



Friends of Westonbirt Arboretum

Report of the Trustees and Annual Accounts 2017

Charity Registration Number 293190

Company Registration Number 04965522 (England and Wales)

Friends of Westonbirt Arboretum

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Friends of Westonbirt Arboretum

Welcome from the Chair and Chief Executive

We are delighted to present the Report of the Trustees and Annual Accounts 2017. It describes another year of success. We welcomed more members and increased our support for the Arboretum.

Following the successful completion of the Westonbirt Project, the Charity is focusing on providing support to the Arboretum to enable it to build on the success of the Westonbirt Project and cater for the increase in the number of people visiting the Arboretum.

Through membership surveys and informal feedback we have a clear understanding of what members would like and FOWA has remained a strong advocate for improving their Westonbirt experience. We have improved the way we communicate and engage with members and worked with the Forestry Commission to provide a better visitor experience and improved access to the Arboretum.

The Charity's three main goals for the period 2017-2021 are:

- To continue to grow our membership;
- To deliver increased support for the Arboretum through fundraising activities;
- To raise the profile of the Charity so that more people are aware of how it supports the Arboretum.

We have continued to build on the strong history of joint working with the Forestry Commission at a strategic and operational level. The Charity has been liaising with the Forestry Commission on an updated strategy for the period 2018-2022. The Charity's main objectives listed above will remain unchanged and our strategy, currently expressed in a 5 Year Plan, will be revised to ensure consistency with that of the Forestry Commission.

The Charity's Trustees are committed to supporting the development of a new forward vision for the Arboretum which capitalises on the unique heritage and botanical resource the collection represents. The Board is working closely with the Forestry Commission to support the development of a new vision and strategy for the Arboretum that prioritises the learning and research opportunities presented by the site. The charity's commitment also includes provision of funding for the learning and research projects that are likely to be included within the new forward vision and strategy for the arboretum, and funds are being set aside for this purpose.

The collection at Westonbirt has international significance, and the Charity's Trustees are keen that the site's resources can contribute to the global conversation and research into the importance of trees in today's world.

The Charity's work would not be possible without the significant support it receives from several different sources: volunteer time, membership subscriptions and donations and direct funding. As members you are so important to FOWA and Westonbirt. Thankyou!

Mike Mintram (Chair)

Anna-Clare Temple (Chief Executive)

Friends of Westonbirt Arboretum

Report of the Trustees for the year ended 31st December 2017

The Trustees of the Friends of Westonbirt Arboretum are pleased to submit their Report on the Charity, together with its Financial Statements, for the year ended 31st December 2017. The Report covers page 2 to page 17 and also constitutes a Strategic Report in accordance with the Companies Act 2006 (Strategic Report and Directors Report) Regulations 2013.

About the Charity

Westonbirt, The National Arboretum

Westonbirt, The National Arboretum (the Arboretum) is the location for a historic, Victorian picturesque landscape and internationally important tree and shrub collection that is managed by the Forestry Commission with the support of the Friends of Westonbirt Arboretum (the Charity). The nearly 15,000 labelled specimens come from Britain, China, North America, Japan, Chile and other temperate climates.

The Arboretum covers 600 acres and consists of three main areas: the Old Arboretum is a carefully designed landscape dating from the 1850s offering beautiful vistas, stately avenues and trees from around the world; Silk Wood is an ancient, semi-natural woodland which has exotic planting throughout its landscape; and the Downs is Grade 1 registered and hosts species-rich grassland.

The Friends of Westonbirt Arboretum

What we are

The Friends of Westonbirt Arboretum is a local charity with over 31,000 members and supporters. Its mission is to further the public enjoyment and knowledge of Westonbirt Arboretum and to secure its sustainable future.

The Charity was established in 1985 by a small group of enthusiasts who were committed to the preservation and development of this unique landscape. The Charity works closely with the Forestry Commission to support their aspirations for the long-term development of the arboretum.

The Charity has a dual legal status as a registered company regulated under company law, and as a registered charity regulated under charity law. It is governed for public benefit by the Trustee Board according to the Charity's Articles. The strategic direction and development of the Charity is managed by the Trustee Board which met 6 times during the year. Two committees reported directly to the Trustee Board (the Finance & Governance Committee and the Charity Development Committee). The day to day operation of the Charity is delegated to the Chief Executive and her staff team.

The Charity is committed to good governance and good practice in fundraising, having voluntarily chosen to follow the Code of Fundraising Practice (as overseen by the Fundraising Regulator) and the Charity Governance Code (as endorsed by the Charity Commission).

What we do

The Charity aims to further public enjoyment and knowledge of the National Arboretum at Westonbirt and secure its sustainable future. It does this by engaging, informing and increasing its membership and also giving significant financial and practical support to the management and development of the Arboretum, and, in particular by:

Friends of Westonbirt Arboretum

Report of the Trustees for the year ended 31st December 2017

What we do (continued)

- Providing support to the Arboretum in promoting public understanding of the critical role of trees to the environment and society;
- Providing support for the Arboretum's research and education in all fields relating to trees;
- Providing support for the conservation, maintenance and development of the unique tree collection and historic landscape for future generations;
- Providing funds to enhance the public's experience and the Arboretum;
- Acting as an advocate for the Arboretum, promoting its values and the need for continuing funding;
- Providing support to the Arboretum by cultivating the Charity's relationship with its members so as to encourage long-term relationships and fundraising opportunities;
- Promoting opportunities for access and participation to a diverse range of public individuals and groups;
- Providing funds for such other charitable purposes as will further the work of the Arboretum.

The Charity has aligned its objectives with those stated within the Forestry Commission's *Branching Out: Strategic Plan 2013-17* namely:

- To maintain, develop and document the Arboretum and its tree and shrub collection as a world-class resource for science and learning;
- To provide opportunities for people of all ages and abilities to learn about trees, their cultivation and importance in our lives;
- To maintain and develop the Arboretum as a place for healthy, enjoyable and rewarding recreation;
- To conserve the Arboretum's distinctive historical landscape and heritage;
- To encourage a wide and diverse community of individuals and organisations to participate in our work.

Our strategy to achieve our aims and objectives includes:

- Effectively administering and expanding our membership scheme, by offering a rewarding experience, including the provision of a quality, informative members' magazine;
- Building relationships with members and key stakeholders to encourage engagement with and support for the work of the Charity through a gift of money, time or advocacy;
- Encouraging members to volunteer to provide additional resources for a range of activities including woodland management, visitor engagement and assisting with the delivery of educational activities;
- Effectively administering and controlling the Charity, ensuring good financial management including management of investment to optimise returns;
- Adherence to good practice in the allocation of grants and use of forward planning to measure our progress towards achieving our goals;
- Enabling close cooperation with the Forestry Commission within rigid organisational and legal parameters, for the benefit of the Arboretum.

Friends of Westonbirt Arboretum

Report of the Trustees for the year ended 31st December 2017

What we do (continued)

The Charity has been liaising with the Forestry Commission on an updated strategy for the period 2018-2022, the previous strategy having covered the 5 year period to the end of 2017. The main objectives listed above will remain unchanged. The Charity's own strategy, currently expressed in a 5 Year Plan, will be revised to ensure consistency with that of the Forestry Commission.

The Charity is committed to supporting the aspirations of the Forestry Commission for the long-term development of the Arboretum.

Our goals

The Charity's three main goals for the period 2017-2021 are:

- To continue to grow our membership;
- To deliver increased support for the Arboretum through fundraising activities;
- To raise the profile of the Charity so that more people are aware of how it supports the Arboretum.

Achieving our goals

To achieve our goals we will work at two levels:

1. We will work closely with the Forestry Commission to support and enhance the work of staff and volunteers on site and further develop the long-standing relationship between the two organisations, particularly at an operational level. This will help deliver improved standards of customer service to existing and potential members and the public at large and support the recruitment and retention of members.
2. We will develop our communications with members and visitors to better inform them about the Arboretum and the way in which the Charity supports the management and development of this unique landscape. We will take advantage of opportunities to highlight areas where the Charity's support has made projects possible (e.g. foreign seed collecting trips) so members and the public are aware of the Charity's impact.

Why we do it

These goals were set out in the Charity's Five Year Plan for the period 2017-2021, which was approved by the Trustee Board in February 2017, establishing new strategic goals for the Charity over the next five years. Following the successful completion of the Westonbirt Project, the Charity is focusing on providing support to the Arboretum to enable it build on the success of the Westonbirt Project and cater for the increase in the number of people visiting the Arboretum. Westonbirt, The National Arboretum is not just a unique collection of trees, it is also an invaluable resource for science and learning, and the Charity works to enable more people to learn about the important role that trees play in our environment and in society.

Charitable purpose

The purpose of the charity is *"To further public enjoyment and knowledge of this world renowned tree collection and to secure its sustainable future by engaging, informing and increasing its membership, and also by giving financial support and practical assistance to the management and development of Westonbirt Arboretum"*.

Report of the Trustees for the year ended 31st December 2017

Public benefit

The Trustees confirm that they have complied with their duty to have due regard to the guidance on public benefit published by the Charity Commission in exercising their powers and duties. The public benefits of the Charity's activities are conservation and education and these are achieved principally by the award and monitoring of grants and payments made to the Forestry Commission to manage and develop the Arboretum.

The Charity's activities encourage the public enjoyment and knowledge of this national asset and help to secure its sustainable future. It does this by engaging, informing and increasing its membership and also giving financial and practical support to the management and development of the Arboretum, for the benefit of members and the public at large. Formal membership of the Charity is open to anybody. There is an annual subscription payable for membership, and this has been kept at an affordable level to facilitate access to membership for all. A number of our members generously choose to make additional donations to projects we are fundraising for, leave a legacy to the Charity or make donations in memory of a loved one.

In addition to maintaining, developing and documenting the Arboretum and its tree collection as a world-class resource for science and learning, the grants and payments provided by the Charity enable the Forestry Commission to provide on-site educational activities to school pupils each year and reach out to encourage a broader audience to learn from, participate in and enjoy the Arboretum's trees and heritage. Multi-sensory activities aim to engage and inspire adults that are at risk of exclusion, whether due to age, health, disability or cultural background, to find a connection with the trees at Westonbirt.

Principal activities

During the year, the Charity's activities fell into the following main areas:

- Administration of the membership scheme and engagement of members, including publication of a regular members' magazine;
- Fundraising;
- Awarding grants and monitoring the use of those grants and Arboretum Access Rights Payments to the Forestry Commission to support new or ongoing activities to maintain or develop the Arboretum;
- Maintaining and updating an engaging website and a presence on a number of social media platforms.

Report of the Trustees for the year ended 31st December 2017

Our impact in 2017

Outcome 1: We increased our support for the Arboretum

Following the move from annual grant payments to the Arboretum Access Rights Payments (as articulated in last year's Trustees' Report), the Trustee Board reviewed the formula for calculating the level of payment to be made to support the Arboretum, as consideration for allowing the Charity's members the right of access to the Arboretum. The Trustee Board recognised that the proportion of visits made by members to the Arboretum has grown considerably, and decided to increase the level of payments made each year. This will be effective from 1st January 2018. The amount of Arboretum Access Rights Payment made to the Arboretum increased in 2017 due to the increase in the number of the Charity's members in 2016.

In 2017 the Arboretum Access Rights Payments supported a wide range of activities in the Arboretum, including:

- Tree management including collection and landscape management, propagation activity, dendrology, survey and inventory work, and volunteer, student and work experience;
- Learning and interpretation including enabling schools to use the Arboretum to support the learning of their pupils and supporting visitors' understanding of the importance of tree in general, and Westonbirt in particular, as well as widening access from underrepresented audiences;
- Volunteer support including the salaries of the Volunteer Coordinator and Volunteer Assistant, administration expenses and volunteer uniforms;
- Visitor services including support of family and less commercial aspects of events;
- Enabling access to the Arboretum, including the maintenance of mobility scooters;
- Estates improvements including support for the improvement and development of the built estate.

Our Fundraising team continued to work hard throughout the year to secure additional revenue and project funding from a range of sources to support ongoing and new areas of work at the Arboretum. During 2017 the Charity's Fundraising Team secured £97,641, of funding for the Arboretum (Note 3). This funding supported areas such as community and learning opportunities, interpretation for visitors, a seed collecting trip and funding for the arboretum's tree team. Money raised for the Tree Team allowed the Arboretum to secure a second Student Arborist to work alongside the Tree Team.

Towards the end of the year we began fundraising for the Westonbirt Wood Centre project, to raise funds to restore a collection of heritage buildings on the site and create an area suitable for a tenant business to operate, adding financial value to the arboretum and also enhancing the visitor experience and understanding of trees from seed to timber.

In 2017 we agreed grants totalling £65,193 (2016: £605,100), of which £50,464 related to the Westonbirt Project (2016: £563,394) (these are listed in Note 8 of the accounts), and Arboretum Access Rights Payments of £398,493 (2016: £400,837) were agreed (Note 7).

Report of the Trustees for the year ended 31st December 2017

Outcome 1: We increased our support for the Arboretum (continued)

The Charity makes grants and pays Arboretum Access Rights only to the Forestry Commission and these monies must be used only for projects that assist the Charity in achieving its aims and objectives. Policies enable an appropriate, logical and transparent process for the allocation and monitoring of grants and payments. Grants and payments are used for the ongoing development, maintenance and restoration of the Arboretum.

Arboretum Development Fund

Following the end of the Charity's fundraising activities for the Westonbirt Project, the Charity's Trustees established the Arboretum Development Fund. This funding is designated for specific projects that will enable the Charity to achieve its aims and contribute to the sustainable future of the arboretum (please see Note 20 of the accounts).

Outcome 2: We increased our membership

The improvements to the visitor experience at the Arboretum offered by the Westonbirt Project led to a record increase in visitor numbers to the Arboretum in 2016. This enabled the Charity to grow its members significantly that year. Throughout 2017 visitor and member numbers have been maintained, with a small growth in member numbers for the Charity. This has continued the upward trend in membership to almost 32,000 members. Visitor numbers to the arboretum are approximately 500,000 a year.

The increase in membership numbers directly impacts the level of Arboretum Access Rights Payments the Charity makes to the Arboretum: greater membership numbers result in a greater level of financial support for the Arboretum.

The Membership Team's capacity has been strengthened through the recruitment of a manager to support and lead the team.

Outcome 3: We improved accessibility for visitors with mobility difficulties

The Charity's Trustees also accepted that some of the changes brought about by the Westonbirt Project had impacted members' and visitors' ability to use the site as they previously had. Responses to the 2016 Membership Survey highlighted that the new location for the car park had created a challenge for those with mobility difficulties and/or those unable to walk long distances. The Charity's Trustees highlighted this matter to the Forestry Commission and advocated strongly for the establishment of some form of appropriate transport to mitigate the difficulties experienced by some visitors of the distance from the Welcome Building to the area with the shop and restaurant. This advocacy and influence resulted in the introduction of a mobility shuttle, effective from September 2017, which ferries members and visitors from the Welcome Building to the central area. The Charity further seeks to improve the accessibility of the site to a wide range of visitors through the funding of a fleet of mobility scooters, available to hire free of charge for half a day. This initiative has been in place for a number of years and is popular with both members and day visitors.

Report of the Trustees for the year ended 31st December 2017

Outcome 4: We carried out a review of our governance structures and processes

The Board recognised that the recruitment of a Chief Executive in 2015 had changed the role of the Charity's Trustees and a review of the Charity's governance structures and decision-making processes was undertaken. The Board also recognised that the two committees, which have served to provide strong guidance and support to the Charity's activities, also required reconsideration following changes to the Charity's staff team.

A Scheme of Delegated Authority, covering the Board, principal officers (Chair, Vice-Chair, panels and Chief Executive) was agreed by the Board at the end of the year. The new structure seeks to enable the Charity's Trustees to carry out effective monitoring of the Charity's activities and results whilst recognising the role of the Chief Executive and her staff. Two new panels have been established to ensure that the Trustee Board is able to ensure that the Charity achieves its aims: a Finance & Risk Panel, and Joint Working Panel (which focuses on facilitating and supporting joint working with the Forestry Commission at a strategic level). Both panels report into the Trustee Board. In addition, the Board may establish such working groups as it deems appropriate. In 2017, it was agreed that a small group of Trustees would work alongside some of the Charity's staff in a Membership Working Group to consider the maintenance and development of the Charity's membership scheme and provide direct support and guidance to the staff team.

In addition to these key developments, the Trustee Board also initiated a wholesale review of the Charity's Articles. Best practice in charity governance has developed considerably since the Charity last reviewed its Articles, and the Charity's Trustees are keen to ensure that the organisation's governing document reflects best practice, as endorsed by the Charity Commission and Fundraising Regulator.

Future aspirations

The Westonbirt Vision

The Charity's Trustees are committed to supporting the development of a new forward vision for the Arboretum which capitalises on the unique heritage and botanical resource the collection represents. The Board is working closely with the Forestry Commission to support the development of a new vision and strategy for the Arboretum that prioritises the learning and research opportunities presented by the site.

Central to this new strategy will be the expression of a vision to redevelop the office accommodation to create facilities that provides the resources required to maintain and develop the Arboretum, as well as high quality learning and research facilities befitting of the country's National Arboretum. The collection at Westonbirt has international significance, and the Charity's Trustees are keen that the site's resources can contribute to the global conversation and research into the importance of trees in today's world.

Partnership Working

In order to achieve the Charity's aims, the Board is supporting and facilitating partnership working at both strategic and operational levels. The newly established Joint Working Panel will enable the Charity's Trustees to build on the strong history of joint working with the Forestry Commission at a strategic level, whilst new opportunities for the Charity's staff to work in partnership with Forestry Commission staff at operational level are being set up. The Charity's staff have an increasing presence at the Welcome Building, working alongside admissions staff and volunteers, to offer improved levels of customer service to the Charity's members and maximise opportunities to promote membership of the Charity to visitors.

Report of the Trustees for the year ended 31st December 2017

Thank you

The Charity's work would not be possible without the significant support it receives from a number of different sources: volunteer time, membership subscriptions and donations and direct funding.

Volunteers

Volunteers at the Arboretum gave around 25,000 hours of support in 2017, providing significant support to onsite activities at the Arboretum. Volunteers are mainly recruited from the membership of the Charity and work across all areas of the Arboretum, from supporting the management of the estate and engaging with visitors to running family activities and working behind the scenes in the offices of the Forestry Commission and the Charity. Westonbirt benefits enormously from their enthusiasm and dedication; we are so grateful to them for their work in supporting the National Arboretum.

Members

Members continue to be our single biggest source of income through subscriptions, donations, appeals and fundraising events. Members have played a vital role in the Charity since it was established in 1985, and continue to be pivotal in enabling the Charity to support the Arboretum and secure its sustainable future for generations to come. We are incredibly grateful for their ongoing loyalty and support, which not only allows us to support the maintenance of the arboretum on an annual basis, but also to provide support for an ambitious vision which will secure the future sustainability of the arboretum.

Financial and in-kind support

We are grateful to all those individuals and organisations that have supported our work through financial and in-kind support. These include charitable trusts and grant-making organisations, businesses and those who offer support through expertise or services. Our thanks also go to our business members:

Andreas Stihl Ltd
BBSRC
Buro Happold Ltd
Gloucester Land Registry
Hobbs House Bakery
IHS Global Ltd
John Lewis
Tetbury Hospital
The Stables
Unum Limited
Waitrose (Chipping Sodbury)
Waitrose (Stroud)
Westonbirt School
Whatley Manor

Trusts and Grants

We recognise grants from The Finnis Scott Foundation and The Violet Flanagan Trust during 2017 to support new shade screens for the propagation unit and a contribution towards the salary of the Student Arborist.

Friends of Westonbirt Arboretum

Report of the Trustees for the year ended 31st December 2017

Financial review

Where our income came from

The charity's overall income for 2017 excluding Westonbirt Project income was £1,154,713 (2016 income less Westonbirt Project: £1,062,419) and represents growth in income of £92,294 for the year.

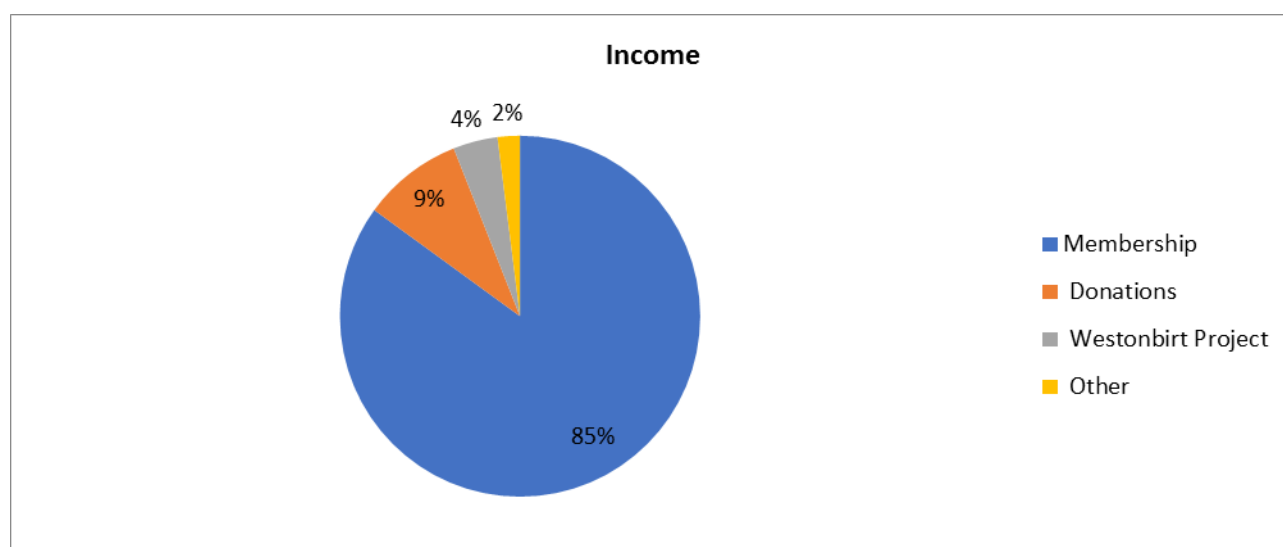
Our fundraised income was lower than hoped for, which reflects both internal and external factors. Internally on site there has been a natural pause following the Westonbirt Project, with fewer projects planned and requiring funding, and externally charities are operating within a challenging fundraising environment. Fundraised income still exceeded expenditure (including allocation of a proportion of the charity's central costs) and the Charity's Trustees are committed to maintaining this fundraising capacity as it helps the Charity to achieve its aims of giving support and practical assistance to the management and development of Westonbirt Arboretum.

As mentioned above, the Charity's Trustees are supporting the development of a new vision and strategy for the arboretum. The vision is likely to include a number of projects which will require funding. Maintaining the Charity's capacity to raise such funds will enable these projects to be achieved sooner and will add considerable value to the Charity's contribution to Westonbirt.

Income for 2017

The Charity had nearly 32,000 members in 2017, providing 85% of the Charity's income for the year. Additionally 47 individuals made donations to the Charity in response to our fundraising activities, and countless more supported the charity runners at the Westonbirt 10K, increasing the total available to support the Arboretum. We are truly grateful to all those who have supported the Charity during the year.

Where our money came from

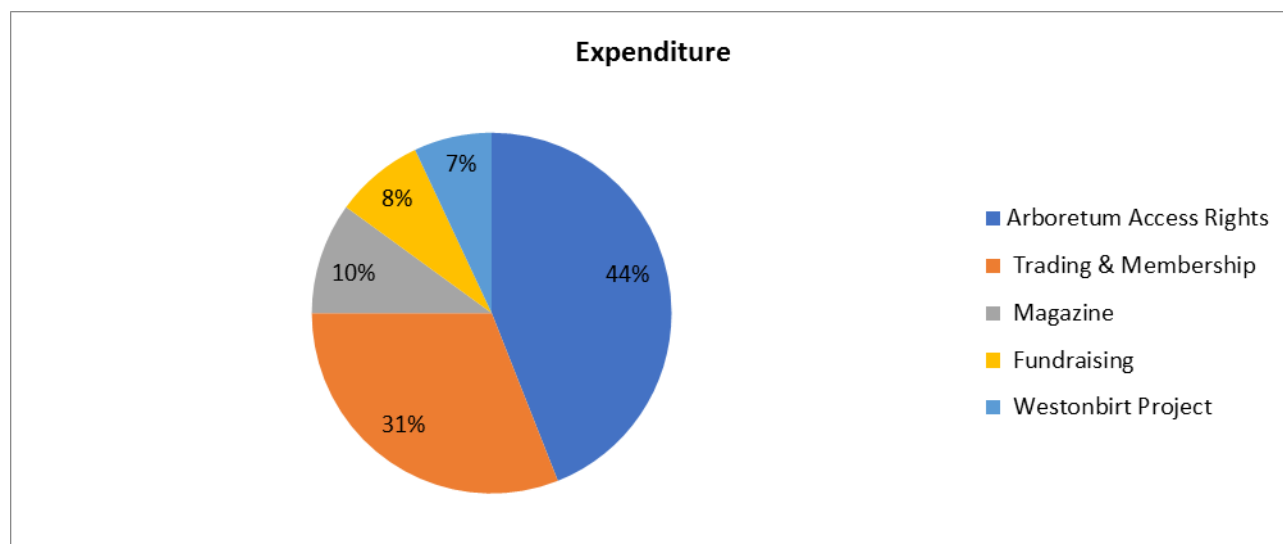


Friends of Westonbirt Arboretum

Report of the Trustees for the year ended 31st December 2017

How we spent our money

Spending to achieve our aims



Spending to generate funds

Included within expenditure is the cost of recruiting new members and donors. It also includes the development of new ways for supporters to engage with the Charity, such as the development of a new website and a presence on the main social media platforms.

We have continued to invest in the provision of good administration to aid the efficient running of the charity's membership and fundraising activities in vital office support, including finance, information technology and resources.

Net income

The Charity made a surplus of £260,953 in the period, of which £194,092 was allocated to the Arboretum Development Fund. The total in the Arboretum Development Fund at 31st December 2017 stood at £1,056,475. These funds are unrestricted, but designated for a number of specific development projects agreed with the Arboretum Director and are therefore not unrestricted general funds available to the Charity.

Reserves

The Trustees aim to maintain general funds (those unrestricted funds which are not designated for a specific purpose or otherwise committed) at least at a level which equates to the cost of approximately three months of administrative operations. The Trustees consider that this level will ensure that sufficient funds are available in the event of any unexpected setbacks as well as providing funds to ensure that there are sufficient resources available to fulfil legal obligations in the (unlikely) event that the Charity ceases to operate. The target level of reserves is reviewed annually by Trustees as part of the budgeting process. The target level for the current year is £200,000 (£192,000 in 2016) and at 31st December 2017 the general funds stood at £210,000.

Report of the Trustees for the year ended 31st December 2017

Looking ahead

Our Five Year Plan 2017-2021 is the Charity's plan to support the management and development of the Arboretum. It sets out our goals for the next five years.

Our objectives for 2018

Support the Arboretum

On an annual basis the Charity makes payments to the Forestry Commission to support the maintenance and development of the Arboretum. These payments are directly linked to the number of members the Charity has. Growing our membership not only enables us to deliver increased support for the Arboretum, but also increases the number of people the Charity can engage with and encourage to support and advocate for the Arboretum. We will provide increased resource at the Welcome Building to provide face to face engagement with existing and potential members and provide additional support to current resources involved in on-site member recruitment.

The Charity is in the process of developing a *"Supporter Journey"*, designed to provide members with relevant and engaging messages throughout the lifecycle of their membership of the Charity. This will be implemented in 2018 and subsequent years, with a view to facilitating the development of a strong relationship between the Charity and its supporters.

We will continue to work closely in partnership with the Forestry Commission to identify projects which contribute to the achievement of the Charity's aims and which we are able to raise additional funds for, or designate funds to from the Arboretum Development Fund. The Trustee Board is particularly keen to support projects which contribute to the Arboretum's sustainability and opportunities to develop science and learning on site.

We will seek to develop new and existing income streams. The Charity will continue to maximise the use of the Great Oak Hall as a resource. Not only does the Great Oak Hall provide the opportunity to deliver income through corporate hire, private events and exhibitions, but it also serves to introduce new audiences to the wonders of Westonbirt. We will aim to maximise the potential of our relationships with corporate organisations and forge new, productive partnerships.

Communications and Profile

Communicating our impact is vital to the Charity's supporters and so we will continue to develop our website, email communications and members' magazine as key engagement platforms. The Charity also has an established presence on a few social media platforms, which continue to develop and grow.

Enhancing our profile on site is a key objective, to enable members and visitors to make a direct link between their membership subscriptions and/or donations and many of the activities on site that couldn't take place without the Charity's support. We will continue to work closely with the Forestry Commission to raise the profile of the Charity on site and highlight the impact that we are able to effect. Recognising the support of our members and donors is also a priority.

As mentioned above, increased visibility of Charity staff at the Welcome Building will support our ability to convert more day visitors to members, as well as providing good customer service to our existing members.

Report of the Trustees for the year ended 31st December 2017

Governance

Following the decision to revise the Charity's internal governance structures and processes, as well as reviewing the Charity's Articles, in 2018 the Trustee Board will implement these changes to strengthen the Charity's governance practices and ensure that the Charity is run effectively and efficiently.

The proposed changes to the Charity's Articles introduce a limited tenure for Trustees which, if approved, will result in a number of long-standing Trustees retiring from the Board. Therefore effective succession planning will be essential to ensure that the Charity is well served by a Trustee Board with the skills and experience to meet the future needs and challenges and opportunities the Charity is likely to face in the short to medium term.

The Charity has been extremely fortunate to benefit from the commitment, knowledge and experience of several long-standing Trustees. It will be important to minimise the impact of their retirement through facilitating knowledge transfer and putting in place robust Board development and succession plans.

Compliance

The charity sector has come under increasing scrutiny in the past few years, and, as a result is subject to ever-increasing levels of regulation. The Trustee Board is fully committed to ensuring the good governance and sound management of the Charity within the parameters of all current regulation. The Charity subscribes to the Fundraising Regulator's Code of Fundraising Practice and applies the principles of this code in all its fundraising activities.

The new General Data Protection Regulation comes into force in May 2018 and the Charity has undertaken significant steps to ensure compliance and will continue to strive to achieve best practice in this area. As well as working to protect the privacy and data assets of our supporters and contacts, the Charity is aware of the increasing prevalence of cyber criminals targeting charities. We work closely with our IT providers and insurance advisors to ensure we have taken all reasonable steps to protect the Charity's assets from such activity.

In reviewing its governance structures and Articles, the Trustee Board has paid close attention to the new Charity Governance Code (launched 2017) and is committed to following the principles outlined within the Code.

Risk Management

The Trustees are responsible for governance and risk management. Discussions are held at board level and risk continues to be carefully monitored. A formal review of risk takes place annually. The Board of Trustees has reviewed the key risks for the Charity and is satisfied that the major risks have been identified and processes for addressing them have been implemented. The Trustees recognise that any control system can only provide reasonable not absolute assurance that major risks have been adequately managed. The management of risk is an integral part of the Board's decision-making processes. The Charity's Scheme of Delegation, which is reviewed annually by the Board, sets out the delegated authority of the Finance & Risk Panel, the Joint Working Panel, the HR Panel, and the principal officers. The day to day management of the Charity is delegated to the Chief Executive and her staff team.

Report of the Trustees for the year ended 31st December 2017

Health & Safety

The Board is ultimately responsible for compliance with health and safety legislation. This is delegated to the Chief Executive on an operational level, and overseen by the Business Manager. The appointed person for safety at the Charity (as defined by the Management of HSAW Regulations 1999) is the Chief Executive.

Our policy is to audit health and safety on an annual basis and since our last audit in 2016 there have been no major failings to report.

Statement of the Trustees' responsibilities

The Trustees (who are also Directors of the Friends of Westonbirt Arboretum for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law required the trustees to prepare financial statement for each financial year which give a true and fair view of the state of affairs of the Charity and the of the incoming resources and application of resources, including the income and expenditure, of the Charity for that period. In preparing these financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP;
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- Prepare the financial statements on a going concern basis unless it is inappropriate to presume that the charity will continue in business.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the Charity and enable them to ensure that the financial statements comply with the Companies Act 2006. 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.

The Trustees confirm that as far as they are aware at the time of approving our annual report:

- There is no relevant audit information of which the company's auditors are unaware;
- They have taken all the steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

Friends of Westonbirt Arboretum

Report of the Trustees for the year ended 31st December 2017

[Statement as to disclosure of information to auditors](#)

The members of the Board who were in office on the date of approval of these financial statements have confirmed, as far as they are aware, that there is no relevant audit information of which the auditors are unaware. Each of the members of the Board have confirmed that they have taken all steps that they ought to have taken as members of the Board in order to make themselves aware of any relevant audit information and to establish that it has been communicated to the auditor.

[Small company exemptions](#)

This report has been prepared taking advantage of the small companies' exemption of section 415A of the Companies Act 2006.

This report was approved by the Board on 26th April 2018 and signed on its behalf by:

M A Mintram
Chair

Friends of Westonbirt Arboretum

Report of the Trustees for the year ended 31st December 2017

Key People

Patrons

HRH The Duchess of Cornwall
Giles Coode-Adams OBE
Sir Henry Elwes KCVO, JP
Robin Herbert CBE
The Hon. Beth Rothschild
Sir Crispin Tickell GCMG, KCVO

President

Christopher Brickell CBE

Vice-Presidents

Roger Busby CBE
Peregrine Pollen

Trustees

S E Bradley-Jones (Vice-Chair)
L G Grant
J D K Hammond
M B Headen
M J Howarth
M A Mintram (Chair)
M B Potter
B S Rymer (Finance Trustee) (to 17th August 2017)
S J B Segar OBE
A Smith (Director of Westonbirt, The National Arboretum)
M D Smith (Finance Trustee) (appointed 19th December 2017)
K D Thornton (Vice-Chair) (to 31st December 2017)
E Weston (from 13th May 2017)

Trustees appointed after the year end but at the date of this report

M Ulyatt (from 9th February 2018)

C Burt is standing for election to the Board at the AGM on 12th May 2018

Chief Executive

A-C Temple

Business Manager

J C Dalton

Friends of Westonbirt Arboretum

Report of the Trustees for the year ended 31st December 2017

Charity Information

Principal Office

The Great Oak Hall
Westonbirt, The National Arboretum
Tetbury
Gloucestershire
GL8 8QS

Charity registration number

293190

Company registration number

04965522 (England and Wales)

Bankers

Lloyds Bank Plc
14 Castle Street
Cirencester
Gloucestershire
GL7 1QJ

CAF Bank Ltd
25 Kings Hill Avenue
West Malling
Kent
ME19 4JQ

CCLA Investment
Management Ltd
80 Cheapside
London
EC2V 6DZ

Auditors

Woodward Hale Limited
38 Dollar Street
Cirencester
Gloucestershire
GL7 2AN

Friends of Westonbirt Arboretum

Independent Auditor's Report to the Members and the Trustees of Friends of Westonbirt Arboretum

We have audited the financial statements of Friends of Westonbirt Arboretum for the year ended 31st December 2017 which comprise the Group Statement of Financial Activities (including Income and Expenditure Account), the Balance Sheet, the Group Statement of Cash Flows and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and to the charitable company's trustees (who are also the directors of the charitable company for the purposes of company law), as a body, in accordance with regulations made under section 154 of the Charities Act 2011. Our audit work has been undertaken so that we might state to the charitable company's members and its 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 charitable company and the company's members as a body and its trustees as a body, for our audit work, for this report, or for the opinions we have formed.

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31st December 2017, and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charity's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Independent Auditor's Report to the Members and the Trustees of Friends of Westonbirt Arboretum

Other information

The trustees are responsible for the other information. The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report, which includes the directors' report and the strategic report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the trustees' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report included within the trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemption in preparing the trustees' report and from the requirement to prepare a strategic report.

Responsibilities of the trustees

As explained more fully in the trustees' responsibilities statement, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Independent Auditor's Report to the Members and the Trustees of Friends of Westonbirt Arboretum

Responsibilities of the trustees (continued)

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

Auditor's responsibilities for the audit of the financial statements

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

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

Vincent Cowling (Senior Statutory Auditor)
for and on behalf of Woodward Hale Limited, Statutory Auditor
38 Dollar Street
Cirencester
Gloucestershire
GL7 2AN

3rd May 2018

Friends of Westonbirt Arboretum

Group Statement of Financial Activities (including Income and Expenditure Account) for the year ended 31st December 2017

		Subsidiary company	Arboretum Development Fund		Westonbirt Project Fund	Tree Management Fund	Learning Fund	Community Fund	The Wood Centre			
	Notes	Unrestricted general funds 2017 £	Non-charitable trading funds 2017 £	Unrestricted designated funds 2017 £	Total unrestricted funds 2017 £	Restricted funds 2017 £	Restricted funds 2017 £	Restricted funds 2017 £	Restricted funds 2017 £	Restricted funds 2017 £	Total funds 2017 £	As restated Total funds 2016 £
Income												
<i>Donations</i>												
Fundraised	3	-	-	47,486	47,486	16,165	16,355	867	1,056	15,712	97,641	193,753
Facilities		11,250	-	-	11,250	-	-	-	-	-	11,250	11,250
<i>Charitable activities</i>												
Membership subscriptions		998,543	-	-	998,543	-	-	-	-	-	998,543	907,301
<i>Other trading activities</i>	4	23,622	3,185	-	26,807	31,250	-	-	-	-	58,057	61,035
<i>Investments</i>												
Bank interest		5,254	-	-	5,254	58	6	16	22	31	5,387	5,479
Total		1,038,669	3,185	47,486	1,089,340	47,473	16,361	883	1,078	15,743	1,170,878	1,178,818
Expenditure												
<i>Raising funds</i>												
Fundraising	5	60,197	-	5,677	65,874	-	2,456	130	-	2,360	70,820	59,779
Other trading activities	6	17,397	2,005	-	19,402	-	-	-	-	-	19,402	21,857
<i>Charitable activities</i>												
Membership activities	7	754,510	-	-	754,510	-	-	-	-	-	754,510	692,065
Grants payable	8	-	-	-	-	50,464	13,657	56	-	1,016	65,193	605,100
Total		832,104	2,005	5,677	839,786	50,464	16,113	186	-	3,376	909,925	1,378,801
Net income/(expenditure)		206,565	1,180	41,809	249,554	(2,991)	248	697	1,078	12,367	260,953	(199,983)
<i>Transfers</i>												
Service charge income to parent charity		575	(575)	-	-	-	-	-	-	-	-	-
Profits to parent charity by Gift Aid		605	(605)	-	-	-	-	-	-	-	-	-
Surplus general funds to designated funds		(152,283)	-	152,283	-	-	-	-	-	-	-	-
Net movement in funds		55,462	-	194,092	249,554	(2,991)	248	697	1,078	12,367	260,953	(199,983)
<i>Reconciliation of funds:</i>												
Fund balances brought forward		154,538	-	862,383	1,016,921	3,586	1,603	6,094	-	-	1,028,204	1,228,187
Fund balances carried forward	20	210,000	-	1,056,475	1,266,475	595	1,851	6,791	1,078	12,367	1,289,157	1,028,204

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

The notes on pages 24 to 37 form part of these accounts.

Friends of Westonbirt Arboretum

Balance Sheet as at 31st December 2017

	Notes	Charity 2017 £	As restated Group 2016 £	As restated Charity 2016 £
Fixed assets				
Tangible fixed assets	11	62,705	53,230	53,230
Investments	13	-	-	4,686
		<u>62,705</u>	<u>53,230</u>	<u>57,916</u>
Current assets				
Debtors	14	91,545	340,123	350,181
Cash at bank and in hand		1,718,523	1,589,362	1,571,694
		<u>1,810,068</u>	<u>1,929,485</u>	<u>1,921,875</u>
Liabilities:				
Creditors: amounts falling due within one year	15	(583,616)	(954,511)	(951,587)
Net current assets		<u>1,226,452</u>	<u>974,974</u>	<u>970,288</u>
Net assets		<u>1,289,157</u>	<u>1,028,204</u>	<u>1,028,204</u>
The funds of the charity				
Unrestricted funds	20	1,266,475	1,016,921	1,016,921
Restricted funds	20	22,682	11,283	11,283
Total charity funds		<u>1,289,157</u>	<u>1,028,204</u>	<u>1,028,204</u>

The Trustees have prepared group accounts in accordance with Section 398 of the Companies Act 2006 and Section 138 of the Charities Act 2011. These accounts are prepared in accordance with the special provisions of Part 15 of the Companies Act relating to small companies and constitute the annual accounts required by the Companies Act 2006 and are for circulation to the members of the company.

The financial statements were approved by the Board on 26th April 2018 and signed on its behalf by

M D Smith
Trustee

The notes on pages 24 to 37 form part of these accounts.

Friends of Westonbirt Arboretum

Group Statement of Cash Flows
for the year ended 31st December 2017

		Group 2017 £	As restated Group 2016 £	As restated Charity 2016 £
Notes				
Net cash provided by operating activities	22	143,033	135,324	177,805
Cash flows from investing activities				
Interest income		5,387	5,479	5,479
Purchase of tangible fixed assets		(19,259)	(5,095)	(5,095)
Net cash provided by investing activities		(13,872)	384	384
Increase in cash and cash equivalents in the year		129,161	135,708	178,189
Cash and cash equivalents brought forward		1,589,362	1,453,654	1,393,505
Cash and cash equivalents carried forward		1,718,523	1,589,362	1,571,694

Friends of Westonbirt Arboretum

Notes to the Financial Statements for the year ended 31st December 2017

1. Accounting policies

The principal accounting policies adopted, judgements made and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

1.1 Basis of financial statements

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1st January 2015)", Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland", the Charities Act 2011 and the Companies Act 2006. The financial statements have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant note(s) to the accounts.

1.2 Public benefit entity

The charitable company meets the definition of a public benefit entity under FRS 102.

1.3 Going concern

The trustees consider that there are no material uncertainties about the Charity's ability to continue as a going concern.

1.4 Group financial statements

The financial statements consolidate the results of the Charity and its wholly owned subsidiary The Great Oak Hall Limited on a line-by-line basis. A separate Statement of Financial Activities and Income and Expenditure Account for the Charity has not been presented because the Charity has taken advantage of the exemption afforded by Section 408 of the Companies Act 2006.

1.5 Income recognition

Income is recognised when the Charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the Charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the Charity, or the Charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material. Annual and "Ten Year Friend" membership income is deferred and released to the consolidated statement of financial activities over the period to which the membership relates.

1.6 Donated services and facilities

Donated professional services and donated facilities are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the Charity of the item is probable and that economic benefit can be measured reliably. Such items are recognised as income on the basis of the value of the gift to the Charity which is the amount the Charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt. In accordance with the Charities SORP (FRS 102), volunteer time provided by Friends is not recognised.

**Notes to the Financial Statements (continued)
for the year ended 31st December 2017**

1.7 Expenditure recognition

Expenditure is recognised once there is a legal or constructive obligation to make a payment, it is probable that settlement will be required and the amount of the obligation can be measured reliably. All expenditure is accounted for on an accruals basis. All expenses including support costs and governance costs are allocated or apportioned to the applicable expenditure headings based on the proportion of time spent on each of these areas of work.

Grants payable are payments made to the Forestry Commission in the furtherance of the charitable objects of the Charity. Provisions for grants are made once the Charity has made an unconditional commitment at a full meeting of the Trustees and this is communicated to the recipient. The Charity uses annual reviews to determine whether funding is provided in the subsequent years of any recurring obligations and retains the discretion to terminate a grant. For this reason, an immediate liability arises only for the first year of the funding commitment. The Charity awards grants in accordance with policy.

1.8 Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost or valuation less depreciation. Depreciation is provided on these assets at annual rates calculated to write off the cost, less estimated residual value, of each asset over their estimated useful economic lives as follows:

Leasehold improvements	5% straight line
Computer equipment and software	10% and 33% straight line
Furniture and office equipment	20% straight line

1.9 Taxation

The Charity benefits from rates relief and is generally exempt from income tax and capital gains tax, but not from value added tax.

1.10 Fund accounting

The Charity maintains three types of fund and these include general unrestricted funds that represent income that is expendable at the discretion of the Trustees in furtherance of the objects of the Charity, designated unrestricted funds where the Trustees have set aside unrestricted funds for a specific purpose and restricted income funds that are to be used in accordance with specific restrictions imposed by donors.

1.11 Pensions

The Charity contributes to a defined contribution pension scheme for the benefit of employees. The assets of the scheme are held separately in independently administered funds. The pension cost charge represents contributions payable to the fund. The Charity has no liability under the scheme other than for the payment of those contributions.

1.12 Critical accounting estimates and areas of judgement

In the view of the Trustees, in applying the accounting policies adopted, no judgements were required that have a significant effect on the amounts recognised in the financial statements nor do any estimates or assumptions made carry a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

2. Legal status of the Charity and liability of Members

The Charity is a company limited by guarantee and has no share capital. The liability of each Member (or lead Member in the case of Joint Membership) in the event of winding-up is limited to a sum not exceeding £1.

Friends of Westonbirt Arboretum

**Notes to the Financial Statements (continued)
for the year ended 31st December 2017**

3. Fundraised donations income	2017	2016
	£	£
Appeals	51,885	154,845
Adopt a Tree/Bench	30,672	27,150
Event sponsorship and raffles	10,743	7,816
Collection boxes	2,959	2,698
Recycle4Charity	794	707
Sundry sales	588	537
	<u>97,641</u>	<u>193,753</u>
4. Other trading activities income	2017	<i>As restated</i> 2016
	£	£
Sponsorship	31,250	31,250
Letting fees and commission relating to the Great Oak Hall	19,842	12,302
Westonbirt Magazine advertising	4,028	13,087
Public events	2,937	4,006
Members events	-	390
	<u>58,057</u>	<u>61,035</u>
5. Fundraising expenditure	2017	2016
	£	£
Salaries, wages and pensions	48,675	46,507
Bench purchases	8,448	-
Governance	3,296	2,478
Information technology	2,461	3,261
Depreciation	1,957	1,665
Insurance	1,518	1,327
Purchases for events	1,438	2,322
Staff recruitment and development	1,152	794
Consultancy	623	-
Utilities	306	445
Rates	235	225
Marketing and public relations	230	-
Miscellaneous expenses	187	251
Telephone	182	264
General maintenance	112	96
Printing, postage and stationery	-	144
	<u>70,820</u>	<u>59,779</u>

Friends of Westonbirt Arboretum

**Notes to the Financial Statements (continued)
for the year ended 31st December 2017**

6. Other trading activities expenditure	2017	<i>As restated</i> 2016
	£	£
Salaries, wages and pensions	11,625	13,000
Donated facilities - the Great Oak Hall	5,625	5,625
Expenses	2,152	3,232
	<u>19,402</u>	<u>21,857</u>
7. Membership activities expenditure	2017	<i>As restated</i> 2016
	£	£
Arboretum access rights	398,493	400,837
Salaries, wages and pensions	161,112	120,062
Westonbirt Magazine production costs	90,084	83,410
Membership activities	26,371	24,513
Information technology	16,405	15,537
Governance	12,900	6,195
Depreciation	7,828	6,662
Marketing and public relations	7,535	1,317
Insurance	6,072	5,308
Donated facilities - the Great Oak Hall	5,625	5,625
General maintenance	4,895	(3,869)
Staff recruitment and development	4,547	3,294
Miscellaneous expenses	4,113	3,504
Printing, postage and stationery	2,966	4,138
Consultancy	2,490	10,100
Utilities	1,225	1,779
Rates	940	898
Telephone	729	1,056
Bank charges	180	96
Loss on disposal of tangible fixed assets	-	1,213
Members events	-	390
	<u>754,510</u>	<u>692,065</u>

Friends of Westonbirt Arboretum

Notes to the Financial Statements (continued)
for the year ended 31st December 2017

8. Grant expenditure

The Charity awarded the following grants to the Forestry Commission, an institution, during the year.

			2017 £	2016 £
Westonbirt Project			50,464	563,394
Arboretum development	Tree management	Student arborist	12,600	15,000
		Wood chipping and mulching	-	11,476
		Fitting out TMC	-	2,397
			12,600	28,873
Arboretum development	Learning	Family event assistant	-	4,293
		Support costs	1,031	4,822
		Governance	1,098	3,718
			2,129	8,540
Total grants			65,193	605,100

Friends of Westonbirt Arboretum

**Notes to the Financial Statements (continued)
for the year ended 31st December 2017**

9. Analysis of governance	2017	2016
	£	£
Auditors' remuneration	6,150	6,000
Auditors' remuneration for non-audit services	5,131	5,000
Accountancy	2,750	-
Legal fees	2,570	-
Trustees' activities	693	1,391
	<u>17,294</u>	<u>12,391</u>
Apportioned as follows:	2017	2016
	£	£
Charitable activities - membership activities	12,900	6,195
Raising funds - fundraising	3,296	2,478
Charitable activities - grants payable	1,098	3,718
	<u>17,294</u>	<u>12,391</u>
10. Staff costs	2017	2016
	£	£
Salaries and wages	187,449	162,360
Pensions	13,624	11,490
Social security costs	13,164	10,541
Agency staff	8,206	-
	<u>222,443</u>	<u>184,391</u>

The average head count during the year 9 (2016: 8).

There are no employees with emoluments above £60,000 (2016: £nil).

The key management personnel of the Group comprise the Trustees, the Chief Executive and the Business Manager. As mentioned in Note 18, no remuneration or benefits in kind were paid to the Trustees during the year (2016: £nil). During the year, the total employment benefits of the Chief Executive and Business Manager were £83,255 (2016: £78,455).

Friends of Westonbirt Arboretum

Notes to the Financial Statements (continued) for the year ended 31st December 2017

11. Tangible fixed assets

	Leasehold improvements £	Computer equipment £	Furniture and equipment £	Total £
Cost				
At 1st January 2017	30,335	71,565	27,589	129,489
Additions	1,899	15,695	1,665	19,259
At 31st December 2017	32,234	87,260	29,254	148,748
Depreciation				
At 1st January 2017	13,463	35,853	26,943	76,259
Charge for the year	1,431	7,744	609	9,784
At 31st December 2017	14,894	43,597	27,552	86,043
Net book values				
At 31st December 2017	17,340	43,663	1,702	62,705
At 31st December 2016	16,872	35,712	646	53,230

12. Income from subsidiary's trading activities

At the start of the year, the Charity owned the entire ordinary share capital, consisting of 1 ordinary share of £1, of The Great Oak Hall Limited, a company incorporated in England and Wales.

The principal activity of the Company was the commercial letting of the Great Oak Hall at Westonbirt Arboretum. The Subsidiary donated its taxable profits to the charity by Gift Aid. Its trading result, as extracted from the financial statements, is summarised below:

	6 months to 30th June 2017 £	Year to 31st December 2016 £
Lettings income	3,185	12,302
Salaries and wages	(375)	(3,000)
Expenses	(1,630)	(3,232)
	1,180	6,070
Friends of Westonbirt Arboretum service charge	(575)	(4,333)
Net profit	605	1,737
Gift Aid	(605)	(1,737)
Net profit	-	-

Friends of Westonbirt Arboretum

Notes to the Financial Statements (continued) for the year ended 31st December 2017

12. Income from subsidiary's trading activities (continued)

The Company discontinued ceremonies and booking for family events in 2015 but continued to use the hall for exhibitions, art sales and seasonal craft fairs. The Charity then decided to undertake such trading itself and that therefore the Company should cease trading on 31st March 2017. An application was made to strike the Company from the Register of Companies and the Company has since been dissolved.

13. Investments - The Great Oak Hall Limited

	2017 £	2016 £
Cost	-	4,686

The aggregate amount of this company's assets, liabilities, share capital and reserves was:

	2017 £	2016 £
Current assets	-	17,685
Creditors: amounts falling due within one year		(12,999)
Net assets	-	4,686
<i>Capital and reserves</i>		
Share capital	-	1
Profit and loss account	-	4,685
Shareholder's funds	-	4,686

As mentioned in Note 12, the Company ceased trading on 31st March 2017 and has been dissolved.

14. Debtors

	Charity 2017 £	Group 2016 £	Charity 2016 £
Prepayments and accrued income	56,603	157,370	157,370
Sponsorship receivable	31,250	31,250	31,250
Trade debtors	3,692	4,869	4,852
Value Added Tax	-	124,984	124,984
Donations receivable	-	21,650	21,650
Amounts due from subsidiary undertakings	-	-	10,075
	91,545	340,123	350,181

Friends of Westonbirt Arboretum

Notes to the Financial Statements (continued) for the year ended 31st December 2017

15. Creditors: amounts falling due within one year	Charity 2017 £	As restated Group 2016 £	As restated Charity 2016 £
Deferred income (Note 16)	523,121	455,514	454,554
Trade creditors	22,706	468,159	468,159
Accruals	15,914	16,862	14,898
Grant commitments	7,417	13,976	13,976
Value Added Tax	13,219	-	-
Other creditors	1,239	-	-
	<u>583,616</u>	<u>954,511</u>	<u>951,587</u>

16. Deferred income

Membership subscriptions received in advance

	Charity 2017 £	As restated Group 2016 £	As restated Charity 2016 £
Balance at 1st January	454,554	381,534	381,534
Amount released to incoming resources	(454,554)	(381,534)	(381,534)
Amount deferred in the year	521,631	454,554	454,554
Balance at 31st December	<u>521,631</u>	<u>454,554</u>	<u>454,554</u>

Lettings deposits

	Charity 2017 £	Group 2016 £	Charity 2016 £
Balance at 1st January	-	-	-
Amount released to incoming resources	-	-	-
Amount deferred in the year	1,490	960	-
Balance at 31st December	<u>1,490</u>	<u>960</u>	<u>-</u>

17. Control

The company is limited by guarantee and therefore there are no individual controlling parties. The company is controlled by the Directors and its Members.

Friends of Westonbirt Arboretum

Notes to the Financial Statements (continued) for the year ended 31st December 2017

18. Related party transactions and Trustees' remuneration

The Charity has a close relationship with the Forestry Commission and this body nominates a minority of Trustees.

The Arboretum is managed by the Forestry Commission. Membership of the Friends of Westonbirt Arboretum follows payment of a prescribed fee. Members are entitled to visit the Arboretum during opening hours without having to pay an entrance fee to the Forestry Commission. Friends of Westonbirt Arboretum purchase access rights for its members from the Forestry Commission. The cost for the current year was £398,493 (2016: £400,837).

The Charity operates from the Great Oak Hall at Westonbirt Arboretum which is leased from the Forestry Commission at a peppercorn rent. The purpose of the Great Oak Hall is to provide administrative offices for the Charity and a hall for the use of the Charity, the Forestry Commission and for commercial lettings. The value of these donated facilities has been quantified at the value of £11,250 and recognised in the financial statements.

The Trustees were not paid and did not receive any other benefits from employment with the Charity in the year (2016: £nil). In addition, no Trustee received payment for professional or other services supplied to the charity (2016: £nil).

During the year, one Trustee was reimbursed for travel expenses. The total amount reimbursed was £124.

19. Auditors' remuneration

During the year, auditors' remuneration for the charitable group amounted to £6,150 (2016: £6,960) and additional non-audit services including accounts preparation amounted to £6,381 (2016: £5,640).

Friends of Westonbirt Arboretum

Notes to the Financial Statements (continued) for the year ended 31st December 2017

20. Movements in funds	<i>As restated</i> Balance at 1st January 2017 £	Income £	Expended £	Transfers £	Balance at 31st December 2017 £
General funds	154,538	1,038,669	(832,104)	(151,103)	210,000
Non-charitable trading funds	-	3,185	(2,005)	(1,180)	-
Designated funds:					
<i>Arboretum Development Fund</i>	862,383	47,486	(5,677)	152,283	1,056,475
Total unrestricted funds	1,016,921	1,089,340	(839,786)		1,266,475
Restricted income funds:					
<i>Westonbirt Project Fund</i>	3,586	47,473	(50,464)	-	595
<i>Tree Management Fund</i>	1,603	16,361	(16,113)	-	1,851
<i>Learning Fund</i>	6,094	883	(186)	-	6,791
<i>Community Fund</i>	-	1,078	-	-	1,078
<i>The Wood Centre</i>	-	15,743	(3,376)	-	12,367
Total funds	1,028,204	1,170,878	(909,925)	-	1,289,157

The transfers between funds summarised above are explained individually in the transfer rows of the Group Statement of Financial Activities on Page 11.

Unrestricted funds are available to be spent for any of the purposes of the Charity and includes designated funds where the Trustees have set aside money for a specific purpose.

Purpose of designated and restricted funds

The Arboretum Development Fund seeks to raise funds for operational and revenue needs to promote the sustainability and development of the arboretum. The Westonbirt Project Fund has been used for the development of the now completed Welcome Building, the Treetop Walkway and the Tree Management Centre and a number of other works. The Westonbirt Project Fund will close when the final pledges are received in 2020. The Tree Management Fund, Learning Fund, Community Fund and The Wood Centre seek to target areas of specific and immediate need.

Friends of Westonbirt Arboretum

Notes to the Financial Statements (continued)
for the year ended 31st December 2017

21. Analysis of net assets between funds

	General £	Designated £	Restricted £	Total funds £
Fixed assets	62,705	-	-	62,705
Debtors	86,698	2,112	2,735	91,545
Cash at bank and in hand	644,211	1,054,363	27,364	1,725,938
Current liabilities	(583,614)	-	(7,417)	(591,031)
	210,000	1,056,475	22,682	1,289,157

22. Reconciliation of net movement in funds to net cash provided by operating activities

	Charity 2017 £	As restated Group 2016 £	As restated Charity 2016 £
Net income/(expenditure) for the year	260,953	(199,983)	(199,983)
Add back depreciation charge	9,784	8,326	8,326
Deduct interest income shown in investing activities	(5,387)	(5,479)	(5,479)
Loss on disposal of tangible fixed assets	-	1,213	1,213
Decrease in debtors	248,578	79,752	122,652
(Decrease)/increase in creditors	(370,895)	251,495	251,076
Net cash provided by operating activities	143,033	135,324	177,805

Friends of Westonbirt Arboretum

Notes to the Financial Statements (continued) for the year ended 31st December 2017

23. Prior year adjustment

During the process of preparing these accounts it has come to light that in prior periods an error had been made in the calculation of deferred income relating to membership subscriptions received in advance. The error occurred in 2014, 2015 and 2016, and led to an understatement of deferred income at the year-ends and consequent overstatement of unrestricted general funds. The error was in the treatment of membership income received at the very end of December each year for memberships starting on 1st January. Instead of being treated as wholly deferred income, it was taken to revenue in the year of receipt. The understatement of deferred income has been quantified at £43,802 at 31st December 2014, £48,089 at 31st December 2015 and £37,393 at 31st December 2016. A prior year correction is required and the amount of the correction for each line item affected is stated below.

	Group 2016 £	Charity 2016 £	Group 2015 £	Charity 2015 £
Debtors				
Deferred income as previously stated	417,161	417,161	333,445	333,445
Prior year correction	37,393	37,393	48,089	48,089
As restated	<u>454,554</u>	<u>454,554</u>	<u>381,534</u>	<u>381,534</u>

	2016 £
Consolidated statement of financial activities	
Membership subscriptions income	896,605
Prior year correction	10,696
Membership subscriptions income as restated	<u>907,301</u>

	2016 £
Net expenditure for the year	
As previously stated	210,679
Prior year correction	(10,696)
As restated	<u>199,983</u>

	2016 £
The funds of the charity	
As previously stated at 1st January	1,276,276
Prior year correction	(48,089)
	<u>1,228,187</u>
Net expenditure for the year as restated	(199,983)
As restated	<u>1,028,204</u>

Friends of Westonbirt Arboretum

**Notes to the Financial Statements (continued)
for the year ended 31st December 2017**

24. Change in comparative amounts

In previous years, membership subscriptions income and associated expenditure was recognised within the Other Trading Activities heading on the face of the Statement of Financial Activities. The Trustees are now of the opinion that this income and expenditure relates to charitable activities and should instead be recognised within the Charitable Activities heading on the face of the Statement of Financial Activities. As a result, the comparatives figures have been adjusted as follows:

	Now stated as	Adjustment	Previously <i>As restated</i>
Income			
<i>Other trading activities</i>	61,035	(907,301)	968,336
Expenditure			
<i>Raising funds</i>	81,636	(692,065)	773,701