



Trustees' Annual Report for the period

From	Period start date			To	Period end date		
	Day 1	Month April	Year 2021		Day 31	Month March	Year 2022

Section A Reference and administration details

Charity name The Friends of No.11(F) Group Operations Rooms

Other names charity is known by

Registered charity number (if any) 1148461

Charity's principal address	c/o The Curator, Battle of Britain Bunker,	
	Wren Avenue, Uxbridge, Middlesex	
	Postcode	UB10 0FD

Names of the charity trustees who manage the charity

	Trustee name	Office (if any)	Dates acted if not for whole year	Name of person (or body) entitled to appoint trustee (if any)
1	Paul Thomas CBE	Chairman		Friends AGM
2	Mark Leeming	Deputy Chairman		Friends AGM
3	Chris Norman	Hon. Treasurer		Friends AGM
4	Stephen Bristowe	Hon. Secretary		Friends AGM
5	Sir Ray Puddifoot	LBH (Councillor)		LBH
6	Dr Rachael Abbiss	LBH (Senior Curator)		LBH
7	Richard Kornicki CBE DL	Trustee		Friends AGM
8	Sebastian Cox OBE	Trustee		Friends AGM
9	Chris Wren	Trustee		Friends AGM
10	Christopher Western	Trustee		Friends AGM
11				
12				
13				
14				
15				
16				
17				
18				
19				
20				

Names of the trustees for the charity, if any, (for example, any custodian trustees)

	Name	Dates acted if not for whole year

Names and addresses of advisers (Optional information)

Type of adviser	Name	Address
Hon. President	Sir Stephen Dalton	C/o RAF Northolt, West End Road, Ruislip, Middlesex HA4 6NG

Name of chief executive or names of senior staff members (Optional information)

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Section B Structure, governance and management

Description of the charity's trusts

Type of governing document (eg. trust deed, constitution)	Constitution
How the charity is constituted (eg. trust association, company)	Association
Trustee selection methods (eg. appointed by, elected by)	Elected by members of the Friends

Additional governance issues (Optional information)

You **may choose** to include additional information, where relevant, about:

- policies and procedures adopted for the induction and training of trustees;
- the charity's organisational structure and any wider network with which the charity works;
- relationship with any related parties;
- trustees' consideration of major risks and the system and procedures to manage them.

The Trustees are supported by a wider group whose role it is to support the objectives of the Charity called the Friends' Committee.

- The Senior Curator and the manager of the Battle of Britain Bunker.
- An Honorary Treasurer and Secretary.
- A representative from the London Borough of Hillingdon (LBH), who shall be nominated by the Leader of the Council and ratified by the Committee; the position shall be held by the appointed person for three years (renewable at the invitation of the Chairman), or their resignation, or their dismissal by the Chairman with the support of a majority of Committee Members.
- Up to two Elected Members, both of whom will be elected by the Friends, and hold their post for a term of one year. There shall be no limit to the number of terms that an Elected Member can serve.

Section C Objectives and activities

Summary of the objects of the charity set out in its governing document

The objective of the Friends shall be to advance the education of the public by promoting, supporting, assisting and developing the No 11(F) Group Operations Rooms as a site of national heritage.

Summary of the main activities undertaken for the public benefit in relation to these objects (include within this section the statutory declaration that trustees have had regard to the guidance issued by the Charity Commission on public benefit)

The Friends fulfil the following functions:

- The No 11(F) Group Operations Rooms are owned by the London Borough of Hillingdon and are based at the former RAF Uxbridge site. The Friends will work in close association with the Borough and the appointed Manager and Senior Curator.
- Encourage, promote and assist in the development of The Friends, including promoting membership of the Friends.
- Engage in, support and co-ordinates research, publishing, education, advertising, curatorial work and other work for the furtherance of the No 11(F) Group Operations Rooms.
- Provide support to the preservation and development of the Battle of Britain Bunker as a site of national heritage.
- Raise funds for the Friends through the operation of the Gift Shop in support of the preservation and development of the No 11(F) Group Operations Rooms and Visitors Centre.
- Co-operate with other bodies where there is mutual or direct benefit to the No 11(F) Group Operations Rooms and Museum.

Public Benefit

The trustees have been cognisant of the Charity Commission's guidance on public benefit and are satisfied that the activities carried out in the name of the Friends of No 11(F) Group Operations Rooms have identifiable benefits to the wider community.

Additional details of objectives and activities (Optional information)

You **may choose** to include further statements, where relevant, about:

- policy on grantmaking;
- policy programme related investment;
- contribution made by volunteers.

The year was adversely affected by the continuing impact of the Covid pandemic and the immediate aftermath, which disrupted efforts to hold an AGM, although the Trustees were able to meet to fulfil their obligations. However, the process of transition in the wake of the change of ownership of the Operations Bunker from the RAF/MOD to the London Borough of Hillingdon continued. The establishment of the Gift Shop as the prime source of income for the Friends continued until January 2022 and the work of the volunteers who oversaw its operation until that point and participated in a difficult handover to LBH was, yet again, highly commendable. This change had been at the direction of LBH and despite the Friend's concerns that the change from a volunteer-run facility to one overseen by salaried LBH staff would adversely impact the financial success of the shop, we acceded to LBH's requirement. The loss of the shop removed the Friend's main source of income and, as a consequence, the approach to grant making by the Trustees was to continue to do so very cautiously, despite the very healthy level of funds held by the Trust, until our future operating model and ongoing relationship is clarified.

Volunteers from the Friends have continued to support the Visitors' Centre as tour guides. However, the trend continued within the Visitors' Centre to reduce its reliance on Friend's volunteers acting as guides with a shift towards LBH accredited guides and a more modern, technology enhanced visitor experience.

Section D

Achievements and performance

Summary of the main achievements of the charity during the year

This has been another challenging year for the Friends, although the underlying financial performance, driven by the growing success of the Gift Shop until it was handed over to LBH, was very positive and reflects very well on the efforts of a number of key individuals several of whom make up the Trustees' Operational Committee. Despite the loss of its main income source, the Friends funds are in a very strong position, and we now have an opportunity to develop a revised operating model.

Unfortunately, the Covid 19 pandemic and its lingering presence affected our work. Arrangements for the AGM had to be postponed yet again (latterly through the illness of the Chair of Trustees) with the Trustees and Operational Committee continuing to oversee the Friends interests. However, through good management, income from the Gift Shop and tight control of expenditure, the Friends remain a viable entity and as the accounts demonstrate, with no worries over its status as a "going concern". It is intended to convene an AGM before the end of March 2023 and to put forward proposals for the future running of the Friends in the light of the post-transition relationship with the LBH Visitor Centre and its operating model.

Volunteering activity continued throughout the year after Covid-led to temporary closures of the Visitors Centre ended. The loss of dedicated office space for the Friends within the visitor centre was a further blow to our active members, who were required to share space with other LBH staff and volunteers, and this diminished the sense of identity of the Friends, particularly when allied to the transfer of the operation of the very successful shop away from the Friends to LBH management.

The Friends has again approached the leaders of the Visitors Centre and asked for an insight into their future strategy, so that the future support role and approach of the Friends could be developed.

Section D**Achievements and performance**

Unfortunately, the LBH management agreement to work with the Friends on this important matter has again been affected by changes amongst senior managers, including the very recent resignation of the Curator.

However, we will persevere and, going forward, we are discussing to potential fund a series of lectures within the Visitor Centre to fulfil the objective of the Friends to advance the education of the public by promoting, supporting, assisting and developing the No 11(F) Group Operations Rooms as a site of national heritage. Trustees are also considering what other activities can be supported on the Uxbridge site and possibly more widely within the London Borough of Hillingdon to meet the aims of the Trust and its Constitution.

Section E Financial review

Brief statement of the charity's policy on reserves

As our end of year accounts show, the funds of the Trust are in a very healthy position despite the loss of our main source of income. This position will be retained through the tight control of expenditure and the development of a revised financial plan that will be recommended to the forthcoming AGM by the Trustees. The Friends has yet to set a formal policy on the level of reserves to be held but now that the Gift Shop has transferred to LBH, we will be able to agree a policy once we are able to meet for an AGM before the end of March 2023.

Details of any funds materially in deficit

Nil

Further financial review details(Optional information)

You **may choose** to include additional information, where relevant about:

- how expenditure has supported the key objectives of the charity;
- investment policy and objectives including any
- ethical policy adopted

Receipts from merchandising amounted to £28,603 which includes the sale of the entire stock on hand to LBH at cost price in January. Merchandising payments amounted to £6,043 during the year.

The sale of the stock on hand has boosted the funds of the Friends and the total cash fund at the end of the year stands at £145,866.

Section F Other optional information

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Section G Declaration

The trustees declare that they have approved the trustees’ report above.

Signed on behalf of the charity’s trustees

Signature(s)	<div>DocuSigned by: <i>Paul Thomas</i> DE30622F9695462...</div>	<div>DocuSigned by: <i>Chris Norman</i> 00781172458248F...</div>
Full name(s)	Air Commodore (Retd) Paul R Thomas	Chris Norman
Position (eg Secretary, Chair, etc)	Chairman	Hon. Treasurer
Date	13-Jan-2023	13-Jan-2023



CHARITY COMMISSION
FOR ENGLAND AND WALES

The Friends of No 11(F) Group Operations Rooms	1148461
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Receipts and payments accounts

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For the period from	Period start date 01-Apr-21	To	Period end date 31-Mar-22
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Section A Receipts and payments

	Unrestricted funds to the nearest £	Restricted funds to the nearest £	Endowment funds to the nearest £	Total funds to the nearest £	Last year to the nearest £
A1 Receipts					
Donations	980	-	-	980	980
Membership	22	-	-	22	22
Merchandising	28,603	-	-	28,603	4,660
	-	-	-	-	-
Interest	11	-	-	11	72
Other Income	-	-	-	-	30
	-	-	-	-	-
	-	-	-	-	-
Sub total (Gross income for AR)	29,616	-	-	29,616	5,764
A2 Asset and investment sales, (see table).					
	-	-	-	-	-
	-	-	-	-	-
Sub total	-	-	-	-	-
Total receipts	29,616	-	-	29,616	5,764
A3 Payments					
Communications	216	-	-	216	216
Miscellaneous	2,888	-	-	2,888	2,590
Merchandising	6,043	-	-	6,043	3,107
	-	-	-	-	-
Museum Purchases	4,869	-	-	4,869	2,951
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
Sub total	14,016	-	-	14,016	8,864
A4 Asset and investment purchases, (see table)					
	-	-	-	-	-
	-	-	-	-	-
Sub total	-	-	-	-	-
Total payments	14,016	-	-	14,016	8,864
Net of receipts/(payments)	15,600	-	-	15,600	- 3,100
A5 Transfers between funds	-	-	-	-	-
A6 Cash funds last year end	130,266	-	-	130,266	133,366
Cash funds this year end	145,866	-	-	145,866	130,266

Section B Statement of assets and liabilities at the end of the period

Categories	Details	Unrestricted funds to nearest £	Restricted funds to nearest £	Endowment funds to nearest £
B1 Cash funds	Community Account	34,578		-
	BMM Account	111,288	-	-
		-	-	-
	Total cash funds	145,866	-	-
	(agree balances with receipts and payments account(s))	OK	OK	OK
B2 Other monetary assets	Details	Unrestricted funds to nearest £	Restricted funds to nearest £	Endowment funds to nearest £
		-	-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-
B3 Investment assets	Details	Fund to which asset belongs	Cost (optional)	Current value (optional)
			-	-
			-	-
			-	-
			-	-
B4 Assets retained for the charity's own use	Details	Fund to which asset belongs	Cost (optional)	Current value (optional)
	Tablets (x30)	Unrestricted	4,950	-
	Battle of Britain Anniversary Chair	Unrestricted	4,950	-
	Eposnow New till and stock control system	Unrestricted	1,900	-
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-
B5 Liabilities	Details	Fund to which liability relates	Amount due (optional)	When due (optional)
			-	
			-	
			-	
			-	

Signed by one or two trustees on behalf of all the trustees

Signature	Print Name	Date of approval
<div>DocuSigned by: Chris Norman 00781172458248F...</div>	Chris Norman	13-Jan-2023
<div>DocuSigned by: Paul Thomas DE30622F9695462...</div>	Paul Thomas	13-Jan-2023



CHARITY COMMISSION
FOR ENGLAND AND WALES

Independent examiner's report on the accounts

Section A

Independent Examiner's Report

**Report to the trustees/
members of**

The Friends of No11(F) Group Operations Room

**On accounts for the year
ended**

31 March 2022

**Charity no
(if any)**

1148461

Set out on pages

(remember to include the page numbers of additional sheets)

**Respective
responsibilities of
trustees and examiner**

The charity's trustees are responsible for the preparation of the accounts. The charity's trustees consider that an audit is not required for this year under section 144 of the Charities Act 2011 (the Charities Act) and that an independent examination is needed.

It is my responsibility to:

- Examine the accounts under section 145 of the Charities Act,
- To follow the procedures laid down in the general Directions given by the Charity Commission (under section 145(5)(b) of the Charities Act, and
- To state whether particular matters have come to my attention.

**Basis of independent
examiner's statement**

My examination was carried out in accordance with general Directions given by the Charity Commission. 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 included consideration of any unusual items or disclosures in the accounts, and seeking 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 no opinion is given as to whether the accounts present a 'true and fair' view and the report is limited to those matters set out in the statement below.

**Independent
examiner's statement**

In connection with my examination, no material matters have come to my attention (other than that disclosed below *) which gives me cause to believe that in, any material respect:

- accounting records were not kept in accordance with section 130 of the Charities Act; or
- the accounts did not accord with the accounting records

I have come across no other matters in connection with the examination to which attention should be drawn in order to enable a proper understanding of the accounts to be reached.

Signed:

DocuSigned by:

Janice Matthews

Date:

13-Jan-2023

Name:

JANICE MATTHEWS

**Relevant professional
qualification(s) or body
(if any):**

FCA

Address:

Menzies LLP, CENTRUM HOUSE, 36 STATION ROAD
EGHAM, SURREY, TW20 9LF

Section B

Disclosure

Only complete if the examiner needs to highlight material matters of concern (see CC32, Independent examination of charity accounts: directions and guidance for examiners).

Give here brief details of any items that the examiner wishes to disclose.