

# Scottish National War Memorial

Trustees' report and financial statements  
*for the year ended 31 March 2022*

Scottish Charity Number SC009869

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## Trustees' report for the year ended 31 March 2022

The Trustees present their report and financial statements for the year ended 31 March 2022.

### SCOTTISH NATIONAL WAR MEMORIAL TRUSTEES' REPORT

The Trustees present their report and financial statements for the year ended 31 March 2022.

#### Reference and Administrative information

##### **Board of Trustees (April 2021 to March 2022)**

\* Denotes Member of the Executive and Finance Committee

##### **Lord Provosts (Ex-Officio)**

*Francis Ross Esq	(from May 2017)	Rt Hon the Lord Provost of Edinburgh
Philip Braat	(from Jan 2020)	Rt Hon the Lord Provost of Glasgow
Barney Crockett	(from May 2017)	Lord Provost of Aberdeen
Ian Borthwick	(from May 2017)	Lord Provost of Dundee

##### **Service Chiefs (Ex-Officio)**

\*Major General A Bruce of Crionaich OBE VR DL (from July 2019) Governor Edinburgh Castle

##### **Appointed by The Royal British Legion Scotland**

\*Major General MJ Strudwick CBE KStJ (retired 31 March 2021) Chair of Trustees  
Major General R Bruce CBE DSO (from April 2021)

##### **Appointed by The Scottish Trades Union Congress**

Rozanne Foyer (from Jul 2020) (General Secretary)

##### **Appointed by HM Scottish Ministers**

\*Penelope Loudon BA LLB LPDip NP- Chair (elected June 2021)  
\*Tom Murray Esq WS  
\*Revd Neil Gardner

##### **Appointed by the Convention of Scottish Local Authorities (COSLA)**

Cllr (Provost) Pat Reid	(from Aug 2017)	(Falkirk Council)
Cllr Elaine Robertson	(from Aug 2017)	(Argyll and Bute Council)
Cllr Alasdair MacLeod	(from Aug 2017)	(Comhairle nan Eilean Siar)
Cllr (Baillie) Helen Wright	(from Aug 2017)	(Dundee City Council)
Cllr Roderick Balfour	(from Aug 2017)	(Highland Council)
Cllr John Greenwell	(from Aug 2017)	(Scottish Borders Council)

##### **Co-opted by the Executive Trustees**

JJ Chalmers (from October 2021)  
Michael Hashim (from October 2021)

The Trustees have agreed that the tenure for both the Chair and the Co-opted Trustees should be for periods of three years and five years respectively; the chair will be eligible to serve for a further three years subject to the approval of the Executive Trustees.

##### **Officials**

*Lieutenant Colonel CD McGrory	Secretary (resigned 28 February 2022)
*Major TD Straton TD CA CTA	Honorary Treasurer (resigned 30 April 2021)
Miss M-C Macfarlane	Assistant Secretary (resigned 31 March 2022)
Mrs Susan Flintoff	Chief Executive (appointed 20 April 2022)
Mr Alistair Christie	Treasurer (appointed 31 March 2021)

## **Trustees' report (continued)** *for the year ended 31 March 2022*

### **Observers** (attending or represented at meetings)

Flag Officer Scotland and Northern Ireland - Commodore Bob Anstey  
Air Officer Scotland - Air Vice-Marshal R Paterson CB OBE ADC DL  
Commander Edinburgh Garrison - Lieutenant Colonel HIM Clark MBE SCOTS

### **Independent Examiners**

Henderson Loggie LLP  
Chartered Accountants  
11-15 Thistle Street  
Edinburgh  
EH2 1DF

### **Bankers**

Holt's Military Banking  
200 Fowler Avenue  
Fowler Business Park  
Farnborough  
GU14 7JP

### **Investment Managers**

Brewin Dolphin  
6th Floor, Atria One  
144 Morrison Street  
Edinburgh  
EH3 8EX

### **Administrative Office**

The Scottish National War Memorial  
The Castle  
Edinburgh  
EH1 2YT

### **Registered Charity Number**

SC 009869

### **Communications**

Telephone: 0131 226 7393  
Web-site: [www.snmw.org](http://www.snmw.org)  
E-mail: [info@snwm.org](mailto:info@snwm.org)

### **Chief Executive and Keeper of the Rolls**

Following several years involvement with the Scottish National War Memorial, initially as project manager and then as chief executive, Lt Colonel Colin McGrory (retired) resigned at the end of February 2022 to move to the south of England with his wife.

Susan Flintoff joined the organisation in April in a newly designated role, chief executive and keeper of the rolls. Susan has had a varied career across banking, the fitness industry, MOD and having served for over 20 years as a Reservist in the Royal Navy on both a full-time and part-time basis. Her FTRS appointments include Visits Liaison Officer at HMNB Clyde, responsible for all 1\* and above visits to the base, and also as a Staff Officer for FOSNNI. She has a keen interest in art history and is very much looking forward to getting to know the Memorial. Susan lives in Houston, Renfrewshire with her husband Neil and their young family Harry (13), Charlotte (9) and the family moggie Alfie.

## **Trustees' report (continued)** *for the year ended 31 March 2022*

### **The late Major General Mark Strudwick CBE KStJ – an Appreciation**

In late September 2021, our former Chairman of Trustees, Major General Mark Strudwick, died after a short illness. His passing was a great sadness to his family and his friends and colleagues from many walks of life as well as his fellow trustees here at the Scottish National War Memorial. Mark was an accomplished soldier for much of his working life, but he was also a business leader, office bearer in the Order of St John and tireless figurehead and volunteer in multiple charities in Scotland and beyond. As our Chairman at the Scottish National War Memorial, he dedicated himself to leading our small team of volunteers, furthering the interests of the Memorial and being present at the principal services of remembrance in April, July and November.

General Mark will be greatly missed, and we honour his contribution.  
**“Say not in grief he is no more but live in thankfulness that he was”**

### **STRUCTURE, GOVERNANCE AND MANAGEMENT**

**Constitution.** The Scottish National War Memorial is a body corporate, created by Royal Charter dated 29 November 1947 as amended by the Supplementary Charters dated 28 October 1975 and 11 October 2005. There are no formal relationships with other bodies.

**Governance.** The responsibility for appointing Trustees is laid down in the Royal Charter. Once appointed each Trustee receives a letter from the Secretary along with copies of the Royal Charter, Office of the Scottish Charity Regulator's Guidance for Charity Trustees and the War Memorial guide book. The Trustees have appointed certain of their number to an Executive and Finance Committee and form other sub-committees as occasion demands. Routine decisions, including implementing the Trustees' Rules of Eligibility, are delegated to the Secretary who submits an annual report to the Trustees. More important or complex matters are considered and concluded by the Executive Committee or referred to the Board of Trustees. The Executive Committee monitors investment management and conducts an annual inspection of the Memorial with Historic Environment Scotland architects and staff in attendance.

**Risk Statement.** The Trustees have assessed the major risks to which the Trust is exposed, in particular those relating to the operations and finances of the Trust and are satisfied that systems are in place to mitigate their exposure to these major risks. The major risks are accidental injury to visitors, wind damage to the stained glass windows and acts of vandalism in the Memorial. Controls put in place in respect of them are public liability insurance, regular inspection of the windows, and the presence of one or more Guides or Stewards in the Memorial. The other major risk has been identified as a fall in value or yield of investments. This risk is mitigated by Brewin Dolphin as investment managers, as noted later in this Report.

### **OBJECTIVES AND ACTIVITIES**

**Objectives.** As stated in the Royal Charter:

- To maintain the Rolls of Honour and Memorials in the Shrine.
- To arrange anniversary and other services and ceremonies.
- To administer donations, collections and other income for the aforesaid purposes.
- To make donations to Service charities.

**Activities carried out during the Reporting Period.** The processing of requests for additions and amendments to the Rolls of Honour continued as did requests for the purchase of certificates, roll extracts and guidebooks. However, the COVID-19 Pandemic significantly affected the annual programme of commemorative events and the conservation and cleaning of the flags, colours, guidons and ensigns.

## Trustees' report (continued) for the year ended 31 March 2022

**Volunteers.** The Trustees appreciate the voluntary assistance of all volunteers, especially the Flag ladies, who assist with maintaining the various artifacts on display in the Memorial.

### ACHIEVEMENTS AND PERFORMANCE

#### The Rolls of Honour.

Verification of individual entries for subsequent correction was completed alongside traditional requests for additions or amendments, general enquiries, and extracts from the Rolls.

Rolls of Honour Statistics	2021/22	2020/21	2019/20	2018/19
Total Names Recorded 1914/18	148,462	148,468	148,422	148,385
Total Names Recorded 1939/45	57,758	57,759	57,743	57,739
Total Names Recorded Post 1945	863	861	860	857
Amendments	16	18	36	149
Additions	15	63	23	36
General Enquiries	52	148	42	95
Purchase of Extracts and Certificates	109	66	198	345

Trustees continue to receive requests for additions to the Rolls of Honour. These generally point towards Scots not previously notified to SNWM, often from the Dominions (notably Canada), or from units without a direct Scottish link, such as the Navy, Air Force and Army support arms. We have continued to work on large numbers of names submitted by individual researchers, most notably a significant number of mariners from the North-East of Scotland.

The content of the database is refreshed frequently, and extracts are available to order by the general public via the SNWM website. During the pandemic, visitors to the Memorial have not been able to handle the rolls of honour on view to the public. However, the Historic Environment Scotland guides are always available to open individual Rolls on request. This hiatus has enabled the Assistant Secretary to improve the quality of the Rolls and reprint twenty of them. We are pleased to report that all the printed Rolls in the Memorial are now in a very good or good condition.

We have also continued with our work to ensure the folders containing the Rolls are kept in good repair. Seven have been repaired during the year and we are now in a position where only a small number (five) still require repairs.

**Visitors to the Memorial.** The Trustees gratefully acknowledge all assistance from the Executive Manager and the dedicated team of Historic Environment Scotland Guides and Stewards at Edinburgh Castle who staff the War Memorial.

Admissions to Edinburgh Castle	2021/22	2020/21	2019/20	2018/19	2017/18
Total admissions (including free entry to Memorial)	571,045	96,322	1,918,986	2,118,715	2,082,048
Non paying visitors (Memorial Only)	47	7	1,091	786	651
Percentage of total admissions	0.008%	0.007%	0.057%	0.037%	0.031%

## **Trustees' report (continued)** *for the year ended 31 March 2022*

Working closely with Memorial staff, when COVID allowed, Historic Environment Scotland maintained the procedure for visitors to Edinburgh Castle specifically wishing to pay respects at the War Memorial only, thereby gaining entry to the Castle free of charge. These visitors are expected to respect the special dispensation permitting their visit to the War Memorial and not use this dispensation as an underhand way to gain free entry to the Castle as a whole

### **COMMEMORATION SERVICES AND CEREMONIES**

**Commemoration Services and Ceremonies held within the Scottish National War Memorial.** Throughout the Reporting Period, the traditional pattern of services and commemorations was severely disrupted by COVID. The following services were cancelled:

- Education Sunday Castle Family Service – June 2021

The Annual Service of Commemoration of the War Memorial went ahead on Tuesday 5 October 2021 Army Lead with Deputy Chaplain General acting as the Officiating Chaplain.

Remembrance Sunday. In 2021 due to COVID the Trustees were asked to host the annual Remembrance Service on the Sunday preceding 11<sup>th</sup> November at the Memorial. 25 people including the First Minister were in attendance. This service is normally held at the City Chambers and St Giles Cathedral.

Armistice Service. The 51 Infantry Brigade and HQ Scotland held their annual Armistice Day Service in the Memorial on 11 November 2021 although there were only 25 attendees.

**Events and visits.** The Trustees rely on assistance from the Edinburgh Castle Guides on day-time duty in the War Memorial to help visitors enjoy the Memorial and often track down relatives who are commemorated in the Rolls of Honour. Evening visits, by special arrangement, are frequently hosted by the SNWM Secretary. During the 12-month period from April 2021 to March 2022 the following events and visits were facilitated by the Secretary

- 25 April 21 - Remote ANZAC Service by Legion Scotland
- 15 May 21 - Legion Scotland Local Branch Wreath Laying
- 26 May 21 - Elizabeth Cross Presentation to the brother of Pte Burnett
- 6 June 21 - Reserve RAMC Unit Service
- 10 July 21 - Evening tour of the Memorial by 154 RLC
- 17 July 21 - Evening Tour of the Memorial by the RAF Regiment
- 21 July 21 - Crown Prince of Yugoslavia tour of Memorial
- 23 July 21 - MOD Cultural Properties Protection Unit Tour of Memorial
- 25 Aug 21 - Tour of the Memorial by young officers from the Royal Regiment of Scotland
- 27 Aug 21 - Eric Larkin Memorial Walkers Service (Annual Event) prior to their Charity walk from Edinburgh Castle to Newtonards Northern Ireland
- 8 Oct 21 - Defence Attaches Tour of the Memorial
- 20 Oct 21 - Evening Tour of Memorial by Queen's Own Gurkha Logistic Regiment Command Team

There are normally considerably more tours of the Memorial including several private evening tours booked by Historic Environment Scotland during the summer months as part of an evening function. These are very lucrative in terms of donations to the Memorial, and it is hoped these will become more frequent as the impact of Covid recedes.

## Trustees' report (continued) for the year ended 31 March 2022

### CARE OF THE MEMORIAL, PUBLICATIONS, STOCK AND CHARITABLE DONATIONS

**The Building.** The Trustees are grateful for the diligence of the departments within Historic Environment Scotland responsible under the Charter for the continuing maintenance of the building within Edinburgh Castle. In March each year the Regional Architects, Mr David Storrar and Mr Bruce Chandler, escort Trustees around the Memorial and highlight any issues requiring to be brought to the attention of the trustees.

The March 2022 inspection has been delayed and is expected to take place in early Summer. The work reported in the previous annual report, carried out by the monument Conservation Unit (MCU) of HES, has been outstanding. The building of a large-scale scaffolding structure allowed for extensive cleaning and inspection work to be carried out on the stained glass of the Shrine. Another scaffold was constructed on the front of the building allowing for the cleaning of a major statue, the erection of anti-pigeon netting in front of it, and extensive repointing to be carried out over much of the frontage. The majority of the work was completed by March 2022.

**Stock of Goods.** The sales of Postcards, Bookmarks and Guidebooks, whether online or direct to the public in the HES Castle Shops, have been very low compared to previous years.

**"Their Name Liveth".** The book "Their Name Liveth", the original 1930s Ian Hay book on the Memorial was republished in September 2021 with print run of 2500. With the financial support of the Royal Edinburgh Military Tattoo and the Hudson Charitable Trust, 845 copies of the book were donated to every Secondary School and Public Library in Scotland.

**Charitable Donations.** A review of any charitable donations to be made by the SNWM to Service charities is an agenda item at the March meeting of the Executive and Finance Committee. In addition to these donations, when they occur, when a Castle Family Service is hosted by a particular organisation as happens in March with the Airborne Alliance and June with the AGC ETS/RAEC services, collections are split two thirds to the organisation, and one third to the Memorial. These Castle Family Services did not take place during the current reporting period.

### PLANS FOR NEXT REPORTING PERIOD

**Forecast of Events.** Due to COVID planning for events and commemorative services has been very difficult and what was achieved has already been reported. Nearly all events were cancelled.

**The Memorial.** Although there is no requirement or scope to adjust the interior of the Memorial, the Trustees would welcome the deposit of stands of Colours from the antecedent Regiments of the Royal Regiment of Scotland, and Royal Scots Dragoon Guards should their respective Trustees so desire. The Colour of the Royal Air Force Regiment was the last standard to be laid up on 5 July 2018.

**The Rolls of Honour.** The work of adding and amending entries to the Rolls of Honour continues. This is illustrated by the figures given elsewhere in the Report and enhanced by a sound working relationship with the Service Personnel and Veterans Agency through the Joint Casualty and Compassionate Centre and the Commonwealth War Graves Commission. Improvements to binders containing the printed pages continue with restoration carried out by Riley, Dunn and Wilson at Falkirk.

**Strategic Plan.** The Executive Trustees have approved a Plan for the future of the Memorial covering the following areas:

- Purpose
- Vision
- Mission
- Strategic Principles
- Drawing from the past
- Stakeholder & developing a communication plan
- Success factors



## Trustees' report (continued) for the year ended 31 March 2022

The aim of the Trustees is to increase the profile of the Memorial so that it remains the focus of remembrance for Scots both in Scotland and throughout the world. The Trustees hope to inspire all Scots to appreciate and recognise the dignity of the shrine to the memory of the fallen within the Memorial.

### FINANCIAL REVIEW

**Summary.** There were net payments of £2,422 (2021: £19,191) for the year. General collections and donations of £9,734 (2021: £4,472) were higher than the previous year but remain well below established pre-Covid 19 levels. Investment income of £11,879 was slightly down on the previous year's total of £13,817. The principal funding sources of the Memorial remain donations and collections, together with investment income. These funds are used to fund the costs of achieving the charitable objectives of the charity as described above.

**Investment Policy and Performance.** In accordance with the Royal Charter the Trustees have the power, subject to the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006, to invest in such shares, bonds and other investments as they see fit. The Trustees have appointed Brewin Dolphin to maintain investments with their discretionary management service. The investment management aim is balanced return (capital and income) while adopting a medium risk strategy. Over the course of the year, the value of the portfolio increased to £590,487 by the end of August 2021 before declining steadily during the period to December and more dramatically over the final three months from January to March 2022 due to military activity in the Ukraine. As at 31 March 2022 the value of the portfolio stood at £532,418 (31 March 2021 £532,515).

**Taxation.** The Trust is recognised by Her Majesty's Revenue and Customs as a charity and as such is not liable to tax on income or capital gains.

**Statement of Trustees' Responsibilities.** The Trustees are responsible for preparing the Annual Report and the financial statements in accordance with applicable laws and regulations.

Law applicable to Charities in Scotland requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the charity's financial activities during the year and of its financial position at the end of the year. In preparing the financial statements the Trustees are required to:

- select suitable accounting policies and then apply them consistently
- make judgements and estimates that are reasonable and prudent
- state whether applicable accounting standards and statements of recommended practice have been followed, subject to any departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Trust will continue in operation.

The Trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that the financial statements comply with the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006 (as amended). They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Penelope Loudon BA LLB LPDip NP  
Chair of Trustees



15 June 2022  
Edinburgh Castle

## Independent Examiner's Report to the Trustees of Scottish National War Memorial

I report on the accounts of Scottish National War Memorial for the year ended 31 March 2022 which are set out on pages 9 to 12.

This report is made to the Trustees, as a body, in accordance with the terms of my engagement. My work has been undertaken to enable me to report my opinion as set out below and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the charity and the Trustees, as a body, for my work or for this report.

### Respective responsibilities of Trustees and Independent Examiner

The charity's Trustees are responsible for the preparation of the accounts in accordance with the terms of the Charities and Trustee Investment (Scotland) Act 2005 (the Act) and the Charities Accounts (Scotland) Regulations 2006 (as amended) (the Regulations). The charity Trustees consider that the audit requirement of Regulation 10(1) (d) of the Regulations does not apply. It is my responsibility to examine the accounts as required under section 44(1) (c) of the Act and to state whether particular matters have come to my attention.

### Basis of Independent Examiner's statement

My examination is carried out in accordance with Regulation 11 of the Regulations. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeks explanations from the Trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit, and consequently I do not express an audit opinion on the view given by the accounts.

### Independent Examiner's statement

In the course of my examination, no matter has come to my attention:

1. which gives me reasonable cause to believe that in any material respect the requirements:
  - to keep accounting records in accordance with Section 44(1) (a) of the 2005 Act and Regulation 4 of the Regulations; and
  - to prepare accounts which accord with the accounting records and comply with Regulation 8 of the Regulations;

have not been met, or

2. to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.



**James Davidson CA**  
**Henderson Loggie LLP**  
**11-15 Thistle Street**  
**Edinburgh**  
**EH2 1DF**

..... 15 June 2022

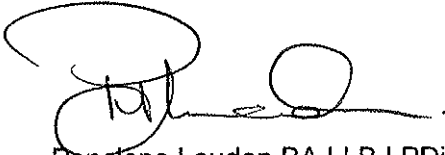
**Statement of receipts and payments**  
*for the year ended 31 March 2022*

	Note	Unrestricted 2022 £	Unrestricted 2021 £
<b>Receipts from;</b>			
Donations		9,734	4,472
Investments		11,879	13,817
<i>Gross receipts from Charitable activities</i>			
Sale of memorial guide books, etc	2	198	67
Fees for Rolls of Honour Extracts		546	525
		<hr/>	<hr/>
		22,357	18,881
<b>Receipts from asset and investment sales</b>			
Proceeds from the sale of investments		105,143	139,023
		<hr/>	<hr/>
<b>Total receipts</b>		127,500	157,904
		<hr/>	<hr/>
<b>Payments for:</b>			
<i>Raising funds</i>			
Investment management costs		(3,384)	(3,004)
<i>Charitable activities</i>	3	(46,467)	(50,284)
		<hr/>	<hr/>
		(49,851)	(53,288)
<b>Payments relating to assets and investment movements</b>			
Purchase of investments		(82,111)	(121,767)
Disposal/ (Purchase) of assets		2,040	(2,040)
		<hr/>	<hr/>
<b>Total Payments</b>		(129,922)	(177,095)
		<hr/>	<hr/>
<b>Net payments</b>		(2,422)	(19,191)
Cash at bank and in hand as at 1 April 2021		28,573	47,764
		<hr/>	<hr/>
<b>Cash at bank and in hand as at 31 March 2022</b>		26,151	28,573
		<hr/> <hr/>	<hr/> <hr/>

**Statement of balances  
as at 31 March 2022**

	Fund	2022 £		2021 £	
<b>Cash Funds</b>					
Bank accounts	Unrestricted - general	20,041		21,829	
Cash in hand	Unrestricted - general	129		30	
Investment cash	Unrestricted - general	5,981		6,714	
<b>Total</b>		<b>26,151</b>		<b>28,573</b>	
		Cost £	Market value £	Cost £	Market value £
<b>Investments</b>					
Quoted investments	Unrestricted - designated	404,746	532,418	390,140	532,515
<b>Total</b>		<b>404,746</b>	<b>532,418</b>	<b>390,140</b>	<b>532,515</b>
		Cost £	Current value £	Cost £	Current value £
<b>Other assets</b>					
Tangible fixed assets	Unrestricted - general	3,568	892	5,608	3,824
Stock	Unrestricted - general	9,842	9,842	5,845	5,845
<b>Total</b>		<b>13,410</b>	<b>10,734</b>	<b>11,453</b>	<b>9,669</b>
<b>Liabilities</b>			-		-

Approved by the Trustees on 15 June 2022 and signed on their behalf by:



Penelope Loudon BA LLB LPDip NP  
Chair of Trustees

The note on pages 11 to 12 form part of these financial statements.

## Notes

### 1 Accounting policies

#### **Accounting convention**

The financial statements are prepared on a receipts and payments basis and The Charities Accounts (Scotland) Regulations 2006 (as amended).

The financial statements are prepared in sterling which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

#### **Basis of accounting**

Income is recognised when it is received. Expenditure is accounted for when it is paid.

#### **Stock**

Stock of goods for resale are valued at the lower of cost and net realisable value.

#### **Taxation**

The Trust is recognised as a charity by HM Revenue & Custom and it is therefore not liable to tax on any of its income for the year.

- Fixed assets are also assessed as to whether there are indicators of impairment. This assessment involves consideration of the economic viability of the purpose for which the asset is used.

### 2 Profit/ loss on sales of guide books, notes, etc

	2022 £	2022 £	2021 £	2021 £
Sales		198		67
Cost of sales:				
Opening stock	(5,845)		(5,903)	
Purchases	(6,219)		(328)	
Less: Closing stock	9,842		5,845	
		<u>(2,222)</u>		<u>(386)</u>
Loss		<u>(2,024)</u>		<u>(319)</u>

### 3 Expenditure on charitable activities

	Note	2022 £	2021 £
<i>Maintenance of Rolls of Honour and Colours:</i>			
Staff costs – Direct		15,457	14,932
Fundraising Costs		580	-
Maintenance costs		3,169	935
Costs of sales of guide books, notes etc	2	6,219	328
Support costs	4	8,999	4,876
<i>Annual Ceremonies and Services:</i>			
Staff costs – Direct		4,392	4,243
Annual Ceremony costs		-	125
Support costs	4	2,324	1,290
Donations to other charities		-	20,500
Governance costs	5	5,327	3,055
		<u>46,467</u>	<u>50,284</u>

## Notes (continued)

### 4 Support costs

	Maintenance of Rolls, etc £	Annual Ceremony £	Governance costs £	2022 £	2021 £
Staff costs	2,423	679	1,753	4,855	4,690
Office expenses	3,740	935	-	4,675	1,484
Insurance	898	225	-	1,123	1,093
Website costs	1,938	485	-	2,423	592
	<u>8,999</u>	<u>2,324</u>	<u>1,753</u>	<u>13,076</u>	<u>7,859</u>

### 5 Governance costs

	2022 £	2021 £
Independent Examiner's fee	1,407	1,362
Accounting services	1,925	-
AGM expenses	221	-
Trustee expenses	21	-
Support costs – Trustees' meetings, etc (note 4)	1,753	1,693
	<u>5,327</u>	<u>3,055</u>

During the year the average number of employees was 2 (2021: 2). All employees are regarded as key management. There were no employees with emoluments of £60,000 or more during the year.

Remuneration of £1,925 (2021: £nil) was paid to the Treasurer in the year. Expenses of £21 (2021: £nil) were reimbursed to one Trustee in the year.

### 6 Heritage assets

The Trustees have considered the requirement to report the nature of Heritage Assets under the control of the Trust. The Memorial is located within Edinburgh Castle, the fabric of which is under the care and protection of Historic Scotland. Within the memorial building, the Trustees have identified the following heritage assets:

- The Scottish National War Memorial Rolls of Honour including covers and Regimental Badges, on display to the general public. The original Rolls were compiled from War Office lists, from the Commonwealth War Graves Commission and from lists supplied from the Commonwealth countries and elsewhere. These Rolls of Honour are deposited in the Memorial Casket, itself a heritage asset of the Trust, as are the carvings, windows and other works of art.
- The Memorial database of names and Regimental Colours presented to the Trustees, where the Trust is custodian, are also considered heritage Assets of the Trust.

The Trustees are of the view that no value can be placed on these items for accounting purposes.