



War Memorials Trust

War Memorials Trust

Annual Report and Financial Statements

31 March 2019

WAR MEMORIALS TRUST

LEGAL AND ADMINISTRATIVE INFORMATION FOR THE YEAR ENDED 31 MARCH 2019

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WAR MEMORIALS TRUST

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2019

The Trustees of War Memorials Trust present their Annual Report and Financial Statements for the period 1st April 2018 to 31st March 2019.

The Financial Statements have been prepared in accordance with the accounting policies set out in note 1 to the Financial Statements and comply with the Charities Act 2011 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)" (as amended for accounting periods commencing from 1 January 2016).

How the objectives deliver public benefit

War Memorials Trust has referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing its aims and objectives and in planning future activities. In particular, the Trustees have considered how planned activities will contribute to the aims and objectives they have set. The main objectives and activities, and who the Trust seeks to help, are described below.

War Memorials Trust works to protect and conserve all war memorials within the UK. The charity promotes the importance of war memorials ensuring they continue to be an understood and cherished part of our local and national heritage. War Memorials Trust achieves this by providing financial assistance for conservation and repair projects, advisory and advocacy services and by acting as a key referral point for war memorial issues. The aims and objectives provide public benefit in the advancement of the arts, culture, heritage or science and the advancement of citizenship or community development as outlined in the Charities Act 2011.

In 2018-19, the **aims and objectives** of the Trust continued to be to protect and conserve war memorials. In seeking to achieve its objectives the Trust continued to focus on its core activities discussed in this Report with key performance indicators highlighted in the 'Strategic achievements and performance' section. Fundraising activity focussed on approaching charitable trusts and philanthropic individuals for support as well as identifying the effective use of events and appeals. Whilst dealing with one of its busiest ever years, as the nation marked the centenary of the end of World War I, the charity also had to manage a period of transition. The additional, one-off funding from both UK and Scottish governments associated with the centenary of World War I concluded during 2018-19. This impacted upon the resources available to the charity and, as such, there were significant changes in personnel and activities which had to be managed. Whilst Trustees made decisions, staff provided input into the process and participated in developing plans for the 2019-22 period.

Looking ahead, new objectives for the post-centenary period were unveiled at the AGM in November 2018. These relate to an initial three-year period 2019-22 covering the Trust's work within its areas of activity in the UK, Channel Islands and Isle of Man. They are:

1. To improve the condition of war memorials, in their historic design and setting, to support their long-term preservation in-line with best conservation practice
2. To increase the understanding of best conservation practice including how to maintain, protect, repair and conserve war memorials appropriately as well as raise awareness of the support available from War Memorials Trust
3. To enhance public engagement with, and the recognition of local responsibility for, war memorials
4. To sustain access to grant funding to support repair and conservation works in-line with best conservation practice
5. To increase the money raised by the charity to deliver its vision to protect and conserve war memorials

These revised objectives see the Trust maintain its focus on the protection and conservation of war memorials but recognise changes, such as a reduction in the scale of grant funding available meaning the advisory and public engagement roles of the Trust will become increasingly important. The challenges of reduced funding will be difficult but there are lessons learnt during the centenary that can be used to improve the service provided by the charity to those seeking assistance.

Strategic achievements and performance

War Memorials Trust seeks to protect and conserve war memorials across the UK. In 2018-19, the charity maintained its focus on providing advice and information to anyone with a war memorial enquiry, assisting communities with repair and conservation projects through grant-making and raising the funds required to support this activity. In addition, it continued its Learning Programme for young people. The performance of the Trust will be reviewed in the section below considering the key performance indicators and assessing operational activity.

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Review of activities: Key performance indicators

War Memorials Trust Trustees identified eight strategic key performance indicators and assessed them during the year. These are outlined below and details of the strategies and activities undertaken to achieve these objectives are provided in summary with further detail in the main Report:

Indicator 1: Manage the potential increase in workload generated by the end of the centenary of World War I to provide the best possible service we can to people: With the resolution of ongoing IT issues in September all staff were able to work at full capacity which assisted with the management of an exceptionally high workload. Staff adjusted to changes, varying hours and roles, to prioritise those areas that needed greater resources at different times. As the year ended staff began to implement a changed approach to managing workload, splitting the Conservation Team workload between Technical Advice and Public Engagement, which will be reflected in revised reporting in next year's Annual Report.

Indicator 2: Manage the remaining additional centenary funding to ensure all allocated within funders' timeframes for grants and administrative work: The specific centenary funding was administered on behalf of funders with almost all funds awarded and the small remainder available for eligible projects during 2019-20. As Grant Offers sometimes result in lower grant payments when the project ends, due to costs falling or funds not being needed, it is likely to take some time until all the funding is allocated as it comes back in and is offered out again to different projects.

Indicator 3: Manage the expectations of potential applicants, either starting projects or who have been slow in progressing projects, in regard to funding available and time needed to complete works before 11th November 2018: Staff spent a lot of time advising current and potential applicants about timeframes and what could realistically be achieved particularly as 11th November 2018 approached. The charity believes that rushing a project has the potential to cause damage so appropriate works following best conservation practice, which can take time, should always be encouraged. The potential to link projects to the date a war memorial was erected or dedicated helped many applicants adjust their plans especially in cases where they were also having to manage the expectations of those within their wider communities.

Indicator 4: Implement development work on War Memorials Online to maximise the legacy value of the project: Further work was undertaken to improve the user experience on War Memorials Online. This included a new category of memorials – Lost/Missing/Temporary and Can you help? cases where WMT needs assistance to gather information so asks directly for help from the public. Active casework records were also subject to limited locking to minimise the risk of records getting confused. Users were also given greater ability to correct errors within their own postings such as rotating images and editing contributions – this reduced the amount of support work required of staff.

Indicator 5: Maintain the Learning Programme activity and work on new materials/resources and undertake visits to schools/youth groups: Through 2018-19 new resources were uploaded to the website and visits were undertaken to schools and youth groups. Around Armistice 2018 visits reached record levels. Unfortunately, as the centenary period ended the focus was on winding up the Programme as its costs are beyond the reach of the more limited fundraising and financial resources in the future. However, the website www.learnaboutwarmemorials.org remains as a legacy of the Programme, available to all.

Indicator 6: Increase WMT's income to enable it to deliver the level of support needed by communities and people through the centenary: WMT undertook its normal range of fundraising activities although it sent out two direct mail appeals rather than the normal single one in recognition of the increased interest in supporting war memorials as the centenary of the Armistice was marked. Work was undertaken on longer-term strategy and adjustments made around changing staff resources.

Indicator 7: Plan for the post centenary period and the structure of the charity to maximise what it can achieve whilst minimising any problems during transition: The Trustee, supported by input from staff, presented proposals to Trustees who reviewed these through the year. Whilst principles emerged final decisions were difficult to make until the latter stages of 2018-19 as Trustees needed to monitor the financial position. In late 2018, staff were advised of a revised structure which they then began to implement in 2019 as an evolving process to trial and test new ways of working within the more restricted resource levels.

Indicator 8: Address the IT issues being experienced by WMT following the office move to ensure remote staff are able to work effectively: Eventually in September 2018 a new broadband service was installed which enabled remote staff to work effectively. Delays had occurred due to issues around the office relocation and the limited, cost-effective, options available within the area of the London office.

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Review of activities: Conservation

War Memorials Trust continued to provide a unique **service** to anyone needing guidance or advice in relation to war memorials. This service is provided free of charge to anyone who contacts the charity. It is a vital part of the Trust's work although it is difficult to quantify financially. This advisory service acts alongside the grant schemes to provide a holistic support service to the custodians of the estimated 100,000 war memorials across the UK.

At 31st March 2019, **casework** stood at 11,553 cases (2018: 11,206) continuing the upward trend. In 2018-19, the charity dealt with 320 new cases and 917 enquiries a total of 1,237 (2017-18: 367 and 1,005 totalling 1,372). The total number of different cases worked on through the year was 3,272, (2017-18: 5,644) an average of 273 cases per month (2017-18: 470). Numbers were clearly lower with a decline primarily occurring after November 2018. The fall in casework activity was also to be expected as with fewer staff the number of cases dealt with each month will be lower.

Site visit and site meeting activity fell again in 2018-19 with 26 undertaken (2017-18: 125). With workload high and staff numbers falling the capacity to undertake these has been significantly curtailed. When they take place they primarily focus on on-site cases or post completion meetings to discuss issues. Site visits remain important, however, as they enable staff to provide advice in person which reduces correspondence, improves staff understanding of specific cases whilst enabling them to gain practical experience and assist with the ongoing recording of war memorials. The number of site visits undertaken will always depend on requirements, locations and workload and will be expected to be lower in number in the years ahead when they will have to be targeted to those cases in greatest need. Alongside site visits, training helps ensure staff are kept abreast of best conservation practice and new approaches/methods. This is undertaken collectively or by individuals who then share with colleagues.

During the centenary the Trust supported Historic England's project to add 2,500 war memorials to the National Heritage List for England throughout the centenary. In total, the charity submitted nearly 700 listing proposals which helped achieve the target by 11th November 2018. The project was a great opportunity to increase the protection of war memorials in England and the three-year part-time Conservation Officer post, supported by The Pilgrim Trust was vital in both achieving this, and in supporting volunteers to contribute.

War Memorials Trust believes its **website**, www.warmemorials.org, continues to provide answers to many enquiries and staff direct people to relevant helpsheets and FAQs. In 2018-19, staff continued to review the website, alongside the Trust's other websites, and made some minor adjustments whilst recognising that further development is required to fulfil the post centenary needs particularly as staff resources become increasingly limited.

Alongside its casework and advisory service, War Memorials Trust gives **grants** to support the repair and conservation of war memorials. The Trust began giving grants in 1998 with funds generated through its own fundraising efforts. In 2000, it started working with Historic England (then English Heritage) administering the Grants for War Memorials scheme, aiding freestanding war memorials in England, which has also been supported by The Wolfson Foundation and First World War Memorials Programme during its lifetime. In 2008, the Trust commenced a partnership with Historic Environment Scotland (then Historic Scotland) managing grant funding for war memorial projects in Scotland. This partnership operated through the Centenary Memorials Restoration Fund, with support from the Organisational Support Fund, between 2013-19. In 2014, the UK government backed First World War Memorials Programme was launched supporting both War Memorials Trust Grants Scheme and Grants for War Memorials scheme with one-off additional funding of £2 million through the centenary for World War I memorials in the UK. With that funding focussed on World War I memorials, War Memorials Trust faced the challenge of securing funding for projects associated with other conflicts thus requiring the charity to maintain active fundraising work in this area. Going forward, the onus reverts to the charity to secure funds for all grants which is likely to see the available pot of money fall significantly making the grant process more competitive.

Through 2018-19, War Memorials Trust managed the following schemes:

- **Centenary Memorials Restoration Fund** – funded by Historic Environment Scotland and the Scottish government. Launched in April 2013 and closing in 2018-19 it had £1 million available through the centenary of World War I to support repair and conservation of all war memorials, of any type and date, in Scotland. It had a normal maximum grant of £30,000 at up to 75% of eligible costs
- **War Memorials Trust Grants Scheme** – funded by First World War Memorials Programme and War Memorials Trust's own fundraising. Originating as the Small Grants Scheme in 1998 it has evolved over the years. It had a normal maximum grant of £30,000 at up to 75% of eligible costs, which will change from 2019-20, and operates across the UK, Channel Islands and Isle of Man.
- **Grants for War Memorials** – funded by First World War Memorials Programme and Historic England. First launched in April 2000 it has taken various forms over the years and has had a normal maximum grant of £30,000 at up to 75% of eligible costs.

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Whilst all schemes have normal maximum grants and percentage contribution rates these can be amended in exceptional circumstances by War Memorials Trust and grant scheme funders. During 2018-19 demand outstripped the funding available so, in some cases lower percentage contributions were made to widen the number of projects that could be helped. This saw the highest priority cases receive up to 75% while lower priority projects received 50% contributions.

At present, to apply for a grant, applicants first complete a two-page Grants Pre-application form outlining proposed works. Following assessment, the enquirer receives advice on eligibility (if the project is ineligible an explanation will be given), guidance on best conservation practice, and the necessary application documents. The pre-application stage aims to identify eligible projects, spot cases worth visiting and provide advice to ensure a smooth application process. In 2018-19, WMT received 196 Grants Pre-application forms; a fall on previous years (2017-18: 374). This decline was expected as the centenary concluded but also because WMT had been advising as clearly as possible that funding levels were falling making the process increasingly competitive meaning that some people may have chosen not to submit a pre-application form following initial advice from staff. In 2019-20, this process for making a pre-application enquiry will be changing as it moves onto the War Memorials Online website to reduce the administrative burden on the charity enabling staff to focus on providing quicker responses.

A single Application Form covers all schemes administered by the charity. In 2018-19, the Trust intended to have quarterly deadline dates for applications but cancelled the December deadline as all funds had been allocated earlier in the year to support those looking to undertake works to meet the November 2018 anniversary. The charity aimed to respond within 6/7 weeks providing either a Grant Offer, a deferral with advice on further information required or a rejection. From 2019-20, an adjustment has been made to three deadlines through the year with a two month response timeframe. War Memorials Trust believes it is imperative that speed is not the driving force of projects. Expectations should be managed to ensure that pressure to act does not override the focus on appropriate works to avoid long-term damage to our shared war memorial heritage.

Upon receipt of an Application Form, it is acknowledged and the applicant provided with a timeframe for a response. A Conservation Officer assesses each application based on the criteria outlined in the Guidance Notes and best conservation practice with the need for work guiding prioritisation when funds are limited. If a Grant Offer is made applicants have a year from the offer date to complete work and claim the grant; extensions can be arranged. Payment is made on submission of a satisfactory Completion Report and invoices demonstrating that the agreed Method Statement, which forms part of the Grant Contract, has been followed (staged payments can also be offered as an exception).

The effectiveness of this approach was recognised when War Memorials Trust won the Directory of Social Change's Great Giving Funders Award in February 2017. The award recognises funders who demonstrate a clear understanding of their beneficiaries and the funding environment as well as showing a commitment to improving grant making by giving clear guidance and support. To win the award in 2017, the 20th anniversary of the foundation of the charity, was a wonderful recognition of War Memorials Trust's work in supporting communities across the UK to protect and conserve their war memorials.

In 2018-19, 141 applications were received for funding (2017-18: 246). This fall can be explained by the increased focus of applicants on having works completed in time for 11th November 2018 commemorations as well as the fall in pre-application enquiries. The success rate for applications was 53% (2017-18: 86%); a fall which can be partially explained by the removal of the December deadline so a number of applications were carried forward into 2019-20 to be assessed. Details of all the Grants Offers and Offers in principle made can be found in the associated document, '2018-19 War Memorials Trust Grant Offers and Offers in Principle summary' available on the Trust's website, www.warmemorials.org/financials, or on request. The details of grants follows the approach used in previous Annual Report and Accounts documents but it is now felt it is more appropriate as a separate document.

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The table below provides condensed details of the '2018-19 War Memorials Trust Grant Offers and Offers in Principle summary' document. Please be aware numbers recorded here differ to Note 8 in the Financial Statements due to adjustments of some Grant Offers during the year compared to the fixed position on 31st March 2019. In addition, the value of grant offers may adjust during the year, or across years particularly when an 'Offer in principle' is made to indicate support but the actual grant value is reviewed when more details have been provided. Due to the fairly basic IT systems the charity has, the volume of grants made and resources available we accept that there is a discrepancy between the numbers below and those in the Financial Statements but hope to resolve this for 2019-20 due to changes in our internal processes. The table below shows numbers calculated and presented for 2018-19 exactly as they appeared in 2017-18.

Schemes 2018-19 (2017-18)	Number of offers	Value of offers	Average Offer	Median Offer
Centenary Memorials Restoration Fund	11 (44)	£72,925 (£271,830)	£6,630 (£6,178)	£1,665 (£3,270)
War Memorials Trust Grants Scheme	135 (146)	£473,440 (£568,292)	£3,507 (£3,892)	£1,660 (£1,420)
Grants for War Memorials (Eng)	20 (22)	£275,118 (£252,195)	£13,756 (£11,463)	£7,730 (£6,200)
Totals	166 (212)	£821,483 (£1,092,317)	£4,949 (£5,152)	£1,830 (£1,600)

Grants ranged from £190 to £50,000 demonstrating the need for grants at a range of levels. One project was awarded a grant in excess of the normal £30,000 maximum based on available funds and a case for support which clearly explained the need (2017-18: 5). The lower value of the smallest grant reinforces how even a small contribution can make a difference but in a period when larger sums are available to custodians many are taking the opportunity to apply. It was also noticeable that this was the year demand outstripped available funds meaning that not all projects received the contribution they sought with lower priority cases missing out entirely. The impact this has had on projects is difficult to quantify, some projects have contacted the charity again in 2019-20 to enquire about available funding.

In 2014, the Grants for War Memorials scheme in Wales was introduced by Cadw to offer grants for war memorial projects in Wales. It closed in March 2019. War Memorials Trust provided pre-application guidance to projects in Wales but directed grant applicants to the Cadw scheme. Within Cadw's Application Form applicants could ask for War Memorials Trust to 'top-up' the grant received which applied to projects with a total project cost greater than £1,000. Any support offered in this way is part of War Memorials Trust Grants Scheme spend.

Alongside its advisory, grants and policy conservation work, War Memorials Trust continued in 2018-19 to work on other key projects: First World War Memorials Programme, War Memorials Online, War Memorials Officer and In Memoriam 2014.

The **First World War Memorials Programme** was a partnership supported by the UK government through the Department for Digital, Culture, Media and Sport. The Programme, from 2014-18, sought to improve public engagement with their war memorials through the centenary and encourage repair and conservation works:

- Civic Voice ran workshops around condition and listing to engage the public and volunteers
- Historic England increased the number of listed war memorials, produced training materials for contractors and encouraged more young people to engage with war memorials through their Heritage Schools programme
- Imperial War Museums worked on integrating war memorial data to improve the public experience
- War Memorials Trust focussed on ensuring repair and conservation works were undertaken. Alongside £2 million for grants the Trust had nearly £1 million to ensure it had the staff capacity and wider resources to support applicants as well as identify potential grant cases. Activity is included within this wider report.

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One key way of identifying problems and concerns around war memorials is **War Memorials Online**, the website seeking to create a greater understanding of the condition of war memorials in the UK, www.warmemorialsonline.org.uk. The website is increasingly a central element of War Memorials Trust's work. The ongoing increase in the number of concerns, 83%, which are new cases for the charity demonstrates how important it is. It offers the opportunity to gather data and statistics on the condition of memorials giving the Trust, and others, the ability to direct resources efficiently, support custodians and focus on those memorials in 'Poor' or 'Very bad' condition. An additional condition category of 'Lost/Missing/Temporary' was added in 2018-19 as there are a number of memorials where condition is unknown because the condition of a memorial cannot be assessed as it cannot be seen. The introduction of this additional category appeared to impact the 'Poor' condition level most significantly as people had presumably been utilising that as they did not know what level to give.

	2018-19	2017-18
Number of records on website	43,049	38,868
Number of Contributors	5,549	4,856
Condition reports		
Good	73%	66%
Fair	19%	26%
Poor	3%	6%
Very bad	2%	1%
Lost/Missing/Temporary	3%	N/A
Concern reports	247	276
New cases for WMT	83%	73%

Many Contributors are highly active contributing hundreds of records and condition updates. This includes War Memorials Trust's Office and Regional Volunteers and we thank them all for this work. As more condition updates are added the statistics are giving us greater confidence in our understanding of conditions.

During the year a further new category on the website identified those war memorials that are in 'Poor' or 'Very bad' condition but are not eligible for funding from the charity as explained in our helpsheet 'Definition of a war memorial for funding purposes'. This addition will assist in identifying a more accurate cost of works that the Trust could potentially support. At present about 25% of those war memorials reported in 'Poor' and 'Very bad' condition are ineligible for funding from War Memorials Trust. Primarily these are cases where a name has been added to a family gravestone – it is therefore a war memorial to the individual but because that name is such a small element of the wider grave the Trust does not have the capacity to support repair and conservation works to such graves.

With the 2018-19 statistics showing 5% of war memorials may be in 'Poor' and 'Very bad' condition (2017-18: 7%) it means 1 in 20 war memorials in the UK can now be expected to need work, around 5,000. Reducing that by 25%, and using the 2018-19 median grant award of £1,830, an estimate of the current **war memorial conservation deficit is £6.9 million**. So, we have more work to do and a significant amount of money to raise.

The campaign to identify a **War Memorials Officer** at every local authority was launched in November 2010 and wound down in 2018-19. The individual was intended to be the single point of contact for the public, the Trust and within their organisation on war memorial issues. Details of War Memorials Officers were displayed on War Memorials Trust's website (these are gradually being removed) and local authorities were encouraged to include war memorial information on their websites. A final newsletter was sent out in March 2018 but contact will be sustained through the Bulletin and the charity will continue to support anyone with an enquiry. The worthwhile project is being brought to an end because the cost of maintaining accurate information is too great due to constant changes.

In Memoriam 2014 is a partnership project between War Memorials Trust and the SmartWater Foundation. The project offers protection to memorials at risk of theft or damage by marking them with a forensic liquid called SmartWater. The crime prevention fluid, which is being made available at no charge, will not only make memorials uniquely identifiable, but also offers robust traceability should a theft occur. This acts as a significant deterrent to those considering desecrating war memorials by massively increasing their chances of detection and subsequent arrest. Applications for SmartWater are made through the website www.inmemoriam2014.org. Any concerns about the condition of a memorial registered for the project are passed to the Trust which ensures this project also feeds into the Trust's core work. War Memorials Trust greatly appreciates the support for this project provided by the SmartWater Foundation who are making the SmartWater solution available free of charge for war memorials in the UK. Following its success through the centenary we are delighted that this initiative will continue.

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As part of wider awareness raising and **promotion** of war memorials, War Memorials Trust produced articles for publication highlighting grants, activities and advice available. Staff gave talks, presentations, ran training sessions for groups and custodians interested in the work of the Trust and met other organisations operating in the heritage, conservation and service fields. This included a Sharing the success event in Scotland to mark the end of the Centenary Memorials Restoration Fund, WMT presenting at a conservation conference hosted by Historic England and ICON to look at conservation during the centenary and attendance at a number of First World War Memorials Programme events during the first half of the year. The Trust chaired the March 2019 War Memorials Liaison Group which brings together a variety of organisations involved in war memorial issues across the UK. War Memorials Trust is also a member of Cobseo, Heritage Alliance, BEFS and other relevant sector groups.

Review of activities: Learning

War Memorials Trust's learning activity has been delivered through the Learning Programme which encourages young people to engage with and learn about war memorials. The website www.learnaboutwarmemorials.org offers access to resources for primary school, secondary school and youth group use. In 2018-19, a decision was made to bring the programme to an end as the charity cannot afford to sustain it but in 2019-20 there will be an evaluation to consider future options.

During the year, 22 school visits were undertaken engaging with more than 1,800 young people (2017-18: 16 and 1,800). This included some visits in conjunction with Historic England's Heritage Schools Programme. Schools expressed interest in visits having viewed the website, had the Programme referred to them or had experienced a previous visit. Feedback was sought from each school visited as part of the ongoing process of developing new learning materials and improving practice. Comments received from schools have been consistently positive.

Resources published on the website were reviewed and new subjects developed. The resources provided for schools are also available on the Times Educational Supplement (TES) and Guardian websites with both having promoted them around Remembrance Day. At the end of 2018-19, the cumulative total for WMT resources viewed on TES was 75,000 with 49,500 downloads.

As part of the First World War Memorials Programme, in association with Civic Voice, War Memorials Trust also delivered six 'Engaging young people in heritage' events between February and May 2018. These were half day sessions open to adults with an interest in finding out how to engage young people with war memorials. They included an introduction to the resources available from War Memorials Trust, talks from those who have delivered sessions in schools alongside time to plan and discuss possible visits or activities. Those who attended came from a range of backgrounds and the sessions were a good opportunity to network and share ideas. Evaluation undertaken at the end of 2018-19 revealed that, from a response rate of 18% (8 out of 45 attendees); 5 had carried out a local heritage or war memorial related activity since the workshop with a further attendee planning to do so. These activities were unlikely to have been carried out had those delivering them not attended a workshop. In addition, 1 person found the workshop a useful networking opportunity which resulted in partnership work between local groups and organisations. 2 people adapted ideas, activities and resources which were shared during the workshop and used them to carry out activities.

The Trust remains committed to educating tomorrow's custodians about the importance of preserving our war memorial heritage following best conservation practice through the centenary. It is vital the work done today to protect and conserve war memorial heritage is continued in the future. Whilst we cannot currently sustain a formal full-time Learning Programme our Public Engagement work includes education activities across all age groups. Staff are working to ensure that the legacy of the Learning Programme remains visible for example by ensuring reminders of the website and resources feature in each issue of the Bulletin and adding to advice provided by the Conservation Team.

Review of activities: Volunteers

War Memorials Trust had 135 Regional Volunteers (RVs) on 31st March 2019 (2018: 149). RVs are members of the charity based around the country who act as local 'eyes and ears'. RVs have played an important role for the charity over the years undertaking a range of activities including monitoring the condition of war memorials, preparing reports for the statutory listing of war memorials, managing events, undertaking talks about the Trust, representing the charity at rededication or unveiling ceremonies and promoting the Trust's work. RVs can also develop effective media links and help promote projects within their local communities. However, with changes in the way the charity works, and the ways that RVs engage with it, 2018-19 saw some adjustments to RV management as the future of the role was evaluated.

In summer 2018 a moratorium on accepting RV applications was implemented which remains in place as of August 2019. With the future of the role unclear it was felt inappropriate to recruit new RVs to the existing role without a clear vision of the future. This does not mean people cannot volunteer for the charity, as War Memorials Online enables people to contribute significantly, however the move has placed a hold on people joining the ranks of the RVs. RVs re-register every 3 years with the existing period finishing in December 2019, when ID cards expire, so a decision will be made by then as to how we go forward.

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The charity continued through 2018-19 to produce and distribute its **newsletter** for existing RVs moving it from a bi-monthly to a quarterly publication to reflect reporting on grant activity. RVs were invited to attend a workshop run by the charity in Scotland as well as the final First World War Memorials Programme events delivered by Civic Voice who operate in England. With Civic Voice having the resource to offer more events across England, the centenary has provided an opportunity for RVs to attend training sessions geographically closer to them rather than the smaller number the Trust has traditionally been able to schedule. The 2018-19 First World War Memorials Programme events were primarily 'Sharing the success' sessions. These day-long workshops aimed to bring people together who have engaged with war memorials through the centenary to share their stories and inspire legacy activities.

The 'Can you help?' pages of the RV section of the website continued to list requests for help from the office, details of memorials the Trust believes could be listed or forthcoming events that RVs could help with. This has been very successful enabling RVs to help with the Trust's day-to-day activities. In 2018-19, 56 requests were added to the website (2017-18: 271); a decline caused by the reduction in staff which meant less time to post requests and, more importantly, a lack of capacity to action responses if submitted. As staff do not want to disappoint RVs by failing to respond to their information it is important not to be overly ambitious with requests posted. As the Trust moved into 2019-20 a new system was developed to move such requests onto War Memorials Online giving the charity access to a greater number of volunteers who can help it in its key areas of activity as well as making the process more efficient so staff time spent on administering information is reduced.

At the end of 2018 RVs were asked to complete the annual end of year **report**. The response rate to the 2018 survey, at April 2019, was 41% (2017: 50%). RVs who did not return their end of year reports have been recorded with nil participation in the final statistics. Activity levels remain fairly consistent. Results from the reports revealed that:

- 33% of RVs had monitored war memorials in their area (2017: 43%)
- 21% had promoted war memorials/War Memorials Trust (2017: 25%)
- 21% had researched the history of a local war memorial (2017: 19%)
- 17% had reported a war memorial at risk (2017: 20%)
- 16% had helped a local war memorial project (2017: 14%)
- 8% represented the charity at a ceremony (2017: 9%)
- 9% gave a talk about the Trust (2017: 8%)
- 7% distributed Trust information at an event (2017: 6%)
- 4% applied for the listing of a war memorial (2017: 3%)

War Memorials Trust uses the response to the RV end of year report to assess the value of volunteering in financial terms. Using an approach suggested by the National Lottery Heritage Fund the Trust quantifies the contribution of a RV at £50 for an equivalent 7-hour day. In 2018, RVs contributed around 3,730 hours which equates to £26,645 worth of time to the cause (2017: £23,771). This is a great contribution which the charity appreciates. It enables War Memorials Trust to 'punch above its weight' to help memorials across the UK.

In addition to RVs, the Trust has Office Volunteers who support the staff. They assist with filing and photocopying, basic administration or project work. These activities all assist the staff in reducing the administrative burden upon them whilst developing some of the projects which enhance the Trust's activities. Through the course of the year, the Trust welcomed 5 Office Volunteers who contributed between half a day to two days per week regularly or did temporary volunteering placements. Based on the same system used above to quantify the contribution of RVs, Office Volunteers contributed £6,875 worth of time in 2018-19 (2017-18: 6 volunteers: £9,775).

Volunteering is vital for War Memorials Trust to sustain its activity and the charity is incredibly grateful for all this assistance. The charity remains committed to recruiting, working with and supporting volunteers to assist its work but it is assessing how it can effectively manage this. Volunteers have been invaluable but as resources and ways of working change it is important the Trust adapts. An assessment of resources available to support volunteers, what roles will benefit the charity and whether these are attractive enough to existing and potential volunteers to ensure that recruitment and retention can be sustained will determine the next steps.

WAR MEMORIALS TRUST

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2019

Review of activities: Administration, publications and PR

On 31st March 2019 the charity had **2,581 members** (2018: 2,641), representing a further small decrease in supporter numbers. This reflects wider challenges for all membership organisations as the idea of 'joining' seems to be declining amongst the general population. 46 new members were recruited (2017-18: 69) with a number joining when purchasing a ticket for the AGM talk. Membership recruitment activities included membership promotions to readers of War Memorials News, via social media, in the Trust's wider publications and through messaging in communications. In January 2018 an initiative was launched to encourage existing members to recruit new members. This had a limited impact leading to the recruitment of only a small number of new members. In 2017-18, the rate of renewal for annual membership was 70% (2017-18: 70%) which remains consistent despite difficult economic times. Membership has been a feature of the Trust for most of its 20 year history. The charity thanks all those who commit to support the Trust in this way. Members not only offer financial support but their numbers help to demonstrate the wider commitment to conserving our war memorial heritage.

The **AGM** was held on Monday 8th October 2018 at St Sepulchre without Newgate Church on Holborn Viaduct in London. Around 60 members, volunteers and supporters joined Trustees and staff of the charity. Following reports from the Chairman and Treasurer a short question and answer session was held. After that Professor Gary Sheffield delivered a fascinating talk about on 'How and Why the First World War came to an end?'. We extend our thanks to him for supporting the charity in this way. Refreshments followed the talk providing guests with the opportunity to meet staff and Trustees as well as to purchase one of Professor Sheffield's books.

The **Bulletin** continues to provide information on a range of war memorial issues. It is a valuable tool to thank supporters and to promote fundraising work as well as an opportunity to report on conservation successes. In 2018-19, the Trustee acted as Production Editor. All staff contribute content with supporters able to submit articles by following the published Bulletin submission guidelines although with the volume of charity activity and grants opportunities for external content is limited. The publication is highly regarded by supporters, 90% of whom rated the publication 'good' or 'very good' in the supporter survey of 2017.

The **supporter survey**, mentioned above which accompanied the February 2017 Bulletin, helps War Memorials Trust gather information to better understand its supporters and ensure it is listening to them. Of the respondents 45% indicated they became involved with the Trust after seeing information about the charity in advertising or media coverage. There are multiple reasons for supporting the charity with 74% engaged due to interest in Heritage/History, 53% resultant from a link with the Armed Forces and 39% because of conservation. 60% felt awareness of War Memorials Trust was higher than 3 years earlier. 69% of respondents were male with two thirds of supporters over retirement age giving us an indication of the make-up of our membership base. The results of the survey also demonstrated that, on average, two people continue to read every copy of the Bulletin. It is anticipated the next survey will be circulated in February 2020.

War Memorials Trust dealt with a number of **media** enquiries throughout the year and the charity was promoted in both the local and national media. Staff respond to press enquiries and participate in interviews or discussions on request. The centenary of the Armistice did not seem to attract a lot of national focus on war memorials as events and stories of participants seemed to be the focus from our observation and experience. In 2018-19, 33 PR enquiries were received (2017-18: 34), 0 interviews were given (2017-18: 0) and 67 articles were identified as covering the charity or a project it is engaged with (2017-18: 160). The fall in articles is largely due to the reduction of coverage of war memorials in First World War Memorials Programme partner publications as the centenary ended. The Trust continues to record coverage at www.warmemorials.org/press and publishes news releases and statements as required. More detailed guidance was produced for grant recipients to guide any press work they undertook. War Memorials Trust recognises the value and importance of press coverage but is restricted by its capacity, and sometimes the sensitivities of the subject matter, from an overly aggressive or proactive media strategy.

To maintain a **social media** presence War Memorials Trust continued to operate its Twitter account @WarMemorials with all staff contributing tweets on their activities. In addition, a Learning Twitter account was operated to give a focus for educational work, @WMTLearning although this stopped tweeting with the end of the Programme. In 2019-20 a review of social media activity will be undertaken to assess if the charity is maximising the opportunities available in this area.

During 2018-19 the charity worked on the requirements associated with the new **General Data Protection Regulation** introduced on 25th May 2018. The Charity Officer attended training and led the work on this which involved consulting staff, Trustees and our legal advisors. A new Privacy Policy was released in May 2018 with relevant policies and procedures developed and put in place to comply with new data protection requirements.

WAR MEMORIALS TRUST

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2019

Review of activities: Fundraising, events and awareness raising

In 2018-19, War Memorials Trust's fundraising target continued to be to ensure it had sufficient funding to undertake its activities and maximise its grant-making activities. During 2018-19, income decreased compared to 2017-18 as the World War I centenary, and associated one-off government funding, came to an end. The First World War Memorials Programme, which started in 2014 was a 4-year programme so the first and last years shared a year's worth of funding meaning available income in 2018-19 was 50% of that available in 2017-18. Income from charitable activities therefore saw a significant decline. The charity needs to secure the funds to support the ongoing work of the charity and maintain reserves separate to grant funding. At 31st March 2019 unrestricted reserves had increased and this is discussed further in the Reserves policy section below.

War Memorials Trust has been a member of the Fundraising Regulator since January 2018. The charity has also monitored the development of, and advice from, the Fundraising Preference Service through the year. War Memorials Trust seeks to ensure it is compliant with all standards, advice and guidance on best fundraising practice. No direct complaints were received through the Trust's Complaints policy. To protect vulnerable people, and others, against pressure to give or persistent approaches all the Trust's authorised fundraising is managed by staff and an Internal Fundraising Complaints Policy introduced at the end of the year to ensure all staff and volunteers know how to raise concerns about fundraising. The charity sends only one or two general direct mail appeals each year which are all produced in-house and addressed by hand. Annual members receive a reminder of their subscription each year the month before its renewal date and one further reminder at the start of the following financial year. After this, they are removed as members as the charity assumes that they no longer wish to belong, although they may receive a Bulletin annually for a defined period after that. Any requests for personal details to be removed from the charity's records are complied with as quickly as possible. The Trust's Privacy Policy outlines how data is used and Subject Access Requests will be addressed as per GDPR.

War Memorials Trust takes a traditional approach to funding focussing on postal appeals, promotion of legacy and tax-efficient giving as well as running events. The supporter survey undertaken in February 2017 indicated that 62% of supporters may donate in response to a postal appeal, 29% to email and 1% to telephone. As such, the charity focusses primarily on making any appeals by post. In 2018-19, the charity did not work with any fundraising professionals or commercial participators.

The Head of Fundraising was responsible for ongoing **fundraising** work. Through 2018-19, 247 applications were sent to charitable trusts (2017-18: 312). In June, the Centenary Campaign direct mail appeal was circulated as part of the aim to raise £201,811.11 by 11.11.2018. The appeal achieved its objective over the summer of 2018. A number of supporters have generously agreed to make a significant annual donation throughout the World War I centenary. We are especially grateful to the following donors who have chosen to give in this way, Mr Derek Boorman, Mrs Gladys Cuttle, Mrs Sandy Foster, Mr Michael Jackaman, Brigadier Alan Alstead, Mr Bruce and Mrs Suzanne Copp, Mr Andrew Coulson, Mrs Margaret Downey, Mr Jack Edwards, Ms Vera Freeburne, Mr Michael and Mrs C French, Mr Michael Gornall, Mr Peter Hillier, Mr Derek Horsley, Ms Christine Howald-Senn, Lady Kingsdown OBE, Mrs Kathleen Lansdell, Little Harrowden Working Mens Club and Institute, Mr Daryl Lucas, Mr Colin Marriott, Mr Harry Medcalf, Mr Maurice Parry-Wingfield, Mr Richard Pointer, Ms Camilla Pollok-McCall, Mr Stephen Prior, Mr Peter and Mrs Susan Richards, Mr Charles Robertson, Dr Helen Robertson, Mr Robert Scott, Mr Ravinder Singh Chumber, Mr Fred Smith, Lady Stevens and Mrs Patricia Stewart.

No large-scale events were held as it was deemed more cost-effective to focus on submitting funding applications to Trusts and Foundations. War Memorials Trust staff, RVs and Trust members were however involved with a number of smaller, often local, **events** throughout the year on behalf of the charity: 16 talks were given/workshops contributed to (2018-19: 21); 28 ceremonies were attended (201-18: 18) and 6 stands were manned at events (2017-18: 11). These assist in raising the profile of the charity and generating interest from the public. Display boards and materials were used to promote the charity with Bulletins distributed to interested members of the public. The charity appreciates all the help given at events by supporters, members and RVs.

Throughout the centenary War Memorials Trust has had a number of **Programme funding streams**, in particular the First World War Memorials Programme and Centenary Memorials Restoration Fund, supporting specific activities. However, the charity also has to maintain its fundraising activity to support its day-to-day work as well as recognising the legacy benefits to the charity that centenary interest in war memorials could bring. Some donations are restricted for specific work and all such funds are used in line with the relevant terms and conditions. This can mean that sizeable restricted sums are held as with grant funding the Trust draws down funding against offers made and holds these funds until projects are completed, which can take several months or even years in complex cases.

WAR MEMORIALS TRUST

REPORT OF THE TRUSTEES

FOR THE YEAR ENDED 31 MARCH 2019

Particular **thanks** for their generous gifts go to Department for Digital, Culture, Media and Sport, Historic England, Historic Environment Scotland, The H B Allen Charitable Trust, The Britford Bridge Trust, The Westminster Foundation, The Drapers' Company, The Jordan Foundation, Hopkins Homes, PF Charitable Trust, Garfield Weston Foundation, The Charles Skey Charitable Trust, The Swire Charitable Trust, The Adrian Swire Charitable Trust, The Charlotte Heber-Percy Charitable Trust, The Kirby Laing Foundation, Peter Stormonth Darling Charitable Trust, The Constance Travis Charitable Trust, The George and Esme Pollitzer Charitable Settlement, The 29th May 1961 Charitable Trust, Spear Charitable Trust, The Scott (Eredine) Charitable Trust, Sir Edward Lewis Foundation, The Leslie Mary Carter Charitable Trust, The Alice Ellen Cooper Dean Charitable Foundation, City of Westminster Council, The Tanner Trust, E Dennis Armstrong Trust, The Jeannine Vassiliou Charitable Trust, The Sir James Roll Charitable Trust, The Douglas Compton James Charitable Trust, Mrs Vivienne Cliff, The Edinburgh Trust No 2 Account, D G Albright Charitable Trust, LAPADA - The Association of Art & Antiques Dealers, The Bacon Charitable Trust, Mr Robert G Henderson, The Fulmer Charitable Trust, Mr and Mrs David Hopkinson, Mr Rupert and Mrs Vicki Villers, The A M Fenton Trust, Mr Mark Ormiston, Stevenson Family's Charitable Trust, Hartnett Conservation Trust, Mr Robert G Henderson, Mr Anthony Bruce Watt and C G Hacking Charitable Trust Ltd.

The charity benefitted from a partnership with the Trinity Mirror Group. The Sunday Mirror followed up its 2017 articles with a piece in November 2018. This discussed some of the works supported by their £20,000 donation towards the Trust's grant-making which is greatly appreciated.

Tax-efficient giving continued to be an important fundraising tool for the Trust. Gift Aid is a valuable revenue stream. In 2018-19, the charity received the funds associated with the legacy reported in the 2017-18 Financial Statements but which had not yet been completed; it is a requirement to include the financial details when we are aware of an impending legacy rather than recording it as income when it is received. In addition, War Memorials Trust received four legacy gifts in 2018-19 with three less than £500 and the remaining one estimated at £15,000 in the Financial Statements (it is hoped this will be received during 2019-20) (2017-18: 1). In 2018-19, 75% of subscription payments and donations were gift aided (2017-18: 81%). The charity promotes tax efficient giving whenever possible.

War Memorials Trust **merchandise** performed reasonably well. Sales of regular items remained steady. Two Christmas card designs were offered neither of which sold out which is unusual. An image of 'Horseguards in the snow' was offered alongside the cartoon from 2017 by Grizelda which featured on the award certificate the charity received from its Directory of Social Change win. We felt offering two distinct options provided a choice but it seems a more traditional style is preferred by our supporters. The Trust also needs to assess its performance against some evidence of wider social trends which indicate that the purchase of cards is falling.

Finance and fundraising are a key aspect of each quarterly Trustees meeting. The ongoing difficult financial climate, as well as the anticipated changes after the conclusion of the World War I centenary, have been closely monitored and extensively addressed to assess impact. The charity is fortunate at present to have noticed a relatively small impact on voluntary fundraising income from the economic climate but it has not seen a sizeable increase in voluntary income through the centenary which means it has to plan for the period beyond 2018 being more financially constrained.

Review of activities: Financial

The nature of the charity is such that primarily it needs to fulfil its conservation and educational aims and objectives, and, in order to do this, it has to raise the necessary funds. In 2018-19, War Memorials Trust recorded a **£13,001 surplus** compared with a deficit of £19,722 in 2017-18. Of this, the surplus on unrestricted reserves was £18,165 (2017-18: £47,076) and on restricted funds there was a deficit of £5,164 (2017-18: £66,801). With the additional centenary funding coming to an end, it is expected that the remaining funding relating to the centenary will be gradually fully spent during 2019-20 and therefore it is likely to generate a net deficit on these funds, as there will be no new income coming in against these funds. The long term viability of the Trust relies on the unrestricted reserves and it is these on which Trustees focus their greatest attention as discussed in the Reserves policy.

In 2018-19, the key funding sources remained Programme streams, in particular the First World War Memorials Programme, although this concluded during the year so a lower amount was received. The Programme made up to £2 million available for grants and nearly £1 million for the administration to support the delivery between 2014-18. As the First World War Memorials Programme is for specific grants, War Memorials Trust has continued to secure funding for its ongoing work and for grants for memorials without a World War I connection. A significant grant for these was received in 2018-19, after the final batch of offers was made, so this has been carried forward into 2019-20. To ensure all war memorials have an opportunity to benefit from grants it is important for War Memorials Trust to sustain regular funding streams such as membership subscriptions or trust and foundation donations, alongside more irregular gifts such as legacies to raise the funds to then distribute as grants.

WAR MEMORIALS TRUST

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2019

During the centenary the charity sought to meet the demands placed upon it by the commemorations of World War I. All aspects of its work were facing unprecedented interest and the charity focussed on meeting the need when interest was uniquely high and people are likely to act positively. In 2018-19 there was similar high levels of interest but with less grant funding available, and the end of wider funding looming, a more cautious approach had to be introduced.

As discussed above in the Fundraising section the legacy of which the charity was advised in June 2017 was received during 2018-19. In the same year a legacy estimated at around £15,000 was notified although that was not received by the 31st March 2019. Legacies must be included as income in the Financial Statements once notified, even where they have not been received. This has an impact on the level of reserves which are discussed below in the Reserves policy.

Grant spend is the biggest area of activity and often generates large restricted pots of money at year-end because of the way the schemes are operated. Grant funding is either applied for or drawn down from funders by War Memorials Trust before or when offers are made. It is not, however, paid out to the applicants until the satisfactory completion of the project to ensure their works are in-line with best conservation practice and have not deviated from the agreed Method Statement. In addition, when donors make a gift to support future Grant Offers, especially if the gift is restricted to an area or county, some funds have to be carried over if an insufficient number of eligible applications have been received for this funding. With larger grants associated with the centenary of World War I still to be completed the Financial Statements do still carry significant restricted reserves as larger projects will often take longer to finish, meaning a greater chance that the charity holds the restricted funds between financial years. With the end of the centenary available funding is much lower so this creditors balance will fall especially as the majority of centenary projects should complete in 2019-20.

Structure, governance and management

War Memorials Trust is governed by a Trust Deed, dated 7th May 1997. The Board of Trustees is responsible for strategic decision-making and the implementation of decisions to achieve the charity's aims and objectives.

The **Trustees** who served were Peter McCormick OBE (Chairman); Roger Bardell (Treasurer to September 2018); Roger Bowdler; Randolph Churchill; Caroline, Lady Dalmeny; The Lord De Mauley; Maggie Goodall; John Peat (Vice Chairman); David Seymour and Russell Walters (Treasurer from September 2018).

During the year Roger Bardell passed the role of Treasurer to Russell Walters before Roger resigned as a Trustee in December 2018. At that meeting, Roger Bowdler was appointed as a Trustee by the Board through the power invested in them in the Trust Deed. A further appointment was made in March 2019 with Maggie Goodall joining the team. Both appointments enhance the conservation sector knowledge of the Board of Trustees. The current Board appoints Trustees using a combination of invitation and advertisement to recruit depending on the requirements identified. New Trustees receive a welcome pack containing relevant information and are invited to spend time in the office to learn about the charity as part of the induction process.

During 2018-19 Trustees maintained their Register of interests to monitor any conflicts. They also undertook a skills audit to assist in identifying gaps in the skills of the Board. It was agreed this would form part of their regular papers to ensure this was consistently monitored. The Charity Governance Code was also recognised as a useful tool to assist governance.

War Memorials Trust greatly appreciates the support of those in the senior honorary roles including its **Patron** HRH The Duchess of Cornwall and the Vice Patrons in different parts of the UK. In March 2019 Roger Bardell accepted the role of Vice Patron in England which he was invited to take up in recognition of his 15-year service as Treasurer. The Rt. Hon. the Lord Cope of Berkeley continued as our President.

Trustees delegate day-to-day running of the charity to **staff**. Trustees are briefed regularly and hold quarterly meetings. With the end of the World War I centenary during this year, and the subsequent reduction in funding available to the charity, significant staff changes took place as the charity adjusted to a fall in income. The Trustee, Frances Moreton, is responsible for the management and administration of the charity, including governance, and remained in post during the year. She took a 2/3-month sabbatical in the summer of 2019-20. Vikki Thompson was Head of Fundraising through to the end of March 2019 when the role was made redundant. She returned as a Consultant in summer 2019-20 for a period coinciding with Frances' sabbatical to undertake fundraising work and provide Acting Trustee cover. Sarah Taverner was Charity Officer, overseeing administration and supporting events/fundraising work until November 2018 when she left for a new role. A new Administrator, Harry Morris joined the team in January 2019 covering both charity and conservation administration.

WAR MEMORIALS TRUST

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2019

Within the Conservation Team, Andrew McMaster, Emma Suckling and Peter Lloyd continued as Conservation Officers during the year. Brogan Warren sustained her role as Project Officer (War Memorials Online) although her job title changed in May 2019 to Public Engagement Officer. Allana Hughes and Sheena Campbell both left their roles in September 2018 with Katharine Worley finishing in November that year. Amy Reeves joined as an Assistant Conservation Officer in June 2018 and stayed with the charity for 7 months before embarking on a new career. Carlie Silvey continued in her role as Learning Officer leaving in April 2019 when the Programme came to an end.

War Memorials Trust has continued to benefit from the commitment of **volunteers** who generously provided their time and expertise to assist in the office. We thank them for their vital support.

Investment policy

With the Trust's income and reserves being relatively small the investments previously held were liquidated in 2017-18. Should the financial situation improve in future Trustees would reconsider whether placing some funds in investments is appropriate but at present no investments are held.

Reserves policy

War Memorials Trust reserves policy recognises the fluctuating nature of its income streams as it has traditionally relied on voluntary donations which can be difficult to predict. Project funding for specific activities is always restricted for agreed purposes so has to be treated as distinct from unrestricted funds. Trustees know that as a national and established charity it must be able to meet its objectives through its advisory services and grant-making work in a reasonable way reflective of current levels of interest in its work.

As they have done regularly in these reports, the Trustees would highlight the high level of restricted reserves. As discussed in the Financial section above this is primarily due to Grant Offers. Funds donated for grant-making cannot be spent elsewhere and, in addition, grant recipients have twelve-months to claim a Grant Offer; this means that a significant amount of the restricted funds are for projects yet to be claimed from one financial year to another. However, the Trustees have excluded the value of the restricted reserves from the reserves policy as this is a fluctuating figure which cannot accurately be predicted. Instead, Trustees have focussed upon unrestricted reserves as maintaining these will enable the charity to fulfil all commitments. These have increased modestly and are monitored by the Trustees at every meeting.

As noted in previous years Trustees had a particular concern regarding the increase in the maximum grant available through War Memorials Trust Grants Scheme from £2,500 to £30,000 during the centenary. Memorials associated with the First World War can be funded through the First World War Memorials Programme however those unconnected to that conflict, an estimated third of all war memorials, rely on voluntary funding secured by War Memorials Trust. At the end of 2018-19 Note 17 shows that War Memorials Trust Grants Scheme and War Memorials Trust Grants Scheme – Local have a combined restricted reserve of £68,572 (2017-18: £56,231). This shows an increase in the grant-making potential of the Trust's own fundraising efforts due to a large donation towards grants being made after the final round of grant offers so there was no opportunity to allocate in 2018-19. With the end of the centenary War Memorials Trust's fundraising will again be essential to enable the charity to make grants to war memorials of all type and dates. In 2018-19, 6 of the 166 Grant Offers had no connection with World War I (2017-18: 4). Through the War Memorials Trust Grants Scheme 8% of spend came from War Memorials Trust own resources (2017-18: 11%). As these figures show the majority of grant spend was allocated through the First World War Memorials Programme funding but the charity has committed its own resources alongside this. With that Programme ending, however, the onus reverts to the charity and its donors.

Trustees have identified that the targeted reserve would ideally be unrestricted reserves equal to twelve months' running costs. This level of reserve should enable the Trust to meet its ongoing and potential future commitments and, in particular, its grant-making obligations. There is a need for the charity to ensure it can maintain consistency in its grant-making capacity which has occasionally had to be curtailed in the past due to insufficient funds. As the charity is seen as a national lead in this area it must be able to meet public expectations to fulfil its objectives to protect and conserve war memorial heritage. However, the Trustees have also recognised the unique circumstances of the centenary of World War I and during that period have realised that the ideal unrestricted reserves aim is unrealistic and have consequentially taken a more pragmatic approach.

As the charity enters into the post-centenary period the Trustees are looking at how they can establish a more secure footing and target meeting the reserves policy. The level of unrestricted reserves at the end of 2018-19 was £178,459 compared to £160,294 at the end on 2017-18.

WAR MEMORIALS TRUST

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2019

The topic of the levels of unrestricted reserve has been central to recent Trustee meetings. The end of the centenary of World War I, and its associated one-off funding arrangements, have meant that the charity has had to make some difficult decisions for the future and costs have been significantly reduced for 2019-20. Proposals to gradually increase the unrestricted reserve have been included in the planning and this will continue to be closely monitored as the charity works to reach its target unrestricted reserves.

Risk policy

All identified risks to which the charity is exposed have been reviewed by the Trustees and systems have been established to mitigate those risks. The Trustee has day-to-day responsibility for managing risk. The aim is for the Trust to undertake an annual review of risk management involving staff in the autumn and findings presented to Trustees at the December meeting. Trustees evaluate any changes in risk and act accordingly.

As noted previously in this report Trustees have identified future funding as the key risk for the charity. With the end of the centenary, government funding has reduced to levels more similar to pre-2014, requiring a significant change of approach for the organisation. This impact has been discussed through the report. In addition, current economic conditions and uncertainty mean that the fundraising environment is difficult. Trustees are working closely with staff to ensure that fundraising is adequate for planned needs with consideration being given to different income streams and whether they could generate new sources of funding.

Public benefit statement

Trustees of a charity have a duty to report in their Annual Report on their charity's public benefit. The Trustees of War Memorials Trust have considered the requirements which are explained on the Charity Commission website.

The sections of this report above entitled 'Strategic achievements and performance' and following paragraphs set out War Memorials Trust's objectives and reports on the activity and successes in the year to 31st March 2019 as well as explaining the plans for the current financial year. War Memorials Trust's work benefits a very wide range of charitable organisations and individuals across the United Kingdom.

The Trustees have considered this matter and concluded:

1. That the aims of the organisation continue to be charitable;
2. That the aims and the work done give identifiable benefits to the charitable sector and both indirectly and directly to individuals in need;
3. That the benefits are for the public, are not unreasonably restricted in any way and not by ability to pay; and
4. That there is no detriment or harm arising from the aims or activities.

On behalf of the Board of Trustees



Trustee

Date: 12/9/19

WAR MEMORIALS TRUST

STATEMENT OF TRUSTEES' RESPONSIBILITIES

FOR THE YEAR ENDED 31 MARCH 2019

The Trustees 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).

The law applicable to charities in England and Wales requires the Trustees to prepare Financial Statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources of the charity for that year.

In preparing these financial statements, the Trustees are required to:

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

The Trustees are responsible for keeping sufficient accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008 and the provisions of the Trust Deed. 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.

WAR MEMORIALS TRUST

INDEPENDENT AUDITOR'S REPORT

TO THE TRUSTEES OF WAR MEMORIALS TRUST

Opinion

We have audited the financial statements of War Memorials Trust (the 'charity') for the year ended 31 March 2019 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and the notes to the financial statements, 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 charity's affairs as at 31 March 2019 and of its incoming resources and application of resources, 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 Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

Other information

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

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

We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the Trustees' report; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit.

WAR MEMORIALS TRUST

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE TRUSTEES OF WAR MEMORIALS TRUST

Responsibilities of Trustees

As explained more fully in the statement of Trustees' responsibilities, the Trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as 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 charity'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 cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 144 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 auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

Other matter

Your attention is drawn to the fact that the charity has prepared financial statements in accordance with "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)" (as amended) in preference to the Accounting and Reporting by Charities: Statement of Recommended Practice issued on 1 April 2005 which is referred to in the extant regulations but has now been withdrawn.

This has been done in order for the financial statements to provide a true and fair view in accordance with Generally Accepted Accounting Practice effective for reporting periods beginning on or after 1 January 2016.

Use of our report

This report is made solely to the charity's trustees, 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 charity's trustees those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.



HW Fisher

Chartered Accountants

Statutory Auditor

Acre House

11-15 William Road

London

NW1 3ER

United Kingdom

13 September 2019

HW Fisher is eligible for appointment as auditor of the charity by virtue of its eligibility for appointment as auditor of a company under of section 1212 of the Companies Act 2006

WAR MEMORIALS TRUST

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2019

	Notes	Unrestricted funds 2019 £	Restricted funds 2019 £	Total 2019 £	Unrestricted funds 2018 £	Restricted funds 2018 £	Total 2018 £
Income from:							
Voluntary income	3	212,841	265,384	478,225	249,907	134,985	384,892
Charitable activities	4	-	715,302	715,302	-	1,220,707	1,220,707
Investments	5	1,410	-	1,410	11,482	-	11,482
Total income		214,251	980,686	1,194,937	261,389	1,355,692	1,617,081
Expenditure on:							
Raising funds	6	52,890	-	52,890	58,568	9,914	68,482
Charitable activities	7	144,196	984,850	1,129,046	165,728	1,412,576	1,578,304
Total resources expended		197,086	984,850	1,181,936	224,296	1,422,490	1,646,786
Net gains/(losses) on investments		-	-	-	9,983	-	9,983
Net incoming/(outgoing) resources before transfers		17,165	(4,164)	13,001	47,076	(66,798)	(19,722)
Gross transfers between funds		1,000	(1,000)	-	-	-	-
Net movement in funds		18,165	(5,164)	13,001	47,076	(66,798)	(19,722)
Fund balances at 1 April 2018		160,294	218,695	378,989	113,218	285,493	398,711
Fund balances at 31 March 2019		178,459	213,531	391,990	160,294	218,695	378,989

WAR MEMORIALS TRUST

BALANCE SHEET

AS AT 31 MARCH 2019

	Notes	2019 £	£	2018 £	£
Fixed assets					
Tangible assets	12		4,996		14,469
Current assets					
Debtors	14	27,352		100,294	
Cash at bank and in hand		1,318,815		1,573,821	
		<u>1,346,167</u>		<u>1,674,115</u>	
Creditors: amounts falling due within one year	15	<u>(959,173)</u>		<u>(1,309,595)</u>	
Net current assets			386,994		364,520
Total assets less current liabilities			<u>391,990</u>		<u>378,989</u>
Income funds					
Restricted funds	17		213,531		218,695
Unrestricted funds			178,459		160,294
			<u>391,990</u>		<u>378,989</u>

The financial statements were approved by the Trustees on 12/9/19



Trustee

WAR MEMORIALS TRUST

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2019

	Notes	2019 £	£	2018 £	£
Cash flows from operating activities					
Cash (absorbed by)/generated from operations	21		(255,421)		206,903
Investing activities					
Purchase of tangible fixed assets		(995)		(870)	
Proceeds on disposal of fixed asset investments		-		760,600	
Interest received		1,410		11,482	
		<u> </u>		<u> </u>	
Net cash generated from investing activities			415		771,212
Net cash used in financing activities			-		-
			<u> </u>		<u> </u>
Net (decrease)/increase in cash and cash equivalents			(255,006)		978,115
Cash and cash equivalents at beginning of year			1,573,821		595,706
			<u> </u>		<u> </u>
Cash and cash equivalents at end of year			<u>1,318,815</u>		<u>1,573,821</u>

WAR MEMORIALS TRUST

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2019

1 Accounting policies

1.1 Accounting convention

The financial statements have been prepared in accordance with 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) - (Charities SORP (FRS 102)), the Financial Reporting standard applicable in the UK and Republic of Ireland (FRS 102) and the Charities Act 2011.

The Charity 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 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 £.

1.2 Going concern

At the time of approving the financial statements, the Trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the Trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Charitable funds

Unrestricted funds are funds which can be used in accordance with the charitable objects at the discretion of the trustees.

Restricted funds are subject to specific conditions by donors as to how they may be used. The purpose and uses of the restricted funds are set out in the notes to the financial statements.

1.4 Incoming resources

Income is recognised when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

1.5 Resources expended

Expenditure is recognised once there is a legal or constructive obligation committing the charity to that expenditure, it is probable that settlement will be required and the amount of the obligation can be measured reliability.

Grants payable are charged in the year when the offer is conveyed to the recipient.

Expenditure relating to education and conservation are those elements of expenditure directly incurred in performing these activities.

Support costs are those incurred directly in support of expenditure on the objects of the charity.

Governance are costs of running the charity itself as well as the statutory audit and compliance.

WAR MEMORIALS TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2019

1 Accounting policies

(Continued)

1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost of assets less their residual values over their useful lives on the following bases:

Fixtures, fittings & equipment	25% Reducing Balance
Web site	33% Reducing Balance

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in net movement in funds for the year.

1.7 Cash and cash equivalents

Cash and cash equivalents include cash in hand.

1.8 Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Basic financial liabilities

Basic financial liabilities, including creditors are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

1.9 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

WAR MEMORIALS TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2019

1 Accounting policies (Continued)

1.10 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

2 Critical accounting estimates and judgements

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods. There were no critical accounting estimates or judgements made in the year.

3 Voluntary income

	Unrestricted funds	Restricted funds	Total	Unrestricted funds	Restricted funds	Total
	2019	2019	2019	2018	2018	2018
	£	£	£	£	£	£
Donations and gifts	179,643	265,384	445,027	141,908	134,985	276,893
Legacies receivable	21,174	-	21,174	93,096	-	93,096
Membership fees	12,024	-	12,024	14,903	-	14,903
	<u>212,841</u>	<u>265,384</u>	<u>478,225</u>	<u>249,907</u>	<u>134,985</u>	<u>384,892</u>

4 Charitable activities

	2019	2018
	£	£
Education and conservation grants	715,302	1,220,707
	<u>715,302</u>	<u>1,220,707</u>

5 Investments

	Unrestricted funds	Unrestricted funds
	2019	2018
	£	£
Dividends and interest receivable	1,410	11,482
	<u>1,410</u>	<u>11,482</u>

WAR MEMORIALS TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2019

6 Raising funds

	Unrestricted funds	Unrestricted funds	Restricted funds	Total
	2019	2018	2018	2018
	£	£	£	£
<u>Fundraising and Publicity</u>				
Staging fundraising events	8,605	6,630	9,914	16,544
Staff costs	44,285	51,938	-	51,938
	<u>52,890</u>	<u>58,568</u>	<u>9,914</u>	<u>68,482</u>

7 Charitable activities

	Education and conservation 2019	Education and conservation 2018
	£	£
Staff costs	240,780	201,608
Education and conservation	57,138	58,097
Admin expenditure	19,939	37,952
	<u>317,857</u>	<u>297,657</u>
Grant funding of activities (see note 8)	670,594	1,082,721
Share of support costs (see note 9)	124,741	185,162
Share of governance costs (see note 9)	15,854	12,764
	<u>1,129,046</u>	<u>1,578,304</u>
Analysis by fund		
Unrestricted funds	144,196	165,728
Restricted funds	984,850	1,412,576
	<u>1,129,046</u>	<u>1,578,304</u>

WAR MEMORIALS TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2019

8 Grants payable

	2019 £	2018 £
Grants to institutions:		
War memorial grants	670,594	1,082,721

War Memorials Trust awarded grants through both its War Memorials Trust Grant Scheme and the Centenary Memorials Restoration Fund. See Review of Activities: Conservation on Page 5 of the Annual Report.

9 Support costs

	Support costs £	Governance costs £	2019 £	Support costs £	Governance costs £	2018 £
Staff costs	49,864	-	49,864	153,008	-	153,008
Depreciation	10,468	-	10,468	10,690	-	10,690
Administration costs	64,409	-	64,409	21,464	-	21,464
Audit fees	-	13,590	13,590	-	9,798	9,798
Legal fees	-	-	-	-	360	360
Trustee expenses	-	689	689	-	1,227	1,227
AGM expenses	-	997	997	-	539	539
Sundry expenses	-	578	578	-	840	840
	<u>124,741</u>	<u>15,854</u>	<u>140,595</u>	<u>185,162</u>	<u>12,764</u>	<u>197,926</u>
Analysed between						
Charitable activities	<u>124,741</u>	<u>15,854</u>	<u>140,595</u>	<u>185,162</u>	<u>12,764</u>	<u>197,926</u>

10 Trustees

None of the Trustees (or any persons connected with them) received any remuneration during the year, but three of the Trustees were reimbursed a total of £689 (2018: £1,227) against travel expenses.

WAR MEMORIALS TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2019

11 Employees

Number of employees

The average monthly number employees during the period was:

	2019	2018
	Number	Number
Conservation Officers	3	5
Conservation Project Officer	1	1
Conservation Administrator	1	1
Charity Officer	1	1
Head of Fundraising	1	1
Learning Officer	1	1
Director	1	1
	<u>9</u>	<u>11</u>

Employment costs

	2019	2018
	£	£
Wages and salaries	275,392	340,384
Social security costs	23,599	24,224
Other pension costs	35,938	41,946
	<u>334,929</u>	<u>406,554</u>

The key management personnel of the charity comprise the senior management team as detailed in the Trustees' report.

The total amounts of employee remuneration benefits received by the senior management team were £99,382 (2018: £114,006).

Also included within wages and salaries are redundancy costs of £3,048 (2018: nil)

There were no employees whose annual remuneration was £60,000 or more in either period.

WAR MEMORIALS TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2019

12 Tangible fixed assets

	Fixtures, fittings & equipment
	£
Cost	
At 1 April 2018	144,108
Additions	995
	<hr/>
At 31 March 2019	145,103
	<hr/>
Depreciation and impairment	
At 1 April 2018	129,639
Depreciation charged in the year	10,468
	<hr/>
At 31 March 2019	140,107
	<hr/>
Carrying amount	
At 31 March 2019	4,996
	<hr/>
At 31 March 2018	14,469
	<hr/>

WAR MEMORIALS TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2019

13	Financial instruments	2019	2018
		£	£
	Carrying amount of financial liabilities		
	Measured at amortised cost	951,473	1,301,327
		<u> </u>	<u> </u>
14	Debtors	2019	2018
		£	£
	Amounts falling due within one year:		
	Prepayments and accrued income	27,352	100,294
		<u> </u>	<u> </u>
15	Creditors: amounts falling due within one year	2019	2018
		£	£
	Other taxation and social security	7,700	8,268
	Trade creditors	116	2,090
	Other creditors	903,675	1,240,143
	Accruals and deferred income	47,682	59,094
		<u> </u>	<u> </u>
		959,173	1,309,595
		<u> </u>	<u> </u>

The level of creditors is high due to the centenary of World War I. This has seen a significant increase in the number of grants offered by the charity which are not paid out until the project is completed and a report is assessed to ensure works have followed best conservation practice. This means funds are held by the charity through the duration of the project.

Deferred income of £36,000 (2018: £50,360) relates to grants from Historic England for 2019-20 being received in advance.

16 Retirement benefit schemes

Defined contribution schemes

The Trust pays contributions into individual staff member pensions held in the TPT Flexible Retirement Plan. The assets of these arrangements are held separately from those of War Memorials Trust in independently administered funds. The pension cost charge represents contributions payable by the Trust to these funds.

WAR MEMORIALS TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2019

17 Restricted funds

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

	Movement in funds				Movement in funds				Balance at 31 March 2019 £
	Balance at 1 April 2017 £	Incoming resources £	Resources expended £	Transfers £	Balance at 1 April 2018 £	Incoming resources £	Resources expended £	Transfers £	
Centenary Memorials Restoration Fund - Grants	2,048	262,698	(264,048)	-	698	69,995	(42,043)	-	28,650
First World War Memorials Programme (GFWM) - Grants	150,000	125,000	(80,137)	(150,000)	44,863	100,000	(144,863)	-	-
First World War Memorials Programme (DCMS) - Grants	30,417	400,000	(503,888)	150,000	76,529	200,000	(336,576)	60,047	-
Grants for War Memorials (HE) (WF) - Grants	-	172,058	(172,058)	-	-	100,000	(93,380)	-	6,620
War Memorials Trust Grants Scheme	46,596	1,100	(20,604)	-	27,092	82,720	(22,482)	(55,582)	31,748
War Memorials Trust Grants Scheme Local	20,525	50,600	(41,986)	-	29,139	35,400	(31,250)	3,535	36,824
Centenary Memorials Restoration Fund - Admin	-	30,951	(30,951)	-	-	14,360	(14,360)	-	-
First World War Memorials Programme - Admin	24,475	192,000	(196,751)	-	19,724	168,000	(169,965)	-	17,759
Centenary Listing Project	11,432	-	(11,432)	-	-	-	-	-	-
Conservation Programme	-	78,408	(68,408)	-	10,000	159,094	(92,954)	(2,000)	74,140
Learning Programme	-	23,463	(22,313)	-	1,150	51,617	(36,977)	2,000	17,790
Fundraising Programme	-	19,414	(9,914)	-	9,500	(500)	-	(9,000)	-
	<u>285,493</u>	<u>1,355,692</u>	<u>(1,422,490)</u>	<u>-</u>	<u>218,695</u>	<u>980,686</u>	<u>(984,850)</u>	<u>(1,000)</u>	<u>213,531</u>

WAR MEMORIALS TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2019

17 Restricted funds

(Continued)

See Review of Activities: Financial on page 16 of the Annual Report.

Centenary Memorials Restoration Fund - Grants represents funding from Historic Environment Scotland and the Scottish Government towards grants through the Centenary Memorials Restoration Fund.

First World War Memorials Programme (GfWM) - Grants represents funding from the Department of Culture Media and Sport towards the grants through Grants for War Memorials scheme related to World War I memorials.

First World War Memorials Programme (WMTGS) - Grants represents funding from the Department of Culture Media and Sport towards the grants through War Memorials Trust Grants Scheme related to World War I memorials.

War Memorials Trust Grants Scheme represents monies received towards the costs of providing grants for the repair and conservation of war memorials.

War Memorials Trust Grants Scheme Local represents monies received towards the cost of providing grants for the repair and conservation of war memorials in specific parts of the UK. Some donors wish their gifts to be restricted to certain locations so donations are used to fund grants in those areas.

Centenary Memorials Restoration Fund/Organisation Support Fund - Admin represents funding from Historic Environment Scotland and the Scottish Government towards the Conservation Programme to support the administrative delivery of the Centenary Memorials Restoration Fund.

First World War Memorials Programme - Admin represents funding from the Department of Digital Culture Media and Sport towards the Conservation Programme to support the administrative delivery of the grants work associated with the First World War Memorials Programme.

Conservation Programme represents monies received from Historic England and other funders including charitable trusts towards the cost of delivering conservation activities.

Learning Programme represents donations received towards the costs of delivering an education programme for young people.

Fundraising Programme represents sponsorship of a potential event considered by Trustees during 2017-18 that would have been held in 2018. This was felt to be too risky on review of a full Business Plan so will not go ahead. Discussions with donors to refund or reallocate the donations were undertaken and all funds were either refunded or reallocated to other funds such as grants in 2018-19.

WAR MEMORIALS TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2019

18 Analysis of net assets between funds

	Unrestricted funds	Restricted funds	Total	Unrestricted funds	Restricted funds	Total
	2019	2019	2019	2018	2018	2018
	£	£	£	£	£	£
Fund balances at 31 March 2019 are represented by:						
Tangible assets	4,996	-	4,996	14,469	-	14,469
Current assets/(liabilities)	173,463	213,531	386,994	145,825	218,695	364,520
	<u>178,459</u>	<u>213,531</u>	<u>391,990</u>	<u>160,294</u>	<u>218,695</u>	<u>378,989</u>

19 Operating lease commitments

At the reporting end date the charity had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	2019	2018
	£	£
Within one year	30,782	30,782
Between two and five years	17,956	48,738
	<u>48,738</u>	<u>79,520</u>

20 Related party transactions

There were no disclosable related party transactions during the year (2018 - none).

21 Cash generated from operations

	2019	2018
	£	£
Surplus/(deficit) for the year	13,001	(19,722)
Adjustments for:		
Investment income recognised in statement of financial activities	(1,410)	(11,482)
Fair value gains and losses on investments	-	(9,983)
Depreciation and impairment of tangible fixed assets	10,468	10,690
Movements in working capital:		
Decrease/(increase) in debtors	72,942	(94,438)
(Decrease)/increase in creditors	(350,422)	331,838
Cash (absorbed by)/generated from operations	<u>(255,421)</u>	<u>206,903</u>