



War Memorials Trust

**War Memorials Trust**  
**Annual Report and Accounts**  
**31 December 2012**

# WAR MEMORIALS TRUST

## LEGAL AND ADMINISTRATIVE INFORMATION

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<b>Patron</b>	HRH The Duchess of Cornwall	
<b>Area Vice Patrons</b>		
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	
<b>Trustees</b>		
J G Cluff DL (Chairman)	The Lord Cope of Berkeley	Peter McCormick OBE
Colin Amery	Jane Furlong	John Peat
Roger Bardell	Meg Hillier MP	David Seymour
Richard Broyd (January 2013)		Gavin Stamp
<b>Treasurer</b>	Roger Bardell	
<b>Director</b>	Frances Moreton	
<b>Registered Charity Number</b>	1062255	
<b>Registered Office</b>	42a Buckingham Palace Road	London SW1W 0RE
	Telephone	020 7834 0200 / 0300 123 0764
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	Email	info@warmemorials.org
	Website	www.warmemorials.org
<b>Bankers</b>	<b>Bankers</b>	<b>Solicitors</b>
CAF Bank Ltd	Royal Bank of Scotland plc	McCormicks
25 Kings Hill Avenue	2 Elgin Avenue	Wharfedale House
Kings Hill	Harrow Road	37 East Parade
West Malling ME19 4JQ	London W9 3QR	Harrogate HG1 5LQ
<b>Investment Advisors</b>		<b>Auditors</b>
Aberdeen Private Wealth Management		HW Fisher & Company
No 1 Seaton Place		Acre House
St Helier		11/15 William Road
Jersey JE4 8YJ		London NW1 3ER

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## TRUSTEES' REPORT AND ACCOUNTS FOR THE YEAR ENDED 31 DECEMBER 2012

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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 2012 to 31<sup>st</sup> December 2012.

The accounts have been prepared in accordance with the accounting policies set out in note 1 of 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 2012. A new Trustee, Richard Broyd, joined the Board in 2013. 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 2012 the Conservation Team grew to three Conservation Officers. In March Andrea Levin joined to lead on grants with Emma Nelson remaining primarily responsible for casework and Amy Davidson taking on a new role as lead on policy matters. Nancy Treves remained as Membership and Volunteer Officer providing support to the Trust's Regional Volunteers, managing the Office Volunteers and working to recruit and retain members. Ruth Cavender continued in the role of Learning Officer developing and delivering an educational programme for young people. Claire Lickman was the Administrator until October 2012, responsible for acting as the Trust's first point of contact and providing administrative support to all aspects of the Trust's work. After Claire left Frances Jeans took on this role from November 2012 to January 2013 with Brogan Higginbotham joining the team in March 2013. In January 2013 Kevin Redgate started as Administrator for the War Memorials Online project.

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 its aims and objectives and in planning 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 2012, 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, World War I centenary planning, learning for young people, Regional Volunteer development, War Memorials Officers, conservation advice, WMT's role in its sectors and project implementation. 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 ensure everything was being done to secure funds adequate for the Trust to deliver its grants programme, advisory service and other activities.

Due to projects developed in 2012 and the ongoing emergence of centenary projects and plans both affecting the charity and in the wider world, Trustees did not undertake a standard review of the five year plan for the charity in December. Rather, both the September and December Trustee meetings were heavily focussed on the strategic direction of the charity and ensuring activities were appropriate to the Trust and its efforts to protect and conserve war memorials particularly in light of the approaching centenary. In 2013 work will be undertaken to review and develop the strategic plan in light of these discussions.

Looking ahead, 2013 will see the Trust maintain its focus on the protection and conservation of war memorials. The forthcoming centenary of World War I remains 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 War Memorials Online, a project launched in 2012 to seek the help of the public in monitoring the condition of war memorials, will be maintained and developed. 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 particularly as legislation progresses. Key performance activities to be monitored through 2013 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 and seeking further representatives, reviewing the Trust's helpsheets, improving grant scheme efficiency and advice, assessing the impact of War Memorials Online 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 2012, 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 maintained its development of 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 nine 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 500:***

There was a mixed success rate in relation to this indicator. 440 new members joined the charity, less than the 701 in 2011 but in 2011 two advertorials were placed in the Telegraph newspaper compared with one in 2012 which heavily influenced the recruitment of new members. Income fell but this was anticipated as in 2011 a significant one-off gift from the Polish Air Force Association Charitable Trust saw an unusually high level of income that year. Awareness of the charity did increase with significant amounts of press coverage, the charity featuring in Parliamentary debate and a high number of media, conservation and general enquiries indicating this. Overall this aspect of the Trust's work moved forward reasonably well.

#### ***Indicator 2: Implement projects identified as key to the Trust's development, especially those linked to the centenary e.g. In Memoriam 2014, War Memorials Online etc.:***

War Memorials Trust has been engaged in a range of initiatives that relate to the centenary. The Trust joined the War Memorials Action Group convened by the Heritage Lottery Fund in 2012. The Charity has been leading War Memorials Online, a key project to engage the public with war memorials and monitoring condition up to and through the centenary. Ongoing work has been undertaken in relation to War Memorials

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Officers (see Indicator 5) and creating a network to help people deal with war memorial issues. In addition, In Memoriam 2014 has continued offering protection to memorials at risk of theft or damage by marking them with a forensic liquid called SmartWater. The website [www.inmemoriam2014.org](http://www.inmemoriam2014.org) received applications through 2012. Overall this objective developed well with projects fitting the Trust's activities and assisting its development.

**Indicator 3:** *Develop the formal education programme for young people:*

In 2012 the Learning Officer implemented the plan developed in 2011. A new website [www.learnaboutwarmemorials.org](http://www.learnaboutwarmemorials.org) was launched in July 2012. It included a range of material for use by schools as well as projects for youth groups and resources such as photographs of different types of war memorials. Leaflets were produced and circulated with the Trust's Bulletin to raise awareness and the project was featured in Remembrance Day articles in the Times Educational Supplement and the Guardian newspaper. In addition the Learning Officer made approximately 10 visits to schools to teach pupils about war memorials. Efforts were made to investigate additional funding streams to enable the Trust to maintain this work.

**Indicator 4:** *Continue to develop the role of Regional Volunteers (RVs) and trial new training days to improve support for RVs:*

The Membership and Volunteer Officer introduced training sessions focussed on specific activities which can be undertaken by RVs: completing condition surveys and listing war memorials. Four well-received workshops were held in London, Peterborough, York and Worcester. In addition, a review of the RV packs was completed enhancing the support materials provided to RVs by WMT. The number of RVs increased through the year and RVs completed an end of year report to help assess activities and the value of their contribution to the charity.

**Indicator 5:** *Develop the relationship with War Memorials Officers and deliver training/networking days:*

War Memorials Trust circulated two copies of the War Memorials Officer newsletter as well as additional updates on relevant issues. On the 11<sup>th</sup> September a conference was held in London attended by War Memorials Officers, guests, speakers and Trust staff. This was a useful day of discussion and information sharing led by Trust staff focussing on day-to-day management issues, protection options and funding available for war memorials projects.

**Indicator 6:** *Undertake a review of the Trust's helpsheets, develop new ones for issues of particular importance and investigate delivering in alternative formats:*

With the expansion of the Trust's Conservation Team from two staff to three in March 2012 one of the Conservation Officers was able to focus the majority of their time on policy issues. The main focus of this work was the production of 'Conservation and management of war memorial landscapes'; a helpsheet produced with others which provides detailed information on landscaping issues around war memorials. Work was also started on reviewing all helpsheets and their design to ensure they are as helpful as possible. Further investigation was also undertaken into presenting information in alternative formats such as short videos.

**Indicator 7:** *Ensure grant programmes operate as effectively as possible and work with other organisations to promote grant schemes and encourage applications:*

War Memorials Trust undertook various discussions with other funders to develop a greater understanding of schemes and how the Trust can support applicants. A comprehensive discussion on grants was undertaken at the September Trustees meeting and additional information was added to the website in the autumn of 2012 including timeframes for applicants and step-by-step guides to the various processes. It is hoped clearer information will give applicants a better understanding of the system to improve the quality of applications received to speed up their processing, as delays are often caused by the applicant failing to provide all the information required.

**Indicator 8:** *Ensure WMT is contributing to relevant sector consultations to assist in raising profile:*

War Memorials Trust met with a number of different organisations to improve its relations within the sector. It contributed information to consultations, research projects and debates. It engaged in some high profile cases including commenting on, and attending meetings, in regard to the proposals for the Manchester Cenotaph. Membership of the War Memorials Action Group (see Indicator 2) has assisted the Trust in raising

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its profile with many other organisations involved with war memorials.

### **Indicator 9: Data transfer from old conservation database to new:**

Office volunteers continued transferring data. Building upon the initial prioritisation of data work has reverted to transferring all information from files. Through this process there has been an opportunity to review past casework and a number of cases have been followed up with site visits by Regional Volunteers or further information gathering being undertaken.

### **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. This advisory service acts alongside the grants schemes to provide a holistic range of support to the custodians of the estimated 100,000 war memorials across the UK.

By the end of 2012 casework stood at 7,510 cases (2011: 6,261). 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. The current casework numbers are starting to more accurately reflect the Trust's casework over the years. The casework review is an ongoing process with actual casework figures substantially higher than currently recorded.

Through the year the charity dealt with 714 new cases and 679 enquiries (2011: 600 and 1,028). The total number of cases which the charity worked on through the year was 3,854 compared with 3,533 in 2011 which reflected an average 321 cases per month (2011: 294). 18 site visits were undertaken (2011: 61) which enable staff to improve their understanding of specific cases and collect information on war memorials. By undertaking site visits the Conservation Officers also gain greater practical experience. The number of site visits undertaken in a year depends on requirements, the number of memorials to be visited in an area and the amount of time available to be out of the office which can be limited when workload is high.

War Memorials Trust believes 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 2012 various elements of the conservation sections of the website were reviewed and updated; in particular the 'Advice for applicants' in the Grants section was developed. Usage of the website is growing, with November seeing peak interest.

In applying for a grant the first phase is to complete a simple 'Grants Pre-Application form' which was previously known as an 'Expression of interest' form. The name was changed in 2012 to improve clarity. Completing a 'Grants Pre-Application form' by providing an outline of the proposed work enables the Trust to assess eligibility and identify the appropriate grant scheme. In 2012, the Trust received 289 'Grants Pre-Application Form' forms (2011: 204). This equates to a 'Grants Pre-Application form' submitted every working day indicating the high level of interest in the Trust's schemes. Following submission the enquirer receives advice outlining whether or not their project is 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 are met, the necessary grant application documents.

Following some assessment undertaken in 2012 of the grant scheme processes it was identified that in 2011 the average time from an applicant submitting a 'Grants Pre-Application form' to receiving a grant payment was 14 months. Once the applicant submitted a 'Grants Pre-Application form' and all the information required War Memorials Trust provided a response within a couple of weeks. It then took an average of four months for applicants to return an application form and an average further seven weeks for War Memorials Trust to receive all the information required to enable an assessment to be made as to whether a grant could be offered. War Memorials Trust took a couple of weeks between having all the required information to making an offer but was often involved in a lot of discussion with the applicant to gather all relevant information. War Memorials Trust believes supporting the applicant at this stage is vital in promoting the value of appropriate works and understanding the methods proposed for works to ensure they do not damage a memorial now or in the future. Once an offer is made it took an average seven weeks to return the grant contract and around six months to complete the works and submit a completion report. It then takes on average five weeks for

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War Memorials Trust to receive all the information required to make an assessment and a couple of weeks for payment to be completed.

In 2012 the Small Grants Scheme received 87 applications (2011: 61). 63 grant offers were made totalling £75,969 (2011: 57 offers, £73,526) maintaining the levels of annual spend from 2010. The average grant was £1,206 (2011: £1,044). The level of grant spend depends on the nature of the applications received, so smaller value projects will lead to a lower grant spend. The numbers provided include projects supported with the funding from Historic Scotland towards the Small Grants Scheme in Scotland. Details of grant offers made through the Small Grants Scheme and Small Grants Scheme in Scotland in 2012 can be found in Appendix 1. In 2013, the success rate for obtaining a grant decreased to 72% (2011: 93%). No applications were rejected outright but a number have been asked to provide further information or review the methods proposed as they are not eligible for support. In addition a large number of applications were received towards the end of the year which rolled over into 2013. The first quarter of 2013 saw £45,000 offered through the Small Grants Scheme to 30 projects indicating that grant spend is being maintained, and potentially growing.

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 with details of funders who have supported this work in the fundraising section.

Following approval by Trustees in 2011, larger grant offers from the Small Grants Scheme above the normal maximum of £2,500 could be considered for 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). One project benefitted in 2012; a war memorial organ in Warleggan, Cornwall which received a grant offer of £7,200 towards specialist works (details included in Appendix 1).

Grant spend has still not reverted to the peak in 2009 when over £100,000 was offered. It is believed that the current economic conditions are continuing to play a part in this. With all the grant schemes offering a percentage of costs (up to 75% of costs only depending on the scheme) 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 secures all the necessary funds once word spreads of the project. 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 significantly during that period which has, to a degree, been illustrated in 2013 discussed above. In addition, in recognition of the issues around securing match funding, in 2013 some schemes operated by the Trust will see an increase in the percentage of funding available to communities which may assist some projects to secure further funds and reduce the burden on match funding.

The funding arrangement with Historic Scotland, agreed until March 2013, continued with £30,000 available from April 2012 - March 2013 to support freestanding war memorials in Scotland through the Small Grants Scheme. In 2012, 3 offers of £12,010 were made (2011: 2: £12,133) as part of the Trust's total grant spend of £75,969 discussed above. A further 2 offers totalling £11,100 have been made in the first quarter of 2013. In January 2013 an announcement was made by the Scottish Government of the Centenary Memorials Restoration Fund making available £1million for war memorials works in Scotland from April 2013 to March 2018. Following discussion between Historic Scotland War Memorials Trust the charity will be administering

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this new scheme from April 2013 to replace the Small Grants Scheme in Scotland. The scheme will be managed by a War Memorials Trust Conservation Officer based in Edinburgh.

The Grants for War Memorials scheme, funded by English Heritage and The Wolfson Foundation, had a budget of £150,000, for the financial year 2012/13, 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). 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 2012/13 £74,479 was offered to 6 projects (2011/12: £50,121 to 9 projects). The number of applications fell from 14 in 2011/12 to 11 in 2012/13. 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.

Through 2012 a review of the Grants for War Memorials Scheme took place. Changes to the scheme will be implemented from April 2013. These include an increase to £200,000 of grant funding available, an increase from 50% to 75% in eligible costs with a new maximum grant of £30,000, the introduction of quarterly rather than bi-annual deadline dates and the inclusion of works to 'soft landscaping' that form an integral part of the war memorial as eligible for funding where such elements are in need of conservation or reinstatement. This addition is supported by the recently published helpsheet 'Conservation and management of war memorial landscapes' available on War Memorials Trust's website.

Alongside the advisory, grants and policy conservation work in 2012 War Memorials Trust developed a new project, War Memorials Online, and maintained activity associated with the campaign to identify a War Memorials Officer at every local authority in the UK and In Memoriam 2014.

War Memorials Online is a new website seeking the public's help to improve the understanding of the condition of war memorials in the UK, [www.war memorials online.org.uk](http://www.war memorials online.org.uk). It is a major initiative for the charity as the forthcoming centenary of World War I approaches. War Memorials Online offers the opportunity to gather statistics on the condition of memorials which will help the Trust's strategic planning as a better understanding of the condition of war memorials will assist in identifying the resources required to support war memorial custodians and focus support on those memorials in Poor or Very bad condition.

War Memorials Online launched formally on 11<sup>th</sup> November 2012. By the end of 2012 it had 414 Registered Users and several thousand war memorial records had been edited and enhanced by Users. Through the site 12 concerns had been reported with 50% being new to War Memorials Trust. This indicates that War Memorials Online offers a new route for people to raise concerns and may reach a different audience. If War Memorials Online helps the Trust identify more memorials that need assistance then it will play an important role in protecting and conserving our war memorial heritage. Although early days condition updates were also added in the first couple of months. Of those 12% were indicating war memorials in Poor or Very bad condition. In the first quarter of 2013 comparable figures indicated 7% of memorials are in Poor or Very bad condition so it is likely to take a few months, and more data, before a better understanding can be gathered. But based on the estimate of 100,000 war memorials in the UK there are potentially 7,000 war memorials which need attention. This is a significant challenge for War Memorials Trust to embrace in the next few years but with the help of information generated through War Memorials Online it will have a better understanding of what is needed.

The campaign to identify a War Memorials Officer at every local authority was launched in November 2010. This person is a single point of contact for the public, the Trust and within their organisation on war memorial issues. Details of War Memorials Officers are carried on War Memorials Trust's website and local authorities are encouraged to include war memorial information on their websites. In 2012 War Memorials Trust continued to recruit War Memorials Officers from local authorities yet to respond to the campaign and kept current War Memorials Officers updated with a bi-annual newsletter and regular updates on war memorial issues. In addition, in September 2012, the first conference for War Memorials Officers was held in London. 41 War Memorials Officers, guests, speakers and Trust staff attended the day which covered the role of War Memorials Officers, day-to-day management of war memorials, protecting war memorials and funding available. Guest speakers from London Borough of Wandsworth, English Heritage and Heritage Lottery Fund

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joined the Trust's Conservation Officers to deliver presentations on these issues providing the Trust's advice and perspective alongside that of the wider sector. This project remains on-going but by the end of 2012 270 local authorities had identified a relevant person (2011: 254) and the Trust and Regional Volunteers are developing links with these Officers. Efforts will be made by the Trust to run further conferences in 2013, potentially in partnership with other organisations, to develop the support to War Memorials Officers as the upcoming centenary of World War I raises the profile of war memorials.

In Memoriam 2014 is a partnership project between War Memorials Trust and the SmartWater Foundation. The project 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. In 2012, following the launch in 2011, In Memoriam 2014 continued to work with communities to protect war memorials. Applications for SmartWater are made through the website [www.inmemoriam2014.org](http://www.inmemoriam2014.org) and the scheme was widely promoted. 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. On 14<sup>th</sup> June 2012 War Memorials Trust's Patron, HRH The Duchess of Cornwall joined the In Memoriam 2014 team, and guests, at the Royal Artillery Memorial at Hyde Park Corner, London to mark the memorial with SmartWater. This was a wonderful opportunity to highlight the scheme and the Trust extends its thanks again to HRH The Duchess of Cornwall for joining us. 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.

In addition, the Conservation Team, and other staff, worked on promoting the Trust's conservation programme. Articles were produced for publication highlighting grants, activities and advice available. Staff gave talks, presentations and ran training sessions for groups and custodians interested in the work of the Trust. The charity supported other organisations by offering advice on war memorial projects they were considering supporting or funding. Staff also attended All Party Parliamentary Groups including War Heritage and Metal Theft.

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

War Memorials Trust's learning activities for professionals moved away from providing training for custodians or contractors as had been offered in 2009-2011. Instead the focus was on War Memorials Officers (as discussed above in Conservation). This change took place as part of a review about how the Trust could most effectively target its advice. The charity did attend one event in Telford with Clerks from parish and town councils in Shropshire organised by The Gorge Parish Council. The Trust is happy to attend events of this type arranged locally but found the administration and costs involved in the charity putting on events such as this around the UK was challenging for the charity in terms of resources. Therefore it is focussing on War Memorials Officers but is available for other events if invited. In future Annual Reports this professional learning activity will be recorded under Conservation.

The primary Learning focus in 2012 was on the programme for educating young people about war memorials. In 2012 the Learning Officer appointed in August 2011 progressed the objectives determined by Trustees in December 2011. A new website [www.learnaboutwarmemorials.org](http://www.learnaboutwarmemorials.org) was launched in July 2012 offering teachers and youth group leaders a range of materials, resources and project ideas to use with young people to engage them with war memorials in their communities. The initial focus was on Key Stage 2 providing lesson plans and activities both within specific subjects but also as cross curricular schemes of work. Materials for Key Stage 3 were added later in the year including lesson plans and template assemblies. The website also offers suggestions for projects with which youth groups could engage on a more practical basis and further resources aimed at children themselves are in development. A number of school visits were undertaken to test and review these materials in action alongside visits to meet young people involved in war memorial projects.

The resources provided for schools were promoted by the Times Educational Supplement (TES) and Guardian websites. Immediately after Remembrance Day 2012 the total number of downloads of War Memorials Trust's resources from the TES site was 2,633 (having been available since mid-September). By

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February 2013 this had increased to 2,847 showing a steady interest among teachers in the topic after the expected peak in November.

Fundraising efforts were on-going for the Learning Programme and will continue as it has been challenging to secure funding specifically for this work. Future plans, such as a volunteer speaker programme, will depend on securing additional funding. The Trust remains committed to 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 187 Regional Volunteers (RVs) at the end of 2012 (2011: 161), an increase of 16% (2011: 25%). These are members of the Trust from around the country who take on a more active role acting as local 'eyes and ears'. RVs 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. RVs have also developed effective media links and helped promote projects within their local communities.

The charity continued through 2012 to produce and distribute its bi-monthly newsletter for volunteers. The Membership and Volunteer Officer reviewed the RV information packs distributed to each RV to ensure they are up-to-date and accurate offering as much support as possible to enable RVs to complete the activities encouraged. Having reviewed the nature of events run for RVs the normal annual meetings were replaced by more focussed workshops. These workshops focussed on key activities which RVs are asked to complete: condition surveys and listing war memorials. Events were held in London, Peterborough, York and Worcester with the focus on training RVs in how to complete these activities. A larger number of RVs attended these four events than had attended the two annual meetings the previous year. In part this was due to the charity having more RVs but attendees were a good mix of new and experienced RVs. This programme will be developed in 2013 with the addition of drop-in sessions where RVs will be able to bring issues and cases they wish to discuss. From the end of year report in 2011 the biggest reason for RVs not attending events was that they were not conveniently located for them. With 187 RVs spread across the whole of the UK War Memorials Trust works hard to ensure events are held in different parts of the country but unfortunately cannot put events on everywhere.

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 RVs could help with. This has been very successful with many activities completed enabling RVs to help with the Trust's day-to-day activities. In 2012, 231 requests were added to the website (2011: 300) with 87% of requests completed (2011: 95%).

In December 2012 RVs were asked to complete an annual return. The response rate fell from 58% in 2011 to 50%. A number of activities have fallen but this is, in part, because of the significant increase in RVs through the year and the fact it takes time for new RVs to become active. In addition, with fewer forms returned known activity levels will decline. Statistics are based on the number of RVs who have indicated they have undertaken an activity divided by the total number of RVs. At the end of March 2013 it was revealed that 42% of RVs had monitored war memorials in their area (2011: 49%); 26% had promoted war memorials/War Memorials Trust (2011:33%); 16% had reported a war memorial at risk (2011: 25%); 22% had researched the history of a local war memorial (2011: 29%); 16% had helped a local war memorial project (2011: 24%); 11% gave a talk about the Trust (2011: 11%); 7% represented the charity at a ceremony (2011: 10%); 6% distributed Trust information at an event (2011: 4%); and 2% applied for the listing of a war memorial (2011: 9%).

War Memorials Trust uses the response to the RV annual return form to assess the value of volunteering in financial terms. Using an approach suggested by the Heritage Lottery Fund the Trust quantifies the contribution of a RV at £50 for an equivalent 7 hour day. In 2012, RV therefore contributed in the region of £25,104 worth of time to the cause (2011: £32,350). This is a great contribution which the charity appreciates. It enables the Trust to 'punch above its weight' helping memorials across the UK.

# WAR MEMORIALS TRUST

## TRUSTEES' REPORT AND ACCOUNTS FOR THE YEAR ENDED 31 DECEMBER 2012

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

In addition to RVs the Trust has Office Volunteers who support the staff. They assist with filing and photocopying, basic administration or project work. These activities all assist the staff in reducing the administrative burden upon them whilst developing some of the projects which enhance the Trust's activities. For example the Trust welcomed two students who each spent a week, full-time, with the Trust during the summer. They worked on improving the listing information held in the Trust's records and submitting listing applications to protect war memorials. Through the course of the year the Trust welcomed eight Office Volunteers who contribute anything from half a day a week through to two days a week or joined us for short-term placements. Based on the same system used above to quantify Regional Volunteers work Office Volunteers contribute £8,625 worth of time.

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

On 31<sup>st</sup> December 2012 the charity had 2,853 members (2011: 2,492), representing an increase of 14% in supporter numbers (2011: 38%). This was achieved through ongoing promotion of the Trust, mailings to attract new members and an advertorial discussed below. In 2012, the rate of renewal for annual membership was 72% (2011: 84%) which remains 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 2012 the Membership and Volunteer Officer continued to act 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 who 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 2011 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 discussions on request. Following the intense interest in war memorials around Remembrance Day 2011 due to the issue of metal theft the number of enquiries fell somewhat. However, requests became more regular through the year as the subject moved away from just being dealt with in November. In addition, enquiries related to potential articles, broadcasts and pieces related to the centenary increased as media organisations look to plan ahead. In 2012, 52 PR enquiries were received (2011: 66), 8 interviews were given (2011: 29) and 121 articles identified as covering the charity or its In Memoriam 2014 project (2011: 121). The Trust continues to record as much coverage as possible on the press pages of the Trust website and became more proactive in publishing news releases and statements rather than just responding to enquiries. In November there was a particular focus on raising awareness of War Memorials Online and In Memoriam 2014, with Regional Volunteers providing support for the office in their respective areas.

With social media increasingly popular War Memorials Trust continued to operate its Twitter account @WarMemorials with all staff contributing tweets on their activities. During 2012 a Wikipedia page was published and accounts set up with YouTube and Flickr to be developed further in future.

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

In 2012, War Memorials Trust's fundraising target was to ensure it had sufficient funding to undertake its activities and maximise its grant-making activities. During 2012, income fell to £503,865 (2011: £558,339) and was sufficient to cover a reduced expenditure. The Fundraising Committee did not meet during the year.

2011 income was influenced by 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. In 2012, £220,000 was received by War Memorials Trust from English Heritage to develop

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# WAR MEMORIALS TRUST

## TRUSTEES' REPORT AND ACCOUNTS FOR THE YEAR ENDED 31 DECEMBER 2012

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and manage War Memorials Online between April 2012 and March 2015. This one-off gift was supported by around £25,000 raised by the charity from supporters towards this project.

In 2011 War Memorials Trust had published two advertorials in the Telegraph newspaper which generated 851 responses; raising over £62,000 towards the work of the charity. In 2012 one advertorial was placed which generated 529 responses and £30,000.

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. 257 applications were made (2011: 169) for support. Particular thanks for their generous gifts go to English Heritage, The Westminster Foundation, British American Tobacco (Holdings) Ltd, Clore Duffield Foundation, Garfield Weston Foundation, The H B Allen Charitable Trust, The Jordan Foundation, A E B Charitable Trust, PF Charitable Trust and The MacRobert Trust.

Tax-efficient giving continued to be an important fundraising tool for the Trust. Gift Aid is a valuable revenue stream. In 2012, 60% of subscription payments and donations were gift aided (2011: 64%). The charity promotes this, and other types of tax efficient giving such as legacies, whenever possible. War Memorials Trust benefitted from 4 legacy gifts in 2012 (2011: 1).

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. Other income streams were explored for example the charity received two donations through Give-a-car totalling £210.

The Trustees are aware that the ongoing difficult financial climate is creating challenges. The charity is fortunate at present to have noticed relatively little 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 9<sup>th</sup> July 2012 at Bridewell Hall, St Bride Foundation. Trustees and staff of the charity were joined by around 30 members. Following reports from the Chairman and Treasurer 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 tour of St Bride's preceded the AGM which was of great interest to attendees.

War Memorials Trust staff, Regional Volunteers and Trust members were involved with a number of events through the year on behalf of the charity; 7 ceremonies were attended (2011: 6), 9 stands were manned at events (2011: 15) and 26 talks given (2011:36). These assisted in raising the profile of the charity and generating interest from the public. 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 2012, War Memorials Trust recorded a £25,718 surplus compared with a surplus of £165,777 in 2011. 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 fall in surplus was due to increased expenditure in direct activity, grants and support costs. Income fell with a decline in voluntary income although an increase in investment income helped cover some of the shortfall.

During 2012, 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.

# WAR MEMORIALS TRUST

## TRUSTEES' REPORT AND ACCOUNTS FOR THE YEAR ENDED 31 DECEMBER 2012

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Small Grants Scheme spend was at a similar level to 2011 and 2010. 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. However, War Memorials Online may offer an opportunity to identify more memorials in need of assistance and identify areas where more information is required which may uncover memorials in need.

### **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.

Following the changes to the Trust's investment holdings 2012 saw the Trust with a single investment portfolio to be managed by Aberdeen Asset Management. Quarterly performance reports are received allowing performance to be monitored. During 2012 the investment portfolio fell from £478,031 on 31<sup>st</sup> December 2011 to £467,663 on 31<sup>st</sup> December 2012. However in September the charity withdrew a lump sum of £25,000 so overall it can be seen the investment is improving and the fall is due not to a fall in value but the withdrawal. In addition, the charity received around £5,000 in income each quarter from the holdings.

The portfolio investment should represent 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 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 reserves as maintaining these will enable the charity to fulfil all commitments.

At the end of 2012 the unrestricted reserve held by War Memorials Trust stood at £310,817. The Trustees consider that level of reserve is reasonable. It is recognised that this is lower than the targeted reserve policy. However, given the current economic conditions it is recognised fundraising is harder so the reserve has a role to play in helping the charity provide its services. With the approaching centenary of World War I the Trustees believe it is important to be spending money to put in place systems and support which will enable the charity to increase both the help it can provided and money it can raise in the next few years. Trustees are, during 2013, identifying potential new funding streams to increase income and ensure that the relationship between reserves and expenditure moves closer to the policy target through the year.

# WAR MEMORIALS TRUST

## TRUSTEES' REPORT AND ACCOUNTS FOR THE YEAR ENDED 31 DECEMBER 2012

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### **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 2012 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.

HW 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: 08/06/2013

# WAR MEMORIALS TRUST

## TRUSTEES' REPORT AND ACCOUNTS FOR THE YEAR ENDED 31 DECEMBER 2012

### Appendix 1: Small Grants Scheme including SGS-Scotland offers 2012

Country and county	War memorial name	WMT ref	Offer value	Type of memorial
<b>England</b>				
Berkshire	Woolhampton	WM4871	£1,000	Latin cross
Buckinghamshire	Ashley Green	WM2132	£1,380	Latin cross
Buckinghamshire	West Wycombe	WM4019	£830	Calvary Stained glass window
Cambridgeshire	Offord D'arcy	WM5176	£1,441	Organ
Cheshire	Little Bollington	WM6520	£2,500	Latin cross
Cheshire	Poynton	WM1735	£2,383	Plaque
Cornwall	St Stephen	WM6089	£425	Organ
Cornwall	Warleggan	WM5121	£7,200	Wheel cross
Cornwall	Chacewater	WM4696	£200	Lychgate
Cumbria	New Hutton	WM3979	£1,378	Plaque
Derbyshire	Temple Normanton (St James' Church)	WM6344	£360	Latin cross
Derbyshire	Morton	WM210	£476	Cenotaph
Derbyshire	Hope with Aston	WM5912	£605	Latin cross
Devon	Ipplepen	WM3700	£1,809	Market cross
Dorset	Child Okeford	WM969	£2,500	Pillar/column
Dorset	Briantspuddle	WM5165	£730	Wheel cross
Dorset	Shillingstone	WM4237	£522	Obelisk
Essex	Bradwell-on-Sea obelisk	WM5365	£459	Pillar/column
Essex	Buckhurst Hill	WM6998	£215	Wheel cross
Gloucestershire	Elmore	WM5824	£287	Latin cross
Hampshire	South Warnborough	WM2556	£2,365	Pillar/column
Hampshire	Elvetham	WM5412	£2,500	Wheel cross
Isle of Wight	Wootton and district	WM4686	£642	Cenotaph
Kent	The Maidstone War Memorial	WM4369	£365	Latin cross
Lancashire	Preesall	WM3909	£204	Cenotaph
Leicestershire	Sileby	WM574	£750	Clock tower
Leicestershire	Syston	WM6019	£1,195	Lychgate
Lincolnshire	Weston	WM350	£475	Plaque
London - Kingston-upon-Thames	Kingston Library	WM4447	£667	Clock tower
London - Lambeth	Stockwell	WM2261	£290	Other sculpture
London - Lambeth	International Brigade Spanish Civil War	WM3974	£937	Wheel cross
Merseyside	Ainsdale-on-Sea	WM6364	£630	Wheel cross
Norfolk	Honing	WM5180	£627	Latin cross
Norfolk	Wretham	WM5825	£480	Other cross
Norfolk	Little Snoring	WM6236	£215	

# WAR MEMORIALS TRUST

## TRUSTEES' REPORT AND ACCOUNTS FOR THE YEAR ENDED 31 DECEMBER 2012

Norfolk	Upwell	WM4320	£1,083	Angel sculpture
North Yorkshire	Yarm	WM6237	£300	Plaque
Northamptonshire	Denford	WM4695	£869	Pillar/column
Shropshire	Gobowen	WM5187	£830	Cenotaph
Somerset	Halse	WM3999	£250	Latin cross
Somerset	Charlton Mackrell	WM5188	£2,450	Stone of remembrance
Somerset	Kingston Seymour	WM5139	£1,590	Market cross
Somerset	Bishops Lydeard	WM5130	£367	Latin cross
South Yorkshire	Men of Belton	WM5377	£750	Figure sculpture
Staffordshire	Bethesda Chapel, Hanley	WM5897	£447	Glas door plaque
Suffolk	Friston	WM5304	£615	Latin cross
Suffolk	Kettleburgh	WM6249	£245	Latin cross
Suffolk	Little Saxham	WM4234	£384	Maltese cross
Warwickshire	Leamington Spa	WM2897	£2,500	Serviceman/woman sculpture
Warwickshire	Atherstone	WM6091	£1,239	Wheel cross
West Sussex	Wick	WM5364	£800	Plaque
Wiltshire	Chute and Chute Forest	WM6325	£375	Wheel cross
Wiltshire	Compton Bassett	WM227	£325	Latin cross
Wiltshire	Malmesbury	WM6549	£865	Stained glass window
Wiltshire	Ramsbury	WM5366	£350	Latin cross
<b>Scotland</b>				
Ayrshire	Craigie Village	WM4387	£1,202	Wheel cross
Nairnshire	Nairn	WM4046	£3,570	Pillar/column
West Lothian	Whitburn/Unknown Soldier	WM5541	£7,238	Serviceman/woman sculpture
<b>Wales</b>				
Glamorgan/Morgannwg	Cowbridge	WM2758	£1,125	Serviceman/woman sculpture
Glamorgan/Morgannwg	Welsh National War Memorial Trawsfynydd/ Cofeb - Bryn y	WM4927	£2,267	Composite
Gwynedd	Gofeb	WM1465	£2,140	Wheel cross
Powys	Guilfield	WM6088	£251	Latin cross
Monmouthshire/Sir Fynwy	Tredegar	WM6515	£2,500	Other cross



# 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 2012 set out on pages 17 to 28. 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 15, 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 2012, 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.

*H W Fisher & Company*

**H W Fisher & Company**

Chartered Accountants

Statutory Auditor

Acre House

11-15 William Road

London

NW1 3ER

Dated: 13 June 2013

# WAR MEMORIALS TRUST

## STATEMENT OF FINANCIAL ACTIVITIES

FOR THE YEAR ENDED 31 DECEMBER 2012

	Notes	Unrestricted funds £	Restricted funds £	Total 2012 £	Total 2011 £
<b><u>Incoming resources from generated funds</u></b>					
Voluntary income	2	140,362	73,931	214,293	286,094
Investment income	3	17,959	-	17,959	872
		158,321	73,931	232,252	286,966
Incoming resources from charitable activities	4	-	271,613	271,613	61,331
Other incoming resources	5	-	-	-	210,042
<b>Total incoming resources</b>		<b>158,321</b>	<b>345,544</b>	<b>503,865</b>	<b>558,339</b>
<b><u>Resources expended</u></b>					
<b>Costs of generating funds</b>					
Fundraising and Publicity	6	42,916	-	42,916	74,644
<b>Charitable activities</b>					
Education and conservation		127,335	301,339	428,674	312,476
Governance costs		6,557	-	6,557	5,442
<b>Total resources expended</b>		<b>176,808</b>	<b>301,339</b>	<b>478,147</b>	<b>392,562</b>
<b>Net (outgoing)/incoming resources before transfers</b>		<b>(18,487)</b>	<b>44,205</b>	<b>25,718</b>	<b>165,777</b>
Gross transfers between funds	12	(81,999)	81,999	-	-
<b>Net (outgoing)/incoming resources</b>		<b>(100,486)</b>	<b>126,204</b>	<b>25,718</b>	<b>165,777</b>
<b>Other recognised gains and losses</b>					
Gains on investment assets		21,013	-	21,013	18,850
<b>Net movement in funds</b>		<b>(79,473)</b>	<b>126,204</b>	<b>46,731</b>	<b>184,627</b>
Fund balances at 1 January 2012		390,290	167,513	557,803	373,176
<b>Fund balances at 31 December 2012</b>		<b>310,817</b>	<b>293,717</b>	<b>604,534</b>	<b>557,803</b>

# WAR MEMORIALS TRUST

## BALANCE SHEET

AS AT 31 DECEMBER 2012

	Notes	2012		2011	
		£	£	£	£
<b>Fixed assets</b>					
Tangible assets	13		57,704		13,530
Investments	14		467,663		478,031
			<u>525,367</u>		<u>491,561</u>
<b>Current assets</b>					
Debtors	15	8,724		21,565	
Cash at bank and in hand		169,003		107,107	
			<u>177,727</u>		<u>128,672</u>
<b>Creditors: amounts falling due within one year</b>	16	(98,560)		(62,430)	
<b>Net current assets</b>			<u>79,167</u>		<u>66,242</u>
<b>Total assets less current liabilities</b>			<u>604,534</u>		<u>557,803</u>
<b>Income funds</b>					
Restricted funds	18		293,717		167,513
Unrestricted funds					
Unrestricted income funds		289,804		371,440	
Revaluation reserve	19	21,013		18,850	
			<u>310,817</u>		<u>390,290</u>
			<u>604,534</u>		<u>557,803</u>

The accounts were approved by the Trustees on 08/06/2013



Roger Bardell  
Trustee

# WAR MEMORIALS TRUST

## NOTES TO THE ACCOUNTS

### FOR THE YEAR ENDED 31 DECEMBER 2012

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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 2012

### 2 Voluntary income

	Unrestricted funds £	Restricted funds £	Total 2012 £	Total 2011 £
Donations and gifts	132,962	73,931	206,893	285,817
Legacies receivable	7,400	-	7,400	277
	<u>140,362</u>	<u>73,931</u>	<u>214,293</u>	<u>286,094</u>

#### Donations and gifts

##### Unrestricted funds:

Donations and legacies

Membership fees

88,404

176,607

44,558

54,252

132,962

230,859

##### Restricted funds:

Donations and legacies

73,931

54,958

73,931

54,958

### 3 Investment income

	2012 £	2011 £
Interest receivable	17,959	872
	<u>17,959</u>	<u>872</u>

### 4 Incoming resources from charitable activities

	2012 £	2011 £
Education and Conservation	271,613	61,331
	<u>271,613</u>	<u>61,331</u>

Education and Conservation includes £220,000 towards War Memorials Online over a three year period April 2012 - March 2015.

# WAR MEMORIALS TRUST

## NOTES TO THE ACCOUNTS (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2012

### 5 Other incoming resources

	Total 2012 £	Total 2011 £
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 2012 £	Total 2011 £
<b>Costs of generating funds</b>						
Fundraising and Publicity	12,379	-	30,537	-	42,916	74,644
<b>Charitable activities</b>						
<u>Education and conservation</u>						
Activities undertaken directly	130,977	-	37,669	-	168,646	103,115
Grant funding of activities	-	-	-	73,789	73,789	55,846
Support costs	82,509	19,234	84,496	-	186,239	153,515
Total	213,486	19,234	122,165	73,789	428,674	312,476
<b>Governance costs</b>	-	-	6,557	-	6,557	5,442
	225,865	19,234	159,259	73,789	478,147	392,562

Governance costs includes payments to the auditors of £4,494 (2011- £4,306) for audit fees and £360 (2011- £378) for other services.

### 7 Grants payable

	2012 £	2011 £
Education and conservation	73,789	55,846

War Memorials Trust awarded 63 (2011: 57) grants during the year as part of its Small Grants Scheme.

Grants to institutions relating to education and conservation comprise:

Grants to institutions	73,789	55,846
	73,789	55,846

# WAR MEMORIALS TRUST

## NOTES TO THE ACCOUNTS (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2012

### 8 Support costs

	2012	2011
	£	£
Administration costs	84,496	60,086
Staff costs	82,509	90,169
Depreciation	19,234	3,260
	<u>186,239</u>	<u>153,515</u>

### 9 Governance costs

	2012	2011
	£	£
Other governance costs comprise:		
Audit	5,094	4,306
Other costs	1,463	1,136
	<u>6,557</u>	<u>5,442</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 £348 (2011: two trustees reimbursed £395) against travelling and subsistence expenses.



# WAR MEMORIALS TRUST

## NOTES TO THE ACCOUNTS (CONTINUED)

### FOR THE YEAR ENDED 31 DECEMBER 2012

#### 11 Employees

##### Number of employees

The average monthly number of employees during the year was:

	2012 Number	2011 Number
Conservation Officers	3	2
Learning Officer	1	1
Membership and Volunteer Officer	1	1
Administrator	1	1
Director	1	1
	<u>7</u>	<u>6</u>

##### Employment costs

	2012 £	2011 £
Wages and salaries	186,561	144,967
Social security costs	19,587	14,696
Other pension costs	19,717	15,543
	<u>225,865</u>	<u>175,206</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 2012

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#### 13 Tangible fixed assets

	Fixtures, fittings & equipment £
<b>Cost</b>	
At 1 January 2012	46,897
Additions	63,408
	<hr/>
<b>At 31 December 2012</b>	<b>110,305</b>
	<hr/>
<b>Depreciation</b>	
At 1 January 2012	33,367
Charge for the year	19,234
	<hr/>
<b>At 31 December 2012</b>	<b>52,601</b>
	<hr/>
<b>Net book value</b>	
<b>At 31 December 2012</b>	<b>57,704</b>
	<hr/> <hr/>
At 31 December 2011	13,530
	<hr/> <hr/>

# WAR MEMORIALS TRUST

## NOTES TO THE ACCOUNTS (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2012

### 14 Fixed asset investments

	Managed funds	Cash	Total
	£	£	£
Market value at 1 January 2012	427,936	50,095	478,031
Disposals at opening book value	(19,006)	-	(19,006)
Acquisitions at cost	30,285	-	30,285
Change in value/ movement in cash in the year	20,452	(42,099)	(21,647)
<b>Market value at 31 December 2012</b>	<b>459,667</b>	<b>7,996</b>	<b>467,663</b>
Historical cost:			
At 31 December 2012	440,136	7,996	448,132
At 31 December 2011	428,850	50,095	478,945

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

### 15 Debtors

	2012	2011
	£	£
Other debtors	2,844	2,100
Prepayments and accrued income	5,880	19,465
	<b>8,724</b>	<b>21,565</b>

### 16 Creditors: amounts falling due within one year

	2012	2011
	£	£
Trade creditors	2,148	130
Taxes and social security costs	6,866	4,853
Other creditors	77,075	52,672
Accruals	12,471	4,775
	<b>98,560</b>	<b>62,430</b>

# WAR MEMORIALS TRUST

## NOTES TO THE ACCOUNTS (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2012

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### 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.

	2012	2011
	£	£
Contributions payable by the company for the year	19,717	15,543

# WAR MEMORIALS TRUST

## NOTES TO THE ACCOUNTS (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2012

### 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 2012
	Balance at 1 January 2012	Incoming resources	Resources expended	Transfers	
	£	£	£	£	£
Small Grants Scheme	78,074	11,450	(41,198)	-	48,326
Small Grants Scheme Local	48,876	15,475	(22,819)	-	41,532
Conservation Programme	-	39,741	(121,740)	81,999	-
Landscaping Guidance	-	11,100	(10,400)	-	700
Historic Scotland	-	10,772	(10,772)	-	-
War Memorials Online	-	244,956	(47,442)	-	197,514
Learning for Young People	40,563	12,050	(46,968)	-	5,645
	167,513	345,544	(301,339)	81,999	293,717

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.

Landscaping Guidance represents monies received by War Memorials Trust to produce guidance on war memorial landscapes on behalf of English Heritage.

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

War Memorials Online represents monies received by War Memorials Trust from English Heritage to develop and run the War Memorials Online website [www.warmemorialsonline.org.uk](http://www.warmemorialsonline.org.uk) between April 2012 and March 2015 and monies raised by War Memorials Trust through a direct mail to its supporters raising money for this project.

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

# WAR MEMORIALS TRUST

## NOTES TO THE ACCOUNTS (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2012

### 19 Analysis of net assets between funds

	Unrestricted funds	Restricted funds	Total
	£	£	£
Fund balances at 31 December 2012 are represented by:			
Tangible fixed assets	16,111	41,593	57,704
Investments	467,663	-	467,663
Current assets	(164,410)	342,137	177,727
Creditors: amounts falling due within one year	(8,547)	(90,013)	(98,560)
	<u>310,817</u>	<u>293,717</u>	<u>604,534</u>