

**COMMONWEALTH WAR
GRAVES COMMISSION**

CONSOLIDATED
FINANCIAL STATEMENTS

FOR THE YEAR ENDED

31 MARCH 2018

COMMONWEALTH WAR GRAVES COMMISSION

Consolidated Financial Statements

for the year ended 31 March 2018

Index	Page
Commissioners, executive directors and advisors	1
Commissioners' report and operating and financial review	2 - 9
Statement of internal controls	10
Commissioners' responsibilities statement	11
Independent auditor's report	12 - 13
Consolidated statement of financial activities	14
Consolidated balance sheet	15
Commission balance sheet	16
Consolidated cash flow statement	17
Principal accounting policies	18 - 21
Notes to the financial statements	22 - 39

COMMONWEALTH WAR GRAVES COMMISSION

Commissioners, Executive Directors and Advisors

for the year ended 31 March 2018

President:	HRH The Duke of Kent KG GCMG GCVO ADC(P)
Chairman:	The Hon. Gareth Williamson MP (From December 2017) The Rt Hon. Michael Fallon MP (To December 2017)
Commissioners	
Vice-Chairman:	Vice Admiral Sir Tim Laurence KCVO CB ADC(P)
New Zealand	HE The Rt. Hon. Sir Jerry Mateparae, GNZM, QSO, KStJ (From May 2017)
Australian	HE The Rt. Hon. Sir Lockwood Smith KNZM PhD (To April 2017) HE The Hon. George Brandis QC (From May 2018)
South African	HE The Hon. Hon. Alexander Downer AC (To April 2018) HE Ms Nomatamba Tambo (From March 2018)
Indian	HE Mr Obed Thembinkosi Mlaba (To September 2017)
Canadian	HE Mr Yashvardhan Kumar Sinha HE Mme Janette Charette
Mr Edward Chaplin CMG OBE	Lieutenant General Sir William Rollo KCB CBE
Mr Robert Fox MBE	The Rt. Hon. Keith Simpson MP
The Rt. Hon. Kevan Jones MP	Sir Hew Strachan DL, FRSE FRHistS, FBA
The Hon. Mrs Ros Kelly AO	Air Marshal David Walker CB CBE AFC

Commonwealth War Graves Foundation Trustees

The Hon. Mrs Ros Kelly AO Chair

Brigadier Alastair Bruce KStJ OBE VR
HE Mme Janice Charette
Lady Lucy French

Dame Judith Mayhew Jonas DBE
Sir Adrian Montague CBE
Captain Jay Singh-Sohal

Executive Directors

Victoria Wallace	Director General
Barry Murphy	Director of Operations
Liz Woodfield	Director of Communication & Information
Judith O'Connell	Director of Resources
Julian Evans	Director of International and Community Engagement (From Nov. 2017)
Jamie Redmond	Director of Human Resources (From June 2017)
Steve Luckhurst	Director of Human Resources (To June 2017)
Colin Kerr	Director of External Relations (To May 2017)
Sally Andreou	Director of Public Engagement and Development (From Aug. 2017 to Mar. 2018)

Advisors

Artistic Advisor

Peter Inskip MBE

Bankers

HSBC
9 The Boulevard
Crawley
West Sussex RH10 1UT

Independent Auditors

Grant Thornton UK LLP
30 Finsbury Square
London
EC2A 1AG

COMMONWEALTH WAR GRAVES COMMISSION

Commissioners' report and operating and financial review

for the year ended 31 March 2018

Structure and Governance

The Commonwealth War Graves Commission (the Commission) was established by Royal Charter in May 1917 which was amended by a supplemental charter in June 1964. The Commission's status is not that of a charity as its purposes are not exclusively charitable.

The Commission has one subsidiary, the Commonwealth War Graves Foundation (the Foundation) which was registered with the Charity Commission of England and Wales in March 2017 as a charitable incorporated organisation (CIO). The main objectives of the Foundation are to support and publicise the work of the Commission and to fundraise. A branch of the Foundation was registered during the year in Belgium and it is planned that a branch of the Foundation will also be established in France.

The Commissioners comprise "the Board" which governs the organisation in line with the provisions of the Royal Charter, and oversees the Commission's strategic direction. The Chairman is the serving UK Secretary of State for Defence, whilst the Vice-Chairman (the de facto operational Chairman) is customarily a retired senior UK military officer. The Commissioners include the High Commissioners of the five Commonwealth Member Governments, together with two Members of Parliament and other lay members.

The Foundation is governed by a separate Board of Trustees who are appointed by the Commission; the majority of the Foundation's Trustees are not Commissioners.

Induction for new Commissioners includes the provision of a comprehensive briefing pack supported by meetings with the Director General and the head office senior management team.

The Commissioners meet four times a year, with the Director General and various members of the senior management team in attendance.

The Commissioners are currently supported by committees on Finance, Audit, Remuneration, Centenary, and the 1418 Centenary. The Artistic Advisor attends Commission meetings as an Observer.

Objectives

The "core business" of the Commission, as defined in the Royal Charter, is the commemoration "in perpetuity" of almost 1,700,000 members of the Commonwealth forces who gave their lives in the two world wars. This means in practice that the Commission cares for graves and memorials at more than 23,000 locations in over 150 countries and territories and maintains the relevant records.

These men and women are commemorated either on a headstone (where identification was possible) or on a memorial. Memorials are, in this case, those central locations such as the Thiepval Memorial, the Menin Gate and the Runnymede Memorial, where the names of the missing are inscribed. Moreover, where there is a grave of an unidentified casualty (i.e. in Kipling's words, "a soldier of the Great War known unto God"), then that grave, too, is maintained.

The Royal Charter tasks the Commission with "maintaining fit provision" of the graves and memorials. Consequently, the Commission's primary objective is to ensure that each headstone and memorial is well maintained, that the names are legible and that the surrounding infrastructure (i.e. walls, gates, benches) is sound. Also, and in accordance with guidelines laid down in 1918, horticulture (including shrubs and trees) is undertaken on each site in order "to strike the proper note of brightness and life".

There is no charge to the public for visiting our cemeteries.

COMMONWEALTH WAR GRAVES COMMISSION

Commissioners' report and operating and financial review

for the year ended 31 March 2018

Activities and Achievements

Strategy 2016-2021

The Commission has a five year strategic plan, built on the Centenary Committee's vision and long-term trajectory, for the period 2016 to 2021. This strategic plan is the route map for the Commission to move into its second century of operations. The period covered by the plan includes the centenary of the First World War and the Commission's own centenary in 2017. The plan provides for an extension of the Commission's core task, i.e. caring for cemeteries and memorials, to include ensuring that new generations are able to commemorate those who fell in the two world wars, as a result of the Commission's endeavours to engage, inform and encourage more people to visit its sites. The plan's key objectives are to:

- Commemorate the fallen servicemen and women of the two World Wars
- Preserve and maintain the cemeteries and memorials in perpetuity
- Maintain and improve access to records and archives
- Develop an understanding of, and support for, the Commission's mission
- Operate efficiently, offering excellent value for money, and
- Develop and support a skilled team who are proud to work for the Commission and live its values.

During 17 -18 We:

- Supported three separate national events to mark the centenary of the Passchendaele /3rd Battle of Ypres campaign for our member governments during which Commission sites and staff were a focus of significant positive media interest and coverage. We also supported centenary events at Messines, Vimy, Arras, Beersheba and the 75th commemoration event at El Alamein. This required the Commission to work with delivery partners to frame, position, organise and publicise the events, and to ensure the cemeteries and memorials were ready.
- Completed an unprecedented level of global structural contracts costing £4.5m. Our conservation led approach ensured that these projects were undertaken in a way that is appropriate to their heritage value, and that is sustainable. We continue to reduce the level of headstone replacement levels as we focused efforts on conservation minded headstone legibility criteria stressing use of other options including the re-engraving of 15,000 headstones during the year.
- Continued to enhance our horticultural practice which included the piloting of a trial of 35 chemical-free sites in Western Europe and the development of dry sites in water-challenged regions.
- Opened a Visitor Information centre in Ypres in May 2017 which is located adjacent to our Menin Gate memorial. It has received about 13,000 visitors in its first year.
- Marked the Commission's own centenary with a programme of activities which included:
 - a garden at the Chelsea flower show which received extensive media attention and attracted 157,000 visitors;
 - a centenary exhibition at Brookwood visited by 5,522;

COMMONWEALTH WAR GRAVES COMMISSION

Commissioners' report and operating and financial review

for the year ended 31 March 2018

-
- a service attended by over 1,470, including current and former members of staff and guests, at Westminster Abbey.
 - Launched a new website and maintained an active presence on social media sites including Facebook, Twitter, LinkedIn and Instagram, which we use to conduct a wide range of marketing and anniversary-led campaigns.
 - Initiated a successful Youth Interns programme funded by the UK Government from LIBOR penalties. Two tranches of 12 interns were deployed over a six month period in welcoming and engaging with visitors at key Commission sites in Belgium and France.
 - Officially launched The Commonwealth War Graves Foundation and its supporter scheme which attracted just over 400 members by March 2018. The Foundation has been appointed the education partner to the "There but not There – Remembered" project and will benefit from a share of the proceeds from the sale of their merchandise comprising Perspex statues of World War 1 soldiers.
 - Doubled our archives' visitor numbers and archival enquiries have also increased; we made significant progress with achieving National Archives Sectoral Standards which we estimate will be achieved within the next two years.
 - Successfully recruited the Commission's first ever formal volunteer programme which saw 280 volunteers hosting visitors at two key UK sites:
 - Brookwood Cemetery, focused around the centenary exhibition, and
 - The Plymouth Naval memorial where we hosted, in partnership with 1418Now the UK government's centenary arts programme, the Poppies Wave which was seen by around 500,000 visitors
 - Purchased and installed a new software system to manage our estate in line with our conservation standards; made improvements to our procurement processes; overhauled recruitment and induction systems at Head office and continued to make progress on achieving our long-term targeted reduction in employment costs.

The overall legacy of these Centenary year activities has been transformational in converting the Commission to engaging with the public and becoming more open. Our media survey indicates that 11% of the population engaged with one of our events and there has been an 8% increase in the number of people who plan to visit a relative's grave.

Business plan 2018/19

All our activities in 2018-19 will be underpinned by three key themes:

Consolidation, which will build on the good work begun the previous year during our Centenary;

Collaboration, whereby we will build relationships and networks of delivery and co-operation with partners including Member Governments, Flemish and English Heritage, the Royal British Legion; and

Continuation, which is about ensuring that the Commission is seen as the continuing strand and the guardian of commemoration following the end of the national centenary events marking the individual battle campaigns.

In addition to our core tasks of maintaining our cemeteries, memorials and archives, we plan to:

COMMONWEALTH WAR GRAVES COMMISSION

Commissioners' report and operating and financial review

for the year ended 31 March 2018

-
- Play a major role in delivering the plans of our member governments to commemorate campaigns, battles and significant events, which in 2018/19 include Villers Bretonneux Islay, Salonica, the RAF's centenary and the Armistice;
 - Undertake structural contracts with a value of £4.5 m which will include: a visitors' centre at Beaurains; renovation of 6 cemeteries in Flanders; secure the newly listed site at Kariakor in Kenya; create an alternative commemoration for inaccessible Mogadishu casualties in the Commission's cemetery in Nairobi;
 - Introduce standard assessment of cemeteries' horticulture using a standardized Performance Quality Management System;
 - Complete the second year of a five year project of chemical free trials at a range of cemeteries;
 - Rollout the volunteer programme to recruit 120 core volunteers whose activities will be organised by six new part-time regional co-ordinators;
 - Run campaigns focussing on the Spanish flu pandemic and prisoners of war and support the Royal British Legion's great pilgrimage;
 - Deliver year 2 of the Interns project which will incorporate wider and deeper activities and experiences;
 - Develop a clear tourism strategy in partnership with travel trade partners around our most visited sites;
 - Create over 200 citizen archivists through the "Lest we forget" project which the Foundation will undertake with funding from the Heritage lottery fund;
 - Secure improvements to our support services including a new global HR system, additional project management expertise and support, progress global compliance including GDPR requirements, along with a number of HR initiatives to increase staff engagement.

Remuneration policy for key management personnel

The Commissioners delegate the day to day operations of the Commission to the Director General and the Senior Leadership Team (SLT) who constitute the key management team. The SLT comprises five members who have specific areas of responsibility but work collaboratively to agree levels of remuneration for all employees.

The Commission is committed to the following principles in determining pay for all employees:

- All employees receive equal pay for work of equal value, work rated as equivalent and the same or broadly similar work;
- All roles are evaluated using an internationally recognised global job evaluation system ensuring fairness and consistency;
- Pay bands span from lower quartile to a maxima range, to acknowledge growth of individual skills and performance levels;

COMMONWEALTH WAR GRAVES COMMISSION

Commissioners' report and operating and financial review

for the year ended 31 March 2018

Our policy on setting rates of pay is to follow the median market of benchmarked pay data for the not-for-profit sector.

The Senior Leadership Team's remuneration is determined by the Director General and is overseen by the Commissions Remuneration Committee. Pay for this group is based on the following:

- To be competitive with comparable organisations by independent benchmarking;
- Recognise individual contribution and reward performance;
- To align to forecasted salary increases for the not-for-profit sector.

These principles are also applied by the Commission's Remuneration Committee, acting as a sub-committee of the main board who independently determine the remuneration package for the Director General and annual fee of the Vice-Chairman.

Reserves

The Commission, due to its status and the sources of its funding, does not have a reserves policy but a working capital target of £2m was agreed with the UK Ministry of Defence a number of years ago. Working capital at the year-end, was £5.4M (2017 -£3M) and above the target due mainly to advance receipt of funding for LIBOR financed projects amounting to £2.4M.

COMMONWEALTH WAR GRAVES COMMISSION

Commissioners' report and operating and financial review

for the year ended 31 March 2018

Risk Management

The Commission's most significant risks are outlined below along with the currently identified mitigations:

RISKS	MITIGATIONS
<p>The location of some of the Commission's cemeteries and memorials in territories with ongoing conflicts and instability means some level of risk is inevitable and gives rise to:</p> <ul style="list-style-type: none"> • Reputational risk; principally arising from the security threat which precludes the Commission from maintaining and/or monitoring standards at some of its sites, e.g. Syria, Iraq, Yemen which may in turn require significant funding when access is restored. • Risk of staff death or injury due to conflict or terrorism. 	<p>Accurate plans are held to enable restoration, once the security situation permits, ensuring safe access by staff.</p> <p>Where practical, the Commission tries to secure cemetery boundaries or hire local security or watchmen on site. Local diplomatic contacts are deployed where possible.</p> <p>Complex Environment Awareness Training (CEAT) has been provided for travelling supervising staff. The Commission subscribes to "Control Risks" to provide pre-deployment and up-to-date security advice while staff are deployed.</p>
<p>Risks resulting from severe environmental and climatic change which can impose a significant cost to repair or mitigate the threat of further damage.</p>	<p>Prior to any decision to invest in rebuilding the infrastructure, all possible options are routinely explored (such as alternative commemoration or exhumation). In some cases, regular maintenance of surrounding drainage and contact with municipal councils can minimise the chance of flood recurrence.</p>
<p>Driving risk can lead to fatalities and injuries and increases when staff are driving in unfamiliar locations overseas</p>	<p>Driver profiling awareness and refresher training to be deployed from April 2018. Trauma first aid training has been completed for travelling supervisors</p>
<p>Potential injury to staff, contractors or the public at our sites arising from collapse or failure of our structures or trees</p> <p>The risk of accidents at work causing physical harm to staff and reducing delivery capacity.</p> <p>Potential death and damage at our sites resulting from a terrorist attack</p>	<p>Structural conditions surveys of all sites being undertaken as well as visitor risk assessments</p> <p>Health and safety systems are in place and regular training provided to achieve Commission agreed global standard</p> <p>Liaison with local police and increased security measures in place for higher risk locations</p>
<p>Poor project management skills resulting in wasted resources and poorly implemented schemes</p>	<p>Project Management expert being recruited to develop methodology and provide training alongside a quarterly management review</p>

COMMONWEALTH WAR GRAVES COMMISSION

Commissioners' report and operating and financial review

for the year ended 31 March 2018

<p>The failure of IT systems or wider area network creates significant operational risk</p> <p>Hacking and phishing activity creates financial and reputational risk</p>	<p>Alternative storage capacity being created and email services now delivered via the cloud</p> <p>Regularly tested strong firewalls tight information security and staff awareness</p>
<p>Brexit may have financial and operational consequence in respect of cross border movement of staff and goods and continued access for expatriate employees to local education, welfare and healthcare</p>	<p>We are monitoring political developments for potential impacts</p>
<p>Pension scheme funding risk arising from adverse investment conditions and the continued low interest rate environment which have the potential to result in a significant actuarial/funding deficit which in turn could create a significant annual funding commitment.</p>	<p>The scheme was closed to future benefit accrual on 31 March 2016. The most recent triennial valuation resulted in a deficit of £4.6m which will be funded over a period of ten years.</p>

Risk reporting mechanisms are in place which are reported quarterly to the Audit Committee and overseen by the Commissioners.

Financial results for the year ended 31 March 2018

The financial accounts are prepared, in as far as is practicably possible, in line with best practice in the UK Charities sector (Accounting and Reporting by Charities: Statement of Recommended Practice (the "SORP")).

Total income for the year was £72.6M compared with £70.8M in 2017, an increase of £1.8M. The Commission's funding comes primarily from the six member governments in proportions based upon the number of their graves; to that end, the Member Governments contributed £62.5M an increase of £0.9M over the previous year. The Commission also receives agency funding from these governments for the care of military graves from other periods and for war memorials. Agency income fell by £848K, 13%, in the year as projects relating to first world war commemoration events fell away. A sizeable single legacy of £333K was the main factor in the year on year increase in legacy income.

Restricted income reflects income from one-off UK government grants, funded from LIBOR penalties, awarded to: renovate and tend approx. 6,000 Non-World War graves, predominately in the UK; and, to run an interns/youth guides programme scheme at the Commission's key operational sites in France and Belgium. It is a condition of these grants that these monies are treated as a restricted fund for accounting purposes and £636K has been recognised as restricted income in the year.

Expenditure in the year of £69.3M (2016/17 £70.0M) has fallen due mainly to the recovery of sterling resulting in exchange gains of £880K, (2016-17 losses of £643K) the aforementioned reduction in agency activity, and further reductions in headstone production.

COMMONWEALTH WAR GRAVES COMMISSION

Commissioners' report and operating and financial review

for the year ended 31 March 2018

The Commission's reported surplus before actuarial losses was £3.3M (2016-17 - £797K) considerably exceeded the budget target of £722K due to exchange gains, underspend at head office due to changes in the senior leadership team, the deferral of some key projects, the realisation of efficiency savings and accounting adjustments in respect of the pension scheme.

The consolidated statement of financial activities shows a net surplus, after actuarial losses, of £3.2M (2016-17 - £8.7M).

The Commission's working capital at £5.4M demonstrates a significant improvement on the previous year's working capital position of £3M due to advance funding of LIBOR funded projects amounting to £2.4M and the surplus of £3.1M.

Capital expenditure on both tangible and intangible assets in the current year was £2.3M broadly funded by the depreciation charge of £2.1M resulting in the net book value of £15.7M mostly unchanged on the previous year's value of £15.8M. The Commission's overall consolidated balance sheet position has improved with a reported net deficit, of -£8.6M, a £3.2M improvement on the previous year's net deficit position of £11.8M mainly resulting from the current year surplus and favourable exchange movements.

The Commonwealth War Graves Foundation incurred one-off start-up costs on branding and marketing resulting in a loss of £85K in its inaugural year and ended the year with negative net assets of £72K funded by a loan of £98K from its parent the Commonwealth War Graves Commission.

The accounting pension deficit as defined by FRS 102 was £23.9M at the year end. The updating of membership information following the triennial valuation and accrued interest have increased the accounting deficit but have been mitigated by a £1M deficit contribution. This FRS102 pension deficit is a long-term liability and cash payments to fund the deficit are determined by the actuarial deficit (which is calculated on a different basis).

The outcome of the triennial actuarial pension valuation at the end of March 2017 was a deficit of £4.6M. A ten year funding plan, entailing future annual payments averaging around £500K by the Commission, has been agreed with the Pension Fund's Trustees to discharge this liability with an initial payment of £1M having been paid in March 2018.



Sir Tim Laurence

Vice-Chairman



Victoria Wallace

Director General

Date: 12 September 2018

COMMONWEALTH WAR GRAVES COMMISSION

Statement of internal controls

for the year ended 31 March 2018

As Accounting Officer to the UK Ministry of Defence, I am responsible for ensuring that the internal controls of the organisation are fit for purpose and that reliance can be placed on the control of resources used in the Commission.

The corporate governance of these processes centres on the Audit Committee, chaired by Sir Bill Rollo during the year under review, with two other Commissioners. The Committee's terms of reference have been set by the Commissioners and the accountability is to the Commission; all minutes are presented to the Commissioners. The Committee met three times during 2017-18.

The Audit Committee appointed Moore Stephens LLP to undertake internal audit services for the three year period from April 2014. Moore Stephens worked to a three year strategic audit plan approved by the Committee which has been updated and modified during the year. Moore Stephens attended each meeting of the Audit Committee, at which they presented a full report on activities; they also had access to the Committee Chairman. During the year management identified issues arising with the new website and requested Moore Stephens to review the project. Moore Stephens' audit identified significant weaknesses in planning and executing digital projects requiring improvements to the Commission's broader digital strategy and infrastructure: activity is now ongoing to implement Moore Stephens recommended remedial actions.

During the year the services undertaken by Moore Stephens were retendered and with effect from April 2018 Mazars LLP are providing the internal audit and assurance services previously undertaken by Moore Stephens.

Grant Thornton UK LLP were appointed as external auditors by the Commissioners a number of years ago. They attend each meeting of the Audit Committee. Their audit plan for each year is discussed with the Committee and they submit a "management letter" each year, summarising their findings. In line with best practice, Grant Thornton are afforded the opportunity to meet with the Committee at the conclusion of their audit, without the Commission's management being present.

At an operational level, the Director of Resources is responsible for the internal controls of the organisation. An "in-house" audit function is also in place with a remit on internal controls and transactional testing. The team, based in Israel, co-ordinates its activities with the programme of Moore Stephens to ensure delivery of a well-rounded audit function. During the year employment contracts for four employees ceased as a result of internal investigations triggered by anomalies in a number of expense claims, with a total value of just under £20,000. Over 90% in value of the fraudulent claims was recovered. The in-house team attends meetings of, and reports to, the Audit Committee on its activities. A relocation of the in-house function from Israel to Head office at Maidenhead was initiated during the year.

The Audit Committee is responsible for ensuring that the Commission's risk reporting is fit for purpose. The governance related to this is also reviewed regularly by Moore Stephens and reported to the Audit Committee.

Moore Stephens, in their annual report to the Audit Committee, concluded that "There is some risk that the system of internal control, governance and risk management will fail to meet management's objectives – in some areas there are adequate and effective systems of governance, but there are also some specific areas of significant risk. Significant improvements are required in specific areas to improve the adequacy and effectiveness of governance, risk management and internal control".



Victoria Wallace
Director General

Date 12 September 2018

COMMONWEALTH WAR GRAVES COMMISSION

Commissioners' responsibilities statement

for the year ended 31 March 2018

The Commissioners are responsible for preparing the annual report and the group's financial statements in accordance with applicable law and regulations. The Group comprises the Commission and its sole wholly owned subsidiary the Commonwealth War Graves Foundation.

The Commission's Royal Charter of Incorporation requires the Commission to prepare financial statements for each financial year. The Commission has elected to prepare the financial statements in accordance with the Accounting and Reporting by Charities: Statement of Recommended Practice (SORP), applicable to entities preparing their accounts in accordance with FRS102, to the extent that the SORP is applicable to the Commission, and applicable United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice's legal framework including FRS102). The Foundation due to its status as a Charitable incorporated organisation and its turnover being less than £250,000 is simply required to prepare a receipts and payments statement which will be submitted to the Charity Commission.

Guidance under Company law recommends that the Commissioners 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 Commission and the group and of the incoming resources and application of resources, including the income and expenditure, of the Group for that period. In preparing these financial statements, the Commissioners are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP FRS102;
- Make judgments and accounting estimates that are reasonable and prudent; and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Commission and its subsidiary will continue in operation.

The Commissioners are responsible for keeping adequate accounting records that are sufficient to show and explain the Commission's transactions and to disclose, with reasonable accuracy at any time the financial position of the Commission and its subsidiary and to enable them to ensure that the financial statements comply with the requirements of the Charities SORP FRS102 to the extent that the Charities SORP is applicable to the Commission's legal framework. They are also responsible for safeguarding the assets of the Commission and its subsidiary and hence for taking steps for the detection and prevention of fraud and other irregularities.

The Commissioners confirm that:

- So far as each Commissioner is aware, there is no relevant audit information of which the Commission's auditors are unaware; and
- They have taken all the steps that they ought to have taken as Commissioners in order to make themselves aware of any relevant audit information and to establish that the Commission's auditors are aware of that information.

Independent auditor's report to the Commissioners of Commonwealth War Graves Commission

Opinion

We have audited the financial statements of Commonwealth War Graves Commission (the 'Commission') and its subsidiaries (the 'group') for the year ended 31 March 2018 which comprise the consolidated statement of financial activities, consolidated balance sheet, Commission balance sheet, consolidated cash flow statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102; The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and Commission's affairs as at 31 March 2018 and of the group's incoming resources and application of resources, including the group's income and expenditure for the year then ended; and
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice.

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 group and Commission 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.

Who we are reporting to

This report is made solely to the Commission's Commissioners, as a body, in accordance with our letter of 20th February 2018. Our audit work has been undertaken so that we might state to the Commission's Commissioners 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 Commission and its Commissioners as a body, for our audit work, for this report, or for the opinions we have formed.

Conclusions relating to going concern

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

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

Independent auditor's report to the Commissioners of Commonwealth War Graves Commission

Other information

The Commissioners are responsible for the other information. The other information comprises the information included in the Commissioners' Annual Report, set out on pages 2 to 11 other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Responsibilities of Commissioners for the financial statements

As explained more fully in the Commissioners' Responsibilities Statement set out on page 11, the Commissioners are responsible for the preparation of the financial statements which give a true and fair view, and for such internal control as the Commissioners 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 Commissioners are responsible for assessing the group's and the Commission'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 Commissioners either intend to liquidate the group or Commission or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

Grant Thornton UK LLP

Grant Thornton UK LLP
Statutory Auditor, Chartered Accountants
London

Date: *12 September 2018*

COMMONWEALTH WAR GRAVES COMMISSION

Consolidated statement of financial activities

for the year ended 31 March 2018

	Note	General Purposes 2018 £'000	Agency Purposes 2018 £'000	Restricted Funds 2018 £'000	Total 2018 £'000	Total 2017 £'000
Incoming resources						
Funds received from Member Governments	1	62,510	-	-	62,510	61,583
Funds received for agency purposes	2	-	5,783	-	5,783	6,631
Grant funds from government & charitable activities	3	912	-	-	912	83
Investment income	4	1,102	-	-	1,102	952
Other incoming resources	5/6	1,648	-	636	2,284	1,505
Total incoming resources		66,172	5,783	636	72,591	70,754
Resources expended						
Expenditure in respect of general activities	7	61,262	-	-	61,262	61,141
Expenditure in respect of agency purposes	9	-	5,783	-	5,783	6,631
Expenditure in respect of grant & charitable activities	10	1,378	-	-	1,378	313
Net exchange (gain)/loss	11	(880)	-	-	(880)	643
Other resources expended	12/13	1,079	-	636	1,715	1,229
Total resources expended		62,839	5,783	636	69,258	69,957
Net incoming resources for the year before other recognised gains and losses		3,333	-	-	3,333	797
Other recognised gains and losses						
Actuarial loss on defined benefit pension scheme	22	(174)	-	-	(174)	(9,487)
Net movement in funds		3,159	-	-	3,159	(8,690)
Reconciliation of funds						
Total funds brought forward	24	(11,730)	(106)	35	(11,801)	(3,111)
Net movement in funds	24	3,159	-	-	3,159	(8,690)
Total funds carried forward	24	(8,571)	(106)	35	(8,642)	(11,801)

All incoming resources and resources expended in the general purpose fund have been derived from continuing activities.

The accompanying accounting policies and notes on pages 18 to 39, form an integral part of these financial statements

COMMONWEALTH WAR GRAVES COMMISSION

Consolidated balance sheet

as at 31 March 2018

	Note	General Purposes 2018 £'000	Agency Purposes 2018 £'000	Restricted Funds 2018 £'000	Total 2018 £'000	Total 2017 £'000
Intangible assets						
Software systems	16	580	-	-	580	772
Fixed assets						
Tangible assets	17	15,092	-	-	15,092	15,019
		<u>15,672</u>	<u>-</u>	<u>-</u>	<u>15,672</u>	<u>15,791</u>
Current assets						
Debtors	19	3,034	864	240	4,138	4,320
Cash at bank and in hand		23,727	-	2,637	26,364	10,190
		<u>26,761</u>	<u>864</u>	<u>2,877</u>	<u>30,502</u>	<u>14,510</u>
Creditors: amounts falling due within one year	20	(21,332)	(970)	(2,842)	(25,144)	(11,462)
Net current assets/(liabilities)		<u>5,429</u>	<u>(106)</u>	<u>35</u>	<u>5,358</u>	<u>3,048</u>
Total assets less current liabilities						
		<u>21,101</u>	<u>(106)</u>	<u>35</u>	<u>21,030</u>	<u>18,839</u>
Provisions for liabilities and charges	21	(5,735)	-	-	(5,735)	(6,492)
Total assets excluding pension scheme liability		<u>15,366</u>	<u>(106)</u>	<u>35</u>	<u>15,295</u>	<u>12,347</u>
Defined benefit pension scheme liability	22	(23,937)	-	-	(23,937)	(24,148)
Net liabilities including pension scheme liability		<u>(8,571)</u>	<u>(106)</u>	<u>35</u>	<u>(8,642)</u>	<u>(11,801)</u>
Funds of the Commission						
General purposes	24	6,019	(106)	35	5,948	5,630
Revaluation reserve	24	6,036	-	-	6,036	6,036
Fixed asset reserve	24	1,311	-	-	1,311	681
Thiepval reserve	24	2,000	-	-	2,000	-
Pension reserve	24	(23,937)	-	-	(23,937)	(24,148)
		<u>(8,571)</u>	<u>(106)</u>	<u>35</u>	<u>(8,642)</u>	<u>(11,801)</u>

The financial statements were approved by the Commission on 12 September 2018.

Sir Tim Laurence
Vice-Chairman

2018

Victoria Wallace
Director General

2018

The accompanying accounting policies and notes on pages 18 to 39, form an integral part of these financial statements

Page | 15

COMMONWEALTH WAR GRAVES COMMISSION

Commission balance sheet

as at 31 March 2018

	Note	General Purposes 2018 £'000	Agency Purposes 2018 £'000	Restricted Funds 2018 £'000	Total 2018 £'000	Total 2017 £'000
Intangible assets						
Software systems	16	580	-	-	580	772
Fixed assets						
Tangible assets	17	15,092	-	-	15,092	15,019
		<u>15,672</u>	<u>-</u>	<u>-</u>	<u>15,672</u>	<u>15,791</u>
Current assets						
Debtors	19	3,126	864	240	4,230	4,320
Cash at bank and in hand		23,694	-	2,637	26,331	10,190
		<u>26,820</u>	<u>864</u>	<u>2,877</u>	<u>30,561</u>	<u>14,510</u>
Creditors: amounts falling due within one year	20	(21,319)	(970)	(2,842)	(25,131)	(11,462)
Net current assets/(liabilities)		<u>5,501</u>	<u>(106)</u>	<u>35</u>	<u>5,430</u>	<u>3,048</u>
Total assets less current liabilities		<u>21,173</u>	<u>(106)</u>	<u>35</u>	<u>21,102</u>	<u>18,839</u>
Provisions for liabilities and charges	21	(5,735)	-	-	(5,735)	(6,492)
Total assets excluding pension scheme liability		<u>15,438</u>	<u>(106)</u>	<u>35</u>	<u>15,367</u>	<u>12,347</u>
Defined benefit pension scheme liability	22	(23,937)	-	-	(23,937)	(24,148)
Net liabilities including pension scheme liability		<u>(8,499)</u>	<u>(106)</u>	<u>35</u>	<u>(8,570)</u>	<u>(11,801)</u>
Funds of the Commission						
General purposes	24	6,091	(106)	35	6,020	5,630
Revaluation reserve	24	6,036	-	-	6,036	6,036
Fixed asset reserve	24	1,311	-	-	1,311	681
Thiepval Reserve	24	2,000	-	-	2,000	-
Pension reserve	24	(23,937)	-	-	(23,937)	(24,148)
		<u>(8,499)</u>	<u>(106)</u>	<u>35</u>	<u>(8,570)</u>	<u>(11,801)</u>

The financial statements were approved by the Commission on 12 September 2018.

Sir Tim Laurence
Vice-Chairman

2018

Victoria Wallace
Director General

2018

The accompanying accounting policies and notes on pages 18 to 39, form an integral part of these financial statements