THE COMMONWEALTH WAR GRAVES FOUNDATION

England & Wales · Charity number 1171947

Details

Status	Registered
Legal form	CIO
Registered	2017-03-08
Register	View on the Charity Commission register

Contact

Address	Commonwealth War Graves Commission 2 Marlow Road Maidenhead SL6 7DX
Phone	01628507278
Email	supporters@cwgc.org
Website	www.foundation.cwgc.org/

Activities

Objects: THE OBJECTS OF THE CIO ARE FOR THE PUBLIC BENEFIT:(A) TO PROMOTE AND SUPPORT THE MAINTENANCE AND UPKEEP OF GRAVES, CEMETERIES, BUILDINGS AND MEMORIALS FOR THE BURIAL AND COMMEMORATION OF MEMBERS OF THE NAVAL, MILITARY AND ARMED FORCES FROM COUNTRIES OF THE COMMONWEALTH WHO WERE KILLED DURING THE FIRST WORLD WAR OR THE SECOND WORLD WAR ANYWHERE IN THE WORLD, IN PARTICULAR (BUT WITHOUT LIMITATION), THROUGH THE SUPPORT OF CHARITABLE ACTIVITIES UNDERTAKEN BY THE COMMONWEALTH WAR GRAVES COMMISSION; (B) TO ADVANCE CITIZENSHIP AMONG THE PEOPLE OF THE COMMONWEALTH THROUGH THE COMMEMORATION OF MEMBERS OF THE NAVAL, MILITARY AND ARMED FORCES FROM COUNTRIES OF THE COMMONWEALTH WHO WERE KILLED DURING THE FIRST WORLD WAR AND THE SECOND WORLD WAR; AND(C) TO ADVANCE THE EDUCATION OF THE PUBLIC IN THE HISTORY OF THE FIRST WORLD WAR AND THE SECOND WORLD WAR, IN PARTICULAR (BUT WITHOUT LIMITATION), THROUGH ADVANCING EDUCATION IN THE LIVES OF THOSE COMMEMORATED BY THE COMMONWEALTH WAR GRAVES COMMISSION AND IN THE HISTORY OF THE CEMETERIES, BUILDINGS AND MEMORIALS MAINTAINED BY THE COMMONWEALTH WAR GRAVES COMMISSION.

Activities: The CWGF is a charitable foundation highlighting the work of the Commonwealth War Graves Commission (CWGC). We engage young people from communities around the UK interested in the story of

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our common sacrifice and shared history.By supporting the CWGF, people will enable us to fund education and activities which will capture the public imagination, and highlight the work the CWGC does.

Classification

- **How:** Makes Grants To Organisations, Provides Advocacy/advice/information
- **What:** Education/training, Economic/community Development/employment, Other Charitable Purposes
- **Who:** Other Charities Or Voluntary Bodies, The General Public/mankind

Geography

- Throughout England And Wales

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£1,067,538	£828,424	£314,570	4
2024-03-31	£616,123	£594,440	£75,456	3
2023-03-31	£404,692	£802,112	-	-
2022-03-31	£415,645	£376,372	-	-
2021-03-31	£566,849	£250,668	£413,484	3

Trustees

Name	Role	Appointed
BRIG ALASTAIR ANDREW BERNARD REIBEY BRUCE OF CRIONAICH		2017-03-08
Captain Jagjeet Singh-Sohal		2017-07-25
Christopher Walsh		2023-09-05
DAME JUDITH MAYHEW JONAS DBE		2017-09-12
Gerald Anthony Allison		2023-09-05
Julian Ascott Evans		2022-09-08
Sir Adrian Alastair Montague		2017-05-16
The Rt Hon Kevan Jones		2018-11-22
The Rt Hon. Philip Martin Dunne		2025-03-11

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THE COMMONWEALTH WAR GRAVES FOUNDATION

England & Wales - Charity number 1171947

Accounts

COMMONWEALTH
WAR GRAVES
Foundation

COMMONWEALTH WAR GRAVES FOUNDATION

ANNUAL REPORT
FOR THE YEAR ENDED

31 MARCH 2025

CHARITY REGISTRATIONS
England & Wales 1171947
Scotland SC051982
Belgium 0689.787.289
France 850 666 645 00013

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TRUSTEES, EXECUTIVES AND ADVISORS

Trustees	Dame Judith Mayhew Jonas DBE (Chair) Mr Gerald Allison Major-General Alastair Bruce of Crionaich CB OBE KStJ VR DL The Rt Hon Philip Dunne (appointed 11 March 2025) Mr Julian Evans The Rt. Hon the Lord Beamish Sir Adrian Montague CBE Captain Jay Singh-Sohal OBE VR Mr Christopher Walsh
Chief Executive	Claire Horton CBE
Director of the Foundation	Michele Jennings
Director of Fundraising	Laura Stoker
Registered Office	2 Marlow Road, Maidenhead, Berkshire SL6 7DX
Bankers	HSBC, West Sussex, UK BNP Paribas Fortis, Ieper, Belgium BNP Paribas, Lille, France
Auditors	Crowe UK LLP, London, UK
Registration details:	
Charity England & Wales	1171947
Scottish Charity Regulator	SC051982
Belgian branch	0689.789.289 (enterprise number)
French branch	850 666 645 00013 (siret number)

A MESSAGE FROM OUR CHAIR

The Commonwealth War Graves Foundation (CWGF) has experienced a strong year of growth and engagement, reflecting our unwavering commitment to commemorating the sacrifices of those who served during the World Wars.

We are pleased to report that our income for the year reached £932,000 (excluding donated services). This achievement was made possible through the generous support of donors, including the Maple Leaf Trust, the MacRobert Trust, the Post Office Remembrance Fellowship (PORF), a generous benefactor who funded new lighting at the Menin Gate and numerous other individuals, companies and Foundations / Trusts.

Thanks to these donations, the Foundation has been able to support more Commonwealth War Graves Commission (CWGC)-led projects than ever before. Notable initiatives include the Kenyan Oral Histories project, the Speakers and Tour Guides Programme, the Eyes On Hands On volunteering scheme, the For Evermore stories portal, a film freezing programme related to the CWGC archives, and the Guides Programme.

Other successful fundraising efforts this year include our virtual fundraiser, Walking Our War Graves (Normandy), which aligned with the 80th anniversary of D-Day and raised over £8,000. We installed donation terminals at our Visitor Centres in Ieper and Beaurains, facilitating on-site contributions. Merchandise sales and income from our centres in France and Belgium generated £62,000 in gross income, with Guides selling items during the D-Day 80 commemorations in France in June for the first time. The opening of the new Ieper Visitor Centre in July 2024 was a significant milestone, with limited-edition Menin Gate lions proving particularly popular during the Remembrance period.

This year the Foundation received a record amount in legacy gifts, which has made a significant impact on our work. April 2024 saw the launch of our Legacy of Liberation campaign to encourage further legacy donations to the Foundation, and which featured advertisements in BBC History Magazine and The Telegraph. Partnering with a free will provider, we have advertised the benefits of legacy gifts to supporters, staff, members and volunteers to ensure their legacy lives on.

As of March 2025, CWGF membership stood close to 2,000 for the first time in the Foundation's history. Along with our annual Impact Report, bi-annual member magazines, monthly e-newsletter and our popular calendar competition, we also initiated our first online Members' talks, (CWG Chats), featuring presentations by CWGC Historian Lynelle Howson and Operational Manager David McDonald.

In terms of events, our annual Evening at Brookwood in May featured performances by the D-Day Darlings and Britain's Got Talent winner Colin Thackery, attracting 500 guests. CWGF staff participated in Armed Forces Day in Portsmouth and the Chalke Valley History Festival in June, selling merchandise, collecting donations, and encouraging new memberships. Our December Carol Service at the Guards' Chapel in London, sponsored by Jaguar Land Rover (JLR), was our most successful to date, welcoming 400 guests and raising nearly £25,000.

Taking up the momentum following the 80th anniversary of VE and VJ Days, we are committed to expanding our educational and commemorative efforts, particularly among younger audiences.

Our initiatives aim to deepen public understanding of the Commonwealth War Graves Commission's work and the enduring legacy of those we commemorate.

In closing, I extend my heartfelt thanks to my fellow Trustees for their invaluable guidance and support throughout the year.

Dame Judith Mayhew Jonas DBE
Chair of Trustees

2 September 2025

TRUSTEES' REPORT

Structure and Governance

The Commonwealth War Graves Foundation ("the Foundation" or "CWGF") is a Charitable Incorporated Organisation (CIO), governed by its Constitution, as registered on 8 March 2017, and subsequently amended on 6 May 2017. The Commonwealth War Graves Commission ("the Commission" or "CWGC"), an organisation established by Royal Charter in May 1917, is the sole member of the Foundation. The Foundation is a subsidiary of the Commission. The Commission is not a charity as its purposes are not exclusively charitable.

In March 2025, a subsidiary company was incorporated in Belgium but had not commenced trading before the year-end.

Members of the Foundation's Board of Trustees are appointed by the Commission; the majority of the Foundation's Trustees are not Commissioners. The Foundation's Chief Executive also serves as the Commission's Director General.

Four Trustee meetings took place during the year. New Trustees' induction is provided by meetings with the Foundation's Chief Executive alongside meetings with members of the Commission's senior management team.

Objectives

The objectives of the Foundation are:

a) To promote and support the maintenance and upkeep of graves, cemeteries, buildings and memorials for the burial and commemoration of members of the naval, military and armed forces from countries of the Commonwealth who were killed during the First Word War or the Second World War anywhere in the world, in particular (but without limitation) through the support of charitable activities undertaken by the Commonwealth War Graves Commission.

b) To advance citizenship among the people of the Commonwealth through the commemoration of members of the naval, military, and armed forces from countries of the Commonwealth who were killed during the First World War and the Second World War.

c) To advance the education of the public, especially young people, in the history of the First World War and the Second World War. In particular (but without limitation) through advancing education in the lives of those commemorated by the Commonwealth War Graves Commission and in the history of the cemeteries, buildings and memorials maintained by the Commonwealth War Graves Commission.

The Foundation's strategic objectives are:

- The building of public engagement programmes engaging the wider community in the story of our common sacrifice and shared history initially focussed around sites and war graves in the UK.
- The creation of educational resources and a programme of educational support and activities.
- The development and sponsorship of internship programmes for youth guides from the Commonwealth, at the Commission's main sites in Belgium and France.

The Trustees confirm that they have referred to the guidance published by the Charity Commission regarding public benefit when reviewing the Foundation's objectives and planning future activities.

Activities and Achievements

The Foundation made progress in the following areas:

- Annual income was its highest in the short history of the Foundation.
- There was a significant increase in legacy giving this year; we also launched the *Legacy of Liberation* campaign to encourage supporters to leave legacy gifts to the Foundation.
- Membership numbers grew to 1,984 (from 1,770 at the end of last year) with a strong 79% renewal rate; we continued member engagement through the Impact Report, calendar competition, and the new online 'CWG Chats'.
- Major events were successfully repeated, including An Evening at Brookwood (attended by c.500, featuring D-Day Darlings and singer Colin Thackery) and the most successful Carol Service to date, raising nearly £25k with support from JLR and 400 guests.
- New outreach events were delivered, including presence at Armed Forces Day Portsmouth and Chalke Valley History Festival, with merchandise sales, donations, and supporter recruitment.
- "Walking Our War Graves – Normandy" virtual fundraiser raised over £8k in May, marking the 80th anniversary of D-Day and linking with wider CWGC commemorations.
- Two donation terminals were successfully installed at CWGC Visitor Centres in Ieper and Beaurains, supporting income development through contactless giving.
- The new Ieper Visitor Centre opened in July 2024, with Menin Gate lion replicas proving a best-selling commemorative item during the Remembrance period.
- Merchandise and Visitor Centre income reached £62k (gross), with £4k raised through sales and donations by Guides during D-Day 80 events in France.
- More CWGC-led programmes were supported than ever before, including:
    - Kenyan Oral Histories project – preserving untold stories of Commonwealth service personnel.
    - Speakers and Tour Guides Programme – delivering educational talks and guided visits across the UK.
    - Eyes On Hands On Programme – engaging volunteers in the care and monitoring of CWGC sites.
    - Archival film preservation – safeguarding historical footage for future generations.
    - Guides Programme – providing an opportunity for young people to engage with our history and keep the memories of the Commonwealth fallen alive through tours at some of our key sites in France and Belgium.
    - Menin Gate lighting – enhancing the visual impact of one of the CWGC's most iconic sites through improved architectural lighting.
    - For Evermore virtual platform – creating a space where the stories of those commemorated by the CWGC can be shared and accessed widely.
    - Tree planting – enhancing the commemorative environment and promoting sustainability.

The Foundation depends on support from the Commission, the Commission's volunteers and its own volunteers for their dedication and commitment to the delivery of the charitable activities.

Business Plan 2025-26

The Foundation's key deliverables in 2025/26 are planned to include:

Fundraising and Income Generation

- Deliver a major fundraising concert at Coventry Cathedral to support VE/VJ Day 80 commemorations and launch the CWGC For Evermore tour.
- Fundraise at For Evermore tour events, reaching new audiences across the UK and Europe.
- Launch the new CWGF Trading Company and open a café in Ieper, generating income and enhancing visitor experience.
- Continue the Legacy of Liberation (legacy giving) campaign, with updated materials and explore new marketing channels.
- Investigate and implement digital fundraising tools, including improved online donation journeys and contactless giving options.
- Enhance the online shop and broader website functionality to support merchandise income and supporter engagement.

Supporter Engagement and Membership

- Grow CWGF membership, while maintaining high renewal rates.
- Continue the successful CWG Chats series of online talks to retain and reward members.
- Launch a new corporate membership offering, diversifying support and reaching new audiences.
- Organise the annual Carol Service at the Guards' Chapel, continuing its growth as a key supporter event.
- Maintain a strong outreach presence at festivals and remembrance events, including history festivals.

Programme and Project Support

- Support more CWGC projects than ever before in the UK and internationally, including the Speakers and Tour Guides Programme, the Eyes On Hands On volunteering scheme, the Guides Programme, CWGC archival projects and education projects.
- Support the official unveiling of the restored Menin Gate and the opening of the new Ieper Visitor Centre, enhancing public awareness and engagement.
- Explore establishing a charity in Canada to grow local fundraising and deepen support for CWGC's international work.

Volunteers' policy

The Foundation encourages, welcomes, and recognises volunteers; educating and informing the wider public on the Commission's work having received training funded by MacRobert Trust for speakers and Tour Guides programme; and supporting core Foundation activity by freely lending their time and skills.

Remuneration policy for key management personnel

The Foundation's key management comprises the Trustees, the Chief Executive, the Director of the Foundation, and the Director of Fundraising; however, Trustees are unpaid, and the Chief Executive and the Director of the Foundation are not remunerated by the Foundation. The Foundation's approach and policy on remuneration follows that of the Commission, which is that remuneration levels are in line with median market pay data for the not-for-profit sector as established from salary survey and benchmark data.

Top Risks and Mitigation

The Foundation maintains a register of risks and their mitigation. Risks are categorised as Operational, Reputational, and Financial; mitigation measures are identified for each one. This register is monitored by management and the Trustees to ensure it is kept relevant and up to date.

The top risk under each category is:

- Operational: Overcommitment on project activity before funds are received – which is mitigated through business planning, comprehensive project management and KPI measurements.
- Reputational: Threat of cyber security breach/hacking/website malfunction - mitigated through staff training, internal IT expertise and resources and clear reporting guidelines.
- Financial: Insolvency – mitigated by having a reserves policy, financial controls, and reporting.

Reserve Policy

The Foundation's unrestricted reserves at 31 March 2025 are £315k. The Foundation has set a target of having six months payroll costs in reserve, a sum of £90k. Currently the balance is above this level.

The Foundation is currently dependent upon high value one off donations with a high proportion of these funds being paid out to grant fund projects. The largest set of costs to be met each year are fundraising costs, specifically salaries. The reserves held are available to be drawn down to cover when income decreases and to cover the fixed costs.

The £500k loan facility available from CWGC which can be drawn against, supports the management of short-term cash, which includes managing the expenditure of the Foundation. In line with the expectation for 2024, £100k was drawn against the loan. In the short term, there is currently no plan to pay back the loan and the required annual interest has been charged. The loan agreement pay-back period is by 31 March 2027.

Unless circumstances change, the Reserves Policy will be reviewed annually after the March year end.

Financial view for the year ended 31 March 2025

The financial accounts are prepared in line with best practice in the UK Charities sector (Accounting and Reporting by Charities: Statement of Recommended Practice (the "SORP")) and with FRS102. The Trustees consider it appropriate to confirm and prepare the financial statements on a going concern basis as a funding model is in place with CWGC.

The Foundation had its most successful year in terms of income generated for the year ending 31 March 2025. The largest increase in donations came from legacies. This increased from £129k in 2023/24 to £385k in 2024/25. The remaining types of unrestricted donations maintained at similar levels. Restricted donation income from grants doubled to £221k. This was all spent in the same financial year to fund projects delivered by the Commission. Income from the sale of merchandise has grown in 2024/25 as the offering in the UK, France and Belgium becomes more established.

Overall expenditure has increased, but direct fundraising costs remain at a similar level. The Support Services recharge has increased due to the allocation of Director time from the

Commission to the Foundation. Spend on the Foundations charitable activities has increased in line with the income from restricted grants.

The 2025/26 budget has been set to make a surplus. This will be closely monitored and updated throughout the year as there are now plans in place to expand the range of merchandise in shops.

This report was approved by the Trustees and signed on their behalf by:

Dame Judith Mayhew Jonas DBE

Chair of Trustees

2 September 2025

TRUSTEES' STATEMENT OF RESPONSIBILITIES

The Trustees are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and regulations.

The Charities Act 2011 requires the Trustees to prepare financial statements for each financial year. The Trustees have to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law), including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland. The Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charity and of the income and expenditure of the charity for that period. 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 (FRS 102)
- make judgments and accounting estimates that are reasonable and prudent
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions and 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.

Disclosure of information to auditor

The Trustees confirm that:

- so far as each Trustee is aware, there is no relevant audit information of which the charity's auditor is unaware.
- the Trustees have taken all the steps that they ought to have taken as Trustees in order to make themselves aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

Trustees

2 September 2025

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF THE COMMONWEALTH WAR GRAVES FOUNDATION

Opinion

We have audited the financial statements of the Commonwealth War Graves Foundation (the "charity") for the year ended 31 March 2025 which comprise the Statement of Financial Activities, the Balance Sheet, the Cashflow Statement and notes to the financial statements, including 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 2025 and of its incoming resources and application of resources, including its income and expenditure 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

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The trustees are responsible for the other information contained within the annual report. 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.

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 this gives rise to a material misstatement in the financial statements themselves. 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 and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 8, 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 liquidate the charity or 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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

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

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charity operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements, including financial reporting legislation and the Charity SORP (FRS 102), and local tax regulations. We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be necessary to the charity's ability to operate or to avoid a material penalty. Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We also considered the opportunities and incentives that may exist within the charity for fraud. We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of income and management override of controls. Our audit procedures to respond to these risks included enquiries of management, internal audit, legal counsel and the Audit & Risk Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals and income, reviewing regulatory correspondence with the Charity Commission and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it.

In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

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 auditor's 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.

Crowe U.K. LLP

Crowe U.K. LLP
Statutory Auditor
London, UK

25 September 2025

Statement of Financial Activities

	Note	Unrestricted Funds 2025 £	Restricted Funds 2025 £	Total 2025 £	Unrestricted Funds 2024 £	Restricted Funds 2024 £	Total 2024 £
Income from:							
Donations & Legacies	1a	652,711	220,750	**873,461**	378,670	109,961	488,631
Charitable Activities	1b	114,503	-	**114,503**	69,423	1,650	71,073
Other Trading Activities	1c	79,574	-	**79,574**	56,419	-	56,419
Total Income		846,788	220,750	**1,067,538**	504,512	111,611	616,123
Expenditure on:							
Fundraising costs	2	497,174	-	**497,174**	361,389	-	361,389
Charitable Activities	2	110,500	220,750	**331,250**	106,440	126,611	233,051
Total expenditure		607,674	220,750	**828,424**	467,829	126,611	594,440
Net income		239,114	-	**239,114**	36,683	(15,000)	21,684
Other recognised gains/(losses)		-	-	**-**	-3,659	-	(3,659)
Net movement in funds		239,114	-	**239,114**	33,024	(15,000)	18,024
Reconciliation of funds							
Total funds brought forward		75,456	-	**75,456**	42,432	15,000	57,432
Net movement in funds		239,114	-	**239,114**	33,024	(15,000)	18,024
Total funds carried forward		314,570	-	**314,570**	75,456	-	75,456

All amounts relate to continuing activities. The accompanying accounting policies and notes on pages 18 to 27 form part of these financial statements.

Balance Sheet

	Note	Unrestricted Funds 2025 £	Restricted Funds 2025 £	Total 2025 £	Unrestricted Funds 2024 £	Restricted Funds 2024 £	Total 2024 £
Current assets							
Stock	4	30,948	-	**30,948**	13,376	-	13,376
Cash at bank and in hand		378,330	-	**378,330**	194,356	-	194,356
Debtors: amounts falling due within one year	5	60,449	-	**60,449**	17,380	-	17,380
		469,727	-	**469,727**	225,112	-	225,112
Creditors: amounts falling due within one year	6	47,715	-	**47,715**	43,492	-	43,492
Net current assets		422,012	-	**422,012**	181,620	-	181,620
Creditors: amounts falling due after more than one year	6	107,442	-	**107,442**	106,164	-	106,164
Net Assets		314,570	-	314,570	75,456	-	75,456
Funds of the Foundation							
Unrestricted funds	7	314,570	-	**314,570**	75,456	-	75,456
Restricted funds	7	-	-	**-**	-	-	-
		314,570	-	**314,570**	75,456	-	75,456

The financial statements were approved by the Trustees on 2 September 2025 and were signed on their behalf by

Trustee Judith Mayhew Jonas Trustee

All amounts relate to continuing activities. The accompanying accounting policies and notes on pages 18 to 27 form part of these financial statements.

Cashflow Statement

	Unrestricted Funds 2025 £	**Restricted Funds 2025 £**	**Total 2025 £**	Unrestricted Funds 2024 £	Restricted Funds 2024 £	Total 2024 £
Net cash provided by/(used in) operating activities						
Net income	239,114	-	**239,114**	33,024	(15,000)	18,024
Decrease/(increase) in inventories	(17,572)	-	**(17,572)**	(515)	-	(515)
Decrease/(increase) in debtors	(43,069)	-	**(43,069)**	3,466	-	3,466
(Decrease)/increase in creditors	4,223	-	**4,223**	(8,419)	-	(8,419)
(Decrease)/increase in intergroup balance with CWGC	1,278	-	**1,278**	98,898	-	98,898
Net cash provided by/(used in) operating activities	183,974	-	**183,974**	126,454	(15,000)	111,454
Increase/(decrease) in cash	183,974	-	**183,974**	126,454	(15,000)	111,454

	2025 £	2024 £
Movement in cash and cash equivalents	**183,974**	111,454
Cash and cash equivalents at 1 April	**194,356**	82,902
Cash and cash equivalents at 31 March	**378,330**	194,356

All amounts relate to continuing activities. The accompanying accounting policies and notes on pages 18 to 27 form part of these financial statements.

ACCOUNTING POLICIES

The principal accounting policies and judgements used in the preparation of the financial statements are:

Basis of Accounting

The Trustees' Report and accompanying financial statements have been produced in accordance with the Accounting and Reporting by Charities: Statement of Recommended Practice (SORP), applicable to entities preparing their financial statements in accordance with FRS102, and applicable United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice (GAAP) including FRS102). The Foundation meets the definition of a public benefit entity under FRS102. The functional currency is sterling.

The Commonwealth War Graves Commission is the sole member of the Commonwealth War Graves Foundation (Registered charity number 1171947). These financial statements are therefore also consolidated in the results of the Commission on a line-by-line basis.

Going Concern

The financial statements have been prepared on a going concern basis. The Foundation's financial statements are in a net asset position of £315k at 31 March 2025 (2024 - £75k). The Foundation currently has cash balances of £378k (2024 - £194k). The Foundation expects its membership, donations, and other income to both continue and grow over the medium term, as the charity increases its ability to both identify and attract new sources of grant and charitable funding.

In the year to 31 March 2024, the Foundation has drawn down £100k on the loan facility from the Commission. The repayment date for loan balances is by 31 March 2027.

On the basis set out above, the Foundation is a going concern for a period of at least 12 months from the date of approval of these financial statements.

Fund accounting

The Foundation holds unrestricted and restricted funds. Unrestricted income funds comprise those funds which the Trustees are free to use at their discretion in furtherance of the objectives of the Foundation. Restricted funds are subject to specific restrictions imposed by the donors.

Income recognition

Income is recognised once the Foundation has entitlement to the income, it is probable that the income will be received, and the amount can be measured reliably. Income from the sale of goods is recognised at the time of sale/payment.

Donations and Legacies

Donations received are recognised on a cash basis. Legacies are included in the statement of financial activities when the charity is entitled to the legacy, the executors have established that there are sufficient surplus assets in the estate to pay the legacy, and any conditions attached to

the legacy are within the control of the charity. Entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised, and notification has been made by the executor to the charity that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably.

Supporter membership scheme income

Income from the supporters' membership scheme is treated and recognised as a donation when the amount of income receivable can be measured reliably.

Donated services, facilities, and goods

The Foundation receives services, facilities, and goods free of charge in support of its finance, human resources, legal, management and operational activities including marketing activities. The value of these is recognised as donated services.

Donated services and facilities received free of charge are shown as donations in kind and recognised in income with an equivalent amount recognised as an expense under charitable costs. The valuation attributed to these donations is as follows: the Foundation has been allocated 5% of the running costs of both the Ieper Information Centre and the Beaurains Visitor Centre, 0.5% of CWGC's total applicable back-office support costs and 100% of the staff costs for the dedicated finance and 50% for social media support.

Donations of book stocks from the Commission are recognised in the period that they are received.

Grant Funding

Funding from organisations supporting the Foundation's objectives is treated as restricted funds and shown separately in the statement of financial activities where this is mandated by the grant agreements. The full income is recognised in the year in which the Foundation becomes fully entitled to receive it.

Recognition of expenditure

All expenditure is accounted for in the statement of financial activities on an accrual basis. The Foundation's expenditure is analysed between fundraising costs and charitable activities.

Expenditure on raising funds

Expenditure on raising funds includes the costs to manage the supporter scheme, marketing, and promotion costs to raise income, other direct costs attributable to raising funds including a portion of the donated in-kind support cost from the CWGC. The resources expended on raising funds include 75% of staff costs for those individuals responsible for fundraising. The cost of donations in-kind costs includes administrative support, finance support and other donated costs. These three cost areas are allocated between expenditure on raising funds and expenditure on charitable activities. The following proportion of the donations in kind are allocated to expenditure on raising funds; Administrative support 75%, finance support 50%, other costs 50%.

Expenditure on charitable activities

Expenditure on charitable activities includes: all expenditure relating to the charitable activities of the Foundation; resources expended on managing and administering the charity the direct cost of delivering the charitable activities; grants payable; and a portion of the donated in-kind support cost from the CWGC. The costs of donations in-kind are apportioned across expenditure on raising funds and expenditure on charitable activities. Donations in kind costs include administrative support, finance support and other donated costs. These three cost areas are allocated between expenditure on raising funds and expenditure on charitable activities. The following proportion of the donations in kind are allocated to expenditure on charitable activities; Administrative support 25%, finance supports 50% and other costs 50%.

Charitable activities are currently associated with two activities: Advancing public education on First and Second world wars and promoting and supporting activities undertaken by CWGC. The total cost of the expenditure on charitable activities is apportioned 50:50 to these activities.

Governance costs

Governance costs represent direct expenditure incurred by, or on behalf of, the Foundation, for external audit and legal costs.

Other recognised Gain/losses

The expenditure within other gains and losses relates to exchange differences.

Inventory

Cost for the stock of merchandise is included in current assets. Merchandise, directly purchased by the Foundation's Belgian and French branches, is valued at cost. Merchandise at head office for on-line sales is valued at cost. The Commission's historic stock of books and maps has been donated to the Foundation free of charge.

Provisions

Provisions for future liabilities are recognised if there is a legal or constructive financial obligation that can be readily estimated and for which there is a reasonable expectation that payment will be made.

Foreign currencies

Transactions in foreign currencies are translated at the monthly average exchange rate. Currency balances at the year-end are translated at the year-end rate. The net exchange loss was £0, (2024: £3.6k).

Operating leases

The Foundation currently has no operating leases. Rent is not currently charged for Foundation engagement activities conducted at Commission locations, i.e., the Ieper Information Centre and

French Visitor Centre. The use of the Information and Visitor Centres is donated in kind by the Commission and is accounted for under donations and expenditure in kind.

Value Added Tax (VAT)

The Foundation's trading activities have not yet reached the VAT thresholds in the UK, France, or Belgium and therefore it is not currently required to register for VAT.

Estimates

Where contractual revenue cannot be allocated with certainty, but is related to the current financial period, an estimate of the income is booked within the financial statements based on the anticipated completion value. Costs are allocated on an accruals basis for costs incurred within the current financial period.

Judgements

Membership income is recognised in the month it is received rather than being amortised over the twelve-month subscription period. This revenue recognition approach has been adopted because the membership fee is in substance a donation and no substantive benefits accrue to members and no refunds are made.

NOTES TO THE FINANCIAL STATEMENTS

1. Income

a. Donations including legacies and grants

Donations – unrestricted	**2025**	2024
	£	£
Donations - received at Head Office	**115,021**	125,872
Legacies - received at Head Office*	**384,802**	128,560
Donations - Belgium, Ieper Information Centre (IC)	**4,135**	5,159
Donations - France, Beaurains Visitor Centre (VC)	**6,527**	4,466
Gift Aid - Claims from donations	**6,315**	1,958
Donations in kind - valued cost for services from CWGC	**135,910**	112,655
	652,711	378,670

* Of the total legacies received, £290,382 (2024: £75,560) was paid from the CWGC to the CWGF and £94,401 (2024: £53,000) was received directly to the CWGF.

Donations – restricted	**2025**	2024
	£	£
Post Office - Speakers programme	**15,000**	20,000
Post Office - For Evermore	**60,000**	-
Post Office - Heritage trails	**-**	2,000
Post Office - Stories portal	**-**	49,997
Hugh M Tarbutton Jr - Guides programme	**-**	7,964
Acre properties -Tanzanian Oral History	**-**	5,000
Acre properties - Bayeux lighting	**-**	25,000
MacRobert Trust - Speakers & Tour Guides	**49,750**	-
Maple Leaf Trust - EOHO, Speakers, Tour Guides & Trees	**20,000**	-
Menin Gate Donation	**50,000**	-
Other Grants	**26,000**	-
	220,750	109,961

b. Charitable activities

	2025	2024
	£	£
Investment income	**14,556**	5,417
Membership income	**67,062**	59,257
Membership income - gift aid	**11,885**	4,249
Income from sponsorship	**21,000**	500
	114,503	69,423

c. Trading activities

	2025	2024
	£	£
Ticket sales events	**17,874**	10,017
Merchandise sales	**39,772**	12,140
Books	**10,081**	18,742
Sale of wreaths	**6,750**	9,687
Tour & coach fees - Beaurains, France	**2,834**	2,925
School & university visits - Beaurains, France	**2,263**	2,908
	79,574	56,419

2. Expenditure on raising funds

a. Fundraising costs

	Staff Costs	Other Costs	**Total 2025**	Staff Costs	Other Costs	Total 2024
	£	£	**£**	£	£	£
Fundraising costs	179,156	182,108	**361,264**	142,797	158,144	300,941
Support services recharge	104,957	30,953	**135,910**	45,213	15,235	60,448
	284,113	213,061	**497,174**	188,010	173,379	361,389

b. Charitable activities

	Unrestricted	Restricted	**Total 2025**	Unrestricted	Restricted	Total 2024
	£	£	**£**	£	£	£
Advancing public education on the First and Second World Wars	55,250	220,750	**276,000**	53,220	126,611	179,831
Promoting and supporting activities undertaken by CWGC	55,250	-	**55,250**	53,220	-	53,220
	110,500	220,750	**331,250**	106,440	126,611	233,051

3. Governance costs

	2025	2024
	£	£
Fees payable for the audit of financial statements	**6,840**	5,580
Professional fees in branches in Belgium & France	**236**	894
	7,076	6,474

These amounts are inclusive of VAT.

4. Stock of merchandise

	2025	2024
	£	£
Books and Maps	**2,653**	3,177
Merchandise - stationery, badges & pins	**28,295**	10,199
	30,948	13,376

5. Debtors – amounts falling due within one year

	2025	2024
	£	£
Prepayments	**5,791**	2,617
Accrued Donations	**1,872**	6,130
Intergroup balance owed by Commonwealth War Graves Commission	**52,786**	8,632
	60,449	17,380

6. Creditors

Creditors: amounts falling due within one year

	2025	2024
	£	£
Trade creditors	**9,537**	16,773
Trade accruals	**27,306**	17,073
Other creditors	**10,872**	9,646
	47,715	43,492

Creditors: amounts falling due after more than one year

	2025	2024
	£	£
Loan balance owed to Commonwealth Ware Graves Commission	**100,000**	100,000
Interest	**7,442**	6,164
	107,442	106,164

7. Retained funds

	Brought forward 01/04/2024	Income	Expenditure	Carried forward 31/03/2025
	£	£	£	£
Restricted funds				
Eyes On Hands On:				
29th May 1961 Charitable Trust	-	5,000	5,000	-
Medlock Trust	-	5,000	5,000	-
Maple Leaf	-	18,000	18,000	-
Speakers & Tour Guides:				
Post Office Remembrance Fellowship (PORF)	-	15,000	15,000	-
McCorquodale Charitable Trust	-	5,000	5,000	-
MacRobert Trust	-	49,750	49,750	-
For Evermore: PORF	-	60,000	60,000	-
Menin Gate Donation	-	50,000	50,000	-
Film Freezing: William Delafield Charitable Trust	-	5,000	5,000	-
Other amounts less than £5,000	-	8,000	8,000	-
Total restricted funds	-	220,750	220,750	-
Unrestricted funds	75,456	846,788	607,674	314,570
Total funds	**75,456**	**1,067,538**	**828,424**	**314,570**

	Brought forward 01/04/2023	Income	Expenditure	Carried forward 31/03/2024
	£	£	£	£
Restricted funds				
Interns	15,000	-	(15,000)	-
Post Office - Speakers Programme	-	20,000	(20,000)	-
Post Office - Heritage Trials	-	2,000	(2,000)	-
Post Office - Stories Portal	-	49,997	(49,997)	-
Lawson Trust - Highlighting Hawkinges's Heroes	-	1,650	(1,650)	-
M Tarbutton JR - Guides Programme	-	7,964	(7,964)	-
Acre Properties - Tanzanian Oral Histories Project	-	5,000	(5,000)	-
Acre Properties - Bayeux Lighting	-	25,000	(25,000)	-
Total restricted funds	15,000	111,611	(126,611)	-
Unrestricted funds	42,432	504,512	(471,488)	75,456
Total funds	**57,432**	**616,123**	**(598,099)**	**75,456**

The Eyes On Hands On programme allows volunteers across the country to reconnect with history and heritage on their doorstep and help the Commission ensure that war graves are clean and well-tended.

Speakers and Tour Guides helps support the cost of volunteers providing talks and guided tours across the UK.

For Evermore is about Stories of the Fallen and is a combination of an online portal to search for stories and supported by a mobile exhibition that is travelling the UK to share stories with the public.

Film Freezing is a project with the National Conservation Service (NCS) to freeze important archival film for long term storage. A variety of films and negatives will be frozen to preserve them at the NCS facility in Oxfordshire.

8. Staff costs

In 2025 the Foundation had four employees (2024: three). One employee earned between £70,000 and £80,000 (2024: no employees earned over £60,000).

Key management personnel comprise the Trustees and the Chief Executive, none of whom receive any remuneration from the Foundation. The Director of the Foundation cost is incorporated within the Donated Support Service cost. Staff costs are set out below:

	2025	2024
	£	£
Wages & Salaries	**142,754**	160,445
Social security costs	**14,433**	16,547
Pension contributions	**12,668**	13,807
Staff costs - donated from CWGC	**104,957**	88,907
	274,812	279,706

9. Support services and facility costs

	2025	2024
	£	£
Facilities in France & Belgium	**15,385**	13,368
Legal, Marketing etc	**15,568**	17,103
Payroll for Finance & Management	**104,957**	82,184
	135,910	112,655

10. Related party transactions

The parent organisation and controlling party of the Foundation is the CWGC. Consolidated accounts for the group are available on the Commission's website. The Foundation has, as its sole member, the CWGC. Material transactions comprised:

- The Foundation was owed £52k by the Commission for the intergroup ('current account') balance (2024: £8k) at the year-end. The Foundation's loan draw down remains at £100k from the loan facility provided from the Commission. Including interest, the loan account balance at 31 March 2025 was £107k (2024: £106k).

- £331k was paid over to the Commission during the year to fund specific projects. Of this, £221k was from Restricted Donations (2024: £127k), with £110k being donated from Unrestricted Funds (2024: £106k).
- During the year legacies totalling £290k were paid from CWGC to CWGF.
- Back-office support and services are donated by the Commission to the Foundation free of charge. These were valued at £135k (2024: £113k).
- In 2025 three (2024: three) Trustees have Foundation memberships. The amounts received from these trustees were £108 (2024: £112). One Trustee paid for two years membership in July 2023 to cover 2023/24 and 2024/25.
- Other donations from Trustees totalled £6,695 (two Trustees), 2024 £5,000 (one Trustee).
- In 2025 no Trustees claimed any expenses. In 2024 one Trustee claimed £190 for attendance at Trustee meetings.

THE COMMONWEALTH WAR GRAVES FOUNDATION

England & Wales - Charity number 1171947

Accounts

COMMONWEALTH WAR GRAVES FOUNDATION

ANNUAL REPORT
FOR THE YEAR ENDED

31 MARCH 2024

CHARITY REGISTRATIONS
ENGLAND AND WALES 1171947
SCOTLAND SC051982
BELGIUM 0689.787.289
FRANCE 850 666 645 00013

COMMONWEALTH WAR GRAVES FOUNDATION

Financial Statements
for the year ended 31 March 2024

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Reference and Administrative Details - Trustees, Executives and Advisors for the year ended 31 March 2024

Trustees:	Dame Judith Mayhew Jonas DBE (Chair)
	Mr Gerald Allison (appointed 5 September 2023)
	Major General Alastair Bruce KStJ OBE VR
	Mr Julian Evans
	The Hon Kevan Jones MP
	Sir Adrian Alastair Montague CBE
	Captain Jay Singh-Sohal VR
	Mr Christopher Walsh (appointed 5 September 2023)
Chief Executive:	Claire Horton CBE
Director of the Foundation:	Michele Jennings
Executive Director:	John Grain (resigned May 2023)
Registered Office:	2 Marlow Road, Maidenhead, Berkshire, SL6 7DX
Bankers:	HSBC, The Boulevard, Crawley, West Sussex, RH10 1UT
	BNP Paribas Fortis, Korte Torhoutstraat 1, 8900 Ieper
	BNP Paribas, Centre d'Affaires Nord de France Entreprises, 140, Parvis de Rotterdam, 59777 Lille
Auditors:	Buzzacott LLP, 130 Wood Street, London, EC2V 6DL

Trustees' Report
for the year ended 31 March 2024

A MESSAGE FROM OUR CHAIR

The Commission's charitable arm, the Commonwealth War Graves Foundation continued to expand its activities during the year.

An exciting new project was launched just before Remembrance Day thanks to donor support, our new digital portal, *For Evermore: Stories of the Fallen.* It allows individuals, communities, families, and researchers to contribute stories, photos, and other ephemera of those that the CWGC commemorates. Importantly, this is linked to the CWGC (verified) Casualty Database records, creating a rich repository of information that is available to all.

Our volunteer Speakers and Tour Guides Programme continued to go from strength to strength thanks to generous donations, allowing us to recruit and train volunteers to provide free talks and tours all over the UK. Over the course of the year, we gave 843 talks and tours, engaging over 30,000 people, many of them young people.

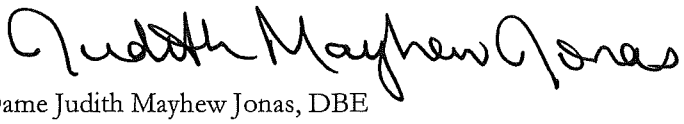
This year ten young people participated in our Guides programme, which took place over the summer in Belgium and France. The Guides offer free talks and tours to visitors to some of our most iconic sites, including Tyne Cot cemetery and the Thiepval Memorial.

Membership of the Foundation has continued to grow throughout the year, and we were delighted to welcome members to Head Office for a special day of talks in October.

The Foundation hosted several other successful events throughout the year, including our annual Evening at Brookwood in July. We were joined by close to three hundred guests for an evening of music and commemoration at the beautiful Brookwood military cemetery. Later in the year we celebrated a donation to install new lighting at our Runnymede Air Forces memorial with a well-attended event that coincided with the 70th anniversary of the unveiling of the memorial. We also held our second annual Carol Service in the wonderful candlelit setting of the Royal Military Chapel in London, with guests Gyles Brandreth and Dr Hilary Jones.

As the 80th anniversary of D-day and the liberation of Europe approaches, we have plans to engage and educate many more people – especially the young – with the work of the Commonwealth War Graves Commission (CWGC) and the inspiring stories of the men and women we commemorate.

In closing, I would like to record my grateful thanks to my fellow Trustees for their welcome guidance, support, and contributions over the last year.



Dame Judith Mayhew Jonas, DBE

Chair of Trustees

Trustees' Report
for the year ended 31 March 2024

Introduction

The Trustees present their report and accounts, for the Foundation's sixth operational year, ending on 31 March 2024.

Structure and Governance

The Commonwealth War Graves Foundation ("the Foundation" or "CWGF") is a Charitable Incorporated Organisation (CIO), governed by its Constitution, as registered on 8 March 2017, and subsequently amended on 6 May 2017. The Foundation is registered with the Charity Commission of England & Wales (charity registration number 1171947). The Foundation has also established and registered branches in: Belgium (enterprise number 0689.789.289), and in France (Siret number 850 666 645 00013), governed under the same constitution. On 6 September 2022, the Foundation registered with the Scottish Charity Regulator (OSCR registration number SC051982).

The Commonwealth War Graves Commission ("the Commission" or "CWGC"), an organisation established by Royal Charter in May 1917, is the sole member of the Foundation. The Foundation is a subsidiary of the Commission. The Commission is not a charity as its purposes are not exclusively charitable.

Members of the Foundation's Board of Trustees are appointed by the Commission; the majority of the Foundation's Trustees are not Commissioners. The Foundation's Chief Executive also serves as the Commission's Director General.

Four Trustee meetings took place during the year.

New Trustees' induction is provided by meetings with the Foundation's Chief Executive alongside meetings with members of the Commission's senior management team.

Objectives and activities

The objectives of the Foundation are:

(a) To promote and support the maintenance and upkeep of graves, cemeteries, buildings and memorials for the burial and commemoration of members of the naval, military and armed forces from countries of the Commonwealth who were killed during the First Word War or the Second World War anywhere in the world, in particular (but without limitation) through the support of charitable activities undertaken by the Commonwealth War Graves Commission;

(b) To advance citizenship among the people of the Commonwealth through the commemoration of members of the naval, military, and armed forces from countries of the Commonwealth who were killed during the First World War and the Second World War; and

(c) To advance the education of the public, especially young people, in the history of the First World War and the Second World War. In particular (but without limitation) through advancing education in the lives of those commemorated by the Commonwealth War Graves Commission and in the history of the cemeteries, buildings and memorials maintained by the Commonwealth War Graves Commission.

The Foundation's strategic objectives are:

- the building of public engagement programmes engaging the wider community in the story of our common sacrifice and shared history initially focussed around sites and war graves in the UK.
- the creation of educational resources and a programme of educational support and activities; and
- the development and sponsorship of internship programmes for youth guides from the Commonwealth, at the Commission's main sites in Belgium and France.

The Trustees confirm that they have referred to the guidance published by the Charity Commission in regard to public benefit when reviewing the Foundation's objectives and planning future activities.

Activities and Achievements

The Foundation made progress in the following areas:

- Grew membership supporter numbers to 1,770.
- Delivered over 843 talks and public tours from trained volunteers in the Speakers & Tour Guides Programme and via CWGC Public Engagement Co-ordinators.
- One cohort of Guides spent three months working at sites in Belgium and France helping with research and providing tours for visitors.
- Two major fundraising events took place: An Evening at Brookwood and the second annual Carol Service at the Royal Guards' Chapel in London.
- The Foundation depends on the support from the Commission, the Commission's volunteers and its own volunteers for their dedication and commitment to the delivery of the charitable activities. In the year, 2,196 volunteers gave their time and energy, an estimated 24,897 hours, with an estimated value of £261.4k.

Business Plan 2024-25

The Foundation's key deliverables in 2024/25 are planned to include:

- Developing new outreach and education programmes in partnership with the CWGC.
- Further improvements in engaging with supporters and growing membership, in order to fund the running costs of the Foundation.
- Repeating major events at Brookwood and the Royal Guards' Chapel and introducing new events including in France and Belgium.
- Installing contactless donation stations in the Visitors Centre in France and the Information Centre in Belgium.

- Further developing income streams from donations, and surpluses from the sale of new and updated merchandise at the Commission's Ieper Information Centre and French Visitor Centre.

- Creating a series of Torch of Liberation commemoration events throughout the United Kingdom, Canada, Normandy and Europe as part of a sustained programme of public engagement to mark the 80th anniversary of D-Day and the personal stories of those who lie in the care of CWGC with the engagement of young people including Guides, media coverage and public awareness of CWGC future roles.

Volunteers' policy

The Foundation encourages, welcomes, and recognises volunteers; educating and informing the wider public on the Commission's work through for Speakers and Tour Guides programme; and supporting core Foundation activity by freely lending their time and skills.

Remuneration policy for key management personnel

The Foundation's key management comprises the Trustees, the Chief Executive, and the Director of the Foundation; however, Trustees are unpaid, and the Chief Executive and the Director of the Foundation (since July 2023 for the Director) are not remunerated by the Foundation. During the year under review the Foundation reduced the number of employees to three employees (two full-time and one part-time), with recruitment for a third full-time employee ongoing. The Foundation's approach and policy on remuneration follows that of the Commission, which is that remuneration levels are in line with median market pay data for the not-for-profit sector as established from salary survey and benchmark data. Whilst the Foundation was first registered in 2017, intervening events such as the Covid-19 pandemic meant its ability to become established was delayed, and whilst it is building its support from donors and funders, it continues to need back-office support from the CWGC for the foreseeable future.

Top Risks and Mitigation

The Foundation maintains a register of risks and their mitigation. Risks are categorised as Operational, Reputational, and Financial; mitigation measures are identified for each one. This register is monitored by management and the Trustees to ensure it is kept relevant and up to date.

The top risk under each category is:

Operational: Overcommitment on project activity before funds are received – which is mitigated through business planning, comprehensive project management and KPI measurements.

Reputational: Threat of cyber security breach/hacking/website malfunction - mitigated through staff training, internal IT expertise and resources and clear reporting guidelines.

Financial: Insolvency – mitigated by having a reserves policy, financial controls, and reporting.

Reserves

The Foundation's unrestricted reserves at 31 March 2024 were £75k. The total restricted balance was granted to the Commission to complete the project work in this financial year 24/25. The Foundation has set reserves target of £48k of unrestricted reserves. This level of reserve is considered sufficient to cover the costs arising on the windup of the Foundation and would:

- Cover the redundancy costs of the Foundation's employees; and

- Make provision for early termination of any other contracts currently in place.

Trustees' Report
for the year ended 31 March 2024

At 31 March 2024, available unrestricted reserves of £75.5k are higher than the target of £48k by 56.25% to support the agreed Foundation budget for 2025 and with the £500k loan facility commitment from CWGC, the trustees are comfortable with the level of reserves held.

The £500k loan facility available from CWGC which can be drawn against, this supports any short-term cash issues which includes managing the expenditure of the Foundation. In line with the expectation for 2024, £100k was drawn against the loan. In the short term, there is currently no plan to pay back the loan and the required annual interest has been charged. The loan agreement pay-back period is by 31 March 2027.

Financial results for the year ended 31 March 2024

The Foundation's income for the year ended 31 March 2024 was £616k comprising unrestricted income of £504k and £112k of restricted income. Over 75% of unrestricted income, £379k, came from donations, legacies and donated services with the remainder from the Supporters' Scheme, £64k, bank interest of £5k and trading income from retail activities of £56k. Restricted income comprised £110k of donations £72k from the Post Office for three projects, including the Speakers and Tour Guides programme and Stories Portal, £30k from Acre properties for two projects, including Bayeux lighting and £8k for the guides programmes. A grant of £1.6k from The Lawson Trust for the Hawkinge's Heroes project.

Costs of £594k were incurred. Key expenditure items were grants to CWGC of £127k to support the Speakers and Tour Guides Programme, Stories Portal, Bayeux Lighting, and Guides programmes; staffing costs of £279k; £168k for direct and supporter scheme costs, along with £20k incurred on marketing, web sites costs and professional costs.

The outcome was a surplus of £18k (2023 – deficit of £396k), made up of a £33k unrestricted surplus (2023 - £58k deficit) and a £15k restricted deficit (2023 – deficit of £338k). The surplus is £18k more favourable than the break-even budget.

The intergroup balance (net) between the Foundation and the Commission was £8.6k at the year-end (2023 £ (1.3k)). The balance sheet stock value of £13k comprised gift items, books, maps, and pins. A provision has been made for slow-moving stock. Bank balances at the year-end were £194k (2023 -£82k) all of which was unrestricted.

The 2024/25 budget anticipates a break-even position for the Foundation which will be funded from in year trading.

This report was approved by the Trustees on 10 September 2024 and signed on their behalf by:

Judith Mayhew Jonas

Dame Judith Mayhew Jonas DBE

Chair

Date 10th September 2024

Trustees' Responsibilities Statement for the year ended 31 March 2024

The Trustees are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and regulations.

The Charities Act 2011 requires the Trustees to prepare financial statements for each financial year. The Trustees have to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law), including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland. The Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charity and of the income and expenditure of the charity for that period. In preparing these financial statements, the Trustees are required to:

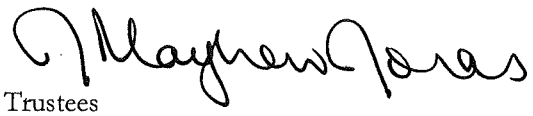
- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions and 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.

Disclosure of information to auditor

The Trustees confirm that:

- so far as each Trustee is aware, there is no relevant audit information of which the charity's auditor is unaware; and
- the Trustees have taken all the steps that they ought to have taken as Trustees in order to make themselves aware of any relevant audit information and to establish that the charity's auditor is aware of that information.



Trustees
Dame Judith Mayhew Jonas DBE
Date: September 2024

Independent auditor's report to the Trustees of Commonwealth War Graves Foundation

Opinion

We have audited the accounts of Commonwealth War Graves Foundation (the 'charity') for the year ended 31 March 2024 which comprise the statement of financial activities, the balance sheet, the statement of cash flows, the principal accounting policies, and the notes to the accounts. 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 accounts:

- give a true and fair view of the state of the charity's affairs as at 31 March 2024 and of its income and expenditure 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 accounts section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the accounts 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

In auditing the accounts, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the accounts is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least twelve months from when the accounts are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

Independent auditor's report to the Trustees of Commonwealth War Graves Foundation

Other information

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

In connection with our audit of the accounts, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the accounts, 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 accounts 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 Act 2011 requires us to report to you if, in our opinion:

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

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement, the Trustees are responsible for the preparation of the accounts 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 accounts that are free from material misstatement, whether due to fraud or error.

In preparing the accounts, 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 liquidate the charity or to cease operations, or have no realistic alternative but to do so.

Independent auditor's report to the Trustees of Commonwealth War Graves Foundation

Auditor's responsibilities for the audit of the accounts

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 accounts 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 accounts.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities, and skills to identify or recognise non-compliance with applicable laws and regulations;
- we obtained an understanding of the legal and regulatory frameworks that are applicable to the charity and determined that the most significant frameworks which are directly relevant to specific assertions in the financial statements are those that relate to the reporting framework (Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Charities Act 2011) and those that relate to data protection (General Data Protection Regulation).
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the charity's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to their knowledge of actual, suspected, and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias;
- used data analytics to investigate the rationale behind any significant or unusual transactions;
- tested authorisation controls on expenditure items, ensuring all expenditure was approved in line with the charity's financial procedures.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with

laws and regulations to enquiry of the Trustees and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

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

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 auditor's 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.

Buzzacott LLP

Buzzacott LLP
Statutory Auditor
130 Wood Street
London
EC2V 6DL

Date: 11 October 2024

Buzzacott LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

Statement of Financial Activities for the year ended 31 March 2024

	Note	Un-restricted Funds 2024 £	Restricted Funds 2024 £	Total 2024 £	Un-restricted Funds 2023 £	Restricted Funds 2023 £	Total 2023 £
Income from:							
Donations & Legacies	1	378,670	109,961	**488,631**	238,031	55,000	293,031
Charitable Activities							
Grants receivable	2	-	1,650	**1,650**	-	-	-
Supporter Scheme Income	3	64,006	-	**64,006**	56,863	-	56,863
Investment Income	4	5,417	-	**5,417**	2,561	-	2,561
Other Trading Activities	5	56,419	-	**56,419**	52,237	-	52,237
Total Income		504,512	111,611	**616,123**	349,692	55,000	404,692
Expenditure on:							
Raising funds							
Fundraising costs	6	361,389	-	**361,389**	316,165	-	316,165
Charitable Activities	7	106,440	126,611	**233,051**	93,264	392,683	485,947
Total expenditure		467,829	126,611	**594,440**	368,659	392,683	802,111
Net income / (expenditure)		36,683	(15,000)	**21,684**	(59,737)	(337,683)	(397,420)
Other recognised (losses) and gains	8	(3,659)	-	**(3,659)**	1,561	-	1,561
Net movement in funds		33,024	(15,000)	**18,024**	(58,176)	(337,683)	(395,859)
Reconciliation of funds							
Total funds brought forward	14	42,432	15,000	**57,432**	100,608	352,683	453,291
Net movement in funds	14	33,024	(15,000)	**18,024**	(58,176)	(337,683)	(395,859)
Total funds carried forward	14	75,456	-	**75,456**	42,432	15,000	57,432

All the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above.

The accompanying accounting policies and notes on pages 16 to 27 form an integral part of these financial statements.

Balance Sheet
as at 31 March 2024

	Note	Unrestricted Funds 2024 £	Restricted Funds 2024 £	Total 2024 £	Unrestricted Funds 2023 £	Restricted Funds 2023 £	Total 2023 £
Current assets							
Stock	10	13,376	-	**13,376**	12,861	-	12,861
Cash at bank and in hand		194,357	-	**194,357**	67,902	15,000	82,902
Debtors: amounts falling due within one year	11	17,380	-	**17,380**	12,214	-	12,214
		225,112	-	**225,112**	92,977	15,000	107,977
Creditors: amounts falling due within one year	12	(43,492)	-	**(43,492)**	(50,545)	-	(50,545)
Net current assets		181,620	-	**181,620**	42,432	15,000	57,432
Total assets less current liabilities		181,620	-	**181,620**	-	-	-
Creditors: amounts falling due after more than one year	13	(106,164)	-	**(106,164)**	-	-	-
Total assets less long-term current liabilities		75,456	-	**75,456**	42,432	15,000	57,432
Net assets		75,456	-	**75,546**	42,432	15,000	57,432
Funds of the Foundation							
Unrestricted funds	14	75,456	-	**75,456**	42,432	-	42,432
Restricted funds	14	-	-	**-**	-	15,000	15,000
		75,456	-	**75,456**	42,432	15,000	57,432

The financial statements were approved by the Foundation's Trustees on 10 September 2024 and were signed on their behalf by:

Chair
Date 10th September 2024

Dame Judith Mayhew Jonas DBE

Chief Executive
Date 10th September 2024

Claire Horton CBE

Charity Number 1171947

The accompanying accounting policies and notes on pages 16 to 27 form an integral part of these financial statements.

Statement of Cash Flows
for the year ended 31 March 2024

	Un-restricted Funds	Restricted Funds	Total	Un-restricted Funds	Restricted Funds	Total
	2024	2024	2024	2023	2023	2023
	£	£	£	£	£	£
Net cash provided by/ (used in) operating activities						
Net income / (expenditure)	33,024	(15,000)	**18,024**	(58,176)	(337,683)	(395,859)
(Increase) in inventories	(515)	-	**(515)**	(923)	-	(923)
Decrease/(increase) in debtors	3,466	-	**3,466**	(7,345)	-	(7,345)
(Decrease)/ increase in creditors	(8,419)	-	**(8,419)**	24,548	(1,961)	22,587
(Decrease) in intergroup balance with CWGC	98,898	-	**(98,898)**	(7,936)	(2,768)	(10,704)
Net cash provided by / (used in) operating activities	126,455	(15,000)	**111,455**	(49,832)	(342,412)	(392,244)
Increase/ (Decrease) in cash	**126,455**	**(15,000)**	**111,455**	(49,832)	(342,412)	(392,244)

The accompanying accounting policies and notes on pages 16 to 27 form an integral part of these financial statements.

Statement of Cash Flows
for the year ended 31 March 2024

Reconciliation of net cash flow to movement in cash and cash equivalents

A Analysis of changes in net debt

	At 1 September 2022 £'000	Cash flows £'000	**At 31 August 2023 £'000**
Cash and cash equivalents	82,902	111,455	**194,357**
	82,902	111,455	**194,357**
Loans falling due after more than one year	-	106,164	**106,164**
Total	82,902	4,981	**88,193**

The charity has financed debt from a loan facility from CWGC. The movement in the net debt of the charity at March 31, 2024, is £106,164 (2023 £nil) and the net cash and cash equivalents after debt at March 31, 2024, £88,193 (2023 £89,902).

Principal Accounting Polices for the year ended 31 March 2024

The principal accounting policies and judgements used in the preparation of the financial statements are:

Basis of Accounting

The Trustees' Report and accompanying financial statements have been produced in accordance with the Accounting and Reporting by Charities: Statement of Recommended Practice (SORP), applicable to entities preparing their financial statements in accordance with FRS102, and applicable United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice (GAAP) including FRS102). The Foundation meets the definition of a public benefit entity under FRS102. The functional currency is sterling.

The Commonwealth War Graves Commission is the sole member of the Commonwealth War Graves Foundation (Registered charity number 1171947). These financial statements are therefore also consolidated in the results of the Commission on a line-by-line basis.

Going Concern

The financial statements have been prepared on a going concern basis. The Foundation's financial statements are in a net asset position of £75.5k at 31 March 2024 (2023 - £57.4k). The net intergroup balance has moved to £8.6k owed to the Foundation from the Commission (2023 –£1.3k owed to the Commission). The Foundation currently has cash balances of £194k (2023 -£82k) which, together with drawing down on the loan throughout the year if required, will cover activities and general running costs in 2024-25 and specifically to cover the 12 months from the signing of these accounts to September 2025. The Foundation expects its membership, donations, and other income to both continue and grow over the medium term, as the charity increases its ability to both identify and attract new sources of grant and charitable funding.

Trustees have approved a budget for 2024/25 with forecast income of £808.3k, split between £418.3k unrestricted and £390k restricted. Budgeted costs include grants to the Commission of £390k, employment costs of £236.8k and direct & running costs of £180.8k, resulting in a small forecast surplus for the year of £0.7k.

As required, the Foundation can also draw down additional cash from the Commission's agreed loan facility of £500k which was extended in 2023 until March 2025 and £100k was drawn down in April 2023. The repayment date for loan balances is by 31 March 2027. On this basis, the Foundation is considered to be a going concern for a period of at least 12 months from the date of approval of these financial statements.

Fund accounting

The Foundation holds unrestricted and restricted funds.

Unrestricted income funds comprise those funds which the Trustees are free to use at their discretion in furtherance of the objectives of the Foundation.

Restricted funds are subject to specific restrictions imposed by the donors.

Income recognition

Income is recognised once the Foundation has entitlement to the income, it is probable that the income will be received, and the amount can be measured reliably.

Donations and Legacies

Donations received are recognised once the Foundation has entitlement to the income, it is probable that the income will be received, and the amount of income receivable can be measured reliably. Legacies are included

in the statement of financial activities when the charity is entitled to the legacy, the executors have established that there are sufficient surplus assets in the estate to pay the legacy, and any conditions attached to the legacy are within the control of the charity. Entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor to the charity that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably.

Supporter membership scheme income

Income from the supporters' membership scheme is treated and recognised as a donation when the amount of income receivable can be measured reliably.

Donated services, facilities, and goods

The Foundation receives services, facilities, and goods free of charge in support of its finance, human resources, legal, management and operational activities including marketing activities. The value of these is recognised as donated services.

Donated services and facilities received free of charge are shown as donations in kind and recognised in income with an equivalent amount recognised as an expense under charitable costs. The valuation attributed to these donations is as follows: the Foundation has been allocated 5% of the running costs of both the Ieper Information Centre and the Beaurains Visitor Centre, 0.5% of CWGC's total applicable back-office support costs and 100% of the staff costs for the dedicated finance and 50% for social media support.

Donations of book stocks from the Commission are recognised in the period that they are received.

Grant Funding

Funding from organisations supporting the Foundation's objectives is treated as restricted funds and shown separately in the statement of financial activities where this is mandated by the grant agreements. The full income is recognised in the year in which the Foundation becomes fully entitled to receive it.

Recognition of expenditure

All expenditure is accounted for in the statement of financial activities on an accruals basis.

Classification of expenditure

The Foundation's expenditure is analysed between fundraising costs and charitable activities.

Expenditure on raising funds

Expenditure on raising funds includes the costs to manage the supporter scheme, marketing, and promotion costs to raise income, other direct costs attributable to raising funds including a portion of the donated in-kind support cost from the CWGC. The resources expended on raising funds include 75% of staff costs for those individuals responsible for fundraising. The cost of donations in-kind costs includes administrative support, finance support and other donated costs. These three cost areas are allocated between expenditure on raising funds and expenditure on charitable activities. The following proportion of the donations in kind are allocated to expenditure on raising funds; Administrative support 75%, finance support 50%, other costs 50%.

Expenditure on charitable activities

Expenditure on charitable activities includes: all expenditure relating to the charitable activities of the Foundation; resources expended on managing and administering the charity the direct cost of delivering the charitable activities; grants payable; and a portion of the donated in-kind support cost from the CWGC. The costs of donations in-kind are apportioned across expenditure on raising funds and expenditure on charitable activities. Donations in kind costs include administrative support, finance support and other donated costs.

Principal Accounting Polices
for the year ended 31 March 2024

These three cost areas are allocated between expenditure on raising funds and expenditure on charitable activities. The following proportion of the donations in kind are allocated to expenditure on charitable activities; Administrative support 25%, finance supports 50% and other costs 50%.

Charitable activities are currently associated with two activities: Advancing public education on First and Second world wars and promoting and supporting activities undertaken by CWGC. The total cost of the expenditure on charitable activities is apportioned 50:50 to these activities.

Governance costs

Governance costs represent direct expenditure incurred by, or on behalf of, the Foundation, for external audit and legal costs.

Other recognised Gain/losses

The expenditure within other gains and losses relates to exchange differences.

Inventory

Cost for the stock of merchandise is included in current assets. Merchandise, directly purchased by the Foundation's Belgian and French branches, is valued at cost. Merchandise at head office for on-line sales is valued at cost. The Commission's historic stock of books and maps has been donated to the Foundation free of charge.

Provisions

Provisions for future liabilities are recognised if there is a legal or constructive financial obligation that can be readily estimated and for which there is a reasonable expectation that payment will be made.

Foreign currencies

Transactions in foreign currencies are translated at the monthly average exchange rate. Currency balances at the year-end are translated at the year-end rate. The net exchange loss was £3.6k (2022 – gain of £1.6k).

Operating leases

The Foundation currently has no operating leases. Rent is not currently charged for Foundation engagement activities conducted at Commission locations, i.e., the Ieper Information Centre and French Visitor Centre. The use of the Information and Visitor Centres is donated in kind by the Commission and is accounted for under donations and expenditure in kind.

Value Added Tax (VAT)

The Foundation's trading activities have not yet reached the VAT thresholds in the UK, France, or Belgium and therefore it is not currently required to register for VAT.

Restricted funds

The Foundation's financial statements include restricted funds for grant activities.

Principal Accounting Polices
for the year ended 31 March 2024

Significant estimates and judgements

Estimates

Where contractual revenue cannot be allocated with certainty, but is related to the current financial period, an estimate of the income is booked within the financial statements based on the anticipated completion value. Costs are allocated on an accruals basis for costs incurred within the current financial period.

Judgements

Membership income is recognised in the month it is received rather than being amortised over the twelve-month subscription period. This revenue recognition approach has been adopted because the membership fee is in substance a donation and no substantive benefits accrue to members and no refunds are made.

Notes to the Financial Statements for the year ended 31 March 2024

1 Income from Donations

Donations – Unrestricted

	2024	2023
	£	£
Donations & CWGF legacies received	**125,872**	79,710
Legacies – received at Head Office	**128,560**	46,916
Donations - Belgium, Ieper Information Centre	**5,159**	1,602
Donations - France, Beaurains Visitor Centre	**4,466**	3,999
Gift Aid - Claims from donations	**1,958**	920
Donations in kind - valued cost for services from CWGC	**112,655**	104,884
	378,670	238,031

Donations include fundraising from Trustees' engagement activities, legacies received, amounts received from events together with donations received directly by the Foundation at Commission locations and those made via the website.

Donations – Restricted

	2024	2023
	£	£
Post Office – Speakers programme	**20,000**	-
Post Office – Heritage trails	**2,000**	-
Post Office – Stories portal	**49,997**	-
Hugh M Tarbutton Jr – Guides programme	**7,964**	-
Acre Properties – Tanzanian Oral Histories project	**5,000**	-
Acre Properties - Bayeux Lighting	**25,000**	-
Runnymede Memorial Lighting project	**-**	50,000
Princess Anne's Trust – Speakers programme	**-**	5,000
	109,961	55,000

Donation of £72k was received from the Post Office to support the Speakers, Heritage trails and Stories portal programmes. £8k ($10k) was donated by Hugh M Tarbutton Jr to continue with Guides support. Acre properties provided funds for lighting at the Bayeux cemetery and for the Oral Histories project. All donations were granted by the Foundation to the Commission for the work to be completed.

Notes to the Financial Statements
for the year ended 31 March 2024

2 Income from Grant Funding - Restricted

	2024	2023
	£	£
The Lawon Trust - Highlighting Hawkinge's Heroes	**1,650**	-
	1,650	**-**

Grant income was received to promote the story of the Battle of Britain airmen Hawkinge's Heroes

3 Income - Membership Scheme and Sponsorship – Unrestricted

	2024	2023
	£	£
Standard donation membership	**59,257**	50,367
Standard donation membership – Gift Aid	**4,249**	4,896
Sponsorship – Carol Service	**-**	1,000
Sponsorship – An Evening at Brookwood	**500**	600
	64,006	56,863

Standard membership increased in 2024 to 1,779 members, (2023 – 1,570). 1,023 (2023 – 983) renewed their membership for a further 12 months, a renewal rate of 80%.

4 Investment Income

	2024	2023
	£	£
Bank Interest	**5,417**	2,561
	5,417	2,561

Notes to the Financial Statements for the year ended 31 March 2024

5 Income from other trading activities - Unrestricted

	2024	2023
	£	£
Ticket Sales Events	**10,017**	21,294
Merchandise sales	**12,140**	13,941
Books and printed matter sales	**18,742**	9,247
Sale of wreaths	**9,687**	3,901
Tour & Coach Reservation Fees - Beaurains Visitor Centre	**2,925**	1,823
School & University Visits - Beaurains Visitor Centre	**2,908**	2,031
	56,419	52,237

Two major fundraising events took place: An Evening at Brookwood and the second annual Carol Service at the Royal Guards' Chapel in London.

6 Expenditure on Raising Funds

Raising Funds	**Staff/ recharge costs**	**Other Direct costs**	**Total 2024**	Staff/ recharge costs	Other Direct costs	Total 2023
	£	**£**	**£**	£	£	£
Fundraising costs	**188,010**	**173,379**	**361,389**	206,180	109,985	316,165
	188,010	**173,379**	**361,389**	206,180	109,985	316,165

Fundraising reduced slightly in 2024 due the Corporate Fundraising Manager's resignation whilst the newly recruited Director of Fundraising promoted the strategy and settled in post. Continued support was provided from the admin staff working with the Foundation for fundraising at events.

Notes to the Financial Statements for the year ended 31 March 2024

7 Expenditure - Charitable Activities

	Un-restricted	Restricted	**2024 Total**	Un-restricted	Restricted	2023 Total
	£	£	**£**	£	£	£
Advancing public education on First and Second world wars	53,220	126,611	**179,831**	46,632	392,683	439,315
Promoting and supporting activities undertaken by CWGC	53,220	-	**53,220**	46,632	-	46,632
	106,440	126,611	**233,051**	93,264	392,683	485,947

Restricted charitable activities costs comprise: the activities funded by the Post Office for the Speakers and Tour Guides Programmes, Heritage trails and Stories Portal, totalling £72k, together with £30k from Acre properties for the Tanzanian Oral histories project and the Bayeux lighting and £8k for Highlighting Hawkinge's Heroes project. The Guides programme income from 2019 was expensed in year, totalling £15k. All such costs are grants to CWGC.

Support service costs of £112,655 (2023-£104,884) and governance costs of £6,474 (2023 – £5,723) have been apportioned between fundraising costs and charitable activities expenditure based on the income split of 82% relating to unrestricted income and 18% relating to restricted income and for other costs and a 50% 50% split for staff costs to the Foundation's two principal charitable activities and objectives.

8 Other recognised (losses) / gains

	2024	2023
	£	£
Exchange (loss)/ gain on balance sheet revaluation	**(3,659)**	1,561
	(3,659)	1,561

9 Governance costs

	2024	2023
	£	£
Fees payable to the Foundation's auditor for the audit of the Foundation's financial statements	**5,580**	5,430
Fess payable for professional fees for branches in Belgium and France	**894**	293
	6,474	5,723

10 Stock of Merchandise

	2024	2023
	£	£
Books and maps	**3,177**	5,104
Merchandise - stationery, badges, and pins	**10,199**	7,757
	13,376	12,861

The slow-moving stock provision normally provides for any stock which, based on historic sales volumes, may not be sold within the twelve months following the end of the year. The provision at 31 March 2024 remains at 50% of the stock value.

11 Debtors: amounts falling due within one year

	2024	2023
	£	£
Prepayments	**2,617**	2,748
Accrued donations	**6,130**	9,466
Intergroup balance owed from Commonwealth War Graves Commission	**8,632**	-
	17,380	12,214

Prepayments relate to sales service costs at Ieper and Beaurains plus event and social media costs at Head Office. Accrued income includes Beaurain's visitor centre £1.8k, PayPal income of £0.9k, Stripe income £3.3k and £0.1k Go-cardless income. The intergroup balance at March 24 is owed to the Foundation of £8.6k, this balance does not bear interest.

12 Creditors: amounts falling due within one year

	2024	2023
	£	£
Deferred income	**-**	175
Trade creditors	**16,773**	4,584
Accruals	**17,073**	18,291
Other creditors	**9,646**	26,129
Intergroup balance owed to Commonwealth War Graves Commission	**-**	1,366
	43,492	50,545

The trade creditors increase relates to EasyPay payment machines and the accrual increase relates to digital costs. Other creditors include a decrease in the holiday pay accrual due to the Director of the Foundation not being funded directly by the Foundation since July 2023. The intergroup balance does not bear interest, in 2024 this balance moved from a small amount owed by the Foundation to an amount owed to the Foundation.

13 Creditors: amounts falling due after more than one year

	2024	2023
	£	£
Intergroup balance owed to Commonwealth War Graves Commission	**100,000**	-
Interest	**6,164**	-
	106,164	-

The Foundation has an unsecured draw down facility of a total principal amount not exceeding £500k from the Commission available until 31 March 2025 and fully repayable by 31 March 2027. The loan balance bears interest at the rate of 1.5% above the Bank of England base rate. £100k was drawn down in April 2023 and incurred interest of £6.1k.

14 Retained funds

	2024	2023
	£	£
Unrestricted fund	**75,456**	42,432
Restricted funds	**-**	15,000
	75,456	57,432

Notes to the Financial Statements for the year ended 31 March 2024

2023/24	Brought forward 01-Apr-23	Income	Expenditure	Carried forward 31-Mar-24
	£	£	£	£
Restricted funds				
Guides (Interns)	15,000	-	(15,000)	-
Post Office – Speakers and Tour Guides Programmes	-	20,000	(20,000)	-
Post Office - Heritage trails	-	2,000	(2,000)	-
Post Office – Stories portal	-	49,997	(49,997)	-
Lawson Trust – Highlighting Hawkinge's Heroes	-	1,650	(1,650)	-
Donation – Guides programme	-	7,964	(7,964)	-
Acre properties – Tanzanian Oral histories project	-	5,000	(5,000)	-
Acre properties – Bayeux lighting	-	25,000	(25,000)	-
Total restricted funds	15,000	111,611	(126,611)	-
Unrestricted funds	42,432	504,512	(471,488)	75,456
Total funds	**57,432**	**616,123**	**(598,099)**	**75,456**

Grants and Donations awarded to the Foundation for specific projects are treated as restricted in line with the contract.

In 2023/24 there was £112k of restricted income in respect of seven projects. This consisted of restricted donations: £72k from the Post Office to support three Speakers Programmes, £8k from a doner for the Guides Programme, 2k grant from the Lawson Trust for highlighting Hawkinge's Heroes and £40k from Acre properties which £5k was for the Tanzanian Oral Histories project and £25k for the Bayeux cemetery lighting.

2022/23	Brought forward 01-Apr-22	Income	Expenditure	Carried forward 31-Mar-23
	£	£	£	£
Restricted funds				
Interns	15,000	-	-	15,000
Annington Homes	289,008	-	(289,008)	-
MacRoberts Trust – Speakers Programme	48,675	-	(48,675)	-
Kantor – Speakers Programme	-	50,000	(50,000)	-
MacRoberts Trust - Speakers Programme	-	5,000	(5,000)	-
Total restricted funds	352,683	55,000	(392,683)	15,000
Unrestricted funds	100,608	349,692	(407,867)	42,432
Total funds	**453,291**	**404,692**	**(800,550)**	**57,432**

Notes to the Financial Statements for the year ended 31 March 2024

Analysis of net assets/(liabilities) between funds

	Unrestricted funds	Restricted funds	Total 2024
	£	£	£
Fund balances at 31 March 2024 are represented by:			
Stock	13,376	-	13,376
Cash at bank and in hand	194,357	-	194,357
Debtors amounts falling due within one year	17,380	-	17,380
Creditors amounts falling due within one year	(43,492)	-	(43,492)
Total	**181,620**	**-**	**181,620**
Creditors amounts falling due after more than one year	(106,164)	-	(106,164)
Total funds carried forward	**75,456**	**-**	**75,456**

	Unrestricted funds	Restricted funds	Total 2022
	£	£	£
Fund balances at 31 March 2023 are represented by:			
Stock	12,861	-	12,861
Cash at bank and in hand	67,902	15,000	82,902
Debtors amounts falling due within one year	12,214	-	12,214
Creditors amounts falling due within one year	(50,545)	-	(50,545)
Total	**42,432**	**15,000**	**57,432**
Creditors amounts falling due after more than one year	-	-	-
Total funds carried forward	**42,432**	**15,000**	**57,432**

14 Staff Costs

For the 2023/24 financial year, the Foundation had three employees at 31 March 2024. The Executive Director left at the end of June 2023 and the Director of the Foundation transferred to the Commonwealth War Graves Commission in July 2023.

No employees earned over £60,000 during the year (2023: 1).

The total remuneration cost of key management personnel was £53,780 (2023: £116,354) which comprises salary costs and employer's national insurance and pension contributions. Key management personnel comprise the Trustees and the Chief Executive, none of whom receive remuneration from the Foundation, and the Director of the Foundation and the Executive Director who contracted directly with the Foundation for part of the financial year.

	2024	2023
	£	£
Wages and salaries	**160,445**	159,950
Social security costs	**16,547**	16,768
Pension – defined contribution scheme	**13,807**	18,182
Staff - donated support services from CWGC	**88,907**	79,723
	279,706	274,623

Notes to the Financial Statements for the year ended 31 March 2024

15 Support services and facility costs

Donations in kind 2023/24

	Finance	Legal	Marketing	Mgt	HR and Ops	Total 2022
	£	£	£	£	£	£
Support	71,528	3,788	20,760	1,542	1,670	**99,287**
Facilities	3,368	-	-	-	-	**13,368**
	84,896	**3,788**	**20,760**	**1,542**	**1,670**	**112,655**

Donations in kind 2022/23

	Finance	Legal	Marketing	Mgt	HR and Ops	Total 2022
	£	£	£	£	£	£
Support	66,354	3,607	23,397	1,747	1,671	**96,776**
Facilities	8,108	-	-	-	-	**8,108**
	74,462	**3,607**	**23,397**	**1,747**	**1,671**	**104,884**

16 Related party transactions

The ultimate parent company and controlling party of the Foundation is the Commonwealth War Graves Commission. Consolidated accounts for the group are available on the Commission's website.

The Commonwealth War Graves Foundation has as its sole member the Commonwealth War Graves Commission. Material transactions with the Commission comprised:

- The Commonwealth War Graves Foundation is owed by the Commonwealth War Graves Commission £8.8k (2023 – (£1.3k)) at the year-end. The previous year the Foundation owed the Commission.

- Back-office support and services donated by the Commission to the Foundation free of charge, whilst the Foundation continued to establish itself, were valued at £113k (2023 - £105k).

- In 2024 three Trustees have Foundation memberships, amount received £112, one of the Trustees had paid in advance in the previous financial year and in year one of the trustees paid for two years (2022 £138).

- In 2024 £76k was received by the Foundation from the Commission for legacies less direct costs received directly from the public who are happy to support the Foundation (2023 – £45k).

- A donation was made by one Trustee of £5,000 in November 2023 for the CWGF Carol Service, plus a general donation of £28 in July 2023 by another Trustee.

- Expenses of £190 were reimbursed to one Trustee during the year for attending two Trustee meetings at Head Office, Maidenhead (2023 – £80).

17 Post Balance Sheet Events

There are no balance sheet events to disclose.

THE COMMONWEALTH WAR GRAVES FOUNDATION

England & Wales - Charity number 1171947

Accounts

COMMONWEALTH WAR GRAVES FOUNDATION

ANNUAL REPORT
FOR THE YEAR ENDED

31 MARCH 2023

CHARITY REGISTRATIONS
UK NUMBER 1171947
SCOTLAND SC051982

COMMONWEALTH WAR GRAVES FOUNDATION

Financial Statements
for the year ended 31 March 2023

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COMMONWEALTH WAR GRAVES FOUNDATION

Trustees, Executives and Advisors for the year ended 31 March 2023

Trustees:	Dame Judith Mayhew Jonas DBE (Chair)
	Major General Alastair Bruce KStJ OBE VR
	Mr Julian Evans (appointed 6 September 2022)
	Lady Lucy French OBE (resigned 22 August 2022)
	Mr Terence Hewett (resigned 22 August 2022)
	The Hon Kevan Jones MP (reappointed 6 September 2022)
	Sir Adrian Alastair Montague CBE
	Captain Jay Singh-Sohal VR
Chief Executive:	Claire Horton CBE
Director of the Foundation:	Michele Jennings
Executive Director:	John Grain (resigned May 2023)
Registered Office:	2 Marlow Road, Maidenhead, Berkshire, SL6 7DX
Bankers:	HSBC, The Boulevard, Crawley, West Sussex, RH10 1UT
	BNP Paribas Fortis, Korte Torhoutstraat 1, 8900 Ieper
	BNP Paribas, Centre d'Affaires Nord de France Entreprises, 140, Parvis de Rotterdam, 59777 Lille
Auditors:	Buzzacott LLP, 130 Wood Street, London, EC2V 6DL

A MESSAGE FROM OUR CHAIR

The Commission's charitable arm, the Commonwealth War Graves Foundation continued to expand its activities during the year.

Supported by a generous donation in March 2022 from the MacRobert Trust, our volunteer speaker programme grew significantly allowing us to recruit and train Volunteer Guides as well to provide tours at cemeteries all over the UK telling the stories of those we care for as well as the history of the Commission. Over the course of the year, we gave 599 talks and 423 public tours engaging close to 30,000 people with our work and generating over £16,000 in donations.

Our Guides programme saw us welcome visitors to two of our most well-known sites on the Western Front: Thiepval Memorial to the Missing of the Somme, and Tyne Cot Cemetery. During their time abroad Guides provide tours throughout the day, help visitors with research and give recommendations of other sites to visit.

Development of a number of exciting new projects were started during the year, chief among them our new Stories Portal, which will be funded by a generous donation from the Post Office Remembrance Fellowship. The portal will provide a platform in the form of a digital hub, where anyone - individuals, communities, families, researchers - can add their casualty stories, memories, pictures, photographs, and ephemera to share with others. This user-generated approach will allow us to create a hugely rich and diverse repository, with the potential to bring each individual casualty's story to life. Importantly, it also enables us to link the 'unofficial' to the verified Casualty Database record, whilst keeping them in separate, dedicated areas.

Membership has continued to grow as has our wider fundraising. As part of War Graves Week in May, the Foundation held an Evening at Brookwood where we welcomed nearly four hundred families, history lovers, and CWGF supporters of Brookwood Military Cemetery. Later in the year we held our first ever Carol Service in the wonderful setting of the Royal Military Chapel in London and in March we marked our newly registered status with the Office of the Scottish Charity Regulator with a launch event at Edinburgh Castle.

With more plans in development for the coming year we are looking forward to engaging and educating many more people – especially the young – with the work of the Commonwealth War Graves Commission (CWGC) and the inspiring stories of the men and women who died whilst fighting in the two World Wars.

Finally, I would like to record my grateful thanks to my fellow Trustees for their very welcome guidance, support, and contributions over the year.

Judith Mayhew Jonas

Dame Judith Mayhew Jonas

Chair of Trustees

Trustees' Report
for the year ended 31 March 2023

Introduction

The Trustees present their report and accounts, for the Foundation's fifth operational year, ending on 31 March 2023.

Structure and Governance

The Commonwealth War Graves Foundation ("the Foundation" or "CWGF") is a Charitable Incorporated Organisation (CIO), governed by its Constitution, as registered on 8 March 2017, and subsequently amended on 6 May 2017. The Foundation is registered with the Charity Commission of England & Wales (charity registration number 1171947). The Foundation has also established and registered branches in: Belgium (enterprise number 0689.789.289), and in France (Siret number 850 666 645 00013), governed under the same constitution. On 6 September 2022, the Foundation registered with the Scottish Charity Regulator (OSCR registration number SC051982).

The Commonwealth War Graves Commission ("the Commission" or "CWGC"), an organisation established by Royal Charter in May 1917, is the sole member of the Foundation. The Foundation is a subsidiary of the Commission. The Commission is not a charity as its purposes are not exclusively charitable.

Members of the Foundation's Board of Trustees are appointed by the Commission; the majority of the Foundation's Trustees are not Commissioners. The Foundation's Chief Executive also serves as the Commission's Director General.

Four Trustee meetings took place during the year.

New Trustees' induction is provided by meetings with the Foundation's Chief Executive alongside meetings with members of the Commission's senior management team.

Objectives and activities

The objectives of the Foundation are:

(a) To promote and support the maintenance and upkeep of graves, cemeteries, buildings and memorials for the burial and commemoration of members of the naval, military and armed forces from countries of the Commonwealth who were killed during the First Word War or the Second World War anywhere in the world, in particular (but without limitation) through the support of charitable activities undertaken by the Commonwealth War Graves Commission;

(b) To advance citizenship among the people of the Commonwealth through the commemoration of members of the naval, military, and armed forces from countries of the Commonwealth who were killed during the First World War and the Second World War; and

(c) To advance the education of the public, especially young people, in the history of the First World War and the Second World War. In particular (but without limitation) through advancing education in the lives of those commemorated by the Commonwealth War Graves Commission and in the history of the cemeteries, buildings and memorials maintained by the Commonwealth War Graves Commission.

The Foundation's strategic objectives are:

- the building of public engagement programmes engaging the wider community in the story of our common sacrifice and shared history initially focussed around sites and war graves in the UK.
- the creation of educational resources and a programme of educational support and activities; and
- the development and sponsorship of internship programmes for youth guides from the Commonwealth, at the Commission's main sites in Belgium and France.

The Trustees confirm that they have referred to the guidance published by the Charity Commission in regard to public benefit when reviewing the Foundation's objectives and planning future activities.

Activities and Achievements

Despite the ongoing impact of the pandemic, the Foundation made progress in the following areas:

- Grew membership supporter numbers to 1,570.
- Delivered over 599 talks and 423 public tours from trained volunteers in the Speakers & Tour Guides Programme and via CWGC Public Engagement Co-ordinators.
- Two cohorts of Guides each spent three months working at sites in Belgium and France helping with research and providing tours for visitors.
- The Foundation registered as a charity in Scotland to reflect the increasing number of volunteers and supporters we have there.
- Two new major fundraising events took place: An Evening at Brookwood and the first ever Carol Service at the Royal Guards' Chapel in London.
- The Foundation depends on the support from the Commission, the Commission's volunteers and its own volunteers for their dedication and commitment to the delivery of the charitable activities. In the year, 2,300 volunteers gave their time and energy, an estimated 17,592 hours, with an estimated value of £167.2k.

Business Plan 2023-24

The Foundation's key deliverables in 2023/24 are planned to include:

- Developing new outreach and education programmes in partnership with the CWGC.
- Further improvements in engaging with supporters and growing membership, in order to fund the running costs of the Foundation.
- Repeating major events at Brookwood and the Royal Guards' Chapel and introducing new events including in France and Belgium.
- Installing contactless donation stations in the Visitors Centre in France and the Information Centre in Belgium.

- Further developing income streams from donations, and surpluses from the sale of new and updated merchandise at the Commission's Ieper Information Centre and French Visitor Centre.

Volunteers policy

The Foundation encourages, welcomes, and recognises volunteers; educating and informing the wider public on the Commission's work having received training funded by MacRobert Trust for speakers and Tour Guides programme; and supporting core Foundation activity by freely lending their time and skills.

Remuneration policy for key management personnel

The Foundation's key management comprises the Trustees, the Chief Executive, the Director of the Foundation, and the Executive Director; however, Trustees are unpaid, and the Chief Executive is not remunerated by the Foundation. During the year under review the Foundation increased to five employees, three of whom were employed on fixed term contracts. The Foundation's approach and policy on remuneration follows that of the Commission, which is that remuneration levels are in line with median market pay data for the not-for-profit sector as established from salary survey and benchmark data. The Commission agreed that during the Foundation's start-up period, until it has free cash to pay for administration, finance, and marketing, that it would provide back-office support free of charge.

Top Risks and Mitigation

The Foundation maintains a register of risks and their mitigation. Risks are categorised as Operational, Reputational, and Financial; mitigation measures are identified for each one. This register is monitored by management and the Trustees to ensure it is kept relevant and up to date.

The top risk under each category is:

Operational: Overcommitment on project activity before funds are received – which is mitigated through business planning, comprehensive project management and KPI measurements.

Reputational: Threat of cyber security breach/hacking/website malfunction - mitigated through staff training, internal IT expertise and resources and clear reporting guidelines.

Financial: Insolvency – mitigated by having a reserves policy, financial controls, and reporting.

Reserves

The Foundation's reserves at 31 March 2023 were £57k, split between £15k restricted and £42k unrestricted. The Foundation has set a reserves target of £48k of unrestricted reserves. This level of reserve is considered sufficient to cover the costs arising on the windup of the Foundation and would:

- Cover the redundancy costs of the Foundation's employees; and
- Make provision for early termination of any other contracts currently in place.
- At 31 March 2023, available unrestricted reserves of £42k is lower than target of £48k by 12.5%, due to the agreed Foundation budget for 2024 and the commitment from CWGC the trustees are comfortable with the level of reserves held.

There is a loan facility still available from CWGC which can be drawn against, this supports any short-term cash issues which includes managing the expenditure of the foundation. The loan will be drawn against in 2023/24.

Financial results for the year ended 31 March 2023

The Foundation's income was £405k comprising unrestricted income of £350k and £55k of restricted income. Over 68% of unrestricted income, £238k, came from donations and legacies and donated services with the remainder from the Supporters' Scheme, £57k, bank interest of £3k and trading income from retail activities of £52k. Restricted income comprised £50k of donations from Alastair Kerr for the Runnymede memorial lighting and £5k from the Princess Anne's Trust for the 2024 Speakers programme.

Costs of £802k were incurred. Key expenditure items were: grants to CWGC of £393k to complete the Eyes on Hands on project, the MacRobert Trust and Princess Anne's Trust Speakers programmes and the Runnymede memorial lighting; staffing costs of £282k; £110k for direct and supporter scheme costs, along with £17k incurred on marketing, web sites costs and professional costs.

The outcome was a deficit of £396k (2022 – surplus of £40k), made up of a £58k unrestricted deficit (2022 - £1k deficit) and a £338k restricted deficit (2022 – surplus of £41k). The deficit is £46k worse than the budgeted deficit of £350k.

The intergroup balance (net) between the Commission and the Foundation was £1.3k at the year-end (2022 £12.1k). The balance sheet stock value of £12k comprised gift items, books, maps, and pins. A provision has been made for slow-moving stock. Bank balances at the year-end were £82k (2022 -£475k) of which 18% (£15k) related to restricted activities.

The 2023/24 budget anticipates a break-even position for the Foundation which will be funded from in year trading, however due to the timing of income generation it is estimated for £100k of the loan facility available from CWGC will be drawn down.

This report was approved by the Trustees on 5 September 2023 and signed on their behalf by:

Judith Mayhew Jonas

Dame Judith Mayhew Jonas DBE

Chair

Date 5th September, 2023

Trustees' Responsibilities Statement for the year ended 31 March 2023

The Trustees are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and regulations.

The Charities Act 2011 requires the Trustees to prepare financial statements for each financial year. The Trustees have to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law), including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland. The Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charity and of the income and expenditure of the charity for that period. 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 (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions and 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.

Disclosure of information to auditor

The Trustees confirm that:

- so far as each Trustee is aware, there is no relevant audit information of which the charity's auditor is unaware; and
- the Trustees have taken all the steps that they ought to have taken as Trustees in order to make themselves aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

Independent auditor's report to the Trustees of Commonwealth War Graves Foundation

Opinion

We have audited the accounts of Commonwealth War Graves Foundation (the 'charity') for the year ended 31 March 2023 which comprise the statement of financial activities, the balance sheet, the statement of cash flows, the principal accounting policies and the notes to the accounts. 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 accounts:

- give a true and fair view of the state of the charity's affairs as at 31 March 2023 and of its income and expenditure 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 the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended).

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 accounts section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the accounts 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

In auditing the accounts, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the accounts is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least twelve months from when the accounts are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

Independent auditor's report to the Trustees of Commonwealth War Graves Foundation

Other information

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

In connection with our audit of the accounts, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the accounts, 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 accounts 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 Act 2011 and the Charities Accounts (Scotland) Regulations 2006 (as amended) requires us to report to you if, in our opinion:

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

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement, the Trustees are responsible for the preparation of the accounts 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 accounts that are free from material misstatement, whether due to fraud or error.

In preparing the accounts, 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 liquidate the charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the accounts

Our objectives are to obtain reasonable assurance about whether the accounts 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 accounts.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we obtained an understanding of the legal and regulatory frameworks that are applicable to the charity and determined that the most significant frameworks which are directly relevant to specific assertions in the financial statements are those that relate to the reporting framework, Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the the Charities Act 2011, Charities and Trustee Investment (Scotland) Act 2005, Charities Accounts (Scotland) Regulations 2006 and those that relate to data protection (General Data Protection Regulation).
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the charity's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias;
- used data analytics to investigate the rationale behind any significant or unusual transactions;
- tested authorisation controls on expenditure items, ensuring all expenditure was approved in line with the charity's financial procedures.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the Trustees and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

Independent auditor's report to the Trustees of Commonwealth War Graves Foundation

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

Use of our report

This report is made solely to the charity's Trustees, as a body, in accordance with section 144 of the Charities Act 2011 and with regulations made under section 154 of that Act and in accordance with Section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and Regulation 10 of the Charities Accounts (Scotland) Regulations 2006. 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 auditor's 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.

Buzzacott LLP
Statutory Auditor
130 Wood Street
London
EC2V 6DL

Date: 3 October 2023

Buzzacott LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

COMMONWEALTH WAR GRAVES FOUNDATION

Statement of Financial Activities
for the year ended 31 March 2023

	Note	Un-restricted Funds 2023 £	Restricted Funds 2023 £	Total 2023 £	Un-restricted Funds 2022 £	Restricted Funds 2022 £	Total 2022 £
Income from:							
Donations & Legacies	1	238,031	55,000	**293,031**	298,232	48,675	346,907
Charitable Activities							
Grants receivable	2	-	-	-	-	-	-
Supporter Scheme Income	3	56,863	-	**56,863**	50,238	-	50,238
Investment Income	4	2,561	-	**2,561**	534		534
Other Trading Activities	5	52,237		**52,237**	18,500		18,500
Total Income		349,692	55,000	**404,692**	367,504	48,675	416,179
Expenditure on:							
Raising funds							
Fundraising costs	6	316,165		**316,165**	273,098	-	273,308
Charitable Activities	7	93,264	392,683	**485,947**	95,561	7,713	103,274
Total expenditure		409,429	392,683	**802,112**	368,659	7,713	376,372
Net (expenditure) / income		(59,737)	(337,683)	**(397,420)**	(1,155)	40,962	39,807
Other recognised gains	8	1,561		**1,561**	-	-	-
Net movement in funds		(58,176)	(337,683)	**(395,859)**	(1,155)	40,962	39,807
Reconciliation of funds							
Total funds brought forward	13	100,608	352,683	**453,291**	101,763	317,721	413,484
Net movement in funds	13	(58,176)	(337,683)	**(395,859)**	(1,155)	40,962	39,807
Total funds carried forward	13	42,432	15,000	**57,432**	100,608	352,683	453,291

All the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above.

The accompanying accounting policies and notes on pages 16 to 27 form an integral part of these financial statements.

COMMONWEALTH WAR GRAVES FOUNDATION

Balance Sheet
as at 31 March 2023

	Note	Unrestricted Funds 2023 £	Restricted Funds 2023 £	Total 2023 £	Unrestricted Funds 2022 £	Restricted Funds 2022 £	Total 2022 £
Current assets							
Stock	10	12,861	-	**12,861**	11,938	-	11,938
Cash at bank and in hand		67,902	15,000	**82,902**	117,734	357,412	475,146
Debtors: amounts falling due within one year	11	12,214	-	**12,214**	4,869	-	4,869
		92,977	15,000	**107,977**	134,541	357,412	491,953
Creditors: amounts falling due within one year	12	(50,545)	-	**(50,545)**	(33,933)	(4,729)	(38,662)
Net current assets		42,432	15,000	**57,432**	100,608	352,683	453,291
Total assets less current liabilities		42,432	15,000	**57,432**	100,608	352,683	453,291
Net assets		42,432	15,000	**57,432**	100,607	352,683	453,291
Funds of the Foundation							
Unrestricted funds	13	42,432	-	**42,432**	100,608	-	100,608
Restricted funds	13	-	15,000	**15,000**	-	352,683	352,683
		42,432	15,000	**57,432**	100,608	352,683	453,291

The financial statements were approved by the Foundation's Trustees on 5 September 2023 and were signed on their behalf by:

Judith Mayhew Jones

Chair
Date 5th September, 2023

Chief Executive
Date 5/9/23

The accompanying accounting policies and notes on pages 16 to 27 form an integral part of these financial statements.

COMMONWEALTH WAR GRAVES FOUNDATION

Statement of Cash Flows
for the year ended 31 March 2023

	Un-restricted Funds	Restricted Funds	Total	Un-restricted Funds	Restricted Funds	Total
	2023	**2023**	**2023**	2022	2022	2022
	£	**£**	**£**	£	£	£
Net cash provided by/ (used in) operating activities						
Net (expenditure) / income	(58,176)	(337,683)	**(395,859)**	(1,155)	40,962	39,807
(Increase)/decrease in inventories	(923)	-	**(923)**	1,979	-	1,979
Decrease/(increase) in debtors	(7,345)	-	**(7,345)**	77,132	490	77,622
Increase/(decrease) in creditors	24,548	(1,961)	**22,587**	(2,330)	(3,778)	(6,108)
(Decrease) in intergroup balance with CWGC	(7,936)	(2,768)	**(10,704)**	(53,257)	-	(53,257)
Net cash (used in)/ provided operating activities	(49,832)	(342,412)	**(392,244)**	22,369	37,674	60,043
(Decrease)/Increase in cash	**(49,832)**	**(342,412)**	**(392,244)**	22,369	37,674	60,043

Reconciliation of net cash flow to movement in cash and cash equivalents

	2023	2022
	£	£
Movement in cash and cash equivalents	**(392,244)**	60,043
Cash and cash equivalents at 1 April	**475,146**	415,103
Cash and cash equivalents at 31 March	**82,902**	475,146

The charity has no financed debt. There is therefore no difference between the movement in the net debt of the charity and the cash and cash equivalents shown above

The accompanying accounting policies and notes on pages 16 to 27 form an integral part of these financial statements.

Principal Accounting Polices
for the year ended 31 March 2023

The principal accounting policies and judgements used in the preparation of the financial statements are:

Basis of Accounting

The Trustees' Report and accompanying financial statements have been produced in accordance with the Accounting and Reporting by Charities: Statement of Recommended Practice (SORP), applicable to entities preparing their financial statements in accordance with FRS102, and applicable United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice (GAAP) including FRS102). The Foundation meets the definition of a public benefit entity under FRS102. The functional currency is sterling.

The Commonwealth War Graves Commission is the sole member of the Commonwealth War Graves Foundation (Registered charity number 1171947). These financial statements are therefore also consolidated in the results of the Commission on a line-by-line basis.

Going Concern

The financial statements have been prepared on a going concern basis. The Foundation's financial statements are in a net asset position of £57.4k at 31 March 2023 (2022 - £453.3k). The net intergroup balance has in decreased to £1.4k owed by the Foundation to the Commission (2022 -£12k owed to the Commission). The Foundation currently has cash balances of £82k (2022 -£475.1k) which together with drawing down on the loan from CWGC of £100k in April 2023, and throughout the year if required, will cover activities and general running costs in 2023-24 and also specifically to cover the 12 months from the signing of these accounts to September 2024. The Foundation expects its membership, donations, and other income to both continue and grow over the medium term, as the charity increases its ability to both identify and attract new sources of grant and charitable funding.

Trustees have approved a budget for 2023/24 with forecast income of £761.5k, split between £559.5k unrestricted and £202k restricted. Budgeted costs include grants to the Commission of £301.8k, employment costs of £315.8k and direct & running costs of £143.5k resulting in a small forecast surplus for the year of £0.4k.

As required, the Foundation can also draw down additional cash, and will in 2023/24 estimated at £100k, from the Commission's agreed loan facility of £500k which was extended in 2023 until March 2025. The repayment date for loan balances is by 31 March 2027. On this basis, the Foundation is considered to be a going concern for a period of at least 12 months from the date of approval of these financial statements.

Fund accounting

The Foundation holds unrestricted and restricted funds.

Unrestricted income funds comprise those funds which the Trustees are free to use at their discretion in furtherance of the objectives of the Foundation.

Restricted funds are subject to specific restrictions imposed by the donors.

Income recognition

Income is recognised once the Foundation has entitlement to the income, it is probable that the income will be received, and the amount can be measured reliably.

Donations and Legacies

Donations received are recognised once the Foundation has entitlement to the income, it is probable that the income will be received, and the amount of income receivable can be measured reliably. Legacies are included

in the statement of financial activities when the charity is entitled to the legacy, the executors have established that there are sufficient surplus assets in the estate to pay the legacy, and any conditions attached to the legacy are within the control of the charity. Entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor to the charity that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably.

Supporter membership scheme income

Income from the supporters' membership scheme is treated and recognised as a donation when the amount of income receivable can be measured reliably.

Donated services, facilities and goods

The Foundation receives services, facilities, and goods free of charge in support of its finance, human resources, legal, management and operational activities including marketing activities. The value of these is recognised as donated services.

Donated services and facilities received free of charge are shown as donations in kind and recognised in income with an equivalent amount recognised as an expense under charitable costs. The valuation attributed to these donations is as follows: the Foundation has been allocated 5% of the running costs of both the Ieper Information Centre and the Beaurains Visitor Centre, 0.5% of CWGC's total applicable back-office support costs and 100% of the staff costs for the dedicated finance and 50% for social media support.

Donations of book stocks from the Commission are recognised in the period that they are received.

Grant Funding

Funding from organisations supporting the Foundation's objectives is treated as restricted funds and shown separately in the statement of financial activities where this is mandated by the grant agreements. The full income is recognised in the year in which the Foundation becomes fully entitled to receive it.

Recognition of expenditure

All expenditure is accounted for in the statement of financial activities on an accruals basis.

Classification of expenditure

The Foundation's expenditure is analysed between fundraising costs and charitable activities.

Expenditure on raising funds

Expenditure on raising funds includes the costs to manage the supporter scheme, marketing, and promotion costs to raise income, other direct costs attributable to raising funds including a portion of the donated in-kind support cost from the CWGC. The resources expended on raising funds include 100% of staff costs for those individuals responsible for fundraising and, 75% of the Executive and Administration support. The cost of donations in-kind costs includes administrative support, finance support and other donated costs. These three cost areas are allocated between expenditure on raising funds and expenditure on charitable activities. The following proportion of the donations in kind are allocated to expenditure on raising funds; Administrative support 75%, finance support 50%, other costs 50%.

Principal Accounting Polices
for the year ended 31 March 2023

Expenditure on charitable activities

Expenditure on charitable activities includes: all expenditure relating to the charitable activities of the Foundation; resources expended on managing and administering the charity the direct cost of delivering the charitable activities; grants payable; and a portion of the donated in-kind support cost from the CWGC. The costs of donations in-kind are apportioned across expenditure on raising funds and expenditure on charitable activities. Donations in kind costs include administrative support, finance support and other donated costs. These three cost areas are allocated between expenditure on raising funds and expenditure on charitable activities. The following proportion of the donations in kind are allocated to expenditure on charitable activities; Administrative support 25%, finance supports 50% and other costs 50%.

Charitable activities are currently associated with two activities: Advancing public education on First and Second world wars and promoting and supporting activities undertaken by CWGC. The total cost of the expenditure on charitable activities is apportioned 50:50 to these activities.

Governance costs

Governance costs represent direct expenditure incurred by, or on behalf of, the Foundation, for external audit and legal costs.

Other recognised Gain/losses

The expenditure within other gains and losses relates to exchange differences.

Inventory

Cost for the stock of merchandise is included in current assets. Merchandise, directly purchased by the Foundation's Belgian and French branches, is valued at cost. Merchandise at head office for on-line sales is valued at cost. The Commission's historic stock of books and maps has been donated to the Foundation free of charge.

Provisions

Provisions for future liabilities are recognised if there is a legal or constructive financial obligation that can be readily estimated and for which there is a reasonable expectation that payment will be made.

Foreign currencies

Transactions in foreign currencies are translated at the monthly average exchange rate. Currency balances at the year-end are translated at the year-end rate. The net exchange gain was £1,561(2022 – £nil).

Operating leases

The Foundation currently has no operating leases. Rent is not currently charged for Foundation engagement activities conducted at Commission locations, i.e., the Ieper Information Centre and French Visitor Centre. The use of the Information and Visitor Centres is donated in kind by the Commission and is accounted for under donations and expenditure in kind.

Value Added Tax (VAT)

The Foundation's trading activities have not yet reached the VAT thresholds in the UK, France, or Belgium and therefore it is not currently required to register for VAT.

Restricted funds

The Foundation's financial statements include restricted funds for grant activities.

Significant estimates and judgements

Estimates
Where contractual revenue cannot be allocated with certainty, but is related to the current financial period, an estimate of the income is booked within the financial statements based on the anticipated completion value. Costs are allocated on an accruals basis for costs incurred within the current financial period.

Judgements
Membership income is recognised in the month it is received rather than being amortised over the twelve-month subscription period. This revenue recognition approach has been adopted because the membership fee is in substance a donation and no substantive benefits accrue to members and no refunds are made.

Notes to the Financial Statements for the year ended 31 March 2023

1 Income from Donations

Donations – Unrestricted

	2023	2022
	£	£
Donations & CWGF legacies received	**79,710**	81,053
Legacies – received at Head Office	**46,916**	61,558
Donations - Belgium, Ieper Information Centre	**1,602**	291
Donations - France, Beaurains Visitor Centre	**3,999**	975
Gift Aid - Claims from donations	**920**	1,739
Donations in kind - valued cost for services from CWGC	**104,884**	152,616
	238,031	298,232

Donations include fundraising from Trustees' engagement activities, legacies received, amounts received from events together with donations received directly by the Foundation at Commission locations and those made via the website. The website upgrade was completed in FY2021/22 which has resulted in the decrease in donations in kind.

Donations – Restricted

	2023	2022
	£	£
Runnymede Memorial Lighting project	**50,000**	-
Princess Anne's Trust – Speakers programme	**5,000**	-
MacRoberts Trust – Speakers programme	**-**	48,675
	55,000	48,675

A donation of £50k was provided by a one-off donor for the night lighting at the Runnymede Memorial. £5k was donated by the Princess Anne's Trust to continue the work on the Speakers Programme. Both donations were granted by the Foundation to the Commission for the work to be completed.

2 Income from Grant Funding – Restricted

During 2023 (2022 nil) the foundation did not receive any restricted grant income.

3 Income - Membership Scheme and Sponsorship – Unrestricted

	2023	2022
	£	£
Standard donation membership	**50,367**	46,191
Standard donation membership – Gift Aid	**4,896**	-
Sponsorship – Carol Service	**1,000**	-
Sponsorship – An Evening at Brookwood	**600**	4,047
	56,863	50,238

Standard membership increased in 2023 to 1,570 members, (2022 – 1,426). 983 (2022 – 1,052) renewed their membership for a further 12-months, a renewal rate of 69%.

4 Investment Income

	2023	2022
	£	£
Bank Interest	**2,561**	534
	2,561	534

During 2023 Bank Interest received of £2.5k (2022 £534)

5 Income from other trading activities - Unrestricted

	2023	2022
	£	£
Ticket Sales Events	**21,294**	8,563
Merchandise sales	**13,941**	6,455
Books and printed matter sales	**9,247**	2,836
Sale of wreaths	**3,901**	-
Tour & Coach Reservation Fees - Beaurains Visitor Centre	**1,823**	217
School & University Visits - Beaurains Visitor Centre	**2,031**	429
	52,237	18,500

In 2022/23 tickets were sold for two virtual walks, and events at the Tri-Service day, the Evening at Brookwood and the Carol Concert which contributed to the increase in merchandise sales. In year, the visitor numbers, school visits and coach parties have improved to the Ieper information centre and the Visitor Centre at Beaurains, with wreaths now being sold for family cemetery visits.

6 Expenditure on Raising Funds

Raising Funds	**Staff/ recharge costs**	**Other Direct costs**	**Total 2023**	Staff/ recharge costs	Other Direct costs	Total 2022
	£	**£**	**£**	£	£	£
Fundraising costs	**206,180**	**109,985**	**316,165**	158,783	114,315	273,098
	206,180	**109,985**	**316,165**	158,783	114,315	273,098

Fundraising costs were higher in 2023 due the recruitment of the Director of the Foundation on a fixed term contract, along with support from 2 admin staff working with the Foundation and corporate fund-raising manager.

7 Expenditure - Charitable Activities

	Un-restricted	Restricted	**2023 Total**	Un-restricted	Restricted	2022 Total
	£	£	**£**	£	£	£
Advancing public education on First and Second world wars	46,632	392,683	**439,315**	47,781	7,713	55,494
Promoting and supporting activities undertaken by CWGC	46,632	0	**46,632**	47,780	0	47,780
	93,264	392,683	**485,947**	95,561	7,713	103,274

* Restricted charitable activities costs comprise: the activities Eyes On Hands On (Annington) £289k; MacRoberts Trust speakers programme; £49k, Runnymede Lighting £50k and; Princess Anne's Trust speakers programme £5k. All such costs are grants to CWGC.

Support service costs of £104,884 (2022-£152,616) and governance costs of £5,723 (2022 – £5,010) have been apportioned between fundraising costs and charitable activities expenditure based on the income split of 86% relating to unrestricted income and 14% relating to restricted income and for other costs and a 50% 50% split for staff costs to the Foundation's two principal charitable activities and objectives on a 50:50 basis.

8 Other recognised gains/(losses)

	2023	2022
	£	£
Exchange gain/(loss) on balance sheet revaluation	**1,561**	-
	1561	0

9 Governance costs

	2023	2022
	£	£
Fees payable to the Foundation's auditor for the audit of the Foundation's financial statements	**5,430**	4,890
Fess payable for professional fees for branches in Belgium and France	**293**	120
	5,723	5,010

There were expenses of £80 reimbursed to one trustee during the year for attending an event in Norwich at a meeting. (2022 – none)

10 Stock of Merchandise

	2023	2022
	£	£
Books and maps	**3,944**	3,165
Merchandise - stationery, badges, and pins	**7,757**	8,773
	11,701	11,938

The slow-moving stock provision normally provides for any stock which, based on historic sales volumes, may not be sold within the twelve months following the end of the year. The provision at 31 March 2023 remains at 50% of the stock value.

11 Debtors: amounts falling due within one year

	2023	2022
	£	£
Prepayments	**2,748**	1,535
Accrued donations	**9,466**	3,334
	12,214	4,869

Prepayments relate to sales service costs at Ieper and Beaurains plus event and social media costs at Head Office. Accrued income includes gift aid claims awaiting payment of £5.2k, PayPal income of £3.6k, lecture fees of £0.4k and £0.2k Go-cardless income.

12 Creditors: amounts falling due within one year

	2023	2022
	£	£
Deferred income	**175**	2,208
Trade creditors	**4,584**	7,120
Trade accruals	**18,291**	6,396
Other creditors	**26,129**	10,867
Intergroup balance owed to Commonwealth War Graves Commission	**1,366**	12,071
	50,545	38,662

Other creditors include an increase in the holiday pay accrual due to the newly recruited Foundation staff.

The Foundation has an unsecured draw down facility of a total principal amount not exceeding £500k from the Commission available until 31 March 2025 and fully repayable by 31 March 2027. The loan balance bears interest at the rate of 1.5% above the Bank of England base rate. There is a zero drawn down balance as at 31 March 2023. The Intergroup balance does not bear interest.

13 Retained funds

	2023	2022
	£	£
Unrestricted fund	**42,432**	100,608
Restricted funds	**15,000**	352,683
	57,432	453,291

Notes to the Financial Statements for the year ended 31 March 2023

2022/23	Brought forward 01-Apr-22	Income	Expenditure	Carried forward 31-Mar-23
	£	£	£	£
Restricted funds				
Interns	15,000	-	-	15,000
Annington Homes	289,008	-	(289,008)	-
MacRoberts Trust – Speakers Programme	48,675		(48,675)	-
Runnymede Memorial Lighting	-	50,000	(50,000)	-
Princess Anne's Trust – Speakers Programme	-	5,000	(5,000)	-
Total restricted funds	352,683	55,000	(392,683)	15,000
Unrestricted funds	100,608	349,692	(407,868)	42,432
Total funds	**453,291**	**404,692**	**(800,551)**	**57,432**

Grants and Donations awarded to the Foundation for specific projects are treated as restricted in line with the contract.

In 2022/23 there was £55k of restricted income in respect of two projects. This consisted of restricted donations: £50k to support the lighting at the Runnymede Memorial and £5k from the Princess Anne's Trust to support the speakers programme. The £392k of restricted expenditure relates to the grants to CWGC to complete the restricted projects. All projects were completed in year apart from the speakers programme which was a grant to the commission in 2022/23 for the completion of work in 2023/24.

2021/22	Brought forward 01-Apr-21	Income	Expenditure	Carried forward 31-Mar-22
	£	£	£	£
Restricted funds				
Interns	15,000	-	-	15,000
Annington Homes	289,008	-	-	289,008
Kantor – Speakers Programme	7,713	-	(7,713)	-
MacRoberts Trust - Speakers Programme	-	48,675	-	48,675
Total restricted funds	311,721	48,675	(7,713)	352,683
Unrestricted funds	101,763	330,926	(332,081)	100,608
Total funds	**413,484**	**379,601**	**(339,734)**	**453,291**

Notes to the Financial Statements for the year ended 31 March 2023

Analysis of net assets/(liabilities) between funds

	Unrestricted funds	Restricted funds	Total 2023
	£	£	£
Fund balances at 31 March 2023 are represented by:			
Stock	12,861	-	12,8861
Cash at bank and in hand	67,902	15,000	82,902
Debtors amounts falling due within one year	12,214	-	12,214
Creditors amounts falling due within one year	(50,545)	-	(50,545)
Total	**42,432**	**15,000**	**57,432**
Creditors amounts falling due after more than one year	-	-	-
Total funds carried forward	**42,432**	**15,000**	**57,432**

	Unrestricted funds	Restricted funds	Total 2022
	£	£	£
Fund balances at 31 March 2022 are represented by:			
Stock	11,938	-	11,938
Cash at bank and in hand	117,734	357,412	475,146
Debtors amounts falling due within one year	4,869	-	4,869
Creditors amounts falling due within one year	(33,933)	(4,729)	(38,662)
Total	**100,608**	**352,683**	**453,291**
Creditors amounts falling due after more than one year	-	-	-
Total funds carried forward	**100,608**	**352,683**	**453,291**

14 Staff Costs

For the 2022/23 financial year the Foundation had five employees. Administrative support for the supporter scheme is provided by the recruited Foundation employee.

One employee earned between £70,000 - £80,000 during the year (2022: one employee earned between £60,000 - £70,000).

The total remuneration cost of key management personnel was £116,354 (2022: £81,158) which comprises salary costs and employer's national insurance and pension contributions. Key management personnel comprise the Trustees and the Chief Executive, none of whom receive remuneration from the Foundation, the Director of the Foundation and the Executive Director contracted directly in the Foundation.

	2023	2022
	£	£
Wages and salaries	**159,950**	102,401
Social security costs	**16,768**	10,526
Pension – defined contribution scheme	**18,182**	12,865
Staff - donated support services from CWGC	**79,723**	95,499
	274,623	221,291

15 Support services and facility costs

Donations in kind 2022/23

	Finance	Legal	Marketing	Mgt	HR and Ops	Total 2022
	£	£	£	£	£	£
Support	66,354	3,607	23,397	1,747	1,671	**96,776**
Facilities	8,108	-	-	-	-	**8,108**
	74,462	**3,607**	**23,397**	**1,747**	**1,671**	**104,884**

Donations in kind 2021/22

	Finance	Legal	Marketing	Mgt	HR and Ops	Total 2022
	£	£	£	£	£	£
Support	70,632	1,427	35,118	1,713	1,592	**110,482**
Facilities	7,954	-	34,180	-	-	**42,134**
	78,586	**1,427**	**69,298**	**1,713**	**1,592**	**152,616**

16 Related party transactions

The ultimate parent company and controlling party of the Foundation is the Commonwealth War Graves Commission. Consolidated accounts for the group are available on the Commission's website.
The Commonwealth War Graves Foundation, has as its sole member the Commonwealth War Graves Commission. Material transactions with the Commission comprised:

- Branch stock merchandise movements included trench whistles from Belgium to France £0.2k, gifts from France to Belgium for their annual tombola £0.1k and books from Head Office £0.6k to France £1k.

- The Commonwealth War Graves Foundation owed the Commonwealth War Graves Commission £1.3k (2022 - £12.1k) at the year-end. The Commonwealth War Grave Commission owed the Commonwealth War Graves Foundation £0k (2022 - £0k) at the year end.

- Back-office support and services donated by the Commission to the Foundation free of charge, whilst the Foundation continued to establish itself, were valued at £117k (2022 - £152k).

- Lady Lucy French, a Trustee of the Commonwealth War Graves Foundation for part of the financial year, resigned on 22 August 2022, is also a Trustee of "Never such Innocence" a charity which aims to give children and young people across the world a voice on war and conflict. Books published by Never such Innocence are retailed by the Foundation at cost price – 5 books were sold between April 2022 – March 2023 at £98 (2022 - £20) and thirty-six books (2022 – 41 books) remain in stock.

- In 2023 2 Trustees have Foundation memberships, amount received £36, one of the trustees had paid in advance in the previous financial year (2022 £ 138)

- In year £45k was charged from The Commonwealth War Graves Commission for donations and legacies less direct costs in 2023 (2022 – an income recharge of £56k)

- Expenses of £80 were reimbursed to one trustee during the year for attending a Foundation meeting at an event in Norwich. (2022 – none). However, in the year, no trustees of the Commonwealth War Graves Foundation attended Commission events where expenses were incurred. (2022 – Jay Singh Sohal, a trustee of the Commonwealth War Graves Foundation attended a remembrance event for the Commission, their expenses of £134 were charged across to the Commission.)

17 Post Balance Sheet Events

There are no balance sheet events to disclose.

THE COMMONWEALTH WAR GRAVES FOUNDATION

England & Wales - Charity number 1171947

Accounts

COMMONWEALTH WAR GRAVES FOUNDATION

ANNUAL REPORT
FOR THE YEAR ENDED

31 MARCH 2022

CHARITY REGISTRATION
NUMBER 1171947

COMMONWEALTH WAR GRAVES FOUNDATION

Financial Statements
for the year ended 31 March 2022

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COMMONWEALTH WAR GRAVES FOUNDATION

Trustees, Executives and Advisors
for the year ended 31 March 2022

Trustees:	Dame Judith Mayhew Jonas DBE (Chair)
	Major General Alastair Bruce KStJ OBE VR
	Lady Lucy French OBE (resigned 22nd August 2022)
	The Hon Kevan Jones MP (reappointed 6th September 2022)
	Sir Adrian Alastair Montague CBE
	Captain Jay Singh-Sohal VR
	Mr Terence Hewett (resigned 22nd August 2022)
	Mr Julian Evans (appointed 6th September 2022)
Chief Executive:	Claire Horton CBE
Executive Director:	John Grain
Registered Office:	2 Marlow Road, Maidenhead, Berkshire, SL6 7DX
Bankers:	HSBC, The Boulevard, Crawley, West Sussex, RH10 1UT
	BNP Paribas Fortis, Korte Torhoutstraat 1, 8900 Ieper
	BNP Paribas, Centre d'Affaires Nord de France Entreprises, 140, Parvis de Rotterdam, 59777 Lille
Auditors:	Buzzacott, 130 Wood Street, London EC2V 6DL

A MESSAGE FROM OUR CHAIR

It was another year where COVID-19 continued to impact hugely on both our programmes and our fundraising resulting in many of our planned activities being often delayed or even cancelled completely. Chief amongst these was our first ever Carol Service at the Royal Military Chapel in London, which had promised to be a magical evening. Despite this, I am delighted that we still recorded some significant successes and overall, the Foundation continues to grow and develop as the education charity of the Commonwealth War Graves Commission.

Despite the pandemic, Our Eyes On Hands On volunteer programme has continued to prove a huge success. By the end of the year nearly 2,000 volunteers were active up and down the UK, and close to 100,000 headstones have now been inspected since the programme launched across almost 20,000 hours of activity.

Because of COVID-19 the Kantor Speakers Volunteer Programme delivered the majority of talks virtually to the end of 2021, but by early 2022 more than 200 trained volunteers were starting to get out and about to talk about the work and history of the Commonwealth War Graves Commission in far greater numbers. In all over 600 talks were given with our speakers receiving uniformly excellent feedback in terms of quality and engagement.

Elsewhere membership numbers remained stable, and we were fortunate to benefit from generous grant awards from the MacRobert Trust and the Cadogan Charity, as well as a hold a very successful virtual walk event that raised over £20,000 from more than 400 participants and sponsors. Legacy notifications and income were up and all of these factors mean we are able to plan for the future with confidence, with some exciting new projects and programmes in development.

Finally, I would like to record my thanks to my fellow Trustees for their very welcome guidance, support and contributions over the year.

DocuSigned by:
Judith Mayhew Jonas
D73EAB70DEE94A2...

Dame Judith Mayhew Jonas

Chair of Trustees

Date: 6th September 2022

Trustees' Report
for the year ended 31 March 2022

Introduction

The Trustees present their report and accounts, for the Foundation's fourth operational year, ending on 31 March 2022.

Structure and Governance

The Commonwealth War Graves Foundation ("the Foundation" or "CWGF") is a Charitable Incorporated Organisation (CIO), governed by its Constitution, as registered on 8 March 2017 and subsequently amended on 6 May 2017. The Foundation is registered with the Charity Commission of England & Wales (charity registration number 1171947). The Foundation has also established and registered branches in: Belgium (enterprise number 0689.789.289), and in France (Siret number 850 666 645 00013), governed under the same constitution.

The Commonwealth War Graves Commission ("the Commission" or "CWGC"), an organisation established by Royal Charter in May 1917, is the sole member of the Foundation. The Foundation is a subsidiary of the Commission. The Commission is not a charity as its purposes are not exclusively charitable.

Members of the Foundation's Board of Trustees are appointed by the Commission; the majority of the Foundation's Trustees are not Commissioners. The Foundation's Chief Executive also serves as the Commission's Director General.

Four Trustee meetings took place during the year.

New Trustees' induction is provided by meetings with the Foundation's Chief Executive alongside meetings with members of the Commission's senior management team.

Objectives and activities

The objectives of the Foundation are:

(a) To promote and support the maintenance and upkeep of graves, cemeteries, buildings and memorials for the burial and commemoration of members of the naval, military and armed forces from countries of the Commonwealth who were killed during the First Word War or the Second World War anywhere in the world, in particular (but without limitation) through the support of charitable activities undertaken by the Commonwealth War Graves Commission;

(b) To advance citizenship among the people of the Commonwealth through the commemoration of members of the naval, military and armed forces from countries of the Commonwealth who were killed during the First World War and the Second World War; and

(c) To advance the education of the public, especially young people, in the history of the First World War and the Second World War. In particular (but without limitation) through advancing education in the lives of those commemorated by the Commonwealth War Graves Commission and in the history of the cemeteries, buildings and memorials maintained by the Commonwealth War Graves Commission.

The Foundation's strategic objectives are:

- the building of public engagement programmes engaging the wider community in the story of our common sacrifice and shared history initially focussed around sites and war graves in the UK;
- the creation of educational resources and a programme of educational support and activities; and
- the development and sponsorship of internship programmes for youth guides from the Commonwealth, at the Commission's main sites in Belgium and France.

The Trustees confirm that they have referred to the guidance published by the Charity Commission in regard to public benefit when reviewing the Foundation's objectives and planning future activities.

Activities and Achievements

Despite the ongoing impact of the pandemic, the Foundation made progress in the following areas:

- Grew membership supporter numbers to 1,496.
- Delivered over 600 talks from trained volunteers in the Speakers Programme and via CWGC Public Engagement Co-ordinators.
- The online version of the Noor Inayat Khan exhibition, celebrating the life of Special Operations Executive Noor Inayat Khan transitioned back to the Runnymede Memorial once COVID-19 restrictions eased.
- The Eyes On Hands On volunteering programme resumed fully after COVID-19 restrictions eased and at the end of March 2022, almost 2,000 active volunteers had inspected almost 100,000 headstones around the UK, and cleaned or cleared almost 13,000. As a result of inspections, the Commission has been able to correct 157 errors in our historical records and archives, replace 54 headstones and have 593 repairs or corrections carried out by our Operations team.
- Our first virtual fundraising event (Walking Our War Graves – The Western Front) launched in April and was a great success, raising over £20,000 from over 200 participants and nearly 500 sponsors.
- The Foundation rebranded to become more aligned with the new Commission branding and also developed and launched its own website in November 2021.
- The Foundation depends on the support from the Commission, the Commission's volunteers and its own volunteers for their dedication and commitment to the delivery of the charitable activities. In the year, 1,905 volunteers gave their time and energy, an estimated 15,021 hours, with an estimated value of £134k.

Business Plan 2022-23

The Foundation's key deliverables in 2022/23 are planned to include:

- Developing new outreach and education programmes in partnership with the CWGC.
- Restarting the Interns (now called Guides) programme in France and Belgium assuming COVID-19 restrictions allow.

- Registering the Foundation as a charitable organisation in Scotland.

- Further improvements in engaging with supporters and growing membership, in order to fund the running costs of the Foundation.

- Recruitment and training of additional volunteers for the "Eyes On Hands On" project which will provide coverage of between 80-` 85% of scattered graves in the UK. New volunteers will commence "hands on" grave maintenance following appropriate training.

- Increasing our fundraising capacity by recruiting two new posts for Events and for Trusts and Corporate fundraisers.

- Repeating our virtual walk and Footsteps of our Forces events. Holding an open evening event at Brookwood and the Carol Concert at the Royal Guards Chapel in London.

- Installing contactless donation stations in the Visitors Centre in France and the Information Centre in Belgium.

- Further developing income streams from donations, and surpluses from the sale of new and updated merchandise at the Commission's Ieper Information Centre and French Visitor Centre.

Volunteers policy

The Foundation encourages, welcomes and recognises volunteers. They fulfil a variety of roles including: acting as our eyes and ears on the ground for the "Eyes On Hands On" project; educating and informing the wider public on the Commission's work having received training funded by Kantor; and supporting core Foundation activity by freely lending their time and skills.

Remuneration policy for key management personnel

The Foundation's key management comprises the Trustees, the Chief Executive and the Executive Director; however, Trustees are unpaid, and the Chief Executive is not remunerated by the Foundation. During the year under review the Foundation had just four employees, two of whom were employed on fixed term contracts. The Foundation's approach and policy on remuneration follows that of the Commission, which is that remuneration levels are in line with median market pay data for the not-for-profit sector as established from salary survey and benchmark data. The Commission agreed that during the Foundation's start-up period, until it has free cash to pay for administration, finance and marketing, that it would provide back-office support free of charge.

Top Risks and Mitigation

The Foundation maintains a register of risks and their mitigation. Risks are categorised as Operational, Reputational, Financial, or COVID-19; mitigation measures are identified for each one. This register is monitored by management and the Trustees to ensure it is kept relevant and up to date.

The top risk under each category is:

Operational: Overcommitment on project activity before funds are received – which is mitigated through business planning, comprehensive project management and KPI measurements.

Reputational: Threat of cyber security breach/hacking/website malfunction - mitigated through staff training, internal IT expertise and resources and clear reporting guidelines.

Financial: Insolvency – mitigated by having a reserves policy, financial controls and reporting.

COVID-19: Funders' priorities change (short-term) and fundraising income is affected by closures, delays and recession. These risks are mitigated by pre-planning so that projects are primed to start when restrictions allow, preparing funding proposals, and assessing new funding opportunities and streams.

Reserves

The Foundation's reserves at 31 March 2022 were £453k, split between £353k restricted and £100k unrestricted. The Foundation has set reserves target of £48k of unrestricted reserves. This level of reserve is considered sufficient to cover the costs arising on the windup of the Foundation and would:

- Cover the redundancy costs of the Foundation's employees; and
- Make provision for early termination of any other contracts currently in place.

At March 2022, available unrestricted reserves of £100k exceed the target of £48k by 108%.

There is a loan facility still available from CWGC which can be drawn against, this supports any short-term cash issues which includes managing the expenditure of the foundation.

Financial results for the year ended 31 March 2022

The Foundation's income was £416k comprising unrestricted income of £367k and £49k of restricted income. Over 81% of unrestricted income, £298k, came from donations and legacies and donated services with the remainder from the Supporters' Scheme, £50k, and trading income from retail activities of £19k. Restricted income comprised £49k of donations from the MacRobert Trust for the 2023 Speakers programme.

Costs of £376k were incurred. Key expenditure items were: grants of £7k to complete the Kantor's speakers programme; staffing costs of £222k; £97k for direct and supporter scheme costs, along with £50k incurred on marketing, web sites costs and professional costs.

The outcome was a surplus of £40k (2021 - £316k), made up of a £1k unrestricted deficit (2021 - £67k surplus) and a £41k restricted surplus (2021 - £249k). Unrestricted income covered the unrestricted costs, and the restricted surplus relates to income received from the MacRobert Trust for spending in the following year.

The intergroup balance (net) between the Commission and the Foundation was £12.1k at the year-end (2021 £0.4k). The balance sheet stock value of £12k comprised gift items, books, maps and pins. A provision has been made for slow-moving stock. Bank balances at the year-end were £475k (2021 -£415k) of which 75% related to restricted activities.

The 2022/23 budget anticipates a loss of £350k for the Foundation which will be funded from the Foundation's restricted and unrestricted reserves, accumulated from the income for projects in the prior 2 years, which will be completed by CWGC through 2022/23.

This report was approved by the Trustees on 6 September 2022 and signed on their behalf by:

Dame Judith Mayhew Jonas DBE

Chair DocuSigned by: Judith Mayhew Jonas B73EAB70DEE94A2...

Date: 6th September 202

Trustees' Responsibilities Statement for the year ended 31 March 2022

The Trustees are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and regulations.

The Charities Act 2011 requires the Trustees to prepare financial statements for each financial year. The Trustees have to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law), including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland. The Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charity and of the income and expenditure of the charity for that period. 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 (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions and 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.

Disclosure of information to auditor

The Trustees confirm that:

- so far as each Trustee is aware, there is no relevant audit information of which the charity's auditor is unaware; and
- the Trustees have taken all the steps that they ought to have taken as Trustees in order to make themselves aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

Independent auditor's report to the Trustees of Commonwealth War Graves Foundation

Opinion

We have audited the accounts of Commonwealth War Graves Foundation (the 'charity') for the year ended 31 March 2022 which comprise the statement of financial activities, the balance sheet, the statement of cash flows, the principal accounting policies and the notes to the accounts. 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 accounts:

- give a true and fair view of the state of the charity's affairs as at 31 March 2022 and of its income and expenditure 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 accounts section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the accounts 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

In auditing the accounts, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the accounts is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least twelve months from when the accounts are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

Independent auditor's report to the Trustees of Commonwealth War Graves Foundation

Other information

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

In connection with our audit of the accounts, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the accounts 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 accounts 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 Act 2011 requires us to report to you if, in our opinion:

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

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement, the Trustees are responsible for the preparation of the accounts 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 accounts that are free from material misstatement, whether due to fraud or error.

In preparing the accounts, 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 liquidate the charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the accounts

Our objectives are to obtain reasonable assurance about whether the accounts 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 accounts.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we obtained an understanding of the legal and regulatory frameworks that are applicable to the charity and determined that the most significant frameworks which are directly relevant to specific assertions in the financial statements are those that relate to the reporting framework (Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Charities Act 2011) and those that relate to data protection (General Data Protection Regulation).

- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the charity's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias;
- used data analytics to investigate the rationale behind any significant or unusual transactions;
- tested authorisation controls on expenditure items, ensuring all expenditure was approved in line with the charity's financial procedures.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the Trustees and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

Independent auditor's report to the Trustees of Commonwealth War Graves Foundation

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

Use of our report

This report is made solely to the charity's Trustees, as a body, in accordance with section 144 of the Charities Act 2011 and with regulations made under section 154 of that Act. 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 auditor's 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.

Buzzacott LLP
Statutory Auditor
130 Wood Street
London
EC2V 6DL

Date: 17 October 2022

Buzzacott LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

COMMONWEALTH WAR GRAVES FOUNDATION

Statement of Financial Activities
for the year ended 31 March 2022

	Note	Un-restricted Funds 2022 £	Restricted Funds 2022 £	Total 2022 £	Un-restricted Funds 2021 £	Restricted Funds 2021 £	Total 2021 £
Income from:							
Donations & Legacies	1	298,232	48,675	**346,907**	164,224	335,200	499,424
Charitable Activities							
Grants receivable	2	-	-	**-**	-	18,331	18,331
Supporter Scheme Income	3	50,238	-	**50,238**	41,291	-	41,291
Other Trading Activities	4	18,500	-	**18,500**	7,803	-	7,803
Total Income		366,970	48,675	**415,645**	213,318	353,531	566,849
Expenditure on:							
Raising funds							
Fundraising costs	5	273,098	-	**273,098**	112,170	-	112,170
Charitable Activities	6	95,561	7,713	**103,274**	33,697	104,801	138,498
Total expenditure		368,659	7,713	**376,372**	145,867	104,801	250,668
Net (expenditure) / income		(1,689)	40,962	**39,273**	67,451	248,730	316,181
Other recognised gains /(losses)	7	534	-	**534**	(447)	-	(447)
Net movement in funds		(1,155)	40,962	**39,807**	67,004	248,730	315,734
Reconciliation of funds							
Total funds brought forward	13	101,763	311,721	**413,484**	34,759	62,991	97,750
Net movement in funds	13	(1,155)	40,962	**39,807**	67,004	248,730	315,734
Total funds carried forward	13	100,608	352,683	**453,291**	101,763	311,721	413,484

All the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above.

The accompanying accounting policies and notes on pages 16 to 27 form an integral part of these financial statements.

COMMONWEALTH WAR GRAVES FOUNDATION

Balance Sheet
as at 31 March 2022

	Note	Unrestricted Funds 2022 £	Restricted Funds 2022 £	Total 2022 £	Unrestricted Funds 2021 £	Restricted Funds 2021 £	Total 2021 £
Current assets							
Stock	9	11,938	-	**11,938**	13,917	-	13,917
Cash at bank and in hand		117,734	357,412	**475,146**	95,365	319,738	415,103
Debtors: amounts falling due within one year	10	4,869	-	**4,869**	82,001	490	82,491
		134,541	357,412	**491,953**	191,283	320,228	511,511
Creditors: amounts falling due within one year	11	(33,933)	(4,729)	**(38,662)**	(68,661)	(8,507)	(77,168)
Net current assets		100,608	352,683	**453,291**	122,622	311,721	434,343
Total assets less current liabilities		100,608	352,683	**453,291**	122,622	311,721	434,343
Creditors: amounts falling due after more than one year	12	-	-	**-**	(20,859)	-	(20,859)
Total assets less long-term liabilities		100,608	352,683	**453,291**	101,763	311,721	413,484
Net assets		100,607	352,683	**453,291**	101,763	311,721	413,484
Funds of the Foundation							
Unrestricted funds	13	100,608	-	**100,608**	101,763	-	101,763
Restricted funds	13	-	352,683	**352,683**	-	311,721	311,721
		100,608	352,683	**453,291**	101,763	311,721	413,484

The financial statements were approved by the Foundation's Trustees on 6 September 2022 and were signed on their behalf by:

Chair DocuSigned by: Judith Mayhew Jonas D73EAB70DEE94A2...
Date: 6th September 2022

Chief Executive DocuSigned by: Claire Horton A04C77CCC736421...
Date 6th September 2022

The accompanying accounting policies and notes on pages 16 to 27 form an integral part of these financial statements.

COMMONWEALTH WAR GRAVES FOUNDATION

Statement of Cash Flows
for the year ended 31 March 2022

	Un-restricted Funds	Restricted Funds	Total	Un-restricted Funds	Restricted Funds	Total
	2022	**2022**	**2022**	2021	2021	2021
	£	**£**	**£**	£	£	£
Net cash provided by/(used in) operating activities						
Net (expenditure) / income	(1,155)	40,962	**39,807**	67,004	248,730	315,734
Decrease/(increase) in inventories	1,979	-	**1,979**	(377)	-	(377)
Decrease/(increase) in debtors	77,132	490	**77,622**	(9,566)	(490)	(10,056)
(Increase)/decrease in creditors	(2,330)	(3,778)	**(6,109)**	10,486	(12,079)	(1,593)
(Decrease) in intergroup balance with CWGC	(53,257)	-	**(53,257)**	(76,024)	35,667	(40,357)
Net cash provided by/(used in) operating activities	22,369	37,674	**60,043**	(8,477)	271,828	263,351
Increase/(decrease) in cash	**22,369**	**37,674**	**60,043**	(8,477)	271,828	263,351

Reconciliation of net cash flow to movement in cash and cash equivalents

	2022	2021
	£	£
Movement in cash and cash equivalents	**60,043**	263,351
Cash and cash equivalents at 1 April	**415,103**	151,752
Cash and cash equivalents at 31 March	**475,146**	415,103

The accompanying accounting policies and notes on pages 16 to 27 form an integral part of these financial statements.

Principal Accounting Polices
for the year ended 31 March 2022

The principal accounting policies and judgements used in the preparation of the financial statements are:

Basis of Accounting

The Trustees' Report and accompanying financial statements have been produced in accordance with the Accounting and Reporting by Charities: Statement of Recommended Practice (SORP), applicable to entities preparing their financial statements in accordance with FRS102, and applicable United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice (GAAP) including FRS102). The Foundation meets the definition of a public benefit entity under FRS102. The functional currency is sterling.

The Commonwealth War Graves Commission is the sole member of the Commonwealth War Graves Foundation (Registered charity number 1171947). These financial statements are therefore also consolidated in the results of the Commission on a line by line basis.

Going Concern

The financial statements have been prepared on a going concern basis. The Foundation's financial statements are in a net asset position of £453.3k at 31 March 2022 (2021 - £413.5k). The net intergroup balance has increased to: £12.1k owed to the Foundation by the Commission (2021 -£0.4k owed to the Commission). The Foundation currently has cash balances of £475.1k (2020 -£415.1k) which will cover its grant activities and general running costs in 2022-23. The Foundation expects its membership, donations and other income to both continue and grow over the medium term, as the charity increases its ability to both identify and attract new sources of grant and charitable funding.

Trustees have approved a budget for 2022/23 with forecast income of £446k, split between £398k unrestricted and £49k restricted. Budgeted costs include grants to the Commission of £339k, employment costs of £269k and direct & running costs of £190k resulting in a forecast deficit for the year of £350k which will be funded by reserves.

If required, the Foundation can also draw down additional cash from the Commission's agreed loan facility of £500k in place until March 2023. On this basis, the Foundation is considered to be a going concern for a period of at least 12 months from the date of approval of these financial statements.

Fund accounting

The Foundation holds unrestricted and restricted funds.

Unrestricted income funds comprise those funds which the Trustees are free to use at their discretion in furtherance of the objectives of the Foundation.

Restricted funds are subject to specific restrictions imposed by the donors.

Income recognition

Income is recognised once the Foundation has entitlement to the income, it is probable that the income will be received, and the amount can be measured reliably.

Donations

Donations received are recognised once the Foundation has entitlement to the income, it is probable that the income will be received, and the amount of income receivable can be measured reliably.

Supporter membership scheme income

Income from the supporters' membership scheme is treated and recognised as a donation when the amount of income receivable can be measured reliably.

Principal Accounting Polices
for the year ended 31 March 2022

Donated services, facilities and goods

The Foundation receives services, facilities and goods free of charge in support of its finance, human resources, legal, management and operational activities including marketing activities. The value of these is recognised as donated services

Donated services and facilities received free of charge are shown as donations in kind and recognised in income with an equivalent amount recognised as an expense under charitable costs. The valuation attributed to these donations is as follows: the Foundation has been allocated 5% of the running costs of both the Ieper Information Centre and the Beaurains Visitor Centre, 0.5% of CWGC's total applicable back-office support costs and100% of the staff costs for the dedicated finance and administration support.

Donations of book stocks from the Commission are recognised in the period that they are received.

Grant Funding

Funding from organisations supporting the Foundation's objectives is treated as restricted funds and shown separately in the statement of financial activities as this is mandated by the grant agreements. The full income is recognised in the year in which the Foundation becomes fully entitled to receive it.

Recognition of expenditure

All expenditure is accounted for in the statement of financial activities on an accruals basis.

Classification of expenditure

The Foundation's expenditure is analysed between fundraising costs and charitable activities.

Expenditure on raising funds

Expenditure on raising funds includes the costs to manage the supporter scheme, marketing and promotion costs to raise income, other direct costs attributable to raising funds including a portion of the donated in-kind support cost from the CWGC. The resources expended and administering the charity include 100% of staff responsible for fund raising, 75% of the Executive and Administration support. The donated in-kind cost is split 75% for the Administrative support, 50% for the dedicated finance support and 50% for all other donated costs.

Expenditure on charitable activities

Expenditure on charitable activities includes: all expenditure directly relating to the charitable activities of the Foundation; resources expended on managing and administering the charity the direct cost of delivering the charitable activities; grants payable; and a portion of the donated in-kind support cost from the CWGC. The resources expended and administering the charity include 25% of the Executive and Administration support. The donated in-kind cost is split 25% for the Administrative support, 50% for the dedicated finance support and 50% for all other donated costs.

Charitable activities are currently associated with 2 activities: Advancing public education on First and Second world wars and Promoting and supporting activities undertaken by CWGC. The total cost of the expenditure on charitable activities is apportioned 50:50 to these activities.

Governance costs

Governance costs represent direct expenditure incurred by, or on behalf of, the Foundation, for external audit and legal costs.

Principal Accounting Polices
for the year ended 31 March 2022

Other recognised Gain/losses

The expenditure within other gains and losses relates to exchange differences.

Inventory

Cost for the stock of merchandise is included in current assets. Merchandise, directly purchased by the Foundation's Belgian and French branches, is valued at cost. The Commission's historic stock of books and maps has been donated to the Foundation free of charge.

Provisions

Provisions for future liabilities are recognised if there is a legal or constructive financial obligation that can be readily estimated and for which there is a reasonable expectation that payment will be made.

Foreign currencies

Transactions in foreign currencies are translated at the monthly average exchange rate. Currency balances at the year-end are translated at the year-end rate. The net exchange loss was £nil (2021 – gain of £477).

Operating leases

The Foundation currently has no operating leases. Rent is not currently charged for Foundation engagement activities conducted at Commission locations, i.e., the Ieper Information Centre and French Visitor Centre. The use of the Information and Visitor Centres is donated in kind by the Commission and is accounted for under donations and expenditure in kind.

Value Added Tax (VAT)

The Foundation's trading activities have not yet reached the VAT thresholds in the UK, France or Belgium and therefore it is not currently required to register for VAT.

Restricted funds

The Foundation's financial statements include restricted funds for grant activities.

Significant estimates and judgements

Estimates
Where contractual revenue cannot be allocated with certainty, but is related to the current financial period, an estimate of the income is booked within the financial statements based on the anticipated completion value. Costs are allocated on an accruals basis for costs incurred within the current financial period.

Judgements
Membership income is recognised in the month it is received rather than being amortised over the twelve-month subscription period. This revenue recognition approach has been adopted because the membership fee is in substance a donation and no substantive benefits accrue to members and no refunds are made.

Notes to the Financial Statements
for the year ended 31 March 2022

1 Income from Donations

Donations – Unrestricted

	2022	2021
	£	£
Donations & CWGF legacies received	**81,053**	110,813
Legacies – received at Head Office	**61,558**	-
Donations - Belgium, Ieper Information Centre	**291**	75
Donations - France, Beaurains Visitor Centre	**975**	469
Gift Aid - Claims from donations	**1,739**	-
Donations in kind - valued cost for services from CWGC	**152,616**	52,867
	298,232	164,224

Donations include fundraising from Trustees' engagement activities, legacies received and amounts received from events together with donations received directly by the Foundation at Commission locations and those made via the web-site. The increase in donations in kind from the Commission relates to the cost of the dedicated finance staff supporting the Foundation and the upgrade of the CWGF web-site.

Donations – Restricted

	2022	2021
	£	£
Annington Homes – Eyes On Hands On project	**-**	335,200
MacRoberts Trust – Speakers programme	**48,675**	-
	48,675	335,200

The Annington donation is restricted to The Eyes On Hands On Programme delivered by the Commission. The MacRobert Trust donation is restricted to the Speakers Programme, which will also be delivered by the Commission throughout 2022.

2 Income from Grant Funding – Restricted

	2022	2021
	£	£
Association of Independent Museums/Biffa - Noor Khan Project	**-**	14,305
CWGC grant to Noor Khan Project	**-**	4,026
	-	18,331

During 2021 the exhibition of Noor Khan was constructed at the Commission's Runnymede Memorial in Surrey and remains open to visitors

3 Income - Membership Scheme – Unrestricted

	2022	2021
	£	£
Standard donation membership	**46,191**	41,291
Standard donation membership – Gift Aid	**4,047**	-
	50,238	41,291

Standard membership increased in 2022 to 1426 members, (2021 - 1407). 1052 (2021 – 751) supporters renewed their membership for a further 12-months, a renewal rate of 74%.

4 Income from other trading activities - Unrestricted

	2022	2021
	£	£
Ticket Sales Events	**8,563**	-
Merchandise sales	**6,455**	2,172
Books and printed matter sales	**2,836**	2,501
Books donated by CWGC & CWGC supporter	**-**	2,093
Tour & Coach Reservation Fees - Beaurains Visitor Centre	**217**	45
School & University Visits - Beaurains Visitor Centre	**429**	992
	18,500	7,803

In 2021/22 tickets were sold for 2 virtual walks which also led to an increase in merchandise sales.

5 Expenditure on Raising Funds

Raising Funds	**Staff/ recharge costs**	**Other Direct costs**	**Total 2022**	Staff/ recharge costs	Other Direct costs	Total 2021
	£	**£**	**£**	£	£	£
Fundraising costs	**158,783**	**114,315**	**273,098**	59,922	52,248	112,170
	158,783	**114,315**	**273,098**	59,992	52,248	112,170

Fundraising costs were higher in 2022 due to the appointment of a fundraiser and administrator to the Foundation, together with the 50% allocation of the costs of a dedicated charity accountant (provided as a donated service by the Commission).

6 Expenditure - Charitable Activities

	Un-restricted	Restricted*	**2022 Total**	Un-restricted	Restricted	2021 Total
	£	£	**£**	£	£	£
Advancing public education on First and Second world wars	47,781	7,713	**55,494**	16,849	104,801	121,650
Promoting and supporting activities undertaken by CWGC	47,780	-	**47,780**	16,848	-	16,848
	95,561	7,713	**103,274**	33,697	104,801	138,498

* Restricted charitable activities costs comprise the activities of the Kantor's Speakers Programme of £8k.

7 Other recognised gains/(losses)

	2022	2021
	£	£
Exchange gain/(loss) on balance sheet revaluation	**-**	(477)
Bank interest received	**534**	30
	534	(477)

8 Governance costs

	2022	2021
	£	£
Fees payable to the Foundation's auditor for the audit of the Foundation's financial statements	**4,890**	4,890
Professional fees for branches in Belgium and France	**120**	2,130
	5,010	7,020

There were no expenses paid to Trustees during the year. (2021 – none)

9 Stock of Merchandise

	2022	2021
	£	£
Books and maps	**3,165**	4,485
Merchandise - stationery, badges and pins	**8,773**	9,432
	11,938	13,917

The slow-moving stock provision normally provides for any stock which, based on historic sales volumes, may not be sold within the twelve months following the end of the year. Due to the continued impact of COVID resulting in the visitors centres not being open for the full period, a year's provision exists for 50% of the stock value.

10 Debtors: amounts falling due within one year

	2022	2021
	£	£
Prepayments	**1,535**	7,797
Accrued Donations	**3,334**	8,946
Intergroup balance owed by Commonwealth War Graves Commission	**-**	65,748
	4,869	82,491

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Prepayments include £1,245 for the French and Belgium EPOS system and insurance costs and £290 for subscription costs at Head Office. Accrued donations are for funds received of £2.3k via CWGC's PayPal account relating to the Foundation and £833 from the virtual walk and other donations. In year, the total legacy balance of £66k was paid from the Commission to the foundation.

11 Creditors: amounts falling due within one year

	2022	2021
	£	£
Deferred income	**2,208**	1,841
Trade creditors	**7,120**	12,809
Trade accruals	**6,396**	12,176
Other creditors	**10,867**	5,873
Intergroup balance owed to Commonwealth War Graves Commission	**12,071**	44,469
	38,662	77,168

Deferred income relates to £1,360 for postponed events, and £688 of receipts to be reimbursed to donors. Other creditors include £3,658 Social Insurance & Taxation, £5,286 Holiday Pay accrual, £1,434 for a collaborative charity activity and £579 for postponed events.

12 Creditors: amounts falling due after more than one year

	2022	2021
	£	£
Intergroup balance owed to Commonwealth War Graves Commission	**-**	20,859

The Foundation has an unsecured draw down facility of a total principal amount not exceeding £500k from the Commission available until 31 March 2023 and fully repayable by 31 March 2025. The loan balance bears interest at the rate of 1.5% above the Bank of England base rate. There is a zero draw down balance as at 31 March 2022. The Intergroup balance does not bear interest.

13 Retained funds

	2022	2021
	£	£
Unrestricted fund	**100,608**	101,763
Restricted funds	**352,683**	311,721
	453,291	413,484

	Brought forward 01-Apr-21	**Income**	**Expenditure**	**Carried forward 31-Mar-22**
	£	£	£	£
Restricted funds				
Interns	15,000	-	-	15,000
Annington Homes	289,008	-	-	289,008
Kantor – Speakers Programme	7,713		(7,713)	-
MacRoberts Trust - Speakers Programme	-	48,675	-	48,675
Total restricted funds	311,721	48,675	(7,713)	352,683
Unrestricted funds	101,763	330,926	(332,081)	100,608
Total funds	**413,484**	**379,601**	**(339,734)**	**453,291**

Notes to the Financial Statements
for the year ended 31 March 2022

Donations received by the Foundation for specific projects are treated as restricted in line with the donation agreement:

- Interns donations include £10k received in September 2018 from Medlock Trust and £5k in October 2018 from Henry Oldfield Trust, both restricted to support the cost of the Intern programme.
- The Annington Homes donation is restricted to the Eyes On Hands On project supporting volunteers with the care of scattered graves in the UK.
- The Kantor donation supported the Commission's Speakers programme in 2021/22 and was fully spent up in the year.
- The MacRoberts Trust donation will fund costs associated with the same Speaker's programme in 2022/23.

	Brought forward 01-Apr-20	Income	Expenditure	Carried forward 31-Mar-21
	£	£	£	£
Restricted funds				
Interns	15,000	-	-	15,000
Annington Homes	3,808	335,200	(50,000)	289,008
AIM - Noor Khan	(3,492)	18,331	(14,839)	-
Kantor - Speakers Programme	47,675	-	(39,962)	7,713
Total restricted funds	62,991	353,531	(104,801)	311,721
Unrestricted funds	34,759	213,348	(146,344)	101,763
Total funds	**97,750**	**566,879**	**(251,145)**	**413,484**

Analysis of net assets/(liabilities) between funds

	Unrestricted funds	**Restricted funds**	**Total 2022**
	£	£	£
Fund balances at 31 March 2022 are represented by:			
Stock	11,938	-	11,938
Cash at bank and in hand	117,734	357,412	475,146
Debtors amounts falling due within one year	4,869	-	4,869
Creditors amounts falling due within one year	(33,933)	(4,729)	(38,662)
Total	**100,608**	**352,683**	**453,291**
Creditors amounts falling due after more than one year	-	-	-
Total funds carried forward	**100,608**	**352,683**	**453,291**

	Unrestricted funds	Restricted funds	Total 2020
	£	£	£
Fund balances at 31 March 2021 are represented by:			
Stock	13,917	-	13,917
Cash at bank and in hand	95,365	319,738	415,103
Debtors amounts falling due within one year	82,001	490	42,491
Creditors amounts falling due within one year	(68,661)	(8,507)	(77,168)
Total	**122,622**	**311,721**	**434,343**
Creditors amounts falling due after more than one year	(20,859)	-	(20,859)
Total funds carried forward	**101,763**	**311,721**	**413,484**

14 Staff Costs

During the period under review the Foundation had 3 employees. Finance & Administrative support for the membership scheme and managing the finances was provided by Commission staff and recognised as a donated service.

1 employee earned between £60,000 - £70,000 during the year (2021: no employees earned over £60,000).

The total remuneration cost of key management personnel was £81,158 (2021: £49,848) which comprises salary costs and employer's national insurance and pension contributions. Key management personnel comprise the Trustees and the Chief Executive, none of whom receive remuneration from the Foundation, and the Executive Director (whose contract, in year, changed to full time).

	2022	2021
	£	£
Wages and salaries	**102,401**	70,186
Social security costs	**10,526**	6,677
Pension – defined contribution scheme	**12,865**	8,744
Staff - donated support services from CWGC	**95,499**	30,703
	221,499	116,310

15 Support services and facility costs

Donations in kind 2021/22

	Finance	Legal	Marketing	Mgt	HR and Ops	Total 2022
	£	£	£	£	£	£
Support	70,632	1,427	35,282	1,713	1,592	**110,482**
Facilities	7,953	-	34,180	-	-	**42,133**
	76,558	**1,427**	**69,298**	**1,713**	**1,592**	**152,616**

Donations in kind 2020/21

	Finance	Legal	Marketing	Mgt	HR and Ops	Total 2021
	£	£	£	£	£	£
Support	6,412	1,399	34,271	1,749	1,561	45,392
Facilities	7,475	-	-	-	-	7,475
	13,887	1,399	34,721	1,749	1,561	52,867

16 Related party transactions

The ultimate parent company and controlling party of the Foundation is the Commonwealth War Graves Commission. Consolidated accounts for the group are available on the Commission's website.
The Commonwealth War Graves Foundation, has as its sole member the Commonwealth War Graves Commission. Material transactions with the Commission comprised:

- An income recharge from The Commonwealth War Graves Commission for donations and legacies less direct costs amounting to £56k (2021 – a cost recharge of £8.3k).

- £0 (2021 - £1.8k) worth of books were donated to the French branch for retailing at the Visitor Centre.

- Branch stock movements of £0.4k from France/Belgium to HO & £0.6k from France to Belgium

- The Commonwealth War Graves Foundation owed the Commonwealth War Graves Commission £12.1k (2021 - £65.3k) at the year-end. The Commonwealth War Grave Commission owed the Commonwealth War Graves Foundation £0k (2021 - £65.7k) at the year end.

- Back-office support and services donated by the Commission to the Foundation free of charge, whilst the Foundation continued to establish itself, were valued at £152k (2021 - £53k). The main increase related to a dedicated charity accountant (provided as a donated service by the Commission), marketing and upgrade to the web-site.

- Lady Lucy French, a Trustee of the Commonwealth War Graves Foundation, is also a Trustee of "Never such Innocence" a charity which aims to give children and young people across the world a voice on war and conflict. Books published by Never such Innocence are retailed by the Foundation at cost price – 1 book was sold during the year at £20 (2021 - £nil) and 41 books remain in stock.

- In the year, two foundation trustees have standard memberships with a total value of donations received amounting to £138. (2021, one Trustee with standard membership total £30). In year, Jay Singh-Sohal, a Trustee of the Commonwealth War Graves Foundation attended a remembrance event for the Commission, his expenses of £134 were charged across to the Commission. (2021 – no expenses reimbursed)

17 Post Balance Sheet Events

There are no balance sheet events to disclose.

THE COMMONWEALTH WAR GRAVES FOUNDATION

England & Wales - Charity number 1171947

Accounts

COMMONWEALTH WAR GRAVES FOUNDATION

ANNUAL REPORT
FOR THE YEAR ENDED

31 MARCH 2021

CHARITY REGISTRATION
NUMBER 1171947

COMMONWEALTH WAR GRAVES FOUNDATION

Financial Statements
for the year ended 31 March 2021

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COMMONWEALTH WAR GRAVES FOUNDATION

Trustees, Executives and Advisors for the year ended 31 March 2021

Trustees:	Dame Judith Mayhew Jonas DBE (Chair from 9 September 2020)
	The Hon. Mrs Ros Kelly AO (Chair: resigned 8 September 2020)
	Major General Alastair Bruce KStJ OBE VR
	HE Janice Charette (resigned 8 March 2021)
	Lady Lucy French OBE
	The Hon Kevan Jones MP
	Sir Adrian Alastair Montague CBE
	Captain Jay Singh-Sohal
	Mr William Shawcross CVO resigned 1 December 2020
	Mr Terence Hewett
Chief Executive:	Claire Horton CBE (appointed January 2021)
	Victoria Wallace LLB DL (resigned July 2020)
	Barry Murphy – Interim (July 2020 to January 2021)
Executive Director:	John Grain
Registered Office:	2 Marlow Road, Maidenhead, Berkshire, SL6 7DX
Bankers:	HSBC, The Boulevard, Crawley, West Sussex, RH10 1UT
	BNP Paribas Fortis, Korte Torhoutstraat 1, 8900 Ieper
	BNP Paribas, Centre d'Affaires Nord de France Entreprises, 140, Parvis de Rotterdam, 59777 Lille
Auditors:	Buzzacott, 130 Wood Street, London EC2V 6DL

A MESSAGE FROM OUR CHAIR

In common with many other organisations, it has been a year that has been hugely impacted by the global pandemic. The restrictions caused by Covid-19 severely affected, and sometimes curtailed, much of the Foundation's planned activities, both in terms of projects and fundraising.

Elsewhere, our Eyes On Hands On programme, supported by Annington Homes, was temporarily suspended and then resumed with the Eyes On element only, allowing volunteers to check the condition of scattered graves and report back on any concerns. Happily, volunteer numbers and commitment remained high, and we look forward with optimism to resuming the programme fully.

Similarly, with our other main volunteering project, the Kantor Speakers Programme, we were able to adjust our recruitment and training to be delivered remotely via e-learning and even begin delivering some virtual talks by the end of the year. We have recruited over 227 fully trained volunteers and again look forward immensely to these being able to get out and about to talk about the work and history of the Commonwealth War Graves Commission, and share some of the moving and inspiring stories of sacrifice with new audiences and generations.

Membership numbers continued to grow apace, increasing by 48% over the year, and plans are now in place for some brand new fundraising events and activities in the coming year.

Finally, I would like to record my thanks to all those who have supported the Foundation as volunteers, members and donors in the past year, and I would also like to thank our dedicated Trustees, who freely give their time and expertise to provide the requisite governance and strategic oversight to ensure we operate effectively.

Judith Mayhew Jonas

Dame Judith Mayhew Jonas DBE

Chair

Date 6th September 2021

COMMONWEALTH WAR GRAVES FOUNDATION

Trustees' Report
for the year ended 31 March 2021

Introduction

The Trustees present their report and accounts, for the Foundation's fourth operational year, ending on 31 March 2021.

Structure and Governance

The Commonwealth War Graves Foundation ("the Foundation" or "CWGF") is a Charitable Incorporated Organisation (CIO), governed by its Constitution, as registered on 8 March 2017 and subsequently amended on 6 May 2017. The Foundation is registered with the Charity Commission of England & Wales (charity registration number 1171947). The Foundation has also established and registered branches in: Belgium (enterprise number 0689.789.289), and in France (Siret number 850 666 645 00013), governed under the same constitution.

The Commonwealth War Graves Commission ("the Commission" or "CWGC"), an organisation established by Royal Charter in May 1917, is the sole member of the Foundation. The Foundation is a subsidiary of the Commission. The Commission is not a charity as its purposes are not exclusively charitable.

Members of the Foundation's Board of Trustees are appointed by the Commission; the majority of the Foundation's Trustees are not Commissioners. The Foundation's Chief Executive also serves as the Commission's Director General.

Four (virtual) Trustee meetings took place during the year.

New Trustees' induction is provided by meetings with the Foundation's Chief Executive alongside meetings with members of the Commission's senior management team.

Objectives and activities

The objectives of the Foundation are:

(a) To promote and support the maintenance and upkeep of graves, cemeteries, buildings and memorials for the burial and commemoration of members of the naval, military and armed forces from countries of the Commonwealth who were killed during the First Word War or the Second World War anywhere in the world, in particular (but without limitation) through the support of charitable activities undertaken by the Commonwealth War Graves Commission;

(b) To advance citizenship among the people of the Commonwealth through the commemoration of members of the naval, military and armed forces from countries of the Commonwealth who were killed during the First World War and the Second World War; and

(c) To advance the education of the public, especially young people, in the history of the First World War and the Second World War. In particular (but without limitation) through advancing education in the lives of those commemorated by the Commonwealth War Graves Commission and in the history of the cemeteries, buildings and memorials maintained by the Commonwealth War Graves Commission.

The Foundation's strategic objectives are:

- the building of public engagement programmes engaging the wider community in the story of our common sacrifice and shared history initially focussed around sites and war graves in the UK;
- the creation of educational resources and a programme of educational support and activities; and
- the development and sponsorship of internship programmes for youth guides from the Commonwealth, at the Commission's main sites in Belgium and France.

The Trustees confirm that they have referred to the guidance published by the Charity Commission in regard to public benefit when reviewing the Foundation's objectives and planning future activities.

COVID 19 and Activities and Achievements

The COVID-19 pandemic has adversely impacted the execution and achievement of much of the year's business plan objectives. The PGCE Teacher Training Project and the International Schools Commemorative project were both effectively suspended as potential partners and stakeholders were wholly focussed on dealing with COVID-19 and its impacts. Planned participation at the Chalke Valley History Festival also had to be cancelled. Retailing activity was well below the planned level due to the closure of the Commission's visitor centres in Ieper and Beaurains. The COVID-19 pandemic will likely make fundraising more challenging as both individuals and foundations are focussing on pandemic-related causes. The Trustees will continue to monitor the situation and its impact both financially and on the Foundation's ability to deliver the 2021-22 business plan.

Nevertheless during its fourth year of operations the Foundation made progress in the following areas:

- Refreshed and renewed its membership programme growing its Supporter Scheme numbers from 973 to 1,407.
- The Kantor Speakers Programme recorded 227 approved and trained volunteers against the target of 240 volunteers. These speakers delivered 43 talks (online) to 30 groups.
- A digital version of the Noor Inayat Khan exhibition, celebrating the life of Special Operations Executive Noor Inayat Khan, which had been launched physically the previous year at the Runnymede Memorial, transitioned online and has subsequently been widely downloaded. This exhibition was delivered with the Commission and funded by Biffa through a scheme operated by the Association of Independent Museums.
- Volunteering work on the "Eyes On Hands On" project ('EOHO') resumed in October 2020 having been suspended during the first half of the year due to Government restrictions on social distancing. This project, delivered in conjunction with the Commission, encourages volunteer grave care activity at the Commission's more remote and scattered UK sites. The initial focus of the 1,610 volunteers who have been recruited, has been "Eyes On" i.e., "inspecting and reporting". This has resulted in the inspection of 28,748 headstones across 3,438 scattered sites: this has led to the identification of 602 items requiring remedial action, including isolated graves and church signs, of which 227 had been undertaken by CWGC staff by March 2021.
- The Flowers of Remembrance Seeds campaign (part of the CWGC's War Graves Week) launched in January and raised £7,000 for the Foundation.

- The Foundation depends on the support from the Commission, the Commission's volunteers and its own volunteers for their dedication and commitment to the delivery of the charitable activities. In the year, 1,655 volunteers gave their time and energy, an estimated 4,821 hours, with an estimated value of £42k.

Business Plan 2021-22

The Foundation's key deliverables in 2021/22 are planned to include:

- Further improvements in engaging with supporters and growing membership, in order to fund the running costs of the Foundation.

- Recruitment and training target of 2,000 volunteers for the "Eyes On Hands On" project which will provide coverage of between 75-80% of scattered graves in the UK. Volunteers will commence "hands on" grave maintenance following appropriate training.

- Increasing the Foundation's fundraising efforts by: the recruitment of a full-time fundraiser; participating at the Commission's War Graves Week; and, successfully applying for a BBC Broadcast appeal slot.

- *In the Footsteps of our Forces*, a joint fundraising partnership event with The National Museum of the Royal Navy, National Army Museum, and Royal Air Force Museum, for a joint fundraising event planned as an Armed Forces Day sponsored walk that will encourage engagement with the stories of service personnel, memorials and war graves across the country.

- Trialling the Foundation's own first virtual fundraising event using a virtual map to recreate a 100-150km walk through northern France taking in some of the iconic CWGC sites and memorials. Each milestone on the walk will result in registrants receiving bespoke information about the particular CWGC site or memorial and learning of some of the casualty stories. Participants will pay to register and can raise additional sponsorship if they wish.

- The development of a new website and a review of the Foundation's branding with the purpose of bringing it closer to the Commission's branding, ensuring they are more clearly connected and complementary.

- Further developing income streams from donations, and surpluses from the sale of merchandise at the Commission's Ieper Information Centre and French Visitor Centre.

Volunteers policy

The Foundation encourages, welcomes and recognises volunteers. They fulfil a variety of roles including: acting as our eyes and ears on the ground for the "Eyes On Hands On" project; educating and informing the wider public on the Commission's work having received training funded by Kantor; and supporting core Foundation activity by freely lending their time and skills.

Remuneration policy for key management personnel

The Foundation's key management comprises the Trustees, the Chief Executive and the Executive Director; however, Trustees are unpaid, and the Chief Executive is not remunerated by the Foundation. During the year under review the Foundation had just three employees, two of whom were employed on fixed term contracts. The Foundation's approach and policy on remuneration follows that of the Commission, which is that remuneration levels are in line with median market pay data for the not-for-profit sector as established from salary survey and benchmark data. The Commission agreed that during the Foundation's start-up period that it

would provide back-office support free of charge. During this period the Foundation's administrative activities were undertaken by a Commission staff member.

Top Risks and Mitigation

The Foundation maintains a register of risks and their mitigation. Risks are categorised as Operational, Reputational, Financial, or COVID-19; mitigation measures are identified for each one. This register is monitored by management and the Trustees to ensure it is kept relevant and up to date.

The top risk under each category is:

Operational: Overcommitment on project activity before funds are received – which is mitigated through business planning, comprehensive project management and KPI measurements.

Reputational: Threat of cyber security breach/hacking/website malfunction - mitigated through staff training, internal IT expertise and resources, clear reporting guidelines.

Financial: Insolvency – mitigated by having a reserves policy, financial controls and reporting.

COVID-19: Funders' priorities change (short-term) and fundraising income affected by closures, delays and recession. These are mitigated by pre-planning so that projects are primed to start when restrictions allow, preparing funding proposals, and assessing new funding opportunities and streams.

Reserves

The Foundation's reported reserves at 31 March 2021 were £413k, but £312k of the reserves relate to restricted activities resulting in free and unrestricted reserves amounting to £102k.

The Foundation has set a reserves target of £48k of unrestricted reserves. This level of reserve is considered sufficient to cover the costs arising on the windup of the Foundation and would:

- Cover the redundancy costs of the Foundation's employees; and
- Make provision for early termination of any other contracts currently in place.

At March 2021, available unrestricted reserves of £102k exceed the target of £48k by 113%.

Financial results for the year ended 31 March 2021

The Foundation's income was £567k comprising unrestricted income of £213k and £354k of restricted income. Over 75% of unrestricted income, £164k, came from donations and legacies with the remainder from the Supporters' Scheme, £41k, and trading income from retail activities of £8k. Restricted income comprised £335k of donations from Annington for the Eyes On Hands On project and grant funding and contributions of £18k in respect of the Noor Khan project.

Costs of £251k were incurred. Key expenditure items were: grants of £50k to the Commission to fund the Eyes On Hands On project; staffing costs of £116k; £9k for merchandising costs and supporter scheme costs, along with £36k incurred on marketing and professional costs.

The outcome was a surplus of £316k (2020 - £3k). The surplus on unrestricted activities was £67k (2020 - £1k) and the surplus on restricted activities was £249k (2020 - £2k). An increase in unrestricted legacy income is the main factor in the year-on-year increase in the unrestricted surplus, and the increase in the surplus on restricted activities reflects timing differences on expenditure whereby restricted income received in respect of Eyes On Hands On, is not now anticipated to be spent until 2021/22.

Trustees' Report
for the year ended 31 March 2021

The intergroup balance (net) between the Commission and the Foundation was £0.4k at the year-end (2020 £40k).

The balance sheet stock value of £14k comprised gift items, books, maps and pins. A provision has been made for slow-moving stock.

Bank balances at the year-end were a healthy £415k (2020 -£152k) of which 77% related to restricted activities.

The 2021/22 budget anticipates a loss of £285k for the Foundation which will be funded from the Foundation's restricted and unrestricted reserves.

This report was approved by the Trustees on 6 September 2021 and signed on their behalf by:

Judith Mayhew Jonas

Dame Judith Mayhew Jonas DBE

Chair

Date 6th September 2021

Trustees' Responsibilities Statement for the year ended 31 March 2021

The Trustees are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and regulations.

The Charities Act 2011 requires the Trustees to prepare financial statements for each financial year. The Trustees have to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law), including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland. The Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charity and of the income and expenditure of the charity for that period. 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 (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions and 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.

Disclosure of information to auditor

The Trustees confirm that:

- so far as each Trustee is aware, there is no relevant audit information of which the charity's auditor is unaware; and
- the Trustees have taken all the steps that they ought to have taken as Trustees in order to make themselves aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

Independent auditor's report to the Trustees of Commonwealth War Graves Foundation

Opinion

We have audited the accounts of Commonwealth War Graves Foundation (the 'charity') for the year ended 31 March 2021 which comprise the statement of financial activities, the balance sheet, the statement of cash flows, the principal accounting policies and the notes to the accounts. 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 accounts:

- give a true and fair view of the state of the charity's affairs as at 31 March 2021 and of its income and expenditure 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 accounts section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the accounts 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

In auditing the accounts, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the accounts is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least twelve months from when the accounts are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

Independent auditor's report to the Trustees of Commonwealth War Graves Foundation

Other information

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

In connection with our audit of the accounts, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the accounts 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 accounts 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 Act 2011 requires us to report to you if, in our opinion:

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

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement, the Trustees are responsible for the preparation of the accounts 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 accounts that are free from material misstatement, whether due to fraud or error.

In preparing the accounts, 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 liquidate the charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the accounts

Our objectives are to obtain reasonable assurance about whether the accounts 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 accounts.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we obtained an understanding of the legal and regulatory frameworks that are applicable to the charity and determined that the most significant frameworks which are directly relevant to specific assertions in the financial statements are those that relate to the reporting framework (Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Charities Act 2011) and those that relate to data protection (General Data Protection Regulation).

- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the charity's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias;
- used data analytics to investigate the rationale behind any significant or unusual transactions;
- tested authorisation controls on expenditure items, ensuring all expenditure was approved in line with the charity's financial procedures.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the Trustees and other management and the inspection of regulatory and legal correspondence, if any.

Independent auditor's report to the Trustees of Commonwealth War Graves Foundation

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

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

Use of our report

This report is made solely to the charity's Trustees, as a body, in accordance with section 144 of the Charities Act 2011 and with regulations made under section 154 of that Act. 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 auditor's 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.

Buzzacott LLP
Statutory Auditor
130 Wood Street
London
EC2V 6DL

Date: 7 October 2021

Buzzacott LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

COMMONWEALTH WAR GRAVES FOUNDATION

Statement of Financial Activities for the year ended 31 March 2021

	Note	Un-restricted Funds 2021 £	Restricted Funds 2021 £	Total 2021 £	Un-restricted Funds 2020 £	Restricted Funds 2020 £	Total 2020 £
Income from:							
Donations & Legacies	1	164,224	335,200	**499,424**	72,659	81,200	153,859
Charitable Activities							
Grants receivable	2	-	18,331	**18,331**	-	129,223	129,223
Supporter Scheme Income	3	41,291	-	**41,291**	28,501	-	28,501
Other Trading Activities	4	7,803	-	**7,803**	30,313	-	30,313
Total Income		213,318	353,531	**566,849**	131,473	210,423	341,896
Expenditure on:							
Raising funds							
Fundraising costs	5	112,170	-	**112,170**	75,252	-	75,252
Charitable Activities	6	33,697	104,801	**138,498**	55,776	208,043	263,819
Total expenditure		145,867	104,801	**250,668**	131,028	208,043	339,071
Net income		67,451	248,730	**316,181**	445	2,380	2,825
Other recognised (losses)/gains	7	(447)	-	**(447)**	616	-	616
Net movement in funds		67,004	248,730	**315,734**	1,061	2,380	3,441
Reconciliation of funds							
Total funds brought forward	13	34,759	62,991	**97,750**	33,698	60,611	94,309
Net movement in funds	13	67,004	248,730	**315,734**	1,061	2,380	3,441
Total funds carried forward	13	101,763	311,721	**413,484**	34,759	62,991	97,750

All the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above.

The accompanying accounting policies and notes on pages 18 to 29 form an integral part of these financial statements.

COMMONWEALTH WAR GRAVES FOUNDATION

Balance sheet
as at 31 March 2021

	Note	Unrestricted Funds 2021 £	Restricted Funds 2021 £	Total 2021 £	Unrestricted Funds 2020 £	Restricted Funds 2020 £	Total 2020 £
Current assets							
Stock	9	13,917	-	**13,917**	13,540	-	13,540
Cash at bank and in hand		95,365	319,738	**415,103**	103,841	47,911	151,752
Debtors: amounts falling due within one year	10	82,001	490	**82,491**	6,687	42,116	48,803
		191,283	320,228	**511,511**	124,068	90,027	214,095
Creditors: amounts falling due within one year	11	(68,661)	(8,507)	**(77,168)**	(54,545)	(27,036)	(81,581)
Net current assets		122,622	311,721	**434,343**	69,523	62,991	132,514
Total assets less current liabilities		122,622	311,721	**434,343**	69,523	62,991	132,514
Creditors: amounts falling due after more than one year	12	(20,859)	-	**(20,859)**	(34,764)	-	(34,764)
Total assets less long-term liabilities		101,763	311,721	**413,484**	34,759	62,991	97,750
Net assets		101,763	311,721	**413,484**	34,759	62,991	97,750
Funds of the Foundation							
Unrestricted funds	13	101,763	-	**101,763**	34,759	-	34,759
Restricted funds	13	-	311,721	**311,721**	-	62,991	62,991
		101,763	311,721	**413,484**	34,759	62,991	97,750

The financial statements were approved by the Foundation's Trustees on 6 September 2021 and were signed on their behalf by:

Chair
Date 6th September 2021

Chief Executive
Date 6th September 2021

The accompanying accounting policies and notes on pages 18 to 29 form an integral part of these financial statements.

COMMONWEALTH WAR GRAVES FOUNDATION

Statement of Cash Flows
for the year ended 31 March 2021

	Un-restricted Funds	Restricted Funds	Total	Un-restricted Funds	Restricted Funds	Total
	2021	2021	2021	2020	2020	2020
	£	£	£	£	£	£
Net cash provided by/(used in) operating activities						
Net income	67,004	248,730	**315,734**	1,061	2,380	3,441
(Increase)/decrease in inventories	(377)	-	**(377)**	1,883	-	1,883
(Increase) in debtors	(9,566)	(490)	**(10,056)**	(6,687)	-	(6,687)
Increase/(decrease) in creditors	10,486	(12,079)	**(1,593)**	(6,104)	(6,400)	(12,504)
Increase/(decrease) in intergroup balance with CWGC	(76,024)	35,667	**(40,357)**	21,314	(33,524)	(12,210)
Net cash provided by/(used in) operating activities	(8,477)	271,828	**263,351**	11,467	(37,544)	(26,077)
Increase/(decrease) in cash	**(8,477)**	**271,828**	**263,351**	11,467	(37,544)	(26,077)

During the year there has been a re-allocation of £5,105 of cash balances from Unrestricted to Restricted Funds which was a reclassification in respect of the HLF project.

Reconciliation of net cash flow to movement in cash and cash equivalents

	2021	2020
	£	£
Movement in cash and cash equivalents	**263,351**	(26,077)
Cash and cash equivalents at 1 April	**151,752**	177,829
Cash and cash equivalents at 31 March	**415,103**	151,752

The accompanying accounting policies and notes on pages 18 to 29 form an integral part of these financial statements.

Principal Accounting Polices
for the year ended 31 March 2021

The principal accounting policies and judgements used in the preparation of the financial statements are:

Basis of Accounting

The Trustees' Report and accompanying financial statements have been produced in accordance with the Accounting and Reporting by Charities: Statement of Recommended Practice (SORP), applicable to entities preparing their financial statements in accordance with FRS102, and applicable United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice (GAAP) including FRS102). The Foundation meets the definition of a public benefit entity under FRS102. The functional currency is sterling.

The Commonwealth War Graves Commission is the sole member of the Commonwealth War Graves Foundation (Registered charity number 1171947). These financial statements are therefore also consolidated in the results of the Commission on a line by line basis.

Going Concern

The financial statements have been prepared on a going concern basis. The Foundation's financial statements are in a net asset position of £413.5k at 31 March 2021 (2020 - £97.8k). The net intergroup balance owed to the Commission has fallen to: £0.4k owed to the Foundation (2020 -£39.9k owed to the Commission). The Foundation currently has cash balances of £415.1k (2020 -£151.8k) which will cover its grant activities and general running costs in 2021-22. The Foundation expects its membership, donations and other income to both continue and grow over the medium term, as the charity increases its ability to both identify and attract new sources of grant and charitable funding. If required, the Foundation can also draw down additional funding from the Commission's agreed loan facility of £500k in place until 2023. On this basis, the Foundation is considered to be a going concern for a period of at least 12 months from the date of approval of these financial statements.

Fund accounting

The Foundation holds unrestricted and restricted funds.

Unrestricted income funds comprise those funds which the Trustees are free to use at their discretion in furtherance of the objectives of the Foundation.

Restricted funds are subject to specific restrictions imposed by the donors.

Income recognition

Income is recognised once the Foundation has entitlement to the income, it is probable that the income will be received, and the amount can be measured reliably.

Donations

Donations received are recognised once the Foundation has entitlement to the income, it is probable that the income will be received, and the amount of income receivable can be measured reliably.

Supporter membership scheme income

Income from the supporters' membership scheme is treated and recognised as a donation when the amount of income receivable can be measured reliably.

Donated services, facilities and goods

The Foundation receives services, facilities and goods free of charge in support of its finance, human resources, legal, management and operational activities.

Donated services and facilities are shown as donations in kind and recognised in income with an equivalent amount recognised as an expense under charitable costs. The valuation attributed to these donations is as follows: the Foundation has been allocated 5% of the running costs of both the Ieper Information Centre and the Beaurains Visitor Centre and 0.5% of CWGC's total back-office support costs and 100% of staff support costs. Donations of book stocks from the Commission are recognised in the period that they are received.

The value of time given by volunteers is not included in the Income Statement as their contribution to the Foundation cannot be reasonably quantified in financial terms. During 2020/21, the Foundation used volunteers to educate and inform the wider public about the Foundation and the Commission's work, and to support the Eyes On Hands On project.

Grant Funding

Funding from organisations supporting the Foundation's objectives is treated as restricted funds and shown separately in the statement of financial activities as this is mandated by the grant agreements. The full income is recognised in the year in which the Foundation becomes fully entitled to receive it.

In the event that a donation or grant is subject to conditions, the income is deferred and not recognised until either those conditions are fully met, or the fulfilment of those conditions is wholly within the control of the Foundation and it is probable that those conditions will be fulfilled.

Recognition of expenditure

All expenditure is accounted for in the statement of financial activities on an accruals basis.

Classification of expenditure

The Foundation's expenditure is analysed between fundraising costs, charitable activity costs and other expenditure.

Expenditure on raising funds

Expenditure on raising funds includes the costs to manage the supporter scheme, marketing and promotion costs to raise income, other direct costs attributable to raising funds including a portion of the donated in-kind support cost from the CWGC.

Expenditure on charitable activities

Expenditure on charitable activities includes: all expenditure directly relating to the charitable activities of the Foundation; resources expended on managing and administering the charity; the direct cost of delivering the charitable activities; grants payable; and a portion of the donated in-kind support cost from the CWGC.

The support donated in kind from CWGC comprises management, finance, human resources, legal and marketing services. Staff support is provided free of charge whilst the Foundation continues to establish itself, in the UK, Belgium and France.

Governance costs

Governance costs represent direct expenditure incurred by, or on behalf of, the Foundation, for external audit and legal costs.

Other expenditure

The expenditure within other gains and losses relates to exchange differences.

Inventory

Cost for the stock of merchandise is included in current assets. Merchandise, directly purchased by the Foundation's Belgian and French branches, is valued at cost. The Commission's historic stock of books and maps has been donated to the Foundation free of charge.

Provisions

Provisions for future liabilities are recognised if there is a legal or constructive financial obligation that can be readily estimated and for which there is a reasonable expectation that payment will be made.

Foreign currencies

Transactions in foreign currencies are translated at the monthly average exchange rate. Currency balances at the year-end are translated at the year-end rate. The net exchange loss was £477 (2020 – gain of £616).

Operating leases

The Foundation currently has no operating leases. Rent is not currently charged for Foundation engagement activities conducted at Commission locations, i.e. the Ieper Information Centre and French Visitor Centre. The use of the Information and Visitor Centres is donated in kind by the Commission and is accounted for under donations and expenditure in kind.

Value Added Tax (VAT)

The Foundation's trading activities have not yet reached the VAT thresholds in the UK, France or Belgium and therefore it is not currently required to register for VAT.

Restricted funds

The Foundation's financial statements include restricted funds for grant activities.

Significant estimates and judgements

Estimates

Where contractual revenue cannot be allocated with certainty, but is related to the current financial period, an estimate of the income is booked within the financial statements based on the anticipated completion value. Costs are allocated on an accruals basis for costs incurred within the current financial period.

Judgements

Membership income is recognised in the month it is received rather than being amortised over the twelve-month subscription period. This revenue recognition approach has been adopted because the membership fee is in substance a donation and no substantive benefits accrue to members and no refunds are made.

Notes to the Financial Statements for the year ended 31 March 2021

1 Income from Donations

Donations – Unrestricted

	2021	2020
	£	£
Donations & legacies received at Head Office	**110,813**	43,916
Donations - Belgium, Ieper Information Centre	**75**	3,195
Donations - France, Beaurains Visitor Centre	**469**	2,400
Gift Aid - Claims from donations	**-**	829
Donations in kind - valued cost for services from CWGC	**52,867**	22,319
	164,224	72,659

Donations include fundraising from Trustees' engagement activities, legacies received, amounts received from events together with donations received directly by the Foundation at Commission locations and those made via the web-site.

Donations – Restricted

	2021	2020
	£	£
Annington Homes - Eyes On Hands On project	**335,200**	81,200

2 Income from Grant Funding - Restricted

	2021	2020
	£	£
Heritage Lottery Funding - Lest We Forget Project	**-**	(1,646)
Kantor Foundation - Speakers Programme	**-**	50,000
Association of Independent Museums/Biffa - Noor Khan Project	**14,305**	38,753
CWGC grant to Noor Khan Project	**4,026**	42,116
	18,331	129,223

£2.7k of the funds received for the Heritage Lottery Funding were not spent in 2020 and so the cash was repaid in 2021.

3 Income - Supporter Scheme – Unrestricted

	2021	2020
	£	£
Standard donation membership	**41,291**	28,501

Standard supporter membership increased in 2021 to 1,407 supporters, (2020 - 973). 751 supporters renewed their membership for a further 12-months, a membership renewal rate of 77%.

4 Income from other trading activities - Unrestricted

	2021	2020
	£	£
Book stock donated by CWGC	**1,802**	1,865
Book stock donated by CWGF Supporter	**291**	-
Books and printed matter sales	**2,176**	8,929
Map sales	**325**	2,788
Other Merchandise sales	**2,172**	15,899
Coach Reservation Fees - Beaurains Visitor Centre	**45**	832
School & University Visits - Beaurains Visitor Centre	**992**	-
	7,803	30,313

Books and printed matter relating to the history and commemoration of the First and Second World Wars can be purchased from the Ieper Information Centre in Belgium, the Beaurains Visitor Centre in France, or on-line from the Foundation pages on the Commission website. Maps of the cemeteries and memorials throughout France and Belgium are a popular purchase. Other merchandise sales include stationery and other gifts which promote the activities of both the Foundation and the Commission.

5 Expenditure on Raising Funds

Raising Funds	**Staff/ recharge costs**	**Other Direct costs**	**Total 2021**	Staff/ recharge costs	Other Direct costs	Total 2020
	£	£	£	£	£	£
Fundraising costs	**59,922**	**52,248**	**112,170**	44,443	30,809	75,252
	59,922	**52,248**	**112,170**	44,443	30,809	75,252

Fundraising costs were higher in 2021 as the cost of a staff administrator, shared with the Commission in prior years, was fully allocated to the Foundation. Other direct costs were higher in 2021 due to increased

5 Expenditure on Raising Funds (continued)

expenditure on both raising funds and increased expenditure on charitable activities. These costs have been allocated based on the income split of 38% relating to unrestricted income and 62% relating to restricted income. In 2020 other costs related to expenditure on charitable activities only.

A stock of books long held by the Commission has and will continue to be donated free of charge to the Foundation for third party retail. New books and other merchandise are purchased directly by the Foundation. The stock is held at net-realisable cost (see note 9).

The slow-moving stock provision normally provides for any stock which, based on historic sales volumes, may not be sold within the twelve months following the end of the year. Due to the impact of COVID during this year, the previous year's provision has been increased by 10%.

6 Expenditure - Charitable Activities

	Un-restricted	Restricted*	**2021 Total**	Un-restricted	Restricted	2020 Total
	£	£	**£**	£	£	£
Advancing public education on First and Second world wars	16,849	104,801	**121,650**	27,888	208,043	235,931
Promoting and supporting activities undertaken by CWGC	16,848	-	**16,848**	27,888	-	27,888
	33,697	104,801	**138,498**	55,776	208,043	263,819

* Restricted charitable activities costs comprise the costs incurred on: the Noor Khan project of £14.8k, Eyes On Hands On project of £50k (grant to CWGC of £50k) and Speakers Programme of £40k.

Support costs of £16,900 (2020-£22,319) and governance costs of £7,020 (2019 – £4,061) have been apportioned between fundraising costs and charitable activities expenditure based on the income split of 38% relating to unrestricted income and 62% relating to restricted income and allocated to the Foundation's two principal charitable activities and objectives on a 50:50 basis.

7 Other recognised gains/(losses)

	2021	2020
	£	£
Exchange gain/(loss) on balance sheet revaluation	**(477)**	616
Bank interest received	**30**	-
	(447)	616

8 Governance costs

	2021	2020
	£	£
Fees payable to the Foundation's auditor for the audit of the Foundation's financial statements	**4,890**	4,061
Fess payable for professional fees for branches in Belgium and France	**2,130**	-
	7,020	4,061

There were no expenses paid to Trustees during the year. Expenses of £96 were paid to one Trustee during the prior year.

9 Stock of Merchandise

	2021	2020
	£	£
Books and guides	**4,335**	3,786
Maps	**150**	491
Merchandise - stationery, badges and pins	**8,107**	9,065
Merchandise - ponchos and lens cloths	**1,325**	198
	13,917	13,540

10 Debtors: amounts falling due within one year

	Total 2021	Total 2020
	£	£
Prepayments and accrued income	**16,743**	6,687
Intergroup balance owed by Commonwealth War Graves Commission	**65,748**	42,116
	82,491	48,803

Accrued income includes a donation cheque of £600 received before the end of the reporting period, but not banked, and funds received of £6.8k via CWGC's PayPal account relating to the Foundation.

Notes to the Financial Statements
for the year ended 31 March 2021

11 Creditors: amounts falling due within one year

	Total 2021	Total 2020
	£	£
Deferred income	**1,841**	4,615
Trade creditors	**12,809**	10,253
Trade accruals	**12,176**	14,025
Other creditors	**5,873**	5400
Intergroup balance owed to Commonwealth War Graves Commission	**44,469**	47,288
	77,168	81,581

Deferred income relates to supporter income and coach fees paid in advance and an amount due to CWGC paid into the CWGF bank account.

12 Creditors: amounts falling due after more than one year

	Total 2021	Total 2020
	£	£
Intergroup balance owed to Commonwealth War Graves Commission	**20,859**	34,764

At the year end the Foundation had an unsecured draw down facility of a total principal amount not exceeding £500k from the Commission available until 31 March 2021 and fully repayable by 31 March 2023. The loan balance bears interest at the rate of 1.5% above the Bank of England base rate. There is a zero draw down balance as at 31 March 2021, as the loan including interest of £20.5k was settled on 28 March 2019. The Intergroup balance does not bear interest. Subsequent to the year end the drawdown period and the repayment periods were each extended by a further two years in case further funding be required.

13 Retained funds

	2021	2020
	£	£
Unrestricted fund	**101,763**	34,759
Restricted funds	**311,721**	62,991
	413,484	97,750

The total movement in funds during the year relates to: fundraising; delivery of the Foundation's strategic objectives; and managing the grant funded projects.

	Brought forward 01-Apr-20	Income	Expenditure	Carried forward 31-Mar-21
	£	£	£	£
Restricted funds				
Interns	15,000	-	-	15,000
Heritage Lottery	-	-	-	-
Annington Homes	3,808	335,200	(50,000)	289,008
AIM - Noor Khan	(3,492)	18,331	(14,839)	-
Kantor - Speakers Programme	47,675	-	(39,962)	7,713
Total restricted funds	62,991	353,531	(104,801)	311,721
Unrestricted funds	34,759	213,348	(146,344)	101,763
Total funds	**97,750**	**566,879**	**(251,145)**	**413,484**

	Brought forward 01-Apr-19	Income	Expenditure	Carried forward 31-Mar-20
	£	£	£	£
Restricted funds				
Interns	15,000	-	-	15,000
Heritage Lottery	21,611	(1,646)	(19,965)	-
Annington Homes	24,000	81,200	(101,392)	3,808
AIM - Noor Khan	-	80,869	(84,361)	(3,492)
Kantor - Speakers Programme	-	50,000	(2,325)	47,675
Total restricted funds	60,611	210,423	(208,043)	62,991
Unrestricted funds	33,698	131,473	(130,412)	34,759
Total funds	**94,309**	**341,896**	**(338,455)**	**97,750**

The movement in unrestricted funds relates to fundraising, including legacies, and the delivery of the Foundation's strategic objectives and its fixed overhead including staffing costs.

13 Retained funds (continued)

Grants awarded to the Foundation for specific projects are treated as restricted in line with the contract. In 2020/21 there was £354k of restricted income in respect of two projects. This comprised: a £335.2k restricted donation and £50k of costs in relation to the funds pledged from Annington Homes to be used in the "Eyes On Hands On" project; a £14.3k of grant income from the Association of Independent Museums/'Noor Khan' project (funded by Biffa) and a £4k grant from CWGC in relation to the 'Noor Khan' project, which incurred overall costs of 14.8k; £50k grant income was received from the Kantor Charitable Foundation in the prior year - £40k of costs in relation to 'The Kantor Speakers' Programme' project have been incurred this year.

Analysis of net assets/(liabilities) between funds

	Unrestricted funds	Restricted funds	Total 2021
	£	£	£
Fund balances at 31 March 2021 are represented by:			
Stock	13,917	-	13,917
Cash at bank and in hand	95,365	319,738	415,103
Debtors amounts falling due within one year	82,001	490	82,491
Creditors amounts falling due within one year	(68,661)	(8,507)	(77,168)
Total	**122,622**	**311,721**	**434,343**
Creditors amounts falling due after more than one year	(20,859)	-	(20,859)
Total funds carried forward	**101,763**	**311,721**	**413,484**

	Unrestricted funds	Restricted funds	Total 2020
	£	£	£
Fund balances at 31 March 2020 are represented by:			
Stock	13,540	-	13,540
Cash at bank and in hand	103,841	47,911	151,752
Debtors amounts falling due within one year	6,687	42,116	48,803
Creditors amounts falling due within one year	(54,545)	(27,036)	(81,581)
Total	**69,523**	**62,991**	**132,514**
Creditors amounts falling due after more than one year	(34,764)	-	(34,764)
Total funds carried forward	**34,759**	**62,991**	**97,750**

14 Staff Costs

During the period under review the Foundation had 3 employees. Administrative support for the supporter scheme was provided by Commission staff.

	2021	2020
	£	£
Wages and salaries	**70,186**	47,015
Social security costs	**6,677**	1,632
Pension – defined contribution scheme	**8,744**	4,932
Staff recharge costs from CWGC	**-**	17,431
Staff - donated support services from CWGC	**30,703**	-
	116,310	71,010

No employees earned over £60,000 during the year (2020: none).

The total remuneration cost of key management personnel was £49,848 (2020: £41,973) which comprises salary costs and employer's national insurance and pension contributions. Key management personnel comprise the Trustees and the Chief Executive, none of whom receive remuneration from the Foundation, and the Executive Director.

15 Support services and facility costs

Donations in kind 2021

	Finance	**Legal**	**Marketing**	**Mgt**	**HR and Ops**	**Total 2021**
	£	£	£	£	£	£
Support	6,412	1,399	34,271	1,749	1,561	**45,392**
Facilities	7,475	-	-	-		**7,475**
	13,887	**1,399**	**34,271**	**1,749**	**1,561**	**52,867**

Donations in kind 2020

	Finance	**Legal**	**Marketing**	**Mgt**	**HR and Ops**	**Total 2020**
	£	£	£	£	£	£
Support	5,890	1,395	2,853	2,372	2,523	15,033
Facilities	7,285	-	-	-	-	7,285
	13,175	1,395	2,853	2,372	2,523	22,318

15 Support services and facility costs (continued)

Support costs reflect the services donated in kind by Commission staff for administration and management of back-office functions, estimated at 0.5% of Commission Departmental costs and 100% of staff costs directly attributable to administration of the supporter scheme. Facility costs relate to the Foundation's estimated share, 5%, of the running costs of the Belgium Information Centre and the France Visitor Centre donated in kind by the Commission.

16 Related party transactions

The ultimate parent company and controlling party is the Commonwealth War Graves Commission. The largest and smallest group of which the charity is a member and for which group consolidated statements are drawn up is headed by the Commonwealth War Graves Commission. Copies of these consolidated accounts are available on request by writing to the Foundation's registered address.

The Commonwealth War Graves Foundation, has as its sole member the Commonwealth War Graves Commission. Material transactions with the Commission comprised:

- A recharge from The Commonwealth War Graves Commission of direct costs amounting to £8.3k (2020 - £17k).

- £0k (2020 - £0.3k) and £1.8k (2020 - £1.6k) worth of books were donated to the Belgian branch for retailing at the Ieper Information Centre and to the French branch for retailing at the Visitor Centre, respectively.

- The Commonwealth War Graves Foundation owed the Commonwealth War Graves Commission £65.3k (2020 - £82k) at the year-end. The Commonwealth War Grave Commission owed the Commonwealth War Graves Foundation £65.7k (2020 - £42k) at the year end.

- Back office support and services donated by the Commission to the Foundation free of charge, whilst the Foundation continued to establish itself, were valued at £53k (2020 - £22k).

- Lady Lucy French, a Trustee of the Commonwealth War Graves Foundation, is also a Trustee of "Never such Innocence" a charity which aims to give children and young people across the world a voice on war and conflict. Books published by Never such Innocence are retailed by the Foundation at cost price – the total value of the books sold during the year was £nil (2020 - £382).

- In the year, one Trustee was a standard member with a total value of the donation received of £30. Thirty two memberships were purchased, at a cost of £1,152, as gifts for friends, by a Trustee during the year. In 2020 three Trustees were standard members with a total value of donations received amounting to £90.

17 Post Balance Sheet Events

Subsequent to the year-end the funding facility granted by the Commission to the Foundation was extended by two years both in terms of the drawdown period, which was extended to March 2023, and the repayment period, which was extended to March 2025.