depreciation £	Other costs £	Grant funding £	Total 2011 £	Total 2010 £
<b>Costs of generating funds</b>						
Fundraising and Publicity	9,872	-	64,772	-	74,644	14,479
<b>Charitable activities</b>						
<u>Education and conservation</u>						
Activities undertaken directly	75,165	1,250	26,700	-	103,115	92,390
Grant funding of activities	-	-	-	55,846	55,846	73,460
Support costs	90,169	3,260	60,086	-	153,515	131,345
Total	165,334	4,510	86,786	55,846	312,476	297,195
<b>Governance costs</b>	-	-	5,442	-	5,442	6,312
	175,206	4,510	157,000	55,846	392,562	317,986

Governance costs includes payments to the auditors of £4,306 (2010- £4,306) for audit fees and £nil (2010- £378) for other services.

#### 7 Grants payable

	2011 £	2010 £
Education and conservation	55,846	73,460

War Memorials Trust awarded 57 (2010: 74) grants during the year as part of its Small Grants Scheme.

Grants to institutions relating to education and conservation comprise:

Grants to institutions	55,846	73,460
	55,846	73,460

# WAR MEMORIALS TRUST

## NOTES TO THE ACCOUNTS (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2011

### 8 Support costs

	2011	2010
	£	£
Administration costs	60,086	58,442
Staff costs	90,169	67,943
Depreciation	3,260	4,960
	<u>153,515</u>	<u>131,345</u>

### 9 Governance costs

	2011	2010
	£	£
Other governance costs comprise:		
Audit	4,306	5,225
Other costs	1,136	1,087
	<u>5,442</u>	<u>6,312</u>

### 10 Trustees

None of the Trustees (or any persons connected with them) received any remuneration during the year, but two of the trustees were reimbursed a total of £395 (2009: two trustees reimbursed £507) against travelling and subsistence expenses.

# WAR MEMORIALS TRUST

## NOTES TO THE ACCOUNTS (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2011

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### 11 Employees

#### Number of employees

The average monthly number of employees during the year was:

	2011 Number	2010 Number
Fundraisers, conservation and administration	6	4

#### Employment costs

	2011 £	2010 £
Wages and salaries	144,967	111,924
Social security costs	14,696	11,075
Other pension costs	15,543	14,435
	<u>175,206</u>	<u>137,434</u>

There were no employees whose annual emoluments were £60,000 or more.

### 12 Transfers

The transfers from unrestricted to restricted funds represent cost in excess of donations received for the restricted funds.



# WAR MEMORIALS TRUST

## NOTES TO THE ACCOUNTS (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2011

### 13 Tangible fixed assets

	Fixtures, fittings & equipment
	£
<b>Cost</b>	
At 1 January 2011	43,737
Additions	3,160
<b>At 31 December 2011</b>	<u>46,897</u>
<b>Depreciation</b>	
At 1 January 2011	28,855
Charge for the year	4,512
<b>At 31 December 2011</b>	<u>33,367</u>
<b>Net book value</b>	
<b>At 31 December 2011</b>	<u>13,530</u>
At 31 December 2010	<u>14,882</u>

### 14 Fixed asset investments

	£
Market value at 1 January 2011	249,140
Disposals at opening book value	(423,979)
Acquisitions at cost	645,247
Change in value in the year	7,623
<b>Market value at 31 December 2011</b>	<u>478,031</u>
<b>Historical cost:</b>	
At 31 December 2011	<u>475,751</u>
At 31 December 2010	<u>203,518</u>

All investments are now held in investments managed by Aberdeen Private Wealth Management Limited.

# WAR MEMORIALS TRUST

## NOTES TO THE ACCOUNTS (CONTINUED)

### FOR THE YEAR ENDED 31 DECEMBER 2011

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15 Debtors	2011	2010
	£	£
Other debtors	2,100	2,574
Prepayments and accrued income	19,465	18,668
	<u>21,565</u>	<u>21,242</u>

16 Creditors: amounts falling due within one year	2011	2010
	£	£
Trade creditors	130	1,152
Taxes and social security costs	4,853	-
Other creditors	52,672	62,899
Accruals	4,775	7,469
	<u>62,430</u>	<u>71,520</u>

### 17 Pension and other post-retirement benefit commitments

#### Defined contribution

The Trust pays contributions into the Pensions Trust and individual staff stakeholder pensions. The assets of these arrangements are held separately from those of the War Memorials Trust in independently administered funds. The pension cost charge represents contributions payable by the Trust to these funds.

	2011	2010
	£	£
Contributions payable by the company for the year	<u>15,543</u>	<u>14,435</u>

# WAR MEMORIALS TRUST

## NOTES TO THE ACCOUNTS (CONTINUED)

### FOR THE YEAR ENDED 31 DECEMBER 2011

#### 18 Restricted funds

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

	Movement in funds				Balance at 31 December 2011
	Balance at 1 January 2011	Incoming resources	Resources expended	Transfers	
	£	£	£	£	£
Small Grants Scheme	67,386	35,670	(24,982)	-	78,074
Small Grants Scheme Local	62,952	15,920	(29,996)	-	48,876
Conservation Programme	-	44,654	(89,748)	45,094	-
Historic Scotland	(2,500)	3,368	(868)	-	-
Awards for All - Website	1,250	-	(1,250)	-	-
Learning for Young People	36,003	16,677	(12,117)	-	40,563
	<u>165,091</u>	<u>116,289</u>	<u>(158,961)</u>	<u>45,094</u>	<u>167,513</u>

The Small Grants Scheme Fund represents monies received towards the costs of providing small grants of up to £2,500 for the protection and conservation of war memorials.

War Memorials Trust raises some Small Grants Scheme Funds from Trusts and Donors who wish their donations to be used in specific parts of the UK. Therefore Small Grants Scheme Local reflects funds restricted for use in particular areas within the Small Grants Scheme.

The Conservation Programme represents monies received towards the cost of delivering conservation activities.

Historic Scotland represents monies received towards the costs of providing small grants for the protection and conservation of war memorials in Scotland.

Awards for All Website represents monies received towards the costs of War Memorials Trust Website.

The Learning for Young People fund represents monies received towards the costs of developing and implementing an education programme.

#### 19 Analysis of net assets between funds

	Unrestricted funds	Restricted funds	Total
	£	£	£
Fund balances at 31 December 2011 are represented by:			
Tangible fixed assets	13,530	-	13,530
Investments	417,625	60,406	478,031
Current assets	21,565	107,107	128,672
Creditors: amounts falling due within one year	(62,430)	-	(62,430)
	<u>390,290</u>	<u>167,513</u>	<u>557,803</u>