

**Company Number: 610299**



**INSTITUTE OF CEMETERY AND  
CREMATORIUM MANAGEMENT  
(A COMPANY LIMITED BY GUARANTEE)**

**REPORT OF THE DIRECTORS AND  
FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2011**



**Institute of Cemetery and Crematorium Management (Registered Number 610299)**

**Directors:**

A Till  
M Birch  
K Dry  
A Copeland  
W Stanley  
D MacColl  
I Quance  
A Devonport

**Company Secretary:** T Morris

**Registered Office:** City of London Cemetery  
Aldersbrook Road  
Manor Park  
London  
E12 5DQ

**Company Number:** 610299

**Auditors:** Greenhalgh  
Chartered Accountants &  
Statutory Auditor  
2A Peveril Drive  
Nottingham  
NG7 1DE

**Institute of Cemetery and Crematorium Management (Registered Number 610299)**

**Financial Statements**

**Year Ended 31 March 2011**

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**Report of the Directors**

The directors present their annual report and the financial statements of the company for the year ended 31 March 2011.

**Principal activity**

The principal activity of the company in the year under review was that of promoting the improvement of cemeteries and crematoria and of public services for the disposal of the deceased, and the management and administration thereof, to diffuse information upon matters relating thereto, to protect the interests of persons employed in connection with the administration of cemeteries and crematoria, to encourage the study of related technical matters and to provide lectures, courses and conferences.

The company is a non profit making organisation.

**Business review**

Following the work of the member review panel and recommendations from Bevan Brittan, a firm of lawyers commissioned by the Board to review corporate governance, the Board proposed a reworking of the corporate and professional committees into a single Board in September 2010.

The Ballot for change was supported by 92% of members and sought to streamline and modernise the management of the Institute and attract members in coming forward to stand for election to the Board.

The remaining recommendations from the Bevan Brittan report on corporate governance were also fully adopted including a Code of Integrity designed to place the Institute in a more robust position.

ICCM Officers have been focused on the importance of creating new revenue streams in a more challenging environment of budgetary constraints as well as balancing revenue and corporate costs.

Existing and new business partnerships have also been formalised. This ensures the Institute possesses the means and mechanisms to restore finances as well as listening to member's views and taking them forward towards its centenary.

**Directors**

The directors who served during the year were as follows:

A Till	
M Birch	
K Dry	
A Copeland	
W Stanley	
S Brown	- Resigned 27/09/2010
D MacColl	
I Quance	
A Devonport	- Appointed 27/09/2010

## **Institute of Cemetery and Crematorium Management (Registered Number 610299)**

Other changes in directors holding office are as follows:

D MacColl resigned after 31 March 2011 but before the date of this report.

J O'Callaghan was appointed after 31 March 2011 but before the date of this report.

### **Donations**

During the year, the company was committed to donating £261,387 (2010: £186,102) to charitable organisations. Attention is drawn to note 8 of the financial statements.

### **Statement of directors' responsibilities**

The directors are responsible for preparing the Report of the Directors and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the directors 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 company and of the profit or loss of the company for that period. In preparing these financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

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

### **Statement as to disclosure of information to auditors**

So far as the directors are aware, there is no relevant audit information (as defined by Section 418 of the Companies Act 2006) of which the company's auditors are unaware, and each director has taken all the steps that he ought to have taken as a director in order to make himself aware of any relevant audit information and to establish that the company's auditors are aware of that information.

This report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

Signed on behalf of the directors

T Morris  
Secretary

Date:

**Report of the Independent Auditors to the Members of Institute of Cemetery and Crematorium Management**

We have audited the financial statements of Institute of Cemetery and Crematorium Management for the year ended 31 March 2011 on pages five to nineteen. The financial reporting framework that has been applied in their preparation is applicable law and the Financial Reporting Standard for Smaller Entities (effective April 2008) (United Kingdom Generally Accepted Accounting Practice applicable to Smaller Entities).

This report is made solely to the company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in a Report of the Auditors and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

**Respective responsibilities of directors and auditors**

As explained more fully in the Statement of Directors' Responsibilities set out on page two the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view. Our responsibility is to audit the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

**Scope of the audit of the financial statements**

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the directors; and the overall presentation of the financial statements.

**Opinion on financial statements**

In our opinion the financial statements:

- give a true and fair view of the state of the company's affairs as at 31 March 2010 and of its deficit for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice applicable to Smaller Entities; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

**Opinion on other matter prescribed by the Companies Act 2006**

In our opinion the information given in the Report of the Directors for the financial year for which the financial statements are prepared is consistent with the financial statements.

**Independent Auditor's Report to the Members of Institute of Cemetery and  
Crematorium Management  
(continued)**

**Matters on which we are required to report by exception**

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the directors were not entitled to prepare the financial statements and the Report of the Directors in accordance with the small companies regime.

Philip Handley FCA (Senior Statutory Auditor)  
For and on behalf of Greenhalgh  
Chartered Accountants &  
Statutory Auditor  
2A Peveril Drive  
Nottingham  
NG7 1DE

Date:

**Summary Income and Expenditure Account**  
**for the Year Ended 31 March 2011**

		<b>Page</b>	<b>2011 £</b>	<b>2010 £</b>
Corporate	- (deficit)	6 – 7	<b>(46,283)</b>	(83,687)
Training and Consultancy	- surplus/(deficit)	8	<b>37,971</b>	(25,540)
Education	- surplus	9	<b>22,139</b>	22,590
Cemetery Operatives Training Scheme	- (deficit)	10	<b>(23,316)</b>	(16,286)
Charter for the Bereaved	- surplus	11	<b>18,374</b>	16,261
Journal	- (deficit)	12	<b>(634)</b>	(9,204)
CTTS	- (deficit)/surplus	13	<b>(4,121)</b>	9,581
Surplus/(deficit) on ordinary activities before taxation (see note 2)			<b>4,130</b>	(86,285)
Taxation		16	<b>(19)</b>	(20)
Surplus/(deficit) on ordinary activities after taxation			<b>4,111</b>	(86,305)

There were no recognised gains and losses other than those recognised in the income and expenditure accounts.

Corporate Income and Expenditure Account

for the Year Ended 31 March 2011

	2011		2010	
	£	£	£	£
<b>Income</b>				
Member subscriptions	36,487		36,487	
Corporate subscriptions	86,852		78,359	
Recruitment services	10,154		16,320	
Miscellaneous	493		1,813	
Bank interest received	89		97	
Administration recharge	39,857		67,234	
Recycling	261,387		186,102	
Portal – advertising	5,631		6,735	
Presidential refund	250		-	
	-----		-----	
		441,200		393,147
<b>Expenditure</b>				
Salaries/Honoraria	126,282		111,952	
Presidential expenses	3,468		5,410	
Travel	28,906		31,743	
Donation	261,387		186,102	
Branch meeting	10		433	
Meeting costs	5,315		5,267	
Conferences	1,080		1,104	
Postage	4,096		6,548	
Printing and stationery	9,999		28,361	
Telephone	4,759		5,736	
Rent	6,616		4,830	
Recruitment services	2,996		3,937	
Insurance	13,059		8,739	
Legal and professional	1,175		12,693	
Consultancy	-		20,582	
Audit and accountancy	5,705		4,724	
Payroll costs	1,052		1,070	
Subscriptions	618		736	
Training	-		2,276	
	-----		-----	
		(476,523)		(442,243)
		-----		-----
Balance carried forward		(35,323)		(49,096)

Corporate Income and Expenditure Account

for the Year Ended 31 March 2011  
(continued)

	2011		2010	
	£	£	£	£
Balance brought forward		(35,323)		(49,096)
<b>Expenditure (continued)</b>				
Office equipment	3,046		2,616	
Website	6,836		9,024	
Miscellaneous	(21)		2,966	
Sponsorship	-		7,000	
Bank charges	128		92	
Depreciation - computer equipment	685		11,957	
- fixtures and fittings	144		170	
- plant and machinery	142		166	
Loss/(profit) on disposal of fixed assets	-		-	
Trust debtor write off	-		600	
	-----		-----	
		(10,960)		(34,591)
		-----		-----
(Deficit) for the year		(46,283)		(83,687)
		=====		=====

**Institute of Cemetery and Crematorium Management (Registered Number 610299)**

**Training and Consultancy Income and Expenditure Account**

**for the Year Ended 31 March 2011**

	2011		2010	
	£	£	£	£
<b>Income</b>				
Consultancy	28,861		36,490	
Travelling recovered	1,952		1,563	
Memorial management fees	9,260		17,185	
Memorial management travelling recovered	-		20	
Exclusive Rights of Burial	14,600		2,950	
Other travelling recovered	212		3,408	
Corporate seminar	-		21,392	
Other seminars	-		893	
Other courses	7,254		3,010	
Manual handling	2,735		550	
Conference	92,189		97,233	
Customer care	4,110		1,390	
Grief DVD	-		60	
SLCC	7,725		5,850	
Placement	90,272		30,594	
	-----		-----	
		259,170		222,588
<b>Expenditure</b>				
Salaries/Honoraria	104		16,666	
Management placement salary	38,850		26,484	
Training salary	37,688		41,243	
Travel	6,817		5,150	
Memorial management courses	870		656	
Exclusive Rights of Burial courses	839		34	
Other courses	1,140		705	
Conference	92,973		98,327	
Corporate seminar	3,404		16,218	
Administration recharge	16,217		37,846	
Consultancy costs	22,243		4,769	
Manual handling	54		-	
Grief DVD	-		30	
	-----		-----	
		(221,199)		(248,128)
		-----		-----
Surplus/(deficit) for the year		37,971		(25,540)
		=====		=====

Education Income and Expenditure Account

for the Year Ended 31 March 2011

	2011		2010	
	£	£	£	£
<b>Income</b>				
Fees	53,487		75,845	
Seminar	19,080		15,828	
CPD	10		30	
	-----		-----	
		72,577		91,703
<b>Expenditure</b>				
Salaries/Honoraria	13,404		19,668	
Travel	116		103	
Course fees	21,923		29,264	
Seminar costs	10,816		11,776	
Administration recharge	4,179		8,302	
	-----		-----	
		(50,438)		(69,113)
Surplus for the year		-----		-----
		22,139		22,590
		=====		=====

**Cemetery Operatives Training Scheme  
Income and Expenditure Account  
for the Year Ended 31 March 2011**

	2011		2010	
	£	£	£	£
<b>Income</b>				
Course fees	77,662		84,730	
Accommodation	2,255		2,750	
Accreditation	-		250	
	-----		-----	
		<b>79,917</b>		<b>87,730</b>
<b>Expenditure</b>				
Salaries/Honoraria	64,462		72,593	
Travel	18,216		13,509	
Courses	12,174		10,236	
Accommodation	2,775		2,172	
Administration recharge	2,951		3,865	
Printing and stationery	440		355	
Insurance	2,038		1,212	
Telephone	177		74	
	-----		-----	
		<b>(103,233)</b>		<b>(104,016)</b>
 (Deficit) for the year		 ----- <b>(23,316)</b> =====		 ----- <b>(16,286)</b> =====

Charter for the Bereaved Income and Expenditure Account

for the Year Ended 31 March 2011

	2011		2010	
	£	£	£	£
<b>Income</b>				
Best Value	39,575		37,565	
Charter certificates	50		75	
Guiding Principles	50		100	
Reference copies	-		60	
	-----		-----	
		39,675		37,800
<b>Expenditure</b>				
Salaries/Honoraria	15,975		7,945	
Travel	183		417	
Printing and stationery	163		243	
Guiding Principles	-		80	
Administration recharge	4,980		3,354	
Assessments	-		2,185	
BVAP fees	-		7,315	
	-----		-----	
		(21,301)		(21,539)
Surplus for the year		-----		-----
		18,374		16,261
		=====		=====

**Journal Income and Expenditure Account**  
**for the Year Ended 31 March 2011**

	2011		2010	
	£	£	£	£
<b>Income</b>				
Advertising income	48,922		43,377	
Subscriptions	2,390		2,582	
Royalties received	156		-	
	-----		-----	
		51,468		45,959
<b>Expenditure</b>				
Salaries/Honoraria	19,569		19,285	
Printing and stationery	28,382		27,676	
Miscellaneous	50		100	
Administration recharge	4,101		8,102	
	-----		-----	
		(52,102)		(55,163)
		-----		-----
(Deficit) for the year		(634)		(9,204)
		=====		=====

CTTS Income and Expenditure Account

for the Year Ended 31 March 2011

	2011		2010	
	£	£	£	£
<b>Income</b>				
Course fees	21,623		31,000	
Conversion fees	1,210		3,450	
Miscellaneous	775		-	
	-----		-----	
		23,608		34,450
<b>Expenditure</b>				
Salaries/Honoraria	13,981		13,612	
Travel	1,665		(4,343)	
Course fees	2,600		3,827	
Administration recharge	4,733		5,765	
Registration fees	4,625		6,008	
General expenses	125		-	
	-----		-----	
		(27,729)		(24,869)
(Deficit)/surplus for the year		-----		-----
		(4,121)		9,581
		=====		=====

**Institute of Cemetery and Crematorium Management (Registered Number 610299)**

**Balance Sheet**

**as at 31 March 2011**

	<b>Notes</b>	<b>2011</b>	<b>2010</b>
		<b>£</b>	<b>£</b>
<b>Fixed assets</b>	4	1,911	2,478
<b>Current assets</b>			
Stock		8,700	8,700
Debtors	5	72,872	73,222
Cash at bank and in hand		347,262	206,979
		-----	-----
		<b>428,834</b>	288,901
<b>Creditors:</b> Amounts falling due within one year	6	<b>(70,020)</b>	(71,157)
		-----	-----
Net current assets		<b>358,814</b>	217,744
		-----	-----
<b>Total assets less current liabilities</b>		<b>360,725</b>	220,222
<b>Provisions for liabilities</b>	8	<b>(236,392)</b>	(100,000)
		-----	-----
<b>Net Assets</b>		<b>124,333</b>	120,222
		=====	=====
<b>Reserves:</b>			
<b>Revenue reserve</b>	13	<b>124,333</b>	120,222
		-----	-----
		<b>124,333</b>	120,222
		=====	=====

These financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies and with the Financial Reporting Standard for Smaller Entities (effective April 2008).

Approved by the board of directors on ..... and signed on its behalf.

K Dry  
Director

M Birch  
Director

**Notes to the Financial Statements**

**for the Year Ended 31 March 2011**

**1. Accounting policies**

**(a) Basis of accounting**

The financial statements have been prepared under the historical cost convention and in accordance with the Financial Reporting Standard for Smaller Entities (effective April 2008). The financial statements incorporate the results of the principal activity which is described in the Report of the Directors and which is continuing.

In the opinion of the directors, a profit and loss account drawn up in compliance with Schedule 1 of SI 2008/409 would not provide a true and fair view of the company's affairs. Advantage has, therefore, been taken of the provisions of Section 396 (5) of the Companies Act 2006.

**(b) Income**

Income is recognised in the period in which it is invoiced or received.

Membership fees are recognised as income in the year of admission.

All income for the year is attributable to the principal activity of the company, and arises entirely in the United Kingdom.

**(c) Tangible fixed assets and depreciation**

Tangible fixed assets are stated at cost less depreciation.

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life:

Computer equipment -	33.33% straight line
Fixtures and fittings -	15% on written down value
Plant and machinery -	15% on written down value

**(d) Deferred tax**

Deferred tax is recognised in respect of all material differences that have originated but not reversed at the balance sheet date.

**(e) Stock**

Stock is valued at the lower of cost and net realisable value, after making due allowance for obsolete and slow moving items.

**Notes to the Financial Statements**  
**for the Year Ended 31 March 2011**  
**(continued)**

**1. Accounting policies (continued)**

**(f) Pensions**

The company operates a defined contributions pension scheme. Contributions payable for the year of £37,893 (2010: £34,271) are charged to the income and expenditure account.

**2. Surplus on ordinary activities before taxation**

The surplus for the year before taxation is stated after charging:

	<b>2011</b>	<b>2010</b>
	<b>£</b>	<b>£</b>
Depreciation of tangible fixed assets - owned by the company	<b>971</b>	12,293
Directors' remuneration	-	-
Auditor's remuneration	<b>2,300</b>	2,200
	<b>=====</b>	<b>=====</b>

**3. Taxation**

The tax charge on interest received for the year was as follows:

	<b>2011</b>	<b>2010</b>
	<b>£</b>	<b>£</b>
Current - UK corporation tax	<b>19</b>	20
	<b>-----</b>	<b>-----</b>
	<b>19</b>	20
	<b>=====</b>	<b>=====</b>

**Notes to the Financial Statements**  
**for the Year Ended 31 March 2011**  
 (continued)

**4. Fixed assets**

	<b>Computer Equipment £</b>	<b>Fixtures and Fittings £</b>	<b>Plant and Machinery £</b>	<b>Total £</b>
<b>Cost</b>				
At 1 April 2010	47,154	3,205	2,010	52,369
Additions	404	-	-	404
Disposals	-	-	-	-
	-----	-----	-----	-----
At 31 March 2011	47,558	3,205	2,010	52,773
	-----	-----	-----	-----
<b>Depreciation</b>				
At 1 April 2010	46,582	2,243	1,066	49,891
Charge for the year	685	144	142	971
Eliminated on disposal	-	-	-	-
	-----	-----	-----	-----
At 31 March 2011	47,267	2,387	1,208	50,862
	-----	-----	-----	-----
<b>Net book value</b>				
<b>At 31 March 2011</b>	<b>291</b>	<b>818</b>	<b>802</b>	<b>1,911</b>
	=====	=====	=====	=====
At 31 March 2010	572	962	944	2,478
	=====	=====	=====	=====

**5. Debtors: all due within one year**

	<b>2011 £</b>	<b>2010 £</b>
Trade debtors	<b>65,675</b>	68,818
Other debtors	<b>3,018</b>	3,019
Prepayments	<b>4,179</b>	1,385
	-----	-----
	<b>72,872</b>	73,222
	=====	=====

**Notes to the Financial Statements**  
**for the Year Ended 31 March 2011**  
 (continued)

**6. Creditors: amounts falling due within one year**

	<b>2011</b>	<b>2010</b>
	£	£
Trade creditors	8,315	4,461
Accruals	38,100	46,076
Taxation and social security	19,947	15,611
Corporation tax	20	20
Deferred income	3,638	4,989
	-----	-----
	<b>70,020</b>	<b>71,157</b>
	=====	=====

**7. Operating lease commitments**

The following payments are committed to be paid within one year:

	<b>2011</b>	<b>2010</b>
	£	£
Expiring:		
Within 1 to 5 years	13,408	13,579
	=====	=====

**8. Provisions for liabilities**

	<b>2011</b>	<b>2010</b>
	£	£
Donations provision	236,392	100,000
	=====	=====

An amount of £236,392 (2010: £100,000) is to be paid out to good causes. This amount is the remainder of recycling income, after deducting an administration fee, which had not been paid out as donations at the year end but for which an obligation was in place.

**9. Called up share capital**

As the company is limited by guarantee, there is no share capital.

**Notes to the Financial Statements**  
**for the Year Ended 31 March 2011**  
**(continued)**

**10. Burial and Cremation Education Trust** (Registered Charity No: 802204)

A charitable trust fund, the I.B.C.A. Foundation was created on 12 September 1989 and on 8 March 2003 the trustees altered the Declaration of Trust in order to change the name of the trust to the Burial and Cremation Education Trust. The Chief Executive, the Finance and IT managers and three independent members of the Institute, nominated by the individual members, are trustees of the Burial and Cremation Education Trust.

The Burial and Cremation Education Trust's bank accounts do not form part of these accounts and the balances as at 31 March 2011 are as follows:

	<b>2011</b>	<b>2010</b>
	<b>£</b>	<b>£</b>
Current Account	<b>2,323</b>	2,749
Capital Reserve Account	<b>6,368</b>	8,866
	-----	-----
	<b>8,691</b>	11,615
	=====	=====

**11. Related party transactions**

The directors have been paid salaries and expenses throughout the year which relate to honoraria and expenses reimbursed, which were wholly and exclusively incurred for business purposes.

**12. Controlling party**

The ultimate control of the company lies with the members who appoint the directors.

**13. Reserves**

	<b>2011</b>	<b>2010</b>
	<b>£</b>	<b>£</b>
Revenue reserve brought forward	<b>120,222</b>	206,527
Surplus/(deficit) in year	<b>4,111</b>	(86,305)
	-----	-----
Revenue reserve carried forward	<b>124,333</b>	120,222
	=====	=====