

**FRIENDS OF WESTONBIRT ARBORETUM**  
**(A COMPANY LIMITED BY GUARANTEE)**

**TRUSTEES' REPORT AND FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED 31 DECEMBER 2022**

**FRIENDS OF WESTONBIRT ARBORETUM  
(A COMPANY LIMITED BY GUARANTEE)**

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**FRIENDS OF WESTONBIRT ARBORETUM  
(A COMPANY LIMITED BY GUARANTEE)**

**REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS TRUSTEES AND ADVISERS  
FOR THE YEAR ENDED 31 DECEMBER 2022**

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**Trustees**

E Bottril (resigned 4 May 2023)<sup>1</sup>  
O Foster (appointed 7 July 2022)<sup>2</sup>  
L Grant<sup>1</sup>  
M Green<sup>1</sup>  
P Isherwood (appointed 7 July 2022)<sup>1</sup>  
M Mintram, Chair<sup>1,2,3,4</sup>  
J Parker (resigned 8 December 2022)  
M Smith, Treasurer<sup>2,3</sup>  
S Troupe (appointed 7 July 2022)<sup>2</sup>  
R Walker<sup>4</sup>  
A Woods (appointed 7 July 2022)<sup>1</sup>  
V Morriss (resigned 25 February 2023)

- <sup>1</sup> Joint Working Panel  
<sup>2</sup> Finance and Risk Panel  
<sup>3</sup> Enterprise Board  
<sup>4</sup> Human Resources

**Company registered number** 04965522

**Charity registered number** 293190

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

**Company secretary** H Turner

**Chief executive officer** F Willow (resigned 31/07/2022)  
E Griffiths (appointed 01/08/2022)

**Independent auditors** Bishop Fleming LLP  
Chartered Accountants  
Statutory Auditors  
10 Temple Back  
Bristol  
BS1 6FL

**FRIENDS OF WESTONBIRT ARBORETUM  
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**REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS TRUSTEES AND ADVISERS  
(CONTINUED)  
FOR THE YEAR ENDED 31 DECEMBER 2022**

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**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

**FRIENDS OF WESTONBIRT ARBORETUM  
(A COMPANY LIMITED BY GUARANTEE)**

**CHAIRMAN'S STATEMENT  
FOR THE YEAR ENDED 31 DECEMBER 2022**

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During the year we have returned to business-as-usual following adaptation post the Covid pandemic. We are proud of how the team have continued to be flexible and agile and of the support we have been able to give to Forestry England through grants and collaborative working. The first half of the year was led by the Interim Chief Executive Officer (CEO) Felicia Willow, and we recruited a permanent CEO (Emma Griffiths) who took up post from 1st August 2022. We also appointed a Finance Director, (Helen Turner) from 1st September 2022. Strengthening the senior leadership team of the Charity, these appointments have already made a positive impact on the development of the Charity, and a positive impact on the working relationship with our partner organisation, Forestry England.

We can record with pride that during 2022, FoWA paid out £159,023 in grants in support of Arboretum projects. In addition, FoWA pledged grants of £440,500 relating to future projects emerging through Forestry England's site development plans. It is good to see many projects completed, or near completion, including the Coppice Shelter, Quarantine House and Community Shelter. These projects are discussed in greater detail within this report. In addition, to directly supporting the site, we have also awarded some external grants which includes the funding of a PhD student to carry out research in partnership with the University of the West of England (UWE).

Members continue to be our single biggest source of income through subscriptions, donations, appeals and fundraising events. Having seen an unprecedented increase in membership numbers during the Covid pandemic, the membership numbers declined slightly in 2022 and we now have just over 37k members. It is evident that both internal and external factors can impact visitor numbers and therefore could lead either to a growth or decline in membership. We continue to proactively monitor and respond to these fluctuations alongside our partner organisation Forestry England.

During 2022, Forestry England prepared to launch a National Membership Scheme. Whilst the offering between this membership scheme and the local FoWA membership scheme are different in scope, there have been concerns that this move could lead to an erosion of our member numbers. I am pleased to report that through collaborative work with Forestry England (FE), our local FoWA membership scheme is being protected for at least the next 5 years as FoWA membership is the only scheme being sold on site to visitors.

In addition to supporting Forestry England through the provision of grants, we also provided £48,000 in shop rental and £728,439 Arboretum Access Rights payments (AARP). The AARP that we make allows our members free access to the site during usual opening hours. This income goes directly to the running of the site, contributing a sizeable proportion of the site's overall income.

Through FoWA running the Shop as a trading subsidiary of the Charity, we have ensured that the site continues to have a high-quality retail experience for the benefit of visitors and members alike. During the year, FoWA invested in the refurbishment of the Shop to make it a brighter and more engaging space. We developed the buying and retail policy to ensure that the products being offered compliment the site and are locally sourced where possible. Products inspired by the Arboretum that have been designed by local artisan traders are now part of our merchandise.

2022 was difficult for the retail trade in general, and FoWA was no exception. Business has been impacted by the economic crisis and severe weather in the lead up to Christmas, causing a decline in visitor numbers and, therefore, trading. This has led to a loss for the Shop this year. With the support of FE, we have been able to negotiate a more favourable rental agreement and we are confident that it will enable us to return the Shop to a profit-making entity in 2023.

FE's progress towards finalising a Masterplan for Westonbirt site development has been slowed due to the impact of COVID and resourcing challenges. We were pleased that FOWA and its staff were involved in workshop sessions which have helped inform Forestry England's work towards developing a Masterplan. In 2023, we are looking forward to seeing and supporting the emerging Masterplan and proposed works to achieve the Ten-year vision for the site, 'To be a world leader in trees, inspiring people through education, participation and conservation'.

**FRIENDS OF WESTONBIRT ARBORETUM  
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**CHAIRMAN'S STATEMENT (CONTINUED)  
FOR THE YEAR ENDED 31 DECEMBER 2022**

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2023 will be my final year as Chair and I continue to be inspired by all the dedicated staff, volunteers and Trustees that lead and support FoWA. As always, I would finally like to thank our members and supporters for their continuing support, particularly through these challenging times.

**M A Mintram**  
Chair

Date: 13 July 2023

**FRIENDS OF WESTONBIRT ARBORETUM  
(A COMPANY LIMITED BY GUARANTEE)**

**TRUSTEES' REPORT  
FOR THE YEAR ENDED 31 DECEMBER 2022**

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The Trustees, who are also directors for the purposes of company law, present their annual Trustees' Report together with the audited Financial Statements of the company for the year ended 31 December 2022 which are also prepared to meet the requirements for Companies Act purposes.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and 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 1 January 2019).

**About the Charity**

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 FE with the support of FoWA. 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.

FoWA is a local Charity with approximately 37,000 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 FE 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, alongside an established Finance and Risk Committee providing additional financial control. The day-to-day operation of the Charity is delegated to the Chief Executive and 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).

**STRUCTURE, GOVERNANCE AND MANAGEMENT**

**Governing Document**

The governing document is the Memorandum and Articles of Association incorporated on 17 November 2003, as amended by special resolutions in 2008, 2011, 2012, 2014 and 2018.

FoWA is a membership and fundraising organisation for Westonbirt, The National Arboretum and as of 31st December 2022 we had 37,118 Members. The Board is accountable to the Members and the Charity Commission as a registered Charity.

**Recruitment and Appointment of Trustees**

There are currently nine Trustees on the Board. Trustees are recruited following a skills audit of Board members to ensure that the Board has the right mix of skills and experience. The services of a recruitment consultant may be used to recruit new Trustees. Trustees are required to retire from office following the completion of their term of office, serving a maximum of three terms of office. There is an induction process to support new Trustees, set out in the Trustee policy, including meetings with key staff and stakeholders and offers training and development opportunities.

**TRUSTEES' REPORT (CONTINUED)  
FOR THE YEAR ENDED 31 DECEMBER 2022**

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The Board meets at least five times during the year. There are also three subcommittees: a Joint Working Panel, an Enterprise Board and a Finance and Risk Panel, which meet four to five times per year. Additionally, there is a Human Resources Panel which is convened when needed. Membership of these committees is set out on page 1.

The Trustees have continued to keep FoWA's governance needs and the diversity of the Board under review. The Trustees are responsible for staff pay, benefits and terms and conditions. Detailed oversight of finance is delegated specifically to the elected Treasurer who works closely with the Finance Director and keeps the Board informed.

### **Risk Management**

Risk is managed through a risk management register and detailed policy; this is reviewed by the CEO alongside a Trustee with specialist expertise in risk management who reports to the full Board. Major risks are reviewed annually by the full Board and are kept under review on a quarterly basis by the Finance and Risk Panel. The Board monitors impact, probability, mitigations taken and identifies any additional action required. Key potential risks facing FoWA that require careful monitoring include the impact of any major changes in membership recruitment and retention which is often influenced by the current economic climate, cyber security and data protection, and more recently staff turnover.

### **Organisational Structure**

Day-to-day responsibility for operations of FoWA is delegated to the full-time employed Chief Executive Officer (CEO) and, through them, to the staff team. FoWA is committed to good governance: during 2020 a governance review was performed to ensure maintenance of good standards of practice and further reviews will be held periodically going forwards. FoWA is also a fully paid member of the Fundraising Regulator and are committed to good practice in fundraising.

The Board works closely with the CEO to set the strategic direction of FoWA, as well as working with key stakeholders such as FE. This is demonstrated through the Joint Working Panel which focuses on joint planning and is chaired by a member of the Trustee Board and attended by both Trustees, senior FoWA staff and Senior FE staff. The Director of the Arboretum (employed by FE) attends the Board meetings as a guest to report on performance and developments of the Arboretum on a quarterly basis.

### **Related Parties**

Forestry England is the site manager of the Arboretum and the major beneficiary of our grant giving. To this end, FoWA has in place a partnership agreement that is signed off by the Board of Trustees and FE senior management. We have a clear grant policy in place with a transparent process for application and awarding of grants against our charitable objectives and criteria set in the policy. In awarding grants, the recipient (including FE) are bound by the terms of those grants to provide impact reporting and we monitor the completion of projects against these terms.

### **Pay Policy for Key Management Staff**

The Trustees consider that the Board of Trustees, the Executive Team and the Senior Management Team comprise the Key Management personnel of the Charity in charge of directing and controlling, running and operating on a day-to-day basis. All Trustees give their time freely and no Trustee received remuneration or other benefit from their work in the year. Details of Trustees' expenses are disclosed in note 11 to the accounts.

The pay for the Chief Executive Officer and all staff is reviewed by the Board of Trustees annually. The pay review includes a 3rd-party benchmarking against both the voluntary sector and visitor attractions. Consideration is also given to staff performance during the pay review and adjusted as appropriate.

In order to make employment by the Charity more attractive to staff in a competitive market, an employee benefit scheme was introduced in the year, as well as an investment in staff development and training.



## **AIMS, OBJECTIVES AND ACTIVITIES**

### **Objectives**

The Friends of Westonbirt Arboretum aims to further public enjoyment and knowledge of the Arboretum's world renowned tree collection and to secure its sustainable future. It does this by engaging, informing and increasing its membership and also by giving financial and practical support to the management and development of Westonbirt, The National Arboretum and, in particular, by:

- providing support to the National Arboretum at Westonbirt 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 and collection and historic landscape for future generations;
- providing funds to enhance the public's experience at 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;

### **Strategies**

In December 2019, a new vision for the Arboretum was launched entitled 'Our Place in a Changing World', which focusses on responding to the environmental and human challenges we face over the next 10 years as the climate and society changes. The vision is for the Arboretum to be A world leader in trees, inspiring people through conservation, education and participation.

2020 saw FoWA begin delivery of its 3-year strategy, focusing on the following priorities with the overall aim of supporting the Arboretum and our shared Ten Year Vision, as detailed below:

- contributing to the Arboretum Development Masterplan;
- helping to deliver Arboretum Development projects;
- improving the supporter journey; and
- increasing stakeholder engagement.

Progress against this strategy has been positive for FoWA and the arrival of our newly appointed CEO, in August 2022, has been timely to review achievements against the current strategy and to inform the development of FoWA's strategy for 2024 through to 2029.

Since 2019 and the launch of the Joint FE/FoWA Ten Year Vision for the site, FoWA has worked on its own strategic aims and also supported Forestry England in delivery of projects aimed at bringing this vision alive. Forestry England's Masterplan of developments for the site continues to evolve and emerge, despite challenges through the Covid pandemic and staffing resource. Whilst this delay has impacted on FoWA's opportunity to fundraise additional income to support delivery of FE's site developments, we have funded some exciting projects and developments which form part of the Masterplan, further details of which can be found later in this report.

With the establishment of FoWA's new CEO and Finance Director, the team and Trustees' resource and time is being focused on the development and rearticulation of the Charity purpose and strategic aims for the coming 3 years. This work is being carried out in consultation with the Board of Trustees, all staff at FoWA and through stakeholder engagement including our partners at Forestry England. This is an exciting time for the Charity and with the appointment of a new Chair of Trustees in July 2023, gives us an opportunity to revisit our mission and refocus our vision and strategy, through engagement with both 3rd parties and partner organisations. FoWA is preparing to enhance its fundraising capability during 2023 to enable on-site developments to come to fruition, alongside Forestry England's own investment in the site as the Masterplan projects take shape.

### **Public Benefit**

The Trustees confirm they have complied with their duty in regard to public benefit as outlined in the guidance published by the Charity Commission. The beneficiaries of FoWA's activities are the general public and the tree collection; and these are supported principally by the awarding and monitoring of grants and payments made to support and develop the Arboretum.

FoWA grants have provided FE with the ability to maintain, develop and document the Arboretum's tree collection as a world-class resource for science and learning. Furthermore, some of the grants provided by the Charity to FE are aimed at supporting the provision of onsite activities and methods of engagement that broaden inclusivity and access. These include educational activities for young people, multi-sensory participation activities, the provision of mobility scooters and new initiatives to encourage a broader audience to enjoy the Arboretum's trees and heritage. FoWA has a Grant Policy which sets out criteria for applications which are made in line with FoWA's objectives.

### **STRATEGIC REPORT**

#### **ACHIEVEMENTS AND PERFORMANCE**

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

1. Membership
2. Arboretum Access Rights Payment (AARP)
3. Fundraising
4. Development of Retail
5. Grants Awarded and Paid

#### **Membership**

As a membership organisation, FoWA relies on our members as lifeblood, enabling us to raise charitable funds to meet our charitable objectives in support of Westonbirt Arboretum.

Increase in membership numbers directly impacts the level of Arboretum Access Rights Payments FoWA makes to the Arboretum: greater membership numbers result in a greater level of financial support for the Arboretum. Despite a challenging year, our membership retention rate remains just above industry benchmark at 83.7%, and our overall Gift Aid on memberships increased in 2022 to 72%.

The Supporter Engagement and Servicing Team have focused on improving Westonbirt's supporter journey by implementing a holistic Supporter Engagement Plan, encouraging regular visits to the site through marketing initiatives, tactics, and incentives.

Members receive comprehensive membership benefits whilst sitting inside the permissible Gift Aid threshold, such as shopping discounts with partner organisations and entry to partner gardens, newsletters and 'behind the scenes' updates. We are proud to note that over 22% of FoWA's members have had a seamless tenure with FoWA for more than 10 years meaning that they provide long-lasting support for our charitable mission.

Members have played a vital role in FoWA 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 truly grateful for their ongoing loyalty and support, which not only allows us to support the maintenance of the Arboretum on a regular basis, but also to provide support for an ambitious vision which will secure the future sustainability of the Arboretum.

**FRIENDS OF WESTONBIRT ARBORETUM  
(A COMPANY LIMITED BY GUARANTEE)**

**TRUSTEES' REPORT (CONTINUED)  
FOR THE YEAR ENDED 31 DECEMBER 2022**

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During 2022, the Supporter Engagement and Servicing Team have achieved the following results:

- 37,118 members at the year end;
- 83.7% retention rate ; and
- 72% of memberships were eligible for Gift Aid.

This resulted in membership income of £1,424k (including Gift Aid).

“Joining FoWA was the best thing to have come from the pandemic. Coming to hang out in among the trees is the best way I have found to soothe my nervous system and reset it after the week working in a mental health team in NHS, at my kitchen table, talking down a mobile line to someone I've never met, and never will. All very strange, but surprisingly, and thankfully, successful. As is, sometimes, laying on our backs on the ground in among the trees and looking up at the sky and just breathing”. (Member Feedback).

#### Arboretum Access Rights Payment (the AARP)

The AARP payment is the payment FoWA makes to Forestry England, the site managers, to secure access for members. This money is then incorporated into the site's income and goes towards Forestry England's operational management of the site. This includes:

- conservation and tree management work including collection and landscape management, propagation activity, dendrology, survey and inventory work, and volunteer, student and work experience.
- education, 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 trees in general, and Westonbirt in particular, as well as widening access from under represented audiences.
- volunteer participation support; and
- improving accessibility to the Arboretum, including the funding and maintenance of mobility scooters.

The 2022 AARP payment was £728,439.

#### **Fundraising**

##### **Direct Fundraising Activity**

The 2022 goal was to secure £33k donations plus the supporting gift aid. The actual figure FoWA achieved was £55,614 (excluding donated facilities), representing a 92% increase. This amount includes £19,000 from two legacy gifts.

Overall, 438 donations were received including 94 general donations, 175 replacement membership card donations, 65 'Support A Square' donations and 12 gifted 'Leaves of Life'.

This increase was attributed to the first year of our new Individual Giving Manager position within the Supporter Engagement Team along with improved segmentation, engagement and processes, which aided supporter development and stewardship.

##### **Great Oak Hall Income**

Toward the end of 2021, due to the impact on FoWA's limited staff resources, the Great Oak Hall (GOH) management was outsourced to Fosters, who run the onsite restaurant and café. We received just over £7.7k in commission on the hire of GOH. However, following a review of this arrangement it has been agreed that the letting of GOH will return to FoWA in 2023.

**TRUSTEES' REPORT (CONTINUED)  
FOR THE YEAR ENDED 31 DECEMBER 2022**

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**Development of Retail**

It was necessary to close the Shop at the beginning of 2022 to complete refurbishment works which had an impact on the Shop sales. The Retail Manager has continued to develop the variety of products available, purchasing from artisan makers and, where possible, from local suppliers as well as increasing the amount of Westonbirt-own produce and merchandise. Overall, FoWA has sought to follow an ethical approach in its buying strategy, sourcing British produce and merchandise locally whenever possible.

The Shop was refurbished during the year to make it a brighter, more engaging space, and visual merchandising training was undertaken by the team. Unfortunately, this still did not compensate the negative impact on site visitor numbers caused by poor and sometimes severe weather and ongoing pre-booking rules that have remained in place (post pandemic) during peak visitor periods. As a result, Shop sales failed to reach target which led to the Shop recording a deficit in the year under review. However, FE has been sympathetic to the challenges faced by the Shop and in response has temporarily reduced the rent charge in 2023. We are positive that with the coming full year of uninterrupted trading conditions, improved systems and staffing and more favourable lease terms, we will see an improvement in performance in 2023. With FoWA running retail, we are able to provide FE with an onsite shop that reflects the Arboretum well and provides FE with rental income for use of the space.

**Grants Awarded and Paid**

During 2022, we received impact reports for grants that had been awarded in previous years. A number of these projects had experienced some delays due to Covid and resourcing, however, progress has been made toward completion and the majority are now finalised or close to completion. During 2022 FoWA paid out a total of £91,768 in relation to previously awarded grants.

Some of the projects supported through these grant payments are detailed below:

- **Community Shelter and Wood Working Shelter** the Community Shelter was an exciting programme that built, in partnership with the community groups who now use it, a beautifully designed timber framed structure using timber from the arboretum in Silk Wood.

FoWA had previously agreed to provide a grant of £59k. During 2021 and into 2022, FoWA continued to support the costs of engaging community groups in the design and build of the new Community Shelter. The aim of the Community Shelter is to host a bespoke programme of events and activities to give disadvantaged and excluded individuals the opportunity to participate in coppicing, green woodworking, bush crafts, arts and crafts and learning to use the cob oven.

In addition to the FoWA Grant funding for this project, we secured a grant of £7.2k received from Cotswold Conservation Board towards the completion of this project during the year.

The final stage of the works is to design and build a Green Wood Working Shelter which will be completed in early 2023.

“All students developed hugely in confidence, self-esteem and resilience while they took part in the building of the Community Shelter. We saw a huge improvement in one student who is challenging at school... his behaviour had plummeted, and we were really worried about him attending. At Westonbirt Arboretum, he is a completely different student, trustworthy, hardworking and game for any challenge. This environment helped him thrive and, in the groups, working together he enjoyed being experienced by others as ‘a very likeable and top volunteer’. Experiences like this can be life changing for our pupils. Thank you Westonbirt.”  
(Participant Feedback).

**TRUSTEES' REPORT (CONTINUED)  
FOR THE YEAR ENDED 31 DECEMBER 2022**

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- **Coppice Shelter and Composting Toilet** FoWA had previously awarded a grant of £49k in support of this project. The grant was awarded to fund the building of a timber-framed shelter and toilets facility to enable the coppicers to use their coppice compound throughout the year. This provides suitable shelter and welfare facilities for their team and volunteers.

The budget for the Coppice Shelter was developed in 2018 but completion was delayed by COVID and staff shortages. Significant construction progress was made in 2022 with the work being completed in January 2023.

- **Quarantine House** FoWA had previously awarded a grant of £53k in support of this project. Little remains of Britain's natural woodland and what is left is precious, unique and has little resistance against the threat of pests and diseases. The acquisition and accessioning of new plants into the living collection at Westonbirt is the lifeblood of the Arboretum, and importantly will ensure that future generations are able to enjoy the Arboretum. The majority of new accessions arrive as seed, often collected in the wild by foreign seed collecting expeditions, or through sharing and exchanging surplus plants and seeds with partner organisations.

All incoming plant and organic material present a potential biosecurity risk to the living collection. In order to protect the site, FoWA has supported the installation of a Quarantine House to better protect Westonbirt. The Quarantine House means that all new plants and seeds, and associated organic matter, can be separated from both the other plants in the Propagation Unit and those within the living collection. Importantly, this specialist and purpose-built facility will allow FE to constantly monitor, and regularly inspect, all new accessions. The Quarantine House was completed in 2023 with the first plant material going into quarantine in spring of that year.

- **Westonbirt Car Park Project** – FoWA had previously committed to awarding funds for the benefit of improvements to the car park which were delayed through. During 2022, FoWA paid a grant of £23k for car park landscaping and the installation of heritage fencing.

In 2022, FoWA paid out a total of £67,255 in relation to new grants awarded in the year. The details relating to some of these grants are provided below:

- **Student Arborist placement (£20,878)** The Trainee/Student Arborist placement is an opportunity for young people studying arboriculture, forestry, horticulture or a related subject to gain practical industry experience within a world-class tree collection. This initiative has been praised by several educational institutions as being a key factor in student personal development and ultimate success.

The Trainee/Student Arborist not only assists the Forestry England, Westonbirt Tree Team each year with the essential conservation, maintenance and development of the living tree collection and historic landscape, but it enables new entrants into the field of arboriculture to learn key skills and adopt the highest industry standards, at a time when trees and woodlands have never been more important.

FoWA is proud to be supporting the development of the workforce trained in the specialist skills required for looking after the nationally important tree collection, here at Westonbirt.

“An annual placement has successfully formed a key part of Westonbirt Tree Team for many years. As a small but highly skilled team of six arborists, with a very big job on their hands, the support of a Trainee/Student Arborist has proved to be extremely beneficial in aiding us to achieve the highest standards of curation befitting The National Arboretum” Mark Ballard, (Arboretum Curator).

**TRUSTEES' REPORT (CONTINUED)  
FOR THE YEAR ENDED 31 DECEMBER 2022**

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- **Attendance at the 7th Global Botanic Gardens Congress 'Influence and Action: Botanic Gardens as Agents of Change' in Melbourne, Australia (£9,890).** Two members of FE staff attended the congress and in addition to this, a field trip was undertaken to botanic gardens and natural habitats in Melbourne, Tasmania and Sydney. During the trip, Mark Ballard (Arboretum Curator) and his team were able to meet with existing international partners, such as Sydney Botanic Garden, with whom FE is already working on conservation projects. They also included a visit to colleagues in Tasmania, to look at endemic taxa and the conservation status of *Nothofagus*. Meetings and discussions with various counterparts took place, exploring FE's major ambition to be involved with protecting threatened tree species and international conservation projects to a greater degree.
- "Without the support of funding from FoWA for such important research and collaboration, we would not be able to achieve our vision of being a world leader in conservation. Westonbirt is incredibly well regarded within the international community, and it is essential that we continue to work closely with tree experts within our global community, building and maintaining a network of contacts that enables the sharing of knowledge to the benefit of everyone. A huge thank you must go to the FoWA, its members and supporters, as travel of this nature leads directly to many exciting opportunities and projects that would otherwise not be possible". Mark Ballard, (Arboretum Curator).
- **Mobility scooters (£6,200) and Off-Road Mobility Scooter (£4,995)** The Charity is keen to ensure that the site is accessible to as many people as possible. A fleet of 10 mobility scooters are available for Arboretum visitors to hire free of charge, but many of them were in excess of 10 years old and were becoming increasingly unreliable and maintenance costs untenable. A five-year replacement cycle has therefore been implemented, with two new scooters brought in annually. FoWA has, therefore, supported the replacement of the first two scooters, which replaced the two most problematic scooters in 2022. In addition to this, we have funded the purchase of an off-road mobility scooter for use by FE's volunteers and community groups to enable better access to all areas of the arboretum beyond the capability of the visitor fleet of mobility scooters.

"One of the groups, had been looking forward for two months to this trip. He has just recently lost the mobility in his legs and is feeling isolated and frustrated about his ability to participate in social events. This trip relaxed him and made him feel part of something. This programme enables those who would not be able to afford it and who may not visit due to lack of transport, mobility, and support to experience the beauty, tranquillity and spectacle that is Westonbirt. Thanks!" (Participant Feedback).
- **Coppice Apprentice (£5,292)** FoWA agreed to help meet some of the costs of a Coppice Apprentice in 2022. This grant is to provide tools and training costs/top-up to the salary of a Coppice Apprentice, over a two-year period, who has been recruited through the Small Woodlands Association Apprentice Scheme. From January 2023, she will work on the Westonbirt Coppice Restoration Project. Developing a skilled workforce supports the coppice in future proofing the workforce and also contributes to the knowledge base of this important skill, which is essential to healthy woodland management. The Coppice Restoration Program is virtually unique in the UK and provides an important opportunity to educate the public on the benefits of woodland management. The coppice workers frequently interact informally with members of the public and more formally with visiting Groups.
- **Global Conservation Consortia (GCC) (£17,500)** FoWA agreed to jointly fund, in partnership with Botanic Gardens Conservation International, the payroll costs of a GCC manager working across the Westonbirt and Bedgebury Arboretum sites.

In 2022, FoWA awarded a total of £440,500 in relation to new grants that will be funded by the Charity in future years. The details of these will be provided in the 2023 annual report as the projects go live.

**TRUSTEES' REPORT (CONTINUED)  
FOR THE YEAR ENDED 31 DECEMBER 2022**

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During the year FoWA also made grant awards to applicants other than Forestry England and these are outlined below:

- **University of the West of England PhD Student (£25,000)** FoWA awarded a grant of up to £25,000 across four years to part-fund a UWE Partnership PhD. The PhD student will undertake research on bacterial disease of lime (Tilia) trees. This is a collaboration with the University of West England (UWE) with 25% funding from FoWA, the residual 75% funded by UWE. The research builds on work carried out at the arboretum in 2020-21 by a UWE MSc student and will provide an in-depth survey of the current and potential future threats to Tilia in the UK. The research aims to improve our understanding of the health of an important parkland tree species, and the partnership strengthens the link between academic institutions and Westonbirt, the National Arboretum.
- **FoWA Community Grant Giving Fund (£25,000)** The Board agreed to create a designated fund of £25,000 toward the development and launch of grants to be awarded to community groups. This is an exciting development for FoWA as we put in action our commitment to ensuring accessibility to the Arboretum. The FoWA Community Grant Giving Fund is designed to enable individuals, and particularly those who would otherwise struggle to access the site, to be able to afford the costs of entry, travel and refreshments, as well as engagement in FE activities.

"We are delighted that the FoWA Board of Trustees are supporting our charitable vision to ensure we can facilitate access to nature and all the benefits that we know this can bring. Barriers through socio economic or demographic circumstances should not mean these opportunities are not attainable to our communities. Westonbirt, the National Arboretum is a beautiful, magical space and we have a responsibility to do what we can as a Charity to ensure there are not barriers to our communities to enjoying and learning from it. I look forward to developing our grant giving to the communities during 2023 and working with organisations and groups to enable access".

Emma Griffiths, (CEO, FoWA).

### **Priorities for 2023 - Looking Ahead**

The previous 3 years have been a challenging time for all charities with the onset and extended period of the Covid-19 Pandemic, economic crisis, fuel crisis and societal uncertainty. In addition to this, FoWA has had a challenging few years with changes in staff personnel, particularly the leadership, having seen 3 CEOs in post in as many years. The appointment of our current CEO in August 2022 has brought a welcome stability with a commitment to settling the team and organisation, and making firm plans for the future as we emerge from Covid and begin to return to pre-pandemic lives.

The established team at FoWA demonstrated huge commitment and loyalty during this period, pulling together and ensuring that the highest quality of services were provided to members. Focus on appropriate grant making and efforts through developing Individual Giving were maintained and the development of the retail outlet took place.

The following year will be a period of consolidation, with a focus on improving internal operational efficiencies and processes. The Board will be refreshed as two long-standing Trustees retire, including the Chair. FoWA owes them much gratitude for the huge contribution they have made to our Charity. We welcomed four new Trustees during 2022 and as we look into the future, recruitment of a replacement Chair and vice Chair will be critical. Our relationship with our partner, FE, continues to evolve and a fresh approach from our Board and new CEO is proving productive in establishing more collaborative working relationships. This will in turn support better joint planning and a renewed focus from FoWA on supporting delivery of the joint 2019 Ten-Year Vision for the Arboretum.

**FRIENDS OF WESTONBIRT ARBORETUM  
(A COMPANY LIMITED BY GUARANTEE)**

**TRUSTEES' REPORT (CONTINUED)  
FOR THE YEAR ENDED 31 DECEMBER 2022**

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During 2023, we intend to refocus our attention on the key charitable objective of fundraising, whose primary aim is to preserve, develop and provide access to the Arboretum. We will do this by concentrating effort on providing a high-quality membership service, a profit-making retail outlet and continuing to undertake grant giving (to the community and FE). The recruitment of a replacement Chair of Trustees presents an exciting opportunity to grow our profile and fundraising capability, ensuring we can maximise our impact as a Charity on the sustainability and development of the beautiful site that is Westonbirt Arboretum and its globally important tree collection.

We are grateful to all those individuals and organisations that have supported our work through financial and in-kind support. These include individual donors, charitable trusts and grant-making organisations, and others who offer support through their expertise or services.

**Westonbirt Forestry England Volunteers supporting The Friends of Westonbirt Arboretum (FoWA)**

The volunteers at Westonbirt are managed by FE. FoWA works in close partnership with the Welcome Building volunteers, who support the Charity by promoting membership and further giving opportunities to day visitors and members alike. FoWA has continued to take advantage of the new digital membership processes by training the volunteers to take membership sign-ups, renewals and enquiries via digital tablets. This change was adopted extremely well amongst the volunteers. Working closely with FE, FoWA also implemented dedicated guest WiFi and internet connectivity for this purpose in the Welcome Building.

The FoWA membership team continue to work closely with Forestry England's Visitor Services team to keep the volunteers up to date by providing regular training and eNews. This ensures they have the information needed to support The Friends' work. The Charity is grateful for everything volunteers do in support of FoWA activities and membership sales, and for the exceptional management and training provided to volunteers by the onsite Forestry England team.

**Our Patron and Ambassadors**

The Friends of Westonbirt Arboretum are privileged to continue to enjoy the support of our Royal Patron HRH Queen Camilla and our Ambassador the Honourable Beth Rothschild. We are most grateful for your ongoing commitment.

**INVESTMENTS**

**Investment Policy**

The Charity's Investment Policy is reviewed from time to time and amended when necessary. The investment policy in place during 2022 was conservative, limiting investments to deposits with high quality counterparties and investments in CCLA's money market fund. The Trustees have recently reviewed this policy and, in light of the current economic and political climate, have considered that continuing to adopt this investment policy remains appropriate.

**FINANCIAL REVIEW**

**Going Concern**

After making appropriate enquiries, the Trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future and do not anticipate that there are any circumstances that are likely to arise leading to a significant reduction in the Charity's ongoing income streams or ability to continue to operate.



**FRIENDS OF WESTONBIRT ARBORETUM  
(A COMPANY LIMITED BY GUARANTEE)**

**TRUSTEES' REPORT (CONTINUED)  
FOR THE YEAR ENDED 31 DECEMBER 2022**

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The Charity is in a strong financial position with healthy reserves. Although the Charity's trading subsidiary made a loss in 2022, plans have been put in place to turn this position around with the 2023 budget anticipating a return to profit with the actual performance of the Shop, to date, exceeding the financial plans. The Trustees regularly review the financial forecast for 2023 and the performance of the Charity, to date, is in line with the financial plan. The cash balance as at 31 December 2022 was £1.8m and the Trustees consider that the Charity holds sufficient funds to meet its liabilities and to mitigate against the loss of any income, should that arise. For these reasons, the Trustees believe that it is correct to adopt the going concern basis in preparing these financial statements.

**Results**

After accounting for grant expenditure totalling £140,038 (2021: £41,259), the Charity made a consolidated unrestricted fund loss of £16,461 (2021: surplus of £193,451). This loss was deducted from the brought forward reserves of £1,310,013 (2021: £1,116,562) to give carried forward unrestricted funds of £1,293,552 (2021: £1,310,013) at the year end.

After accounting for grant expenditure totalling £18,985 (2021: £48,461), the Charity made a consolidated restricted fund loss of loss of £1,785 (2021: surplus of £11,785). This loss was deducted from the brought forward reserves of £11,785 (2021: £54,546) to give carried forward restricted funds of £10,000 (2021: £11,785) at the year end.

Across all funds the Charity made a consolidated loss of £18,246 (2021: £150,690) which was deducted from the brought forward reserves of £1,321,798 (2021: £1,171,108) to give carried forward funds of £1,303,552 (2021: £1,321,798) at the year end.

**Reserves Policy**

The Charity held reserves of £1,303,552 (2021: £1,321,798) at the end of the year. Of these funds, £921,901 (2021: 945,013) were held as designated funds, £10,000 (2021: 11,785) and £400,000 (2021: £365,000) were held as general reserves. The Charity's reserves policy is that the general reserves held by the Charity should be a minimum of 3 months running costs, including salary costs. After stripping out grant expenditure, depreciation, donated facility costs and costs of goods sold relating to the Shop, the Charity's annual expenditure was £1.6m of which, 3 months expenditure equates to £400k. As such, the Trustees agreed to increase the Charity's General Fund reserves from £365k at the start of the year to £400k by the end of the year.

Free reserves are funds that are not otherwise restricted or designated and which are not invested in tangible fixed assets, as such, the Charity's free reserves equate to the balance of the general fund less fixed assets so at the year end, the Charity held free reserves of £341,858 (2021: £305,349). The Trustees have reviewed the funds held by the Charity at the year end and are content that the Charity is holding an appropriate level of reserves, in accordance with the reserves policy.

Approved by order of the members of the board of Trustees and signed on their behalf by:

**M A Mintram**  
Chair

Date: 13 July 2023

**FRIENDS OF WESTONBIRT ARBORETUM  
(A COMPANY LIMITED BY GUARANTEE)**

**STATEMENT OF TRUSTEES' RESPONSIBILITIES  
FOR THE YEAR ENDED 31 DECEMBER 2022**

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The Trustees (who are also the directors of the Charity 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 requires the Trustees to prepare financial statements for each financial year. Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Group and the Charity and of their incoming resources and application of resources, including their income and expenditure, 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 of the Charities SORP (FRS 102);
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Group will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Group and the Charity's transactions and disclose with reasonable accuracy at any time the financial position of the Group and 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 Group and the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

**FRIENDS OF WESTONBIRT ARBORETUM  
(A COMPANY LIMITED BY GUARANTEE)**

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF FRIENDS OF WESTONBIRT ARBORETUM**

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**OPINION**

We have audited the financial statements of Friends of Westonbirt Arboretum (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 December 2022 which comprise the Consolidated Statement of Financial Activities, the Consolidated Balance Sheet, the Charity Balance Sheet, the Consolidated Statement of Cash Flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the Group's and of the parent charitable company's affairs as at 31 December 2022 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 Charities Act 2011.

**BASIS FOR OPINION**

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

**CONCLUSIONS RELATING TO GOING CONCERN**

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

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

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

**OTHER INFORMATION**

The other information comprises the information included in the Annual Report other than the financial statements and our Auditors' Report thereon. The Trustees are responsible for the other information contained within the Annual Report. 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. 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 course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

**FRIENDS OF WESTONBIRT ARBORETUM  
(A COMPANY LIMITED BY GUARANTEE)**

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF FRIENDS OF WESTONBIRT ARBORETUM  
(CONTINUED)**

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**MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION**

We have nothing to report in respect of the following matters where the Charities (Accounts and Reports) Regulations 2008 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 financial statements; or
- the parent charitable company has not kept sufficient accounting records; or
- the parent charitable company financial statements 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.

**RESPONSIBILITIES OF TRUSTEES**

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

In preparing the financial statements, the Trustees are responsible for assessing the Group's and the parent 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 Group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF FRIENDS OF WESTONBIRT ARBORETUM  
(CONTINUED)**

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**AUDITORS' RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS**

We have been appointed as auditor under section 151 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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 Auditors' 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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- We have considered the nature of the industry and sector, control environment and business performance of the entity;
- We have considered the results of our enquiries with management and the directors to their own identification and assessment of the risk of irregularities within the entity; and
- We have reviewed the documentation of key processes and controls and performed walkthroughs of transactions to confirm that the systems are operating in line with documentation.

As a result of these procedures, we have considered the opportunities and incentives that may exist within the organisation for fraud and identified the areas of high risk to be in relation to revenue recognition. In common with all audits under ISAs (UK) we are also required to perform specific procedures to respond to the risk of management override.

We have also obtained an understanding of the legal and regulatory frameworks that the Company operates in, focusing on provisions of those laws and regulations that had a direct effect on the determination of material amounts and disclosures within the financial statements. The key laws and regulations we considered in this context included the UK Companies Act, Financial Reporting Standard 102 and UK tax legislation. In addition, we considered provision of other laws and regulations that do not have a direct effect on the financial statements but compliance with may be fundamental for the Company's ability to operate or avoid a material penalty. These included health and safety regulations; employment legislation; and data protection laws.

Our audit procedures performed to respond to the risks identified included, but were not limited to:

- Reviewing the financial statement disclosures and testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described as having a direct effect on the financial statements;
- Reviewing the financial statement disclosures and testing to supporting documentation to assess the recognition of revenue;
- Discussions with management, including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud; and
- In addressing the risk of fraud through management override of controls, testing the appropriateness of journal entries and other adjustments; assessing whether the judgments made in accounting estimates are indicative of potential bias; and evaluating the business rationale of significant transactions that are unusual or outside the normal course of business.

We also communicated relevant identified laws and regulations and potential fraud risks to all engagement team members and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

Our audit procedures were designed to respond to risks of material misstatement in the financial statements,

**FRIENDS OF WESTONBIRT ARBORETUM  
(A COMPANY LIMITED BY GUARANTEE)**

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF FRIENDS OF WESTONBIRT ARBORETUM  
(CONTINUED)**

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recognising that the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from an error, as fraud may involve deliberate concealment by, for example, forgery, misrepresentations or through collusion. There are inherent limitations in the audit procedures performed and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it.

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](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our Auditors' Report.

**USE OF OUR REPORT**

This report is made solely to the charitable company's members, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an Auditors' Report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.

**David Butler FCA DChA**  
**Bishop Fleming LLP**  
Chartered Accountants  
Statutory Auditors  
10 Temple Back  
Bristol  
BS1 6FL

18 July 2023

Bishop Fleming LLP are eligible to act as auditors in terms of section 1212 of the Companies Act 2006.

**FRIENDS OF WESTONBIRT ARBORETUM  
(A COMPANY LIMITED BY GUARANTEE)**

**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND  
EXPENDITURE ACCOUNT)  
FOR THE YEAR ENDED 31 DECEMBER 2022**

	Note	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
<b>Income from:</b>					
Donations and legacies	2	49,664	17,200	66,864	51,321
Charitable activities	3	1,423,746	-	1,423,746	1,376,737
Other trading activities	4	448,137	-	448,137	355,295
Investments	5	5,595	-	5,595	357
Other income	6	39,102	-	39,102	88,967
<b>Total income</b>		<b>1,966,244</b>	<b>17,200</b>	<b>1,983,444</b>	<b>1,872,677</b>
<b>Expenditure on:</b>					
Raising funds		539,432	-	539,432	414,859
Charitable activities	8	1,443,273	18,985	1,462,258	1,307,128
<b>Total expenditure</b>		<b>1,982,705</b>	<b>18,985</b>	<b>2,001,690</b>	<b>1,721,987</b>
<b>Net movement in funds</b>		<b>(16,461)</b>	<b>(1,785)</b>	<b>(18,246)</b>	<b>150,690</b>
<b>Reconciliation of funds:</b>					
Total funds brought forward		1,310,013	11,785	1,321,798	1,171,108
Net movement in funds		(16,461)	(1,785)	(18,246)	150,690
<b>Total funds carried forward</b>		<b>1,293,552</b>	<b>10,000</b>	<b>1,303,552</b>	<b>1,321,798</b>

**FRIENDS OF WESTONBIRT ARBORETUM  
(A COMPANY LIMITED BY GUARANTEE)  
REGISTERED NUMBER:04965522**

**CONSOLIDATED BALANCE SHEET  
AS AT 31 DECEMBER 2022**

	Note	2022 £	2021 £
<b>Fixed assets</b>			
Intangible assets	12	9,979	13,701
Tangible assets	13	48,163	45,950
		58,142	59,651
<b>Current assets</b>			
Stocks	15	55,800	51,603
Debtors	16	119,480	99,144
Cash at bank and in hand		1,857,932	1,899,662
		2,033,212	2,050,409
Creditors: amounts falling due within one year	17	(785,164)	(778,911)
<b>Net current assets</b>		1,248,048	1,271,498
<b>Total assets less current liabilities</b>		1,306,190	1,331,149
Creditors: amounts falling due after more than one year	18	(2,638)	(9,351)
<b>Total net assets</b>		1,303,552	1,321,798
<b>Charity funds</b>			
Restricted funds	19	10,000	11,785
Unrestricted funds	19	1,293,552	1,310,013
<b>Total funds</b>		1,303,552	1,321,798

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements have been prepared in accordance with the provisions applicable to entities subject to the small companies regime.

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:

**M A Mintram**  
Chair

Date:  
13 July 2023

The notes on pages 25 to 49 form part of these financial statements.



**FRIENDS OF WESTONBIRT ARBORETUM  
(A COMPANY LIMITED BY GUARANTEE)  
REGISTERED NUMBER:04965522**

**CHARITY STATEMENT OF FINANCIAL POSITION  
FOR THE YEAR ENDED 31 DECEMBER 2022**

	Note	2022 £	2021 £
<b>Fixed assets</b>			
Intangible assets	12	5,993	7,801
Tangible assets	13	32,947	42,253
Investments	14	1,000	1,000
		<u>39,940</u>	<u>51,054</u>
<b>Current assets</b>			
Debtors	16	282,655	161,792
Cash at bank and in hand		1,762,381	1,861,585
		<u>2,045,036</u>	<u>2,023,377</u>
Creditors: amounts falling due within one year	17	(750,437)	(743,282)
<b>Net current assets</b>		<u>1,294,599</u>	<u>1,280,095</u>
<b>Total assets less current liabilities</b>		<u>1,334,539</u>	<u>1,331,149</u>
Creditors: amounts falling due after more than one year	18	(2,638)	(9,351)
<b>Total net assets</b>		<u><u>1,331,901</u></u>	<u><u>1,321,798</u></u>
<b>Charity funds</b>			
Restricted funds	19	10,000	11,785
Unrestricted funds	19	1,321,901	1,310,013
<b>Total funds</b>		<u><u>1,331,901</u></u>	<u><u>1,321,798</u></u>

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements have been prepared in accordance with the provisions applicable to entities subject to the small companies regime.

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:

**M A Mintram**  
Chair

Date:  
13 July 2023

The notes on pages 25 to 49 form part of these financial statements.

**FRIENDS OF WESTONBIRT ARBORETUM  
(A COMPANY LIMITED BY GUARANTEE)**

**CONSOLIDATED STATEMENT OF CASH FLOWS  
FOR THE YEAR ENDED 31 DECEMBER 2022**

	<b>2022</b>	2021
	£	£
<b>Cash flows from operating activities</b>		
Net cash generated from operating activities	<b>(20,337)</b>	269,460
<b>Cash flows from investing activities</b>		
Interest received	<b>5,595</b>	357
Loss/(gain) on disposal of fixed assets	<b>62</b>	12,572
Purchase of intangible assets	-	(9,042)
Purchase of fixed assets	<b>(27,050)</b>	(12,893)
<b>Net cash used in investing activities</b>	<b>(21,393)</b>	<b>(9,006)</b>
<b>Change in cash and cash equivalents in the year</b>	<b>(41,730)</b>	<b>260,454</b>
Cash and cash equivalents at the beginning of the year	<b>1,899,662</b>	1,639,208
<b>Cash and cash equivalents at the end of the year</b>	<b>1,857,932</b>	1,899,662

The notes on pages 25 to 49 form part of these financial statements

## **1. ACCOUNTING POLICIES**

### **1.1 BASIS OF PREPARATION OF FINANCIAL STATEMENTS**

The financial statements 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 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Friends of Westonbirt Arboretum meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

The Consolidated Statement of Financial Activities (SOFA) and Consolidated Balance Sheet consolidate the financial statements of the Group and its subsidiary undertaking. The results of the subsidiary are consolidated on a line by line basis.

### **1.2 GOING CONCERN**

After making appropriate enquiries, the Trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future and do not anticipate that there are any circumstances that are likely to arise leading to a significant reduction in the Charity's ongoing income streams or ability to continue to operate.

The Charity is in a strong financial position with healthy reserves. The cash balance as at 31 December 2022 was £1.8m and the Trustees consider that the Charity holds sufficient funds to meet its liabilities and to mitigate against the loss of any income, should that arise. The Trustees regularly review the financial forecast for 2023 and the performance of the Charity, to date, is in line with the financial plan. For these reasons, the Trustees believe that it is correct to adopt the going concern basis in preparing these financial statements.

### **1.3 INCOME**

All income is recognised once the Charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

The recognition of income from legacies is dependent on establishing entitlement, the probability of receipt and the ability to estimate with sufficient accuracy the amount receivable. Evidence of entitlement to a legacy exists when the Charity has sufficient evidence that a gift has been left to them (through knowledge of the existence of a valid will and the death of the benefactor) and the executor is satisfied that the property in question will not be required to satisfy claims in the estate. Receipt of a legacy must be recognised when it is probable that it will be received and the fair value of the amount receivable, which will generally be the expected cash amount to be distributed to the Charity, can be reliably measured.

Grants are included in the Consolidated Statement of Financial Activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance Sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

Other income is recognised in the period in which it is receivable and to the extent the goods have been provided or on completion of the service.

**1. ACCOUNTING POLICIES (continued)**

**1.4 EXPENDITURE**

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Expenditure on raising funds includes all expenditure incurred by the Group to raise funds for its charitable purposes and includes costs of all fundraising activities events and non-charitable trading.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Group's objectives, as well as any associated support costs.

All expenditure is inclusive of irrecoverable VAT.

**1.5 INTEREST RECEIVABLE**

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Group; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

**1.6 TAXATION**

The Charity is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the Charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

**1.7 INTANGIBLE ASSETS AND AMORTISATION**

Intangible assets are initially recognised at cost. After recognition, under the cost model, intangible assets are measured at cost less any accumulated amortisation and any accumulated impairment losses.

Intangible assets are amortised over the expected useful economic life of the asset. If a reliable estimate of the useful economic life cannot be determined, the life shall not exceed five years.

Amortisation is provided on the following bases:

Computer software	- 20 % straight line
Goodwill	- 20 % straight line

**1.8 TANGIBLE FIXED ASSETS AND DEPRECIATION**

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

**1. ACCOUNTING POLICIES (continued)**

**1.8 TANGIBLE FIXED ASSETS AND DEPRECIATION (CONTINUED)**

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, using the straight-line method.

Depreciation is provided on the following bases:

Leasehold improvements	- 5% straight line
Fixtures and fittings	- 20% straight line
IT assets	- 10% and 33% straight line

**1.9 INVESTMENTS**

Fixed asset investments are a form of financial instrument and are initially recognised at their transaction cost and subsequently measured at fair value at the Balance Sheet date, unless the value cannot be measured reliably in which case it is measured at cost less impairment. Investment gains and losses, whether realised or unrealised, are combined and presented as 'gains/(losses) on investments' in the Consolidated Statement of Financial Activities.

Investments in subsidiaries are valued at cost less provision for impairment.

**1.10 STOCKS**

Stocks are stated at the lower of cost and net realisable value, being the estimated selling price less costs to complete and sell. Cost is based on the cost of purchase on a first in, first out basis.

**1.11 DEBTORS**

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

**1.12 CASH AT BANK AND IN HAND**

Cash at bank and in hand includes cash, cash held in deposit accounts and also any short-term, highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account are also included within this balance.

**1.13 LIABILITIES AND PROVISIONS**

Liabilities are recognised when there is an obligation at the Balance Sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Consolidated Statement of Financial Activities as a finance cost.

**FRIENDS OF WESTONBIRT ARBORETUM  
(A COMPANY LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2022**

**1. ACCOUNTING POLICIES (continued)**

**1.14 FINANCIAL INSTRUMENTS**

The Group only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

**1.15 PENSIONS**

The Group operates a defined contribution pension scheme and the pension charge represents the amounts payable by the Group to the fund in respect of the year.

**1.16 FUND ACCOUNTING**

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Group and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Group for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Investment income, gains and losses are allocated to the appropriate fund.

**2. INCOME FROM DONATIONS AND LEGACIES**

	<b>Unrestricted funds 2022 £</b>	<b>Restricted funds 2022 £</b>	<b>Total funds 2022 £</b>	<b>Total funds 2021 £</b>
<b>DONATIONS</b>				
Donated facilities	11,250	-	<b>11,250</b>	11,250
Other donations	19,414	17,200	<b>36,614</b>	40,071
Legacies	19,000	-	<b>19,000</b>	-
	<u>49,664</u>	<u>17,200</u>	<u><b>66,864</b></u>	<u>51,321</u>
<b>TOTAL 2021</b>	<u>45,621</u>	<u>5,700</u>	<u>51,321</u>	

**FRIENDS OF WESTONBIRT ARBORETUM  
(A COMPANY LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2022**

**3. INCOME FROM CHARITABLE ACTIVITIES**

	<b>Unrestricted funds 2022 £</b>	<b>Total funds 2022 £</b>	Total funds 2021 £
Membership subscriptions	1,423,746	<b>1,423,746</b>	1,376,737

**4. INCOME FROM OTHER TRADING ACTIVITIES**

**Income from fundraising events**

	<b>Unrestricted funds 2022 £</b>	<b>Total funds 2022 £</b>	Total funds 2021 £
Friends of Westonbirt Arboretum Enterprises	440,461	<b>440,461</b>	339,975
Letting fees and commission relating to the Great Oak Hall	7,676	<b>7,676</b>	15,320
	<u>448,137</u>	<u><b>448,137</b></u>	<u>355,295</u>

**5. INVESTMENT INCOME**

	<b>Unrestricted funds 2022 £</b>	<b>Total funds 2022 £</b>	Total funds 2021 £
Investment income	5,595	<b>5,595</b>	357

**FRIENDS OF WESTONBIRT ARBORETUM  
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**NOTES TO THE FINANCIAL STATEMENTS  
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**6. OTHER INCOMING RESOURCES**

	<b>Unrestricted funds 2022 £</b>	<b>Total funds 2022 £</b>	Total funds 2021 £
Government grants	4,000	<b>4,000</b>	17,900
Coronavirus Job Retention Scheme grant income	-	-	20,452
Recharges from Forestry England	35,102	<b>35,102</b>	50,615
	<u>39,102</u>	<u><b>39,102</b></u>	<u>88,967</u>

**7. FUNDRAISING TRADING EXPENSES**

	<b>2022 £</b>	2021 £
Friends of Westonbirt Arboretum Enterprises Limited	<b>340,185</b>	253,228
Purchases for events	<b>10,071</b>	5,492
The Great Oak Hall expenses	<b>669</b>	748
Donated facilities - office space (50% of total)	<b>5,625</b>	5,625
Fundraising staff costs	<b>75,195</b>	46,512
Trading staff costs	<b>107,687</b>	103,254
	<u><b>539,432</b></u>	<u>414,859</u>



**FRIENDS OF WESTONBIRT ARBORETUM  
(A COMPANY LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2022**

**8. ANALYSIS OF EXPENDITURE BY ACTIVITIES**

	<b>Activities undertaken directly 2022 £</b>	<b>Support costs 2022 £</b>	<b>Total funds 2022 £</b>	<b>Total funds 2021 £</b>
Charitable Activities	1,006,142	456,116	<b>1,462,258</b>	1,307,128
TOTAL 2021	846,459	460,669	1,307,128	

**ANALYSIS OF DIRECT COSTS**

	<b>Activities undertaken directly 2022 £</b>	<b>Total funds 2022 £</b>	<b>Total funds 2021 £</b>
Arboretum access rights	728,439	<b>728,439</b>	637,252
Grant expenditure	159,023	<b>159,023</b>	110,233
Membership activities	66,238	<b>66,238</b>	37,371
Westonbirt magazine costs	46,817	<b>46,817</b>	55,978
Donated facilities - office space (50% of total)	5,625	<b>5,625</b>	5,625
	1,006,142	<b>1,006,142</b>	846,459

**FRIENDS OF WESTONBIRT ARBORETUM  
(A COMPANY LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2022**

**8. ANALYSIS OF EXPENDITURE BY ACTIVITIES (CONTINUED)**

**ANALYSIS OF SUPPORT COSTS**

	<b>Supporting Activities 2022 £</b>	<b>Total funds 2022 £</b>	Total funds 2021 £
Staff costs	272,643	<b>272,643</b>	267,031
Staff costs - Project Manager recharged to Forestry England	35,102	<b>35,102</b>	36,707
Depreciation	22,893	<b>22,893</b>	22,497
Other staff expenditure	3,341	<b>3,341</b>	2,186
Staff recruitment and development	21,122	<b>21,122</b>	7,315
Governance	10,775	<b>10,775</b>	12,844
Telephone	689	<b>689</b>	1,242
Rates	941	<b>941</b>	979
Utilities	5,918	<b>5,918</b>	2,854
Insurance	9,641	<b>9,641</b>	8,082
Printing, post and stationery	1,141	<b>1,141</b>	523
General maintenance	2,092	<b>2,092</b>	2,734
Information technology	58,714	<b>58,714</b>	55,103
Marketing	859	<b>859</b>	-
Miscellaneous expenses	3,504	<b>3,504</b>	17,876
Bank charges	1,359	<b>1,359</b>	158
Accounting services	5,444	<b>5,444</b>	2,668
Sundry expenses	-	-	299
Redundancy costs	-	-	7,000
Loss on disposal of software	-	-	12,571
(Profit)/loss on disposal of fixed assets	(62)	<b>(62)</b>	-
	<u>456,116</u>	<u><b>456,116</b></u>	<u>460,669</u>

**FRIENDS OF WESTONBIRT ARBORETUM  
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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2022**

**9. STAFF COSTS**

	<b>Group 2022 £</b>	Group 2021 £	<b>Company 2022 £</b>	Company 2021 £
Wages and salaries	<b>443,664</b>	410,939	<b>348,832</b>	323,511
Social security costs	<b>28,802</b>	29,408	<b>23,877</b>	25,556
Contribution to defined contribution pension schemes	<b>39,039</b>	33,827	<b>31,109</b>	28,580
	<b>511,505</b>	474,174	<b>403,818</b>	377,647

Staffing costs comprises of £20,878 (2021: £20,670) within direct costs, £307,745 (2021: £303,738) within support costs and £182,882 (2021: £149,767) within fundraising trading expenses.

**10. STAFF NUMBERS**

The average number of persons employed by the Charity during the year was as follows:

	<b>Group 2022 £</b>	Group 2021 £	<b>Company 2022 £</b>	Company 2021 £
	<b>25</b>	23	<b>14</b>	11

No employee received remuneration amounting to more than £60,000 in either year.

The key management personnel of the Charity comprise the Trustees (who do not receive remuneration for their role as a Trustee) and the Chief Executive Officer. The total amount of employee benefits (including Employer pension contributions) received by key management personnel for their services to the Charity was £55,471 (2021: £64,121).

**11. TRUSTEES' REMUNERATION AND EXPENSES**

During the year, no Trustees received any remuneration or other benefits (2021 - £NIL).

During the year ended 31 December 2022, no Trustee expenses have been incurred (2021 - £NIL).

**FRIENDS OF WESTONBIRT ARBORETUM  
(A COMPANY LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2022**

**12. INTANGIBLE ASSETS**

**GROUP**

	<b>Computer software £</b>	<b>Goodwill £</b>	<b>Total £</b>
<b>COST</b>			
At 1 January 2022	9,042	9,567	18,609
At 31 December 2022	<u>9,042</u>	<u>9,567</u>	<u>18,609</u>
<b>AMORTISATION</b>			
At 1 January 2022	1,241	3,667	4,908
Charge for the year	1,808	1,914	3,722
At 31 December 2022	<u>3,049</u>	<u>5,581</u>	<u>8,630</u>
<b>NET BOOK VALUE</b>			
At 31 December 2022	<u>5,993</u>	<u>3,986</u>	<u>9,979</u>
At 31 December 2021	<u>7,801</u>	<u>5,900</u>	<u>13,701</u>

**FRIENDS OF WESTONBIRT ARBORETUM  
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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2022**

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**12. INTANGIBLE ASSETS (CONTINUED)**

**COMPANY**

	<b>Computer software £</b>
<b>COST</b>	
At 1 January 2022	9,042
At 31 December 2022	<u>9,042</u>
<b>AMORTISATION</b>	
At 1 January 2022	1,241
Charge for the year	1,808
At 31 December 2022	<u>3,049</u>
<b>NET BOOK VALUE</b>	
At 31 December 2022	<u>5,993</u>
At 31 December 2021	<u>7,801</u>

**FRIENDS OF WESTONBIRT ARBORETUM  
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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2022**

**13. TANGIBLE FIXED ASSETS**

**GROUP**

	Leasehold improvements £	Fixtures and fittings £	IT assets £	Total £
<b>COST OR VALUATION</b>				
At 1 January 2022	33,518	53,346	114,925	201,789
Additions	-	13,009	14,041	27,050
Disposals	-	(19,682)	(41,164)	(60,846)
At 31 December 2022	<u>33,518</u>	<u>46,673</u>	<u>87,802</u>	<u>167,993</u>
<b>DEPRECIATION</b>				
At 1 January 2022	21,555	49,828	84,456	155,839
Charge for the year	1,676	2,865	20,234	24,775
On disposals	-	(19,682)	(41,102)	(60,784)
At 31 December 2022	<u>23,231</u>	<u>33,011</u>	<u>63,588</u>	<u>119,830</u>
<b>NET BOOK VALUE</b>				
At 31 December 2022	<u>10,287</u>	<u>13,662</u>	<u>24,214</u>	<u>48,163</u>
At 31 December 2021	<u>11,963</u>	<u>3,518</u>	<u>30,469</u>	<u>45,950</u>

**FRIENDS OF WESTONBIRT ARBORETUM  
(A COMPANY LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2022**

**13. TANGIBLE FIXED ASSETS (CONTINUED)**

**COMPANY**

	Leasehold improvements £	Fixtures and fittings £	Computer equipment £	Total £
<b>COST OR VALUATION</b>				
At 1 January 2022	33,518	30,280	113,485	177,283
Additions	-	-	11,841	11,841
Disposals	-	(19,682)	(41,164)	(60,846)
At 31 December 2022	<u>33,518</u>	<u>10,598</u>	<u>84,162</u>	<u>128,278</u>
<b>DEPRECIATION</b>				
At 1 January 2022	21,555	29,939	83,536	135,030
Charge for the year	1,676	205	19,204	21,085
On disposals	-	(19,682)	(41,102)	(60,784)
At 31 December 2022	<u>23,231</u>	<u>10,462</u>	<u>61,638</u>	<u>95,331</u>
<b>NET BOOK VALUE</b>				
At 31 December 2022	<u>10,287</u>	<u>136</u>	<u>22,524</u>	<u>32,947</u>
At 31 December 2021	<u>11,963</u>	<u>341</u>	<u>29,949</u>	<u>42,253</u>

**FRIENDS OF WESTONBIRT ARBORETUM  
(A COMPANY LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2022**

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**14. FIXED ASSET INVESTMENTS**

	<b>Investments in subsidiary companies £</b>
<b>CHARITY</b>	
<b>COST OR VALUATION</b>	
Additions	1,000
AT 31 DECEMBER 2022	<u>1,000</u>
<b>NET BOOK VALUE</b>	
AT 31 DECEMBER 2022	<u>1,000</u>



**FRIENDS OF WESTONBIRT ARBORETUM  
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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2022**

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**14. FIXED ASSET INVESTMENTS (CONTINUED)**

**PRINCIPAL SUBSIDIARIES**

The following was a subsidiary undertaking of the Charity:

<b>Name</b>	<b>Company number</b>	<b>Registered office or principal place of business</b>	<b>Principal activity</b>
Friends of Westonbirt Arboretum Enterprises Limited	12410907	The Great Oak Hall, Westonbirt, The National Arboretum, Tetbury, Gloucestershire, United Kingdom, GL8 8QS	Retail sale of new goods in on site shop

<b>Class of shares</b>	<b>Holding</b>	<b>Included in consolidation</b>
Ordinary	100%	Yes

The financial results of the subsidiary for the year were:

<b>Name</b>	<b>Income £</b>	<b>Expenditure £</b>	<b>Profit/(Loss) for the year £</b>	<b>Net liabilities £</b>
Friends of Westonbirt Arboretum Enterprises Limited	<b>444,461</b>	<b>(472,810)</b>	<b>(28,349)</b>	<b>(28,349)</b>

**FRIENDS OF WESTONBIRT ARBORETUM  
(A COMPANY LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2022**

**15. STOCKS**

	<b>Group 2022 £</b>	Group 2021 £
Finished goods and goods for resale	<b>55,800</b>	51,603

**16. DEBTORS**

	<b>Group 2022 £</b>	Group 2021 £	<b>Company 2022 £</b>	Company 2021 £
<b>DUE AFTER MORE THAN ONE YEAR</b>				
Amounts owed by group undertakings	-	-	<b>160,484</b>	56,798
	-	-	<b>160,484</b>	56,798
<b>DUE WITHIN ONE YEAR</b>				
Trade debtors	<b>5,260</b>	1,039	<b>5,260</b>	1,039
Amounts owed by group undertakings	-	-	<b>7,430</b>	8,360
Prepayments and accrued income	<b>114,220</b>	98,105	<b>109,481</b>	95,595
	<b>119,480</b>	99,144	<b>282,655</b>	161,792

**FRIENDS OF WESTONBIRT ARBORETUM  
(A COMPANY LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2022**

**17. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	<b>Group 2022 £</b>	Group 2021 £	<b>Company 2022 £</b>	Company 2021 £
Trade creditors	<b>65,862</b>	28,032	<b>54,133</b>	13,684
Other taxation and social security	<b>41,533</b>	48,556	<b>29,636</b>	38,308
Other creditors	<b>1,170</b>	-	-	-
Accruals and deferred income	<b>676,599</b>	702,323	<b>666,668</b>	691,290
	<b>785,164</b>	778,911	<b>750,437</b>	743,282
	<b>Group 2022 £</b>	Group 2021 £	<b>Company 2022 £</b>	Company 2021 £
Deferred income at 1 January	<b>642,901</b>	539,874	<b>642,901</b>	539,874
Resources deferred during the year	<b>622,788</b>	642,901	<b>622,788</b>	642,901
Amounts released from previous periods	<b>(642,901)</b>	(539,874)	<b>(642,901)</b>	(539,874)
	<b>622,788</b>	642,901	<b>622,788</b>	642,901

The deferred income balance of £622,788 relates to membership subscriptions which were purchased during 2022 but for which the membership period ends in the following financial year.

**18. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR**

	<b>Group 2022 £</b>	Group 2021 £	<b>Company 2022 £</b>	Company 2021 £
Deferred income	<b>2,638</b>	9,351	<b>2,638</b>	9,351

**FRIENDS OF WESTONBIRT ARBORETUM  
(A COMPANY LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2022**

**19. STATEMENT OF FUNDS**

**STATEMENT OF FUNDS - CURRENT YEAR**

	Balance at 1 January 2022 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 December 2022 £
<b>UNRESTRICTED FUNDS</b>					
<b>DESIGNATED FUNDS</b>					
Arboretum Development Fund	785,804	-	-	(440,829)	344,975
Westonbirt Car Park Project	47,975	-	(23,000)	-	24,975
Westonbirt Signage Project	3,398	-	-	-	3,398
Coppice Shelter	37,312	-	(21,571)	9,000	24,741
Community Shelter	42,096	-	(14,945)	-	27,151
Quarantine House	28,428	-	(13,267)	(9,000)	6,161
Student Arborist Fund	-	-	(20,878)	85,878	65,000
Small Grants fund	-	-	(28,877)	58,877	30,000
Global Conservation Consortia	-	-	(17,500)	17,500	-
PhD Student UWE	-	-	-	25,000	25,000
Silkwood Regeneration	-	-	-	82,500	82,500
Interpretation Project	-	-	-	10,000	10,000
Westonbirt Community Co-ordinator	-	-	-	73,000	73,000
Westonbirt Tree Conservation Management	-	-	-	180,000	180,000
Community grant giving fund	-	-	-	25,000	25,000
	<b>945,013</b>	<b>-</b>	<b>(140,038)</b>	<b>116,926</b>	<b>921,901</b>
<b>GENERAL FUNDS</b>					
General Funds	365,000	1,521,783	(1,369,857)	(116,926)	400,000
FoWA Enterprises	-	444,461	(472,810)	-	(28,349)
	<b>365,000</b>	<b>1,966,244</b>	<b>(1,842,667)</b>	<b>(116,926)</b>	<b>371,651</b>
<b>TOTAL UNRESTRICTED FUNDS</b>	<b>1,310,013</b>	<b>1,966,244</b>	<b>(1,982,705)</b>	<b>-</b>	<b>1,293,552</b>

**FRIENDS OF WESTONBIRT ARBORETUM  
(A COMPANY LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS  
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**19. STATEMENT OF FUNDS (CONTINUED)**

	Balance at 1 January 2022 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 December 2022 £
<b>RESTRICTED FUNDS</b>					
Community Shelter	-	7,200	(7,200)	-	-
Quarantine House	10,677	-	(10,677)	-	-
Coppice Shelter	1,108	-	(1,108)	-	-
Core Costs	-	10,000	-	-	10,000
	<u>11,785</u>	<u>17,200</u>	<u>(18,985)</u>	<u>-</u>	<u>10,000</u>
<b>TOTAL OF FUNDS</b>	<u><u>1,321,798</u></u>	<u><u>1,983,444</u></u>	<u><u>(2,001,690)</u></u>	<u><u>-</u></u>	<u><u>1,303,552</u></u>

**FRIENDS OF WESTONBIRT ARBORETUM  
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**19. STATEMENT OF FUNDS (CONTINUED)**

**STATEMENT OF FUNDS - PRIOR YEAR**

	Balance at 1 January 2021 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 December 2021 £
<b>UNRESTRICTED FUNDS</b>					
<b>DESIGNATED FUNDS</b>					
Arboretum Development Fund	615,638	-	-	170,166	785,804
Quarantine House	28,428	-	-	-	28,428
Westonbirt Signage Project	-	-	-	-	-
Coppice Shelter	37,312	-	-	-	37,312
Community Shelter	62,685	-	(20,589)	-	42,096
Quarantine House	-	-	-	-	-
Student Arborist Fund	-	-	(20,670)	20,670	-
Westonbirt Signage Project	3,398	-	-	-	3,398
Westonbirt Car Park Project	47,975	-	-	-	47,975
	<u>795,436</u>	<u>-</u>	<u>(41,259)</u>	<u>190,836</u>	<u>945,013</u>
<b>GENERAL FUNDS</b>					
General Funds	325,000	1,494,245	(1,264,040)	(190,205)	365,000
FoWA Enterprises	(3,874)	372,732	(368,227)	(631)	-
	<u>321,126</u>	<u>1,866,977</u>	<u>(1,632,267)</u>	<u>(190,836)</u>	<u>365,000</u>
<b>TOTAL UNRESTRICTED FUNDS</b>	<u>1,116,562</u>	<u>1,866,977</u>	<u>(1,673,526)</u>	<u>-</u>	<u>1,310,013</u>

**FRIENDS OF WESTONBIRT ARBORETUM  
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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2022**

**19. STATEMENT OF FUNDS (CONTINUED)**

	Balance at 1 January 2021 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 December 2021 £
<b>RESTRICTED FUNDS</b>					
Community Shelter	26,909	-	(26,909)	-	-
Quarantine House	26,529	5,700	(21,552)	-	10,677
Coppice Shelter	1,108	-	-	-	1,108
Core Costs	-	-	-	-	-
	<u>54,546</u>	<u>5,700</u>	<u>(48,461)</u>	<u>-</u>	<u>11,785</u>
<b>TOTAL OF FUNDS</b>	<u><u>1,171,108</u></u>	<u><u>1,872,677</u></u>	<u><u>(1,721,987)</u></u>	<u><u>-</u></u>	<u><u>1,321,798</u></u>

**19. STATEMENT OF FUNDS (CONTINUED)**

**Unrestricted Funds:**

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:**

**Designated Fund**

The Arboretum Development Fund – this fund seeks to raise funds for operational and revenue needs to promote the sustainability and development of the arboretum.

Westonbirt Car Park Project – the purpose of this project is to improve the Car Parking facilities at the Arboretum with a view to including charging points for Electric Vehicles in support of our commitment to the environment and sustainability. Construction work on this project is anticipated in summer 2022

Westonbirt Signage Project - the purpose of this project is to improve the signage within the Arboretum to enhance the visitor experience. As an example, signage for running routes across the arboretum were installed during 2020. The Signage project was largely completed in 2020 with the final retention expenditure due in early 2022.

Coppice Shelter – the purpose of this fund is to provide a shelter for the Arboretum Coppicers and to provide them with the facilities required to carry out their day-to-day activities and enable them to store their equipment safely. The shelter will help to sustain an ancient tradition and ensure that Silk Wood can be sustainably managed.

Community Shelter – the purpose of this fund is to support the work of Forestry England to develop a Community Shelter to be used exclusively for community activities.

Quarantine House - the purpose of this fund is to support the fundraising for a new Quarantine House on-site to support our conservation objectives. This large structure which will significantly boost the biosecurity at the Arboretum as it will be a specialist, purpose-built facility, allowing the Tree Team to constantly monitor and regularly inspect all new plants and seeds.

Student Arborists Fund – the purpose of this fund is to support the salary for one student arborist. The fund provides a year's salaried placement for students who are either part way through or nearing the end of their degrees in Countryside Management, Arboriculture, Horticulture, Forestry or a related subject which is beneficial in providing first class training for the UK's future arborists.

Small Grant Funds – discretionary grant fund for applications valued at less than £10,000, awarded by the CEO in conjunction with approval of at least one Trustee.

Global Conservation Consortia (GCC) – joint funding in partnership with Botanic Gardens Conservation International to meet the of payroll costs of a GCC manager working across the Westonbirt and Bedgebury Arboretum sites.

PhD Student UWE – funding commitment, in partnership with the University of the West of England (UWE), to support research costs over a 4 year period evaluating risks to Tilia health (2023 to 2026).

Silkwood Regeneration Manager – funding contribution to Forestry England the payroll costs of the Silkwood Project Manager for a fixed period of 1 year and 11 months (January 2023 to November 2024).

Interpretation Project – funding to support the design, printing and installation of 40 tree plinths highlighting key specimens.

Westonbirt Community Coordinator – funding contribution to Forestry England for the payroll costs of the



**FRIENDS OF WESTONBIRT ARBORETUM  
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Community Coordinator for a fixed period of 2 years to develop and deliver activities in response to the specific needs of community groups (April 2023 to March 2025).

Westonbirt Tree Conservation Manager – funding contribution to Forestry England for the payroll costs of the Tree Conservation Manager for a fixed period of 3 years (April 2023 to March 2026).

Community Grant Giving Fund – this fund has been created to enable grants to be awarded, at the discretion of the CEO, to support accessibility to the Arboretum for community groups that would otherwise struggle to gain access to the site, afford entry costs, travel, refreshment and engagement in Forestry England activities.

**Restricted Funds:**

Community Shelter – the purpose of this fund is as per the Designated Fund description above. This fund just pertains to the element of the fund that is funded through restricted sources.

Coppice Shelter – the purpose of this fund is as per the Designated Fund description above. This fund just pertains to the element of the fund that is funded through restricted sources.

Quarantine House – the purpose of this fund is as per the Designated Fund description above. This fund just pertains to the element of the fund that is funded through restricted sources.

Core costs – the income received in the year relates to a donation from the Julia and Hans Rausing Trust to mark the accession of Her Majesty the Queen (formerly HRH The Duchess of Cornwall), towards FoWA's core costs. This grant is not to be used towards any new project costs or work relating towards any organisation other than FoWA.

**20. ANALYSIS OF NET ASSETS BETWEEN FUNDS**

**ANALYSIS OF NET ASSETS BETWEEN FUNDS - CURRENT YEAR**

	<b>Unrestricted funds 2022 £</b>	<b>Restricted funds 2022 £</b>	<b>Total funds 2022 £</b>
Tangible fixed assets	48,163	-	<b>48,163</b>
Intangible fixed assets	9,979	-	<b>9,979</b>
Current assets	2,023,212	10,000	<b>2,033,212</b>
Creditors due within one year	(785,164)	-	<b>(785,164)</b>
Creditors due in more than one year	(2,638)	-	<b>(2,638)</b>
<b>TOTAL</b>	<b>1,293,552</b>	<b>10,000</b>	<b>1,303,552</b>

**FRIENDS OF WESTONBIRT ARBORETUM  
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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2022**

**20. ANALYSIS OF NET ASSETS BETWEEN FUNDS (CONTINUED)**

**ANALYSIS OF NET ASSETS BETWEEN FUNDS - PRIOR YEAR**

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £
Tangible fixed assets	45,950	-	45,950
Intangible fixed assets	13,701	-	13,701
Current assets	2,038,624	11,785	2,050,409
Creditors due within one year	(778,911)	-	(778,911)
Creditors due in more than one year	(9,351)	-	(9,351)
<b>TOTAL</b>	<u>1,310,013</u>	<u>11,785</u>	<u>1,321,798</u>

**21. RECONCILIATION OF NET MOVEMENT IN FUNDS TO NET CASH FLOW FROM OPERATING  
ACTIVITIES**

	Group 2022 £	Group 2021 £
Net income/expenditure for the year (as per Statement of Financial Activities)	<u>(18,246)</u>	<u>150,690</u>
<b>ADJUSTMENTS FOR:</b>		
Depreciation charges	24,775	21,873
Amortisation charges	3,722	3,154
Interest on investments	(5,595)	(357)
Increase in stocks	(4,197)	(21,615)
Increase in debtors	(20,336)	(27,785)
Increase/(decrease) in creditors	(460)	143,500
<b>NET CASH PROVIDED BY/(USED IN) OPERATING ACTIVITIES</b>	<u>(20,337)</u>	<u>269,460</u>

**FRIENDS OF WESTONBIRT ARBORETUM  
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**22. ANALYSIS OF CASH AND CASH EQUIVALENTS**

	<b>Group 2022 £</b>	Group 2021 £
Cash in hand	<b>758,485</b>	903,707
Notice deposits (less than 3 months)	<b>1,099,447</b>	995,955
<b>TOTAL CASH AND CASH EQUIVALENTS</b>	<b>1,857,932</b>	1,899,662

**23. ANALYSIS OF CHANGES IN NET DEBT**

	<b>At 1 January 2022 £</b>	<b>Cash flows £</b>	<b>At 31 December 2022 £</b>
Cash at bank and in hand	<b>1,899,662</b>	<b>(41,730)</b>	<b>1,857,932</b>
	<b>1,899,662</b>	<b>(41,730)</b>	<b>1,857,932</b>

**24. RELATED PARTY TRANSACTIONS**

The group has a close relationship with Forestry England.

The Arboretum is managed by Forestry England. Membership of the Friends of Westonbirt Arboretum follows payment of a prescribed fee. Members are entitled to visit the Arboretum during the opening hours without having to pay an entrance fee to Forestry England. Friends of Westonbirt Arboretum purchase access rights for its members from Forestry England. The cost for the current year was £728,439 (2021: £637,252).

The charity operates from the Great Oak Hall and a second office known as 'the cabin' at Westonbirt Arboretum. This office space is leased from Forestry England at a peppercorn rent. The purpose of the office space is to provide administrative offices for the Charity and a hall for the use of the Charity, Forestry England and for commercial lettings. The value of these donated facilities has been quantified at the value of £11,250 (2021: £11,250) and recognised in the financial statements.

The charity has taken advantage of the exemption available in FRS 102 whereby it has not disclosed transactions or balances with the wholly owned subsidiary of the group.

**25. CONTROLLING PARTY**

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