

War Memorials Trust

Annual Report and Financial Statements 2019-20

The Trustees of War Memorials Trust present their Annual Report and Financial Statements for the period 1st April 2019 to 31st March 2020.

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)" (effective 1 January 2019).

Administrative details

Charity	War Memorials Trust	
Registered Charity Number	1062255	
Registered Office	14 Buckingham Palace Road	London SW1W 0QP
	Telephone	020 7834 0200 / 0300 123 0764
	Email	info@warmemorials.org
	Website	www.warmemorials.org

Trustees

Peter McCormick OBE (Chairman)	Maggie Goodall
Roger Bowdler	John Peat (Vice Chair)
Randolph Churchill	David Seymour (resigned Sep 2019)
Caroline, Lady Dalmeny (resigned Sep 2019)	Russell Walters (Treasurer)
Lord De Mauley	

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 during the year and up to the date of signature of the Financial Statements were Peter McCormick OBE (Chairman); Roger Bowdler; Randolph Churchill; Caroline, Lady Dalmeny (resigned September 2019); Lord De Mauley; Maggie Goodall; John Peat (Vice Chairman); David Seymour (resigned September 2019) and Russell Walters.

In 2019-20, two Trustees, Caroline, Lady Dalmeny and David Seymour resigned. No appointments were made as Trustees reviewed requirements. The 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. Trustees maintain a Register of interests to monitor any conflicts and a Skills audit is reviewed each meeting.

War Memorials Trust greatly appreciates the support of those in the senior honorary roles including its Patron HRH The Duchess of Cornwall, Vice Patrons in different parts of the UK and the President.

Patron	HRH The Duchess of Cornwall
Vice Patrons	
England	Roger Bardell; Diana Graves; Sara Jones CBE
Northern Ireland	The Lord Rogan of Lower Iveagh
Scotland	Rear Admiral Roger Lockwood
Wales	Thomas Lloyd OBE, DL, FSA; Simon Weston OBE
President	The Rt. Hon. the Lord Cope of Berkeley

Trustees delegate day-to-day running of the charity to staff. Trustees are briefed regularly and hold quarterly meetings. The Director, Frances Moreton, is responsible for the management and administration of the charity, including governance, and remained in post during the year. She took a 9-week sabbatical in the summer of 2019-20. Vikki Thompson, who had been Head of Fundraising, returned as a Consultant for a period coinciding with Frances' sabbatical to undertake fundraising work and provide Acting Director cover. Harry Morris was the Administrator through 2019-20. He left in April 2020 and was not replaced due to Covid-19 which prevented recruitment for an office based role.

Within the Conservation Team, Andrew McMaster and Peter Lloyd continued as Conservation Officers during the year. Emma Suckling went on Maternity Leave from her Conservation Officer role in late August 2019. Ffion Jones joined the team as her Maternity Cover and also took on Cover for Brogan Warren who fulfilled her Public Engagement Officer role through to October before she went on Maternity Leave. Carlie Silvey left 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.

Objectives

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 2019-20, the aims and objectives of the Trust continued to be to protect and conserve war memorials within its areas of activity in the UK, Channel Islands and Isle of Man. To achieve its objectives the charity focused on its five objectives for the period 2019-22, reporting on these is the focus of this Annual Report:

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

2019-20 did prove, as expected, to be a transition year as the charity saw resources fall and the impetus of the centenary of World War I removed. However, activity did not decline as substantially as resources indicating a legacy of the centenary activity which is positive for war memorials but a challenge for the charity. It was intended that 2020-21 would build upon the 2019-20 activity as year 2 of a 3-year strategy. However, Covid-19 will impact this as the Trust's activities have already been limited and income has fallen during the lockdown.

Achievements and performance

War Memorials Trust seeks to protect and conserve war memorials across the UK. In early 2019 it introduced new objectives for the period 2019-22. These are supported by key indicators to measure performance. Each indicator has benchmark data, this is a selection of years to compare activity before and during the centenary of World War I. The 2014-19 period included one-off government funding which significantly increased the scale of the Trust's work so direct comparisons may be misleading.

Objective 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

War Memorials Trust wants to ensure our war memorials are in the best possible condition. As our war memorials were chosen by the family and friends of those commemorated, often many years ago, it is also important we encourage an understanding of, and respect for, those designs and settings.

From the indicators below the Trust can show that the potential number of war memorials needing work seems to be falling, as reports of those in Very bad condition reduced. This is a combination of an increased number of records, helping to improve the accuracy of data, and works to address condition by custodians, supported by the Trust. The types of records entered can also impact the data, it is likely the records have the majority of external community war memorials, those recognisable to all. As more of the less well-known war memorials are added the picture may change. There are thousands of war memorial plaques in churches which are likely to be in Good condition so these can help improve the numbers, yet those war memorials which take the form of additional inscriptions to family graves are often in Poor condition so an influx of those to the records will increase the negative condition levels. The Trust will therefore be continuing to encourage people to add their contributions to the website as until all our war memorials are recorded, with condition updates, the actual picture will be unknown. As Covid-19 emerged at the end of 2019-20 the charity amended its messaging to encourage people at home to update the website with information they held and identify activity they could subsequently do once lockdown lifted.

2019-20 data suggests fewer than 1 in 20 war memorials needs work. With an estimated 100,000 war memorials in the UK, 4-5,000 in need of work is still a considerable number. The average grant award in 2019-20 was £3,762, so a conservation deficit of £15 million can be demonstrated. This is the funding needed to repair and conserve our war memorials. This shows there is significant further work for the charity and a need to secure the funding to deliver it.

The number of cases worked on as well as site visits undertaken were expected to fall in 2019-20 with fewer staff and less funding. However, the reduction on 2018-19 was not as significant as might have been expected which demonstrates that there is a centenary legacy ensuring people are more aware of available help as well as being engaged with their war memorials. Both figures are lower than 2013; during that year a large mailing to nearly 100,000 recipients stimulated the Trust's pre-centenary workload with significant increases in enquiries as a response to that mailing. In addition, the launch of the Centenary Memorials Restoration Fund in 2013 led to a significant rise in Scottish site visits.

Online activity has followed the same trend, where it can be compared to 2018-19, of a slight decline. The numbers of people receiving our Bulletin, which promotes and explains our work, has been falling, in part as people opt out of paper copies for environmental reasons particularly those in a professional capacity whose organisations are moving away from paper. The Trust's Supporter Survey still shows our supporters overwhelmingly in favour of a hard copy publication so that will be maintained.

Overall, the Trust believes it has been successful in addressing this objective in 2019-20. Significant numbers of cases have been worked on while people have continued to access the information available to them. With the number of Poor or Very bad condition reports submitted to War Memorials Online falling it suggests that the overall condition of war memorials is improving. 1 in 20 war memorials needing work remains a big challenge but progress is being made.

Indicators

a. Condition statistics from War Memorials Online

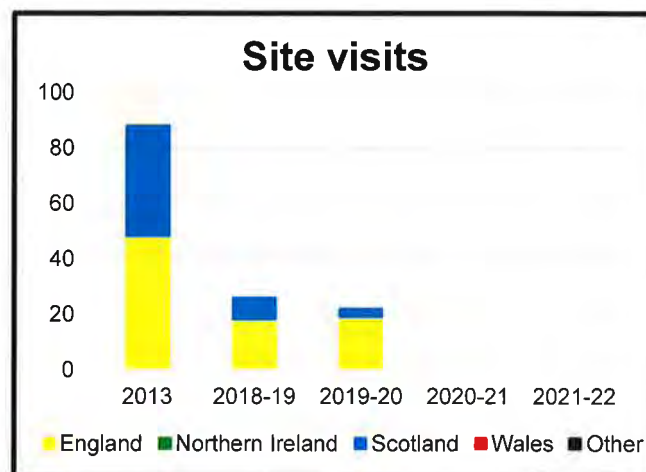
There are an estimated 100,000 war memorials in the UK. War Memorials Online had 51,000 records at the end of 2019-20 so there is still work to be done, especially as not all have condition details. The statistics reflect the quarterly reports for each condition. Potential war memorials needing work is based on the Poor and Very bad figures but could also be increased to include some of the lost or missing war memorials.

	Good %	Fair %	Poor %	Very bad %	Lost/Missing/Temporary %	Potential WMs needing work
2013	72	18	9	2	N/A	11,000
2017-18	66	26	6	1	N/A	7,000
2018-19	73	19	3	2	3	5,000
2019-20	80	13	3	1	3	4,000

b. Number of war memorial cases worked on

	Total new cases worked on – UK	Number of WMs worked on - UK
2013	547	4,072
2017-18	367	5,644
2018-19	320	3,272
2019-20	248	3,666

c. Number of site visits undertaken or meetings attended



d. Number of views of key technical helpsheets/webpages alongside the Bulletin

The selected documents are key sources of advice for people engaging with the Trust. It was identified that we could not measure the number of helpsheets read as pdfs on the website so new pages were added to the website so we can measure the page views for each helpsheet to gather evidence.

	Contractors helpsheet	Stone cleaning helpsheet	Webpage: Helpsheets	Webpage: How to apply	Webpage: Quotes / tenders	Bulletin (distribution total)
2013	0	0	1,761	N/A	N/A	11,576
2017-18	0	0	1,918	2,739	259	10,783
2018-19	0	0	1,614	2,003	201	10,506
2019-20	152	52	1,524	1,819	125	10,203

e. Feedback from meetings and correspondence

War Memorials Trust attended a number of meetings, most significantly chairing the War Memorials Liaison Group in March 2020. This annual meeting brings together a range of organisations involved in war memorial conservation, funding and recording including national heritage bodies, CWGC, IWM, National Lottery Heritage Fund, Church of England and Cobseo. It is an important forum to update each other on activities and plans. An electronic update was also shared in September 2019 encouraging awareness of plans for Remembrance Sunday and enabling cross-promotion. The long-term membership of this group by many organisations demonstrates its value in providing a focal point for war memorial conservation issues.

Objective 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

Best conservation practice underpins the work War Memorials Trust does. This is the approach which highlights minimal intervention, using only methods and treatments which have been shown to reduce or avoid potential damage. Following this approach gives our war memorials the greatest chance of preservation so that future generations can continue to pay their respects. The charity seeks to increase understanding of these principles, as well as how it can help implement them, amongst the public.

Verbal and general enquiries are questions raised by people or organisations unrelated to a specific war memorial. These can be about subjects as diverse as the law, how long to leave wreaths or how to find a family member on a war memorial. Enquiries outwith the Trust's core remit are also received as people find our telephone number (other organisations make theirs hard to find) so the charity directs them to the relevant source of help for issues such as medals, graves etc. Ensuring the Trust maintains many different channels of communication is vital to help raise awareness. By continuing to offer a free telephone service, we can provide advice to those who prefer to communicate verbally, whilst the websites offer a starting point for those who prefer to engage electronically. In 2019-20, the number of such enquiries did fall considerably but again, the charity was anticipating this. Many of these types of enquiries increase around anniversaries and events, often related to questions about relatives. With fewer such occasions in 2019-20 there was less stimulus for the public to raise such issues. When comparing to 2013 the large scale mailing referenced in objective 1 was again an influence that year.

Grant applications are sometimes submitted with proposals that do not follow best conservation practice. In order to help custodians ensure the works they undertake are appropriate the charity uses responses in between an Offer or Rejection to encourage applicants to provide further information to enable a Grant Offer to be made. With an Offer in principle, setting aside funds can encourage an applicant to provide the additional information required as they know they are will be successful if they follow the guidance provided. Through this communication there is an opportunity to explain and evidence best conservation practice.

With the Conservation Team managing casework and grants based on regions from the start of 2019-20 the ability to take an initial enquiry through to a grant, if needed, is helping to support an increased understanding of best conservation practice. Dealing with one member of staff throughout a process can help build confidence in the advice as it comes from one person in a consistent way.

The levels of engagement with the charity though the websites and social media are encouraging in terms of people's awareness of the help available. It is also positive in regard to spreading the best conservation practice message. Media coverage assists this effort and whilst 2019-20 saw significantly less coverage then during the centenary, there was still interest.

Overall, the Trust believes it made good progress on this objective. It provides answers to questions and support for custodians while making sure best conservation practice is central to its messaging.

Indicators

a. Number of general enquiries received and responded to

Verbal enquiries are simple enquiries dealt with over the phone and tabulated. General enquiries require a written response, but cannot be associated to a specific war memorial. During 2017-18, the charity had the equivalent of 7.5 full-time staff delivering its Conservation Programme, in 2019-20 that had fallen to 3.5 but the average number of enquiries dealt with has been sustained.

	Verbal and general enquiries	Average per member of staff
2013	792	132
2017-18	1005	134
2018-19	917	122
2019-20	442	126

b. Ability of applicants to manage their grant projects considering use of ‘Offers in principle’, deferrals and staff experience

An Offer in principle advises an applicant money has been restricted for their project but further information will be needed before that can be converted into a full offer. A deferral indicates that the Trust believes the works need doing but the charity either needs more information or lacks the funding at that time to offer a grant. In 2018-19, 33% of Offers in principle and Deferrals were converted to Grants Offers within 6 months. In 2019-20, 16 projects were made an Offer in principle or Deferred. At mid-May 2020 4 were outstanding; 5 had been converted to offers (31%) and 7 have seen the application ended (either withdrawn or annulled). All cancelled projects were deferrals.

c. Amount of explanation required when dealing with enquiries and follow-up on cases required based on staff experience

From 2019-20 the Trust changed the way the Conservation Team worked. The traditional casework and grants split was reviewed and instead workload was allocated by region, helping staff take a case from initial enquiry through to grant completion, if needed. This was a lesson of the centenary when this approach in Scotland was perceived to be more effective than splitting activity. During the centenary this approach was not possible in England as the volume of work meant staff had to specialise, particularly as casework is a day-to-day activity whilst grants have a cycle so balancing both was not sustainable. With the reduced resources it was felt this revised approach of managing workload by region was worth trialling, especially as it was combined with a change from 4 grant meetings per year to 3 which was expected to help staff with the different aspects of their roles.

Cases vary significantly in regard to the level of support required. Enquirers and applicants differ in their conservation knowledge so staff need to communicate at different levels. Managing public expectations is also important. One grant case dealt with through 2019-20 involved an application for works which the Trust did not feel were sufficiently needed to be able to fund. The applicant’s perception of condition was very different, so staff spent a lot of time explaining, through letters, the Trust’s assessment and eligibility for funding. A site visit was requested but the photographs provided did not demonstrate that condition was bad enough for the charity to allocate its limited resources to such a visit. This can be difficult when people care so much for their war memorials and consider them in a Very bad condition when the charity would consider them Fair.

There is no correlation between the condition of a war memorial and staff involvement, nor do the largest grants necessarily require the most significant amount of staff input. Often it is the smallest projects that require the most time supporting custodians as they are not specialists and have not dealt with historic monuments before. This educational aspect of the Trust’s work is vital in helping to build a better understanding of how to care for our war memorials and, hopefully, other aspects of the historic environment giving our work an impact beyond just our immediate beneficiaries.

d. Website and social media activity

Legislation around Cookies and GDPR etc. were implemented between 2013 and 2017 which meant that people have greater control over whether their web activity is monitored.

	Twitter followers	www.warmemorials.org Unique visitors	www.warmemorialsonline.org.uk Unique visitors
2013	N/A	27,795	17,760
2017-18	N/A	19,738	112,860
2018-19	4,064	19,477	188,545
2019-20	4,236	12,749	167,765

e. Coverage of the charity in the media

War Memorials Trust records media coverage on its website at www.warmemorials.org/press-coverage-2019. This activity fell from the levels during the World War I centenary as expected. All grant applicants are provided with advice on promoting their projects with a template press release so local coverage associated with grant cases will appear, although not always entirely accurately.

Objective 3: To enhance public engagement with, and the recognition of local responsibility for, war memorials

Many people remain unaware that responsibility for the care of war memorials remains with the communities who created them, whether that be geographical, religious, workplace, educational or service groups. Encouraging people to understand the role we all play, as part of those successor communities, in caring for our war memorials is vital to protect them now, and ensure tomorrow's custodians will continue to do so in the future.

Engaging with volunteers is an important way of supporting public engagement. In 2019-20, with the reduction in resources, the Trust decided that the long-term Regional Volunteer role would sadly have to end as it has been superseded by the volume of volunteer activity through War Memorials Online. With limited capacity to support volunteering it was agreed that the focus going forward would be War Memorials Online as it has a direct impact on the Trust's core conservation work. A detailed explanation was provided to Regional Volunteers which was accepted with widespread understanding from those who responded. We note a huge thank you to all those who have contributed as Regional Volunteers over the years and recognise the difference they have made to the protection of war memorials.

War Memorials Online Contributors upload information about war memorials, photographs and condition details. They can also report concerns about particular war memorials. The website enables people to make a direct and immediate contribution to our shared understanding of the condition of war memorials as well as raise their concerns which can be responded to quickly.

With the reduction in staffing resources, and staff changes during 2019-20, public engagement events were limited. In the first half of the year, in part, due to the staff Maternity Leave, the focus was on planning the structure, content and agendas for the proposed 12 conferences around the UK during 2019-22, with the intention being to start more practical plans in the second half of the year. Workload prevented this until the start of March 2020 when Covid-19 put planning on hold. Consideration will be given in 2020-21 as to whether events are held or this is addressed in a different way. During 2019-20, there were very few requests for talks from other organisations, or participation in conferences delivered by others as was to be expected with the end of the centenary of World War I. Due to a lack of events no feedback has been gathered for that indicator.

The website providing education resources to engage young people with their war memorials was sustained. Whilst the formal Learning Programme concluded with the end of the centenary, it has been important for the charity to maintain the website and ensure resources remain available on external hubs for those who seek to use war memorials in school or youth group work. It has been encouraging to see ongoing interest in visiting the website and downloading resources showing that war memorials can be part of ongoing curriculums.

Many public engagement enquiries relate to non-technical conservation questions. As such, helpsheets are available on a range of issues with the commonest queries shown. As the system for collating much of the data to measure this indicator was only established in mid-2019-20, due to confusion over what could be recorded. It will therefore be in future years we can assess this fully.

Overall, the charity believes it has successfully delivered this objective although perhaps not in the ways it anticipated. It has been able to maintain its enquiry service ensuring anyone who contacts the charity receives a response to their question, even if it is not quite within our core remit. Supporting volunteers engage with our war memorials is vital in encouraging the preservation of this unique aspect of our heritage. It is wonderful to see the number of Contributors to War Memorials Online steadily increase. Clearly the challenging area has been face-to-face events and Covid-19 will impact upon this further. Whilst this is disappointing it does not prevent people engaging with the charity so anyone who would have raised an issue at an event can still get assistance in other ways.

Indicators

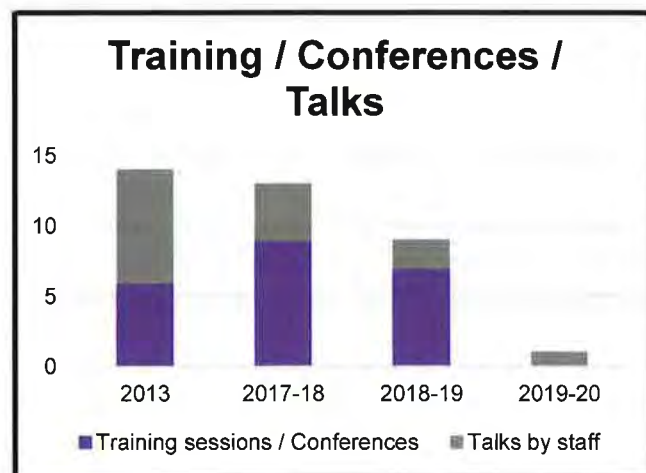
a. Number of War Memorials Online, www.warmemorialsonline.org.uk, Contributors and WMT volunteers

	Contributors	Regional Volunteers
2013	1,299	190
2017-18	4,809	149
2018-19	5,549	135
2019-20	6,322	0

The number of Contributors to War Memorials Online has been steadily increasing, with 2 more people registering every day through 2019-20.

The Regional Volunteer role was ended as with limited resources the charity had to focus on the larger group.

b. Number of training sessions, conferences or talks delivered



c. Unique visitor numbers to www.learnaboutwarmemorials.org and views of resources on Times Educational Supplement

The Trust's education resources can be downloaded from its website or the TES website widening the range of potential users.

	www.learnaboutwarmemorials.org Unique visitors	Times Educational Supplement Resource views cumulative
2013	5,171	43,201
2017-18	6,001	64,796
2018-19	8,439	73,751
2019-20	6,692	78,916

d. Number of views of key non-technical helpsheets alongside the Bulletin

Key help sheets on non-technical issues enable many people to access information to take forward their enquiries. Frequently asked questions cover an array of subjects with the most recent addition, in early 2020-21, responding to enquiries about memorials to those who have passed from Covid-19. One would think it is outwith the Trust's remit but enquiries were received so it was felt appropriate to add.

	Add of names helpsheet	Ownership helpsheet	Researching the history helpsheet	Researching names helpsheet	FAQs on website
2013	0	0	2	0	0
2017-18	0	0	0	0	4,302
2018-19	0	0	1	0	4,026
2019-20	43	113	27	64	2,301

e. Feedback from event attendees

As WMT has not held any events recently no data is available here. Details of future events have been discussed earlier.

Objective 4: To sustain access to grant funding to support repair and conservation works in-line with best conservation practice

Supporting the repair and conservation of war memorials is a key aspect of the Trust's work. With the one-off government funding for such works during the centenary of World War I record numbers of projects were assisted. With that money allocated there was the expected fall in offers in 2019-20.

Full details of the grants process is available at www.warmemorials.org/grants. This explains the types of work which can be funded, how to apply, extra sources of help and how to manage a grant. It also features examples of previously supported projects on the Grants Showcase. In 2019-20 the Trust moved the initial grant enquiry step to War Memorials Online as it seeks to streamline its work to improve efficiency. Those making a grant enquiry are encouraged to submit via War Memorials Online, ensuring the details for the war memorial they are applying for are up-to-date and accurate, with photographs, so staff have all the information in one place. Those unable to use the website can still use the previous form, either sending by email or in the post but they are advised these will take longer as they have to be processed manually.

Looking at grant spend, 2019-20 did see the expected decline in activity with 58 accepted offers sharing £219,430. However, the average grant was higher than prior to the centenary and the median was similar to the centenary period indicating that the range of projects supported has not changed significantly. Grants awarded and accepted ranged from £80 up to £30,000. Demand did not exceed available funds indicating that the centenary had been a focal point for projects and expectations of funding levels may not have carried forward. The charity has worked hard to explain and message this change in its communications to enquirers, applicants and its wider supporter base. Full details of Grant Offers can be found in Appendix 1. Note 8 in the Financial Statements presents a rather different figure in regard to grant expenditure. This is due to the Financial Statements presenting the amount offered balanced against money returned to the funding 'pot' when payments are made at less than the initial offer or awards are cancelled. With so many projects applying in 2018, or completing works for the end of that year, 2019 saw a large number of projects being claimed and paid. A significant number were paid at less than offered (see below for why this can occur). In addition, during 2019 staff chased many outstanding projects to ascertain their status. The result of these enquiries was that a number of offers were cancelled as either there was no response to our correspondence or works had been done but the grant did not need to be claimed. Sometimes local communities will raise sufficient funds that grants are no longer required but the Trust is not always notified.

During 2019-20, 42 unique applicants applied for grants across a range of different groups. Parish/town/community councils were the most likely to apply followed by local authorities and then religious groups such as churches. As more grants were given than there were applicants this demonstrates how some communities will undertake works to more than one war memorial at a time. The Trust will facilitate this as it can help applicants and also enables the charity to promote best conservation practice across several war memorials.

The grant map demonstrates the spread of projects across the UK. The charity believes this shows that it reaches right across the country. If regions were to be shown to be losing out on funding then the charity would see if it could encourage applications from locations with limited uptake.

In 2019-20, 58 offers were made and accepted. By the end of the year 34% had been paid in full with 2 paid at a lower amount than offered as project costs fell. The commonest reason for costs to fall is when an offer includes cleaning of inscriptions followed by sharpening and deepening them. Often when the lettering is cleaned no further work is needed as it was the dirt which was making it hard to read. A number of projects remain outstanding, this is because applicants have a year from the date of offer to undertake their projects and claim their grants. Extensions can be arranged, and all outstanding 2019-20 projects were automatically given extensions at the start of the Covid-19 lockdown to allay any fears amongst applicants about completing their projects in time.

When claiming their grant, applicants are asked to complete a questionnaire to help evaluate the process. At this time the Trust's focus is on how people found out about funding and how they found the grant process. 76% had already heard of the charity which was higher than expected. This means we are reaching war memorial custodians, and those involved in such projects, but there may be others we need to look at finding if there are long-standing war memorials in Poor or Very bad condition. Everyone who has responded so far would recommend the grant process although a third would only do so in part, this can often be because their expectations were not met or timeframes were longer than anticipated. The application process is the element that people found harder than expected, this is often where the support from staff around best conservation practice and obtaining appropriate quotes is vital and potentially altered the initial expectations of applicants.

Overall, the Trust believes it is meeting this objective. It was able to offer grants in 2019-20 and all those that have completed to date have been paid as the works were in-line with best conservation practice demonstrating the importance of such works was recognised. The spread of grants across the UK is welcome as it shows the charity can reach different communities. This is also reflected in the diversity of applicant types. The feedback on the grant process is interesting and helping the charity to develop and improve its materials and processes.

Looking ahead, 2020-21 will be challenging for grant-making due to Covid-19. A combination of restrictions on the ability of applicants to prepare projects, changes to contractors working practices and financial pressures is likely to see applications, and therefore offers, fall. An adjustment to assessment dates was made in early 2020-21 to give potential applicants more time to prepare applications which it was known had been delayed by the initial lockdown.

Indicators

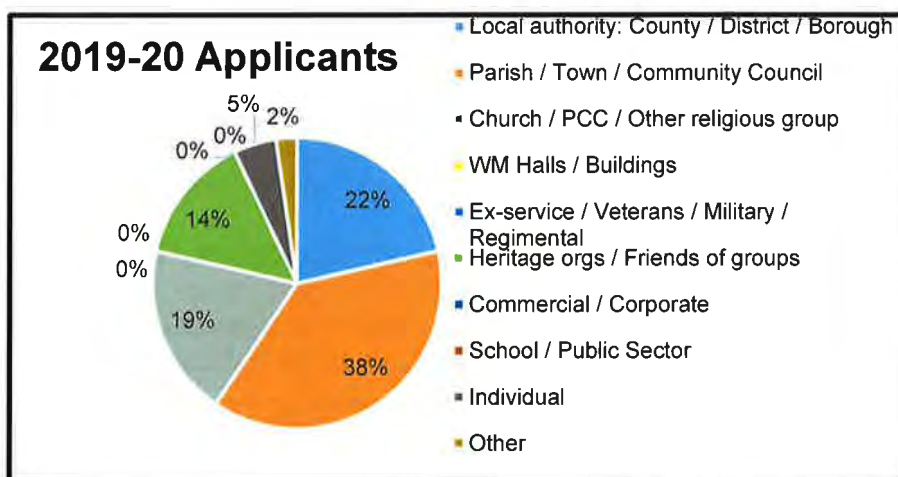
a. Grant spend details

As expected the number of grants and value of grants in 2019-20 fell in comparison to the World War I centenary period. It is interesting that comparing 2013 data to 2019-20 the value is far closer than the number of beneficiaries, reflected in the average grant. The range of grants went from £80 to £30,000.

	Number of grants	Value of all grants	Average grant	Median grant
2013	109	£277,892	£2,549	-
2017-18	212	£1,092,317	£5,152	£1,600
2018-19	166	£821,483	£4,949	£1,830
2019-20	58	£219,430	£3,783	£1,780

b. Number of unique applicants

42 unique applicants in 2019-20 were distributed across different sectors. This compared to 142 in 2018-19.



c. Location and geographical spread of projects supported

The map shows the status of the 2019-20 Grant Offers in mid-May 2020.

Grants have been offered across the UK, including in each home nation.

Key to map

- Black is to be assessed
- Green is declined, deferred or rejected
- Blue is an Offer in principle
- Yellow is a Grants for War Memorials Offer with pink a paid project
- Orange is a WMTGS Offer with red a paid project



d. Number of completed projects

In 2019-20, 58 projects were offered a grant and accepted. Three further projects were offered a grant but one failed to return the Contract so the grant was subsequently cancelled as there was no correspondence from the applicant confirming they intended to proceed. The second offer was declined. This was because the applicant was unhappy with best conservation practice approaches required as part of the Trust's funding and sought to undertake works differently. The third was cancelled and reissued in 2020-21 due to changes in circumstance.

By the end of the year around a third of projects had been completed. As applicants have a year from the date of offer to complete works this would be expected at this time.

Outcome	2019-20 No	2019-20 %
Offer in principle	4	7
Offered	32	56
Paid in full	20	34
Paid – reduced due to a decrease in costs	2	3
Total	58	

Some projects will take longer than anticipated to finish. The most recent year in which all grants have been concluded is 2016-17 as there are offers made to projects in February 2018 which still need to be completed from 2017-18.

e. How people

- i. found out about funding**
- ii. experienced the grant process**

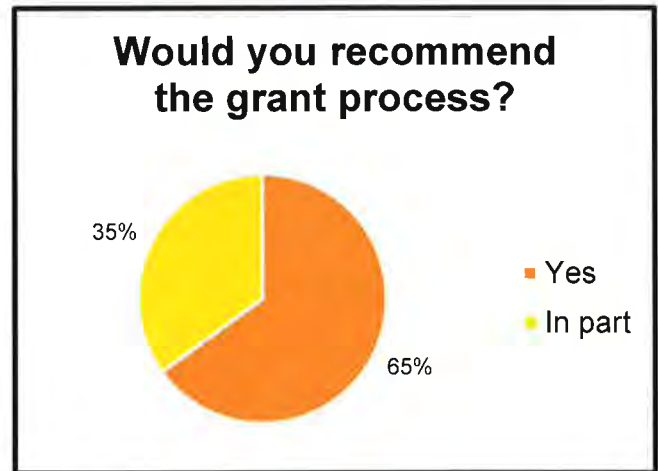
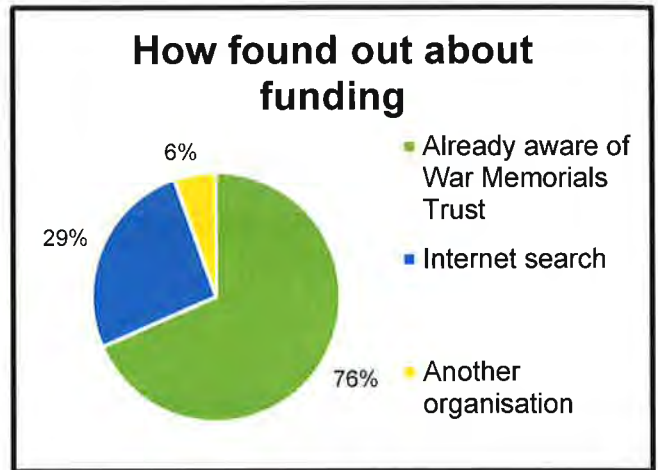
When claiming their grant applicants are asked to complete a questionnaire to help assess the grant process. The key data below shows the responses as at mid-May 2020 with around a third of projects paid.

How did you find out about War Memorials Trust's funding?

Over three quarters of those who applied to War Memorials Trust for funding were already aware of the charity. The single referral to date was from ChurchCare, the Church of England's website.

Would you recommend the grant process to others?

100% of applicants would recommend the grant process but a third had some reservations. These normally relate to timeframes and best conservation practice requirements which are more stringent than anticipated.



Looking at your overall experience of the project please indicate how the project progressed against your initial expectations. Please mark the relevant box with an x.

	Easier than expected	As I expected	Harder than I expected	No answer given
Applying for funding	5%	53%	32%	10%
Understanding the best conservation practice approach to works	11%	79%	0%	10%
Finding contractors to do the work in-line with best conservation practice	16%	63%	11%	10%
Accessing the support from WMT	16%	63%	5%	16%

How would you describe what would have happened if you had not received a grant?

Project would have gone ahead as planned using alternative funding	35%
Project would have gone ahead as planned using alternative funding and alternative works	0%
Project would have been delayed while additional funding was raised	47%
Project would have been reduced in scale to match funding available	12%
Project would not have gone ahead	18%
No answer given	0%

2019-20 Completed grant projects

About a third of 2019-20 grant assisted projects had been completed by the end of the year. They include some of the following examples.

Highland Light Infantry, Glasgow

The memorial to those of the Highland Light Infantry who died in the Boer War 1899-1902 was vandalised in February 2019. The hands and feet were damaged as vandals used hammers to attack the sculpture. Some of the pieces were later recovered.

In May 2019 a grant offer of £5,000 supported repairs. In some places it was possible to re-attach recovered fractions of stone using stainless-steel pins and resin. Other sections were destroyed so it was necessary to re-carve these, a challenging process using archive images. In areas where damage was relatively small and localised, the least invasive approach, in line with best conservation practice, was to carry out repairs using a lime mortar consolidate. As well as repair to the vandalised sections of stone, the memorial was steam cleaned and construction joints were re-pointed using natural lime mortar. The before and after photographs are courtesy of Glasgow City Council.

www.warmemorialsonline.org.uk/memorial/146455



Our Lady, Queen of Peace, London

Located in St Mary's Church on Bourne Street in Westminster the timer and plaster memorial is decorated with gold and platinum leaf. It commemorates those of the congregation who died in World War I.

A Grant Offer of £2,490 assisted sympathetic cleaning including the removal, where appropriate, of metallic paint. Repairs and consolidation of damaged surfaces were also undertaken. Then, where needed, features were gilded with platinum or 23.5carat gold leaf. The project was completed in time for Remembrance Day 2019. The photograph was taken during a site visit.

www.warmemorialsonline.org.uk/memorial/261773

Middlewich, Cheshire

Standing on Brooks Lane in Middlewich the 8ft tall obelisk commemorates the fallen of World Wars I and II who worked for Brunner Mond and Co. The company made explosives during World War I and merged after that conflict with others to be part of ICI. Each of their sites has its own war memorial, reminding us how war memorials can emerge from different types of community, regimental, religious or workplace alongside the more typical geographical groupings people tend to associate with our war memorials.

A grant in May 2019, of £790 assisted works to carefully clean the memorial, re-point the joints with lime mortar and repair some damaged paving. The photograph is copyright Middlewich Heritage Trust.

www.warmemorialsonline.org.uk/memorial/256855



Objective 5. To increase the money raised by the charity to deliver its vision to protect and conserve war memorials

To deliver its objectives the charity needs to raise funds to support its ongoing work, distribute grants and maintain reserves. As such this is a key aspect of the Trust's work. In 2019-20, responsibility for fundraising returned to the Director with the end of the Head of Fundraising role in March 2019, as the charity adjusted to the post centenary situation of reduced resources.

War Memorials Trust has been a member of the Fundraising Regulator since January 2018; it also monitors the development of, and advice from, the Fundraising Preference Service (FPS). The charity 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, nor any requests through the FPS. 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 ensures all staff and volunteers know how to raise concerns. 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. After this, they are removed as members, 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.

In 2019-20, charitable income was £438,445, as shown in the Financial Statements. A significant portion of this was secured in response to appeals to either organisations or individuals.

149 applications were submitted to Trusts, Foundations and corporate donors, compared to 247 in 2018-19. 63% of these were for unrestricted funds whilst 32% sought support for the Conservation Programme. The remainder related to grants, these were a lower priority as the charity still held some centenary funding so limited fundraising resource was focussed on highest priority areas. At the end of the year 84% of the appeals had received no response with just 5% generating a donation. With appeals there is an expected lead-time between submission and response, and it is likely that any sent in early 2020 will have been impacted by Covid-19, not just on the timing of decision-making meetings but also funds available to Trusts and Foundations.

The Trust would like to pay particular thanks to Historic England Grants Payments, Historic Environment Scotland Grants Payments, The Charles Skey Charitable Trust, The Westminster Foundation, Lord Barnby's Foundation, PF Charitable Trust, The Jordan Foundation, The Rothermere Foundation, The Swire Charitable Trust, The Hugh Fraser Foundation, A E B Charitable Trust, Baillie Gifford & Co., Basil Samuel Charitable Trust, J Paul Getty Jnr Charitable Trust, The William Allen Young Charitable Trust, The Esmé Mitchell Trust, The 29th May 1961 Charitable Trust, The Scott (Eredine) Charitable Trust, Sir Edward Lewis Foundation, The Gladys Wightwick Charitable Trust, Mr Graham Hale, BCMS, D G Albright Charitable Trust, Hartnett Conservation Trust, The A M Fenton Trust, The Ian Askew Charitable Trust, The McCorquodale Charitable Trust, The Red Arrows Trust and The Stonewall Park Charitable Trust.

The support of funders to help mitigate the impact of Covid-19 will be vital for the charity. The Trustees wish to pay particular thanks at this time to Grosvenor Estates and The Westminster Foundation for their support. Grosvenor has waived the rent on the Trust's offices, initially for the first quarter of 2020-21 and subsequently extended for a further 3 months. As staff have been working from home with minimal use of the office this saving has been a wonderful help for which the Trust is extremely grateful.

Through 2019-20 the charity also gave consideration to its different income streams both in terms of types of fundraising and methods of payment. The Supporter Survey issued in February 2020 indicated that 58% are likely to respond to a postal appeal, 33% an email appeal and 0% telephone appeals. This supports the Trust's existing focus on an annual direct mail by post. That was sent in July 2019 and raised over £30,000 before Gift Aid. The charity would like to express particular thanks to the following donors who have made a noteworthy one-off donation or committed to make a significant annual donation, Mr George Burnet, Mr Christopher Carter RD, Mr Alan Curtis, Mrs Gladys Cuttle, Mr Robert Dallas, Ms Marion Downie, Mr Paul Graham, Mr Peter Hillier, Mrs Caroline Ogden, Mrs Linda M Parker, Mr David Parmee, Mr Steven Randall, Mr Antony Reeves, Mr Thomas Rutherford, Mrs Ann Sharp, Mrs Frances Speakman Mr John Tookey-Dickson, and Mr Michael Warren.

Legacy giving is not a form of income the charity budgets for but it is grateful for all bequests received. In 2019-20, 2 new legacies were received along with funds from 2 previously notified legacies. One of these had already been included in the Financial Statements with an estimated value.

The Trust also looked at widening the range of payment means during 2019-20. Cheques remain a significant mechanism for payments but processing them is increasingly incurring charges. Credit/debit card payments also incur fees. As such the Trust's bank details are being provided to facilitate transfers and standing orders continue to be encouraged. 45% of payments received were via Standing Order but many of these reflect small monthly payments of £2/3, as members spread the cost of their annual subscription so they are 12 payments in a year all of which have to be processed.

Within the sector membership recruitment seems to be a challenge for all. In 2019-20, the charity saw a further small decline in membership. Whilst renewal rates remain good at over 70%, recruiting enough new members is proving difficult. During the centenary of World War I various approaches were taken which did not generate any significantly successful results. As such the charity is monitoring membership but within the context of types of supporters as we are seeing some people who are generously donating regularly who wish to be contacts rather than members.

As noted, in February 2020, the tri-annual supporter Survey was distributed. Initial results were collated and published in the May 2020 Bulletin however this has not been completed due to Covid-19 as Office Volunteers assist with the data processing and they have not been in the office. Results to date were very similar to previous surveys which means the basis upon which the 2019-22 strategic plan was developed holds good.

Overall, War Memorials Trust feels it has met this objective in part but a greater level of success would have been welcome. It was to be anticipated that following the centenary of World War I income would fall and it would be a challenging transition period. The charity is extremely grateful for the amazing support it receives from so many people and organisations. Clearly Covid-19 will have a significant impact on 2020-21 funding so this objective is likely to be even more challenging.

Indicators

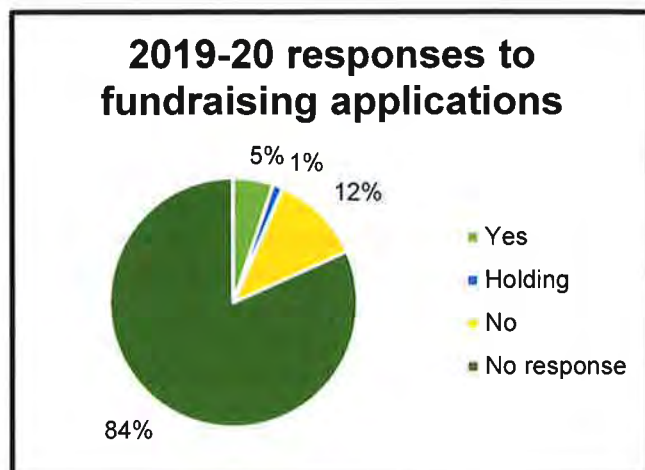
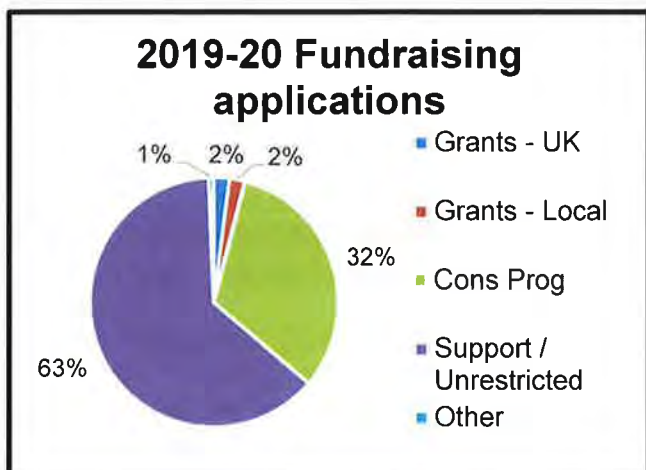
a. Amount of money raised

As shown in the Financial Statements income was £438,445 of which £250,877 was voluntary income. This compares with £1,194,937 and £478,225 in 2018-19. The decline was expected with the end of the centenary of World War I and the one-off government funding associated with that period.

Voluntary income, secured from organisations and individuals, fell by nearly 50%. This is reflected in a similar fall in expenditure on raising funds. With the reduction in staff the charity was unable to sustain a specialist fundraising position so the role returned, as prior to the centenary, to the Director's portfolio of responsibilities. This means there is less staffing resource available to raise funds which may have an impact on the sums secured by the charity to deliver its work. Efforts are being made to make fundraising as efficient as possible, particularly in relation to regular giving, as discussed above.

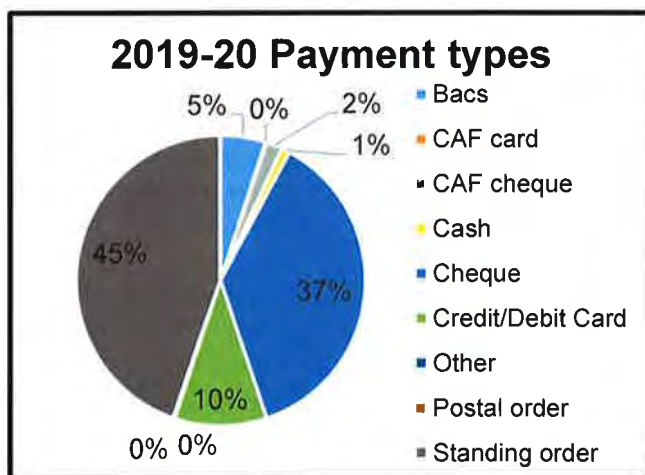
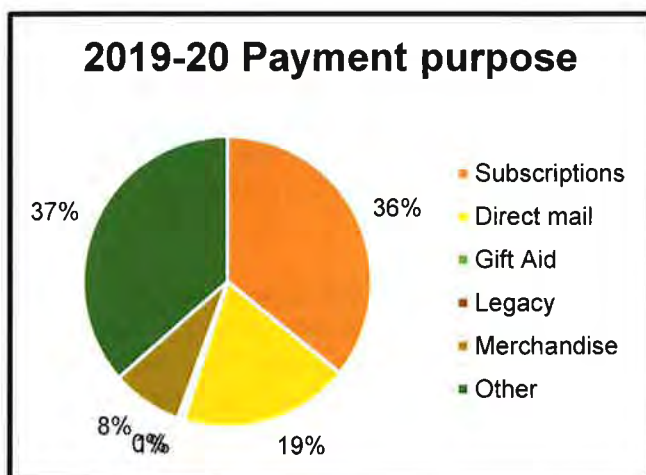
b. Response levels to appeals

149 applications were made to trusts, foundations and other funders in 2019-20. These were split across the Trust's different programmes. Only 5% have generated a financial donation in return with 84% receiving no response based on the data so far with Covid-19 having an impact on quarter 4 appeals.



c. Different income streams

The Trust receives income in many different ways. The purpose of payments shows the significance of the single annual direct mail which accounts for 20% of payments. Standing orders have overtaken cheques as the commonest type of payment, although many of those relate to small monthly contributions as people spread their contributions.



d. Number of donors/supporters

Membership is declining, a situation recognised across the sector. However, donors have been increasing which may reflect people preferring to support a charity rather than join it.

Year	Life members	Annual members	Donors	Contacts
2013	1,757	2,825	276	14,372
2017-18	1,686	2,641	336	17,284
2018-19	1,655	2,581	340	17,018
2019-20	1,607	2,533	353	16,586

e. Feedback from supporters and donors

The Supporter Survey was included in the February Bulletin. A summary of some of the responses was provided in the May Bulletin.

- 45% of people became aware of the charity through the media or an advert, 11% through a copy of the Bulletin with no other source reaching double figures. This compared with only 30% of members believing the charity should purchase advertisement whilst 61% felt the Trust should be attending more events. Comparing these questions helps to assess the 'return on investment' of different activities
- An interest, or background, in the Armed Forces (53%), Conservation (40%) and Heritage/History (69%) remain the three primary reasons for people's involvement
- There was a 5% increase, from 10 to 15%, in Supporters who contribute to War Memorials Online compared to 2017. It remained the case that the commonest means of supporting the charity is responding to the direct mail appeal
- 79% of respondents were unaware of the Fundraising Preference Service with only 1% registered
- 70% felt the annual membership rate was about right, with 22% feeling it was low. While 74% felt the life subscription rate was about right and 7% though it was expensive
- 60% felt that the charity should not offer more membership benefits with the same number indicating that they would not donate more for benefits
- Only 20% of supporters have used the Trust for conservation advice but 48% have recommended it to others
- No more than 50% have used any of the Trust's websites, 18% use no social media with Twitter (11%), Facebook (19%) and Instagram (6%) having limited appeal amongst members
- 87% feel the Bulletin being produced quarterly is about right with 82% rating it as Good or Very good. 66% have no interest in receiving the Bulletin electronically
- The membership is 71% male and 78% over 65 (an increase from 67% in 2017)

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 2019-20, War Memorials Trust recorded a £99,675 surplus compared with a surplus of £13,001 in 2018-19. Of this, the deficit on unrestricted reserves was -£29,374 (2018-19: £18,165) and on restricted funds a surplus of £129,049 (2018-19: -£5,164).

During 2019-20, much of the remaining funding relating to the centenary of World War I was allocated, however some remains. For example grant aided projects see costs on completion being lower than anticipated so funds are returned for reuse. In addition, many of the outstanding grants were paid which saw grant creditors fall from £903,675 to £344,755 (note 14). 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 2019-20, funding streams reverted back to pre-World War I centenary levels as one-off government funding related to the anniversary ceased with the end of the commemorations. The charity raises funds to support its Conservation Programme, grant-making along with unrestricted funds to assist its wider work. To ensure everyone has an opportunity to benefit from our support 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.

As the larger centenary funding ended the charity has seen a fall in interest and activity although that has declined more slowly than available funds. Caution has been required to ensure that having invested so much of its resources into supporting people through the centenary the Trust ensures it can remain viable in a different environment.

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 substantial 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. At the end of 2019-20 all existing grant applicants were notified of an extension to the period of their Contract due to Covid-19. The charity was aware that lockdown might impact the ability of applicants to arrange works so the Trust pre-emptively confirmed extensions to minimise worry for those managing projects. This means the creditors balance may see funds carried for longer than normal during this crisis.

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 normally 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.

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, a change made to accommodate the additional government funding. 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. As Note 16 shows the War Memorials Trust Grants Scheme and War Memorials Trust Grants Scheme – Local have a combined restricted reserve of £225,644 (2018-19: £68,572).

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. During the unique circumstances of the centenary of World War I the Trustees realised that the ideal unrestricted reserves aim was unrealistic and took a more pragmatic approach.

However, through 2019-20 there has been a focus on aiming to increase these. Proposals to gradually improve 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. The impact of Covid-19 will make this a bigger challenge in 2020-21 which Trustees will need to monitor closely. Costs have been reduced against budget, for example the Administrator left in April 2020 and recruitment was placed on hold so there is a reduction in staffing costs for 2020-21. The Job Retention Scheme has also been used for furlough staff as workload has fallen alongside income.

The level of unrestricted reserves at the end of 2019-20 is of some concern in so much as it does not cover the desired 12 months. However, as costs for 2020-21 have been reduced this offers some mitigation. As noted above it was felt during the centenary of World War I that the reserve policy could be loosened in recognition of the period being a unique opportunity to achieve the Trust' objectives. Building up to the desired reserves period would be challenging as this report shows. The £149,085 at 31st March 2020 compared to £178,459 twelve months before is a decline explained by the transition year faced by the charity as it managed a steep fall in income and staffing resources but a smaller decline in workload.

Trustees are of the opinion that the Trust remains a going concern for the foreseeable future, recognising the unusual impacts of Covid-19. Fundraising is more difficult in the post Covid-19 environment, however costs have been reduced accordingly and unrestricted reserves brought forward are available in the event that fundraising falls short of the level budgeted. Unrestricted reserves at the year-end represent some 5 months cover of total costs or 10 months of unrestricted costs based on 2019-20 activity. Reserves of this level are required as fundraising income is received periodically across the whole year, with costs arising on a regular basis. Trustees will be seeking to ensure that, as far as possible, the Trust does not need to utilise these reserves and will be seeking to grow them over the next few years to maintain the longer term health of the organisation.

Risk policy

In addition to the financial risks resulting, or likely to result, from current economic conditions, all other identified risks to which the charity is exposed have been reviewed by the Trustees and systems have been established to mitigate those risks. The Director 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.

The Trustees' report was approved by the Trustees on ... 11/10/20



Russell Walters
Trustee

WAR MEMORIALS TRUST

INDEPENDENT EXAMINER'S REPORT

TO THE TRUSTEES OF WAR MEMORIALS TRUST

I report to the Trustees on my examination of the financial statements of War Memorials Trust (the charity) for the year ended 31 March 2020.

Responsibilities and basis of report

As the Trustees of the charity you are responsible for the preparation of the financial statements in accordance with the requirements of the Charities Act 2011 (the 2011 Act).

I report in respect of my examination of the charity's financial statements carried out under section 145 of the 2011 Act. In carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent examiner's statement

Since the charity's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the Institute of Chartered Accountants in England and Wales, which is one of the listed bodies.

Your attention is drawn to the fact that the charity has prepared financial statements in accordance with Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) 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.

I understand that this has been done in order for financial statements to provide a true and fair view in accordance with current Generally Accepted Accounting Practice.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

- 1 accounting records were not kept in respect of the charity as required by section 130 of the 2011 Act; or
- 2 the financial statements do not accord with those records; or
- 3 the financial statements do not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination.

WAR MEMORIALS TRUST

INDEPENDENT EXAMINER'S REPORT (CONTINUED) TO THE TRUSTEES OF WAR MEMORIALS TRUST

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the financial statements to be reached.



Sailesh Mehta

Acre House
11-15 William Road

London
NW1 3ER
United Kingdom

Dated: 19 October 2020

WAR MEMORIALS TRUST

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2020

	Notes	Unrestricted funds 2020 £	Restricted funds 2020 £	Total 2020 £	Unrestricted funds 2019 £	Restricted funds 2019 £	Total 2019 £
Income from:							
Voluntary income	3	157,461	93,416	250,877	212,841	265,384	478,225
Charitable activities	4	-	186,000	186,000	-	715,302	715,302
Investments	5	1,568	-	1,568	1,410	-	1,410
Total income		159,029	279,416	438,445	214,251	980,686	1,194,937
Expenditure on:							
Raising funds	6	27,705	-	27,705	52,890	-	52,890
Charitable activities	7	160,698	150,367	311,065	144,196	984,850	1,129,046
Total resources expended		188,403	150,367	338,770	197,086	984,850	1,181,936
Gross transfers between funds		-	-	-	1,000	(1,000)	-
Net (expenditure)/ income for the year/ Net movement in funds		(29,374)	129,049	99,675	18,165	(5,164)	13,001
Fund balances at 1 April 2019		178,459	213,531	391,990	160,294	218,695	378,989
Fund balances at 31 March 2020		149,085	342,580	491,665	178,459	213,531	391,990

WAR MEMORIALS TRUST

BALANCE SHEET

AS AT 31 MARCH 2020

	Notes	2020		2019	
		£	£	£	£
Fixed assets					
Tangible assets	12		3,747		4,996
Current assets					
Debtors	13	7,052		27,352	
Cash at bank and in hand		868,405		1,318,815	
		<u>875,457</u>		<u>1,346,167</u>	
Creditors: amounts falling due within one year	14	<u>(387,539)</u>		<u>(959,173)</u>	
Net current assets			487,918		386,994
Total assets less current liabilities			<u>491,665</u>		<u>391,990</u>
Income funds					
Restricted funds	16		342,580		213,531
Unrestricted funds			149,085		178,459
			<u>491,665</u>		<u>391,990</u>

The financial statements were approved by the Trustees on 11/10/20

Russell Walters

Russell Walters

WAR MEMORIALS TRUST

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2020

	Notes	2020		2019	
		£	£	£	£
Cash flows from operating activities					
Cash absorbed by operations	20		(451,978)		(255,421)
Investing activities					
Purchase of tangible fixed assets		-		(995)	
Interest received		1,568		1,410	
Net cash generated from investing activities					
			1,568		415
Net cash used in financing activities					
			-		-
Net decrease in cash and cash equivalents					
			(450,410)		(255,006)
Cash and cash equivalents at beginning of year			1,318,815		1,573,821
Cash and cash equivalents at end of year					
			868,405		1,318,815

WAR MEMORIALS TRUST

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2020

1 Accounting policies

1.1 Accounting convention

The financial statements have been prepared in accordance 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) (effective 1 January 2019)". The charity is a Public Benefit Entity as defined by FRS 102.

The financial statements have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a true and fair view. This departure has involved following the Statement of Recommended Practice for charities applying FRS 102 rather than the version of the Statement of Recommended Practice which is referred to in the Regulations but which has since been withdrawn.

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 been carefully monitoring the ongoing financial situation particularly the implications of the Covid-19 pandemic. The Trustees note that the outbreak has caused a significant disruption to the Trust's activities including, but not exclusive to, a fall in income, a recruitment freeze, workload fluctuations and different working conditions as all staff have primarily been based at home. Trustees are confident that the charity can continue as a going concern for a period of at least 12 months. The Trustees have a reasonable expectation that the charity has adequate resources to continue in operation for the foreseeable future. It has been able to reduce expenditure, adapt working practices and manage user expectations in the initial Covid-19 period. It is also monitoring activity to make predictions of future workload which is enabling it to prudently plan ahead for ongoing challenging times for the charity sector and other sectors it works closely with. It also has reasonable cash reserves and in the summer of 2020 its supporters responded significantly to the annual direct mail appeal giving more than in 2019 which is helping to sustain those.

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

WAR MEMORIALS TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2020

1 Accounting policies

(Continued)

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 probably that settlement will be required and the amount of the obligation can be measured reliability.

Grants payable are recognised when monies are offered and subsequently drawn down.

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.

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
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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.

WAR MEMORIALS TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2020

1 Accounting policies

(Continued)

1.7 Cash at bank and in hand

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.

WAR MEMORIALS TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2020

1 Accounting policies

(Continued)

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.

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
	2020	2020	2020	2019	2019	2019
	£	£	£	£	£	£
Donations and gifts	143,563	93,416	236,979	179,643	265,384	445,027
Legacies receivable	2,197	-	2,197	21,174	-	21,174
Membership fees	11,701	-	11,701	12,024	-	12,024
	<u>157,461</u>	<u>93,416</u>	<u>250,877</u>	<u>212,841</u>	<u>265,384</u>	<u>478,225</u>

WAR MEMORIALS TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2020

4 Charitable activities

	2020 £	2019 £
Education and conservation grants	186,000	715,302

5 Investments

	Unrestricted funds 2020 £	Unrestricted funds 2019 £
Dividends and interest receivable	1,568	1,410

6 Raising funds

	Unrestricted funds 2020 £	Unrestricted funds 2019 £
<u>Fundraising and Publicity</u>		
Staging fundraising events	3,605	8,605
Consultancy	15,000	-
Staff costs	9,100	44,285
	27,705	52,890

WAR MEMORIALS TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2020

7 Charitable activities

	Education and conservation 2020 £	Education and conservation 2019 £
Staff costs	122,124	240,780
Education and conservation	29,524	57,138
Admin expenditure	39,875	19,939
	<u>191,523</u>	<u>317,857</u>
Grant funding of activities (see note 8)	1,436	670,594
Share of support costs (see note 9)	108,957	124,741
Share of governance costs (see note 9)	9,149	15,854
	<u>311,065</u>	<u>1,129,046</u>
Analysis by fund		
Unrestricted funds	160,698	144,196
Restricted funds	150,367	984,850
	<u>311,065</u>	<u>1,129,046</u>

8 Grants payable

	2020 £	2019 £
Grants to institutions: War memorial grants	<u>1,436</u>	<u>670,594</u>

War Memorials Trust awarded grants through War Memorials Trust Grants Scheme and the Grants for War Memorials scheme as discussed in the Annual Report Objective 4. This explains the apparently low value of awards shown above which does not show the value of the actual offers made in 2019-20 but has been adjusted to reflect monies returned from unclaimed grants or those that were paid at less than the offer value.

WAR MEMORIALS TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2020

9 Support costs

	Support costs	Governance costs	2020	Support costs	Governance costs	2019
	£	£	£	£	£	£
Staff costs	52,616	-	52,616	49,864	-	49,864
Depreciation	1,249	-	1,249	10,468	-	10,468
Administration costs	55,092	-	55,092	64,409	-	64,409
Audit fees	-	-	-	-	13,590	13,590
Trustee expenses	-	598	598	-	689	689
Independent Examination	-	7,800	7,800	-	-	-
AGM expenses	-	199	199	-	997	997
Sundry expenses	-	552	552	-	578	578
	<u>108,957</u>	<u>9,149</u>	<u>118,106</u>	<u>124,741</u>	<u>15,854</u>	<u>140,595</u>
Analysed between Charitable activities	<u>108,957</u>	<u>9,149</u>	<u>118,106</u>	<u>124,741</u>	<u>15,854</u>	<u>140,595</u>

10 Trustees

None of the Trustees (or any persons connected with them) received any remuneration during the year, but one of the Trustees were reimbursed a total of £598 (2019: £689) against travel expenses.

WAR MEMORIALS TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2020

11 Employees

Number of employees

The average monthly number employees during the period was:

	2020 Number	2019 Number
Conservation Officers	2	3
Conservation Project Officer	1	1
Conservation Administrator	-	1
Administrator	1	1
Head of Fundraising	-	1
Learning Officer	-	1
Director	1	1
	<u>5</u>	<u>9</u>

Employment costs

	2020 £	2019 £
Wages and salaries	150,666	275,392
Social security costs	12,045	23,599
Other pension costs	21,129	35,938
	<u>183,840</u>	<u>334,929</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 £59,416 (2019: £99,382).

Also included within wages and salaries are redundancy costs of £nil (2019: £3,048)

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 2020

12 Tangible fixed assets

	Fixtures, fittings & equipment £
Cost	
At 1 April 2019	145,103
At 31 March 2020	145,103
Depreciation and impairment	
At 1 April 2019	140,107
Depreciation charged in the year	1,249
At 31 March 2020	141,356
Carrying amount	
At 31 March 2020	3,747
At 31 March 2019	4,996

13 Debtors

	2020 £	2019 £
Amounts falling due within one year:		
Prepayments and accrued income	7,052	27,352

WAR MEMORIALS TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2020

14 Creditors: amounts falling due within one year

	2020	2019
	£	£
Other taxation and social security	2,424	7,700
Trade creditors	1,352	116
Other creditors	344,755	903,675
Accruals and deferred income	39,008	47,682
	<u>387,539</u>	<u>959,173</u>

The level of creditors remains high following 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 £29,180 (2019: £36,000) relates to grants from Historic England for 2020-21 being received in advance.

15 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 2020

16 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			Movement in funds			
	Balance at 1 April 2018	Incoming resources	Transfers	Balance at 1 April 2019	Incoming resources	Transfers	Balance at 31 March 2020	Incoming resources	Transfers	Balance at 31 March 2020
	£	£	£	£	£	£	£	£	£	£
Centenary Memorials Restoration Fund - Grants	698	69,995	(42,043)	-	28,650	-	(5,000)	(23,650)	-	-
First World War Memorials Programme (GFWM) - Grants	44,863	100,000	(144,863)	-	-	-	-	-	-	-
First World War Memorials Programme (WMTGS) - Grants	76,529	200,000	(336,576)	60,047	-	-	-	-	-	-
Grants for War Memorials (HE) (WF) - Grants	-	100,000	(93,380)	-	6,620	-	(85,442)	-	-	21,178
War Memorials Trust Grants Scheme	27,092	82,720	(22,482)	(55,582)	31,748	-	133,594	-	-	179,298
War Memorials Trust Grants Scheme Local	29,139	35,400	(31,250)	3,535	36,824	-	(44,588)	23,650	-	46,346
Centenary Memorials Restoration Fund/OSF - Admin	-	14,360	(14,360)	-	-	-	-	-	-	-
First World War Memorials Programme - Admin	19,724	168,000	(169,965)	-	17,759	-	-	(17,759)	-	-
Conservation Programme	10,000	159,094	(92,954)	(2,000)	74,140	-	135,000	(145,000)	17,759	81,899
Learning Programme	1,150	51,617	(36,977)	2,000	17,790	-	(3,931)	-	-	13,859
Fundraising Programme	9,500	(500)	-	(9,000)	-	-	-	-	-	-
	218,695	980,686	(984,850)	(1,000)	213,531	-	279,416	(150,367)	-	342,580

WAR MEMORIALS TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2020

16 Restricted funds

(Continued)

- **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.
- **Grants for War Memorials (HE) (WF)** – Grants represents funding from Historic England and The Wolfson Foundation towards the grants through Grants for War Memorials scheme.
- **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 2020

17 Analysis of net assets between funds

	Unrestricted funds 2020 £	Restricted funds 2020 £	Total 2020 £	Unrestricted funds 2019 £	Restricted funds 2019 £	Total 2019 £
Fund balances at 31 March 2020 are represented by:						
Tangible assets	3,747	-	3,747	4,996	-	4,996
Current assets/ (liabilities)	145,338	342,580	487,918	173,463	213,531	386,994
	<u>149,085</u>	<u>342,580</u>	<u>491,665</u>	<u>178,459</u>	<u>213,531</u>	<u>391,990</u>

18 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:

	2020 £	2019 £
Within one year	23,087	30,782
Between two and five years	23,287	17,956
	<u>46,374</u>	<u>48,738</u>

19 Related party transactions

There were no disclosable related party transactions during the year (2019 - none).

WAR MEMORIALS TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2020

20	Cash generated from operations	2020	2019
		£	£
	Surplus for the year	99,675	13,001
	Adjustments for:		
	Investment income recognised in statement of financial activities	(1,568)	(1,410)
	Depreciation and impairment of tangible fixed assets	1,249	10,468
	Movements in working capital:		
	Decrease in debtors	20,300	72,942
	(Decrease) in creditors	(571,634)	(350,422)
	Cash absorbed by operations	(451,978)	(255,421)

21 Analysis of changes in net funds

The charity had no debt during the year.