



WWT

Annual Report 2018/19



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Introduction

The Trustees are pleased to present their annual directors' report together with the consolidated financial statements of the charity and its subsidiaries for the year ending 31 March 2019. This report describes what we achieved in the year and sets out our plans for wetland conservation in the future. The report also explains our constitution and governance arrangements. The audited financial statements for the year ending 31 March 2019 provide the financial details of the work we carried out during the year and how it was funded. The financial statements include the income and expenditure of the charity and all its subsidiaries wherever the statements are referred to as 'consolidated' or 'group'.

This report is prepared to meet the requirements for a directors' report and accounts for Companies Act purposes. The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015). In order to meet all these requirements some specific terms have to be used and detailed disclosures made on some subjects, but wherever possible we try to make the report and the financial statements clear and easy to read. We hope you find it helpful. More information on our work can be found on our website www.wwt.org.uk.

Report of the Trustees: Chair's message

It has been my great privilege this year to welcome our new President Kate Humble, to whom I would like to express my thanks for the boundless energy she has already brought to her new role. In July Kate chaired a meeting at our London Wetland Centre where she inspired a great level of debate and interaction amongst trustees and vice presidents about our desires for the future. Since then both Kate and Stanley Johnson, one of our new vice presidents, attended our Wonder of Wetlands event held at the Barbican, while Mike Dilger, another new vice president, hosted our Swan Festival at Welney. It has also been very encouraging to see so many of our vice presidents supporting us by getting behind our Green Bill campaign to urge the government to introduce strong environmental laws after Brexit.

This year has also seen a strengthening of WWT's reputation and influence on the world stage. In the United Arab Emirates our Chief Executive Martin Spray was elected to represent six global conservation organisations, including WWT, who provide advice to the Ramsar Convention on Wetlands of International Importance. WWT's Director of Conservation, James Robinson, was also elected to represent our organisation on Ramsar's Scientific and Technical Review Panel.

Closer to home, we have continued to invest in our wetland centres, with the aim of attracting more visitors with whom we can engage and inspire to become wetland supporters and protectors. This is a key aim of our five year strategy.

Helping visitors of all ages and abilities to get close to the natural world continues to be at the heart of what we do. There has been a real buzz of excitement at Slimbridge, as work has progressed successfully throughout the year on what will be one of the biggest developments ever undertaken at a WWT centre. Eight new exhibits have been created as part of the Slimbridge 2020 project funded by the National Lottery Heritage Fund, with the aim of attracting an increasingly wide and diverse audience, by showing them the wonder of wetland wildlife and WWT's heritage as the birthplace of modern day conservation.

Sir Peter Scott knew the key to successful wetland conservation lay in encouraging children's curiosity and love of nature. So it has been an extraordinary achievement to see our HSBC-funded Inspiring Generations project succeed in affording more than 75,000 pupils from 970 schools, in some of the most deprived areas of the UK, a free visit to one of our wetland centres. The scheme, which ran for six years, has now come to an end, but for the many young people who visited us over the years I am hopeful it will have sparked an interest in nature that will last their lifetime. The scheme also had a wider beneficial impact throughout WWT, with significant improvements made to learning facilities at our centres and considerable organisational, individual learning and professional development.

We are making great strides in our ambitious 25-year vision for a world where healthy wetland nature thrives and enriches lives. I am delighted to say we have now finalised the plans for our wetland conservation work into nine programmes. This is an important achievement, as this new structure helps us to organise the tasks which we need to address over the next five years in order to deliver our strategy and move towards the long term vision. To create the greatest impact, it is vital we identify where our conservation work can be most effective and how we can best use the unique strengths we have within WWT. These new programmes help lay the strong foundations we need to ensure we can meet the many and varied challenges that lie ahead.

Wetland creation continues to be a key focus of our five-year strategy. At London's Enfield Lock, WWT worked with school children and the local community to design a new wetland, transforming the neglected Prince of Wales Open Space into a new sanctuary bringing animals, plants and people together. This project is part of a wider initiative by WWT to create and restore more community wetlands in our urban spaces.

WWT scientists continue to be pioneers in their fields. Their work to save wetland species from extinction continues to gain international recognition. In December 2018 WWT made history with the release into the

Report of the Trustees: Chair's messages

wild of the world's rarest bird. Twenty one Madagascar pochards were given a new home on a remote lake in Madagascar, the culmination of many years of hard work in preparation for this momentous event.

The legacy of our ground breaking Bewick's swan Flight of the Swans expedition continues to deliver results and drive conservation efforts across this iconic bird's flyway. WWT has launched a Swan Champions project to unite scientists, hunters and the public in protecting the species. Swan identification guides have been created and disseminated amongst hunting communities along the flyway to aid prevention of unintentional hunting of Bewick's swans.

Work to arrest the decline of one of Britain's most endangered and iconic birds, the curlew, has begun. We aim to hatch, rear and release chicks to give an urgent boost to the struggling populations. Meanwhile at Welney and the Nene Washes, Project Godwit has gone from strength to strength, with 38 hand-reared black-tailed godwits released onto the fens last summer.

We have set ourselves an ambitious aim for the next 25 years, which will only be achievable because of the generosity of our supporters and the dedication of our highly skilled staff and volunteers. Together they enable us to deliver the exceptional quality of conservation to be found at WWT, the successful consequences of which I look forward to seeing in the coming months and years.



Dr Peter Day
Chair of the Trustees

Report of the Trustees: Objectives and activities

Our vision

A world where healthy wetland nature thrives and enriches lives.

Our mission

We conserve, restore and create wetlands, save wetland wildlife, and inspire everyone to value the amazing things healthy wetlands achieve for people and nature.

Our six big goals: What we want the world's wetlands to look like by 2040

1. **The UK's wetlands and their wildlife are thriving and increasing**
2. **Everyone in the UK can access wetlands that provide amazing experiences and inspire support for their conservation**
3. **Wetlands in the UK are recognised as part of our natural infrastructure, providing space for wildlife and people and vital services to us all**
4. **Decision makers globally understand the threats to wetland nature and are taking ambitious action to remove them**
5. **Wetlands are managed in a way that benefits wetland nature and enhances people's lives across the world**
6. **Risks are decreasing for all wetland nature and no species have gone extinct**

Our aims

During 2018/19 and over the next three years our strategy focuses on five key aims. They show our initial path to meet our commitments towards realising our 25 year vision for wetlands.

1. **Create, restore and manage larger, more connected and more healthy wetlands in the UK**
2. **Move and inspire people engaging with our wetlands to support wetland conservation**
3. **Connect people with wetlands where they live and work in the UK**
4. **Offer and promote solutions to conserve the world's most threatened wetland hotspots and improve the livelihoods of their people**
5. **Strengthen wetland conservation on priority global flyways**

Report of the Trustees: Objectives and activities

Our activities

To enable us to deliver against our ambitious aims most effectively we structure our charitable activities into nine conservation programmes and the support of our members.

Programme 1: Wetlands in UK rural catchments

Programme 2: Wetland landscapes at and around our sites – WWT waterscapes

Programme 3: UK wetland species restoration

Programme 4: Experience and engagement at WWT sites

Programme 5: Urban and community wetlands

Programme 6: International community-based wetland conservation

Programme 7: Global wetland support

Programme 8: Wetland Conservation in the East Asian-Australasian flyway

Programme 9: Waterbird conservation in the Northwest European flyway

Membership

Our members support all our conservation work within the nine programmes above. Unlike raising donations and other forms of support, engaging with our members is very much a charitable activity because much of our interaction with our members takes place at centres and is intrinsically linked to the work we do under Programme 4, encouraging members to learn more about wetland conservation and to take positive action in their own lives.

Not a direct charitable activity, but our shops and restaurants are important to the visitor experience within Programme 4, and any profits made support our conservation work and so information on these activities is also set out in the next section.

Report of the Trustees: Achievements and performance

Programme 1: Wetlands in UK rural catchments

Around 76% of land in the UK is classified as rural, with the vast majority of this being agricultural land. The UK has some of the most productive farmland in the world, often stemming from a connection with former wetlands. Much of our farmland in coastal areas, lowland floodplains and many uplands is located in and around wetlands.

This programme recognises the huge loss of wetlands in our rural catchments since the industrial revolution due to agricultural drainage. It aims to have a UK rural environment that has a bigger and better network of wetlands capable of sustaining healthy wetland nature. It will achieve this through demonstrating fully functioning rural exemplars of wetland creation or restoration which provide multiple benefits to wildlife and people, by providing the clear evidence of these multi-benefits on a large scale, making this learning and guidance available to others and influencing policy to make it more likely that the approach can be applied at a catchment scale. The programme is designed to reap long-term rewards for both wildlife and people, delivering healthy wetland nature and a whole host of ecosystem services, such as improving water quality and protecting us from flooding.

During 2018/19

- We have been working in partnership with the Environment Agency to deliver a major Natural Flood Management (NFM) project in Somerset. The “Two Rivers – Slow the Flow” project is using natural solutions, including wetlands, to help reduce flooding and boost biodiversity in two river catchments that join together at the town of Williton (which has in the past experienced serious flooding problems). It is one of the flagship projects under a national Defra pilot scheme, and so its success will have major implications for the wider roll out of nature-based solutions in future. This year, work has been focussed on building relationships with local stakeholders and scoping out all of the opportunities to use natural solutions, as well as set up a baseline monitoring programme so we can provide much-needed evidence of the benefits and effectiveness of this approach. In early 2019, we started to undertake our first physical interventions including tree and hedgerow planting at strategic locations. In the year ahead we will undertake many more interventions, including new wetland features, such as re-meandering streams and creating attenuation ponds.
- We’ve been recording invertebrate life in streams running off the Cotswold Hills as part of a programme to monitor how well different types of NFM features work – e.g. wetland strips, leaky dams and re-naturalised water courses. The results of this work, together with the project in Somerset, will provide us with important evidence to push for more and better use of these ‘working wetland’ solutions.
- In partnership with University College London, we published an important paper showing the benefits of pond management to farmland bird communities. This is an important step in building the evidence of the role that wetlands can play in helping wider biodiversity and will enable us to lobby for more and better wetland options in agri-environment schemes.
- In Westminster WWT’s political team helped to: draft Defra’s surface water management plans; progress a Lords amendment to strengthen environmental protection in the EU Withdrawal Bill; deliver the GB invasive species awareness programme, and; give oral evidence to an inquiry by a House of Commons Select Committee into regulating the UK water industry.

Report of the Trustees: Achievements and performance

Programme 2: Wetland landscapes at and around our sites – WWT Waterscapes

WWT has a long history of creating, restoring and managing some of the UK's most important wetlands. We currently manage over 3,000 ha of wetland habitats, many of which are designated as being of national or international importance for wildlife. The continued direct management of these wetlands at our sites is a key part of our conservation work going forward.

In this programme we will continue to strive to bring the status of all target species and habitats on our sites into "favourable ecological condition" through a range of targeted projects and to ensure we are adapting our sites for climate change. However, for the first time, we will also be looking at the context of our sites and developing opportunities and partnerships to enhance landscapes and water quality at our sites *and* in the wider landscape around them (our "waterscapes").

During 2018/19

- We established the first set of annual Key Performance Indicators (KPIs) for WWT Nature Reserves and from now on these will form part of the Site Business Plan reviews. The KPIs selected support the more formal review of reserve management undertaken every five years as part of the five year reserve management plans. The KPIs measured in 2018 (no. 1. and 2. below) captured the delivery of our reserve management plan in terms of annual practical management and recording projects, which had been delivered. In 2019 we will additionally measure a third KPI which will help identify that the works undertaken are having the expected results

1 – All of the core annual habitat management prescriptions set out in the management plan have been undertaken.

2 – All of the core annual habitat and species monitoring projects in the management plan have been carried out.

3 – Results of monitoring projects indicate species and habitats are within the target limits.

The results for these KPIs for Jan-Dec 2018 are as follows:

Site	1. Core habitat management prescriptions undertaken	2. Core habitat and species monitoring projects carried out
Arundel	79%	82%
Caerlaverock	88%	95%
Castle Espie	95%	88%
Llanelli	100%	99%
London	97%	92%
Martin Mere	95%	95%
Slimbridge	93%	84%
Stewart (NB against a partial plan)	83%	73%
Washington	93%	86%
Welney	94%	89%
Average	92%	88%

Report of the Trustees: Achievements and performance

- Both Llanelli and Martin Mere underwent their five year reserve management plan reviews. These assess whether we have met the objectives originally set at the start of the management planning cycle. Wherever possible measurable limits or targets set in the plan were used as the basis for the assessment but for some species or habitats this occasionally has to be more subjective. The reports consider the overall objective set for each of the conservation features in turn (which may be for habitats, species or species assemblages) and assigns an overall feature 'condition' using standard terminology. The results were as follows:

Conservation features in the 2011 Martin Mere management plan:	WWT internal assessment of condition of feature as assessed in 2017
Wintering water bird assemblage	Favourable maintained
Breeding water bird assemblage	Unfavourable recovering
Breeding passerines and associates	Unfavourable declining
Lowland damp pasture (permanent & seasonally wet neutral grassland)	Favourable maintained
Non-treatment reedbed, swamp, wet ditch and open water habitat	Favourable baseline
Hedgerows, standards and native broad-leaved woodland	Favourable baseline
Butterfly, moth, dragonfly and damselfly assemblages	Favourable maintained
Agricultural, field margins and disturbed ground assemblage	Unknown
Invasive plants	Unfavourable recovering

Conservation features in the 2011 Llanelli management plan:	WWT internal assessment of condition of feature as assessed in 2017
Wintering water bird assemblage	Favourable maintained
Breeding water bird assemblage	Unfavourable recovering
Saltmarsh (Tir Morfa Marsh) and mudflats	Favourable maintained (based on the statutory assessment by Natural Resources Wales)
Saline Lagoon	Favourable baseline
Millennium Wetlands	Unfavourable recovering
Breeding passerines and other non-water birds	Favourable maintained
Land to the west and north of Visitor Centre	Unfavourable recovering
Water Vole	Favourable maintained
Invertebrate populations	Unknown

Report of the Trustees: Achievements and performance

In addition to annual projects a number of one-off, or once per five year planning cycle, projects were also achieved including:

- Working with the local authority in Llanelli to create and improve a series of nearby ponds in order to provide habitat and improve connectivity for water voles.
- We also re-profiled the Dafan Fields area of the Llanelli reserve to create larger water bodies which hold water for longer into the spring, with islands for nesting and roosting birds. This has allowed us to manage habitat to attract feeding waders while at the same time improving sight lines for visitors to see them.
- At Castle Espie, we've reduced the height of three islands in the Wader Marsh so that they will be inundated at high tide and saltmarsh will develop, attracting salt-loving plants and invertebrates as well as wading birds. We also improved a shingle bank in order to provide nesting habitat for black-headed gulls. This species is red-listed (Birds of Conservation Concern) in Ireland meaning it is of the highest conservation concern.
- The additional 120 hectares of wetland habitat created at Welney in recent years attracted breeding wild Eurasian cranes for the first time.
- Also at Welney, a rare tansy beetle was found in Norfolk for the first time, during a summer survey. The finding suggested this beetle may use a wider range of UK wetland plants than previously thought by scientists.
- At London, a survey for water voles found around 88 of them in the reserve, with two main colonies in the Waterlife and Wildside areas. Although distributed well and numbers remain good, the site should be able to hold around 200, and will be something we look to improve in coming years.
- A further survey at London of aquatic invertebrates, bees and wasps, found over 800 species including several new ones. Nest-traps have been set to help further investigate the lifecycle and host of the parasitic *Chrysis fulgida* wasp - which has a metallic blue head and metallic red abdomen.
- At Slimbridge, 20 adult eels were caught and fitted with microchips. A reader attached to a water channel leading to the River Severn will record if or when the eels "check out" to depart to the Sargasso Sea to spawn. This is part of a project to find out how well eels are managing to get past flood barriers and how they move between water bodies.
- At Martin Mere a survey of in-field ditches found that different management approaches across the reserve were attracting the wide variety of biodiversity intended, including a rare finding of floating club-rush which was thought to be extinct in the region.

Programme 3: UK wetland species restoration

WWT also has a long history of conservation breeding and management of threatened species. This programme recognises that single species conservation work can continue to play an important role but should be linked to a wider conservation strategy which delivers benefits for a wide range of wetland nature. Thus some species, like Bewick's swans and common crane might be "flagships" where they can raise public attention to generate support for wider conservation action. The activities of others, such as beavers, provide opportunities for other wetland species while other species are "umbrellas" where conservation action for one species benefits numerous others.

Report of the Trustees: Achievements and performance

In this programme we will undertake focussed work to restore key wetland species in the UK where it will also provide wider benefits. In doing this we will increase support and improve practice and techniques for the restoration of lost or small populations of wetland species. This includes species restoration on a national level, but also, importantly, on a regional or local basis – actively putting back species that otherwise may be unable to return to restored wetlands. The programme also covers work on the targeted re-introduction of species to our own sites.

In 2018/19 we continued our work on black-tailed godwit, common scoter and Eurasian crane and developed a new workstream on Eurasian curlew. We also made some progress with other species restoration projects at WWT centres:

Black-tailed godwit

As part of a wider project (with the RSPB) to restore threatened black-tailed godwits to the English Fens, WWT have led on conservation breeding at our Welney site. In a technique called “headstarting”, eggs are collected from nests and godwit chicks reared in captivity before being released onto the Ouse and Nene Washes. Work commenced in 2017 with a release of 24 birds with a further 38 chicks released in 2018. Nine of the birds released in 2017 returned to the area in 2018 and of these two were confirmed to have nested with at least one chick confirmed to have fledged. This demonstrates for the first time that headstarted godwits are capable of good survival and returning to the release area to breed.

The population of godwits breeding in eastern England in 2018 was estimated at 39 pairs (38 pairs in 2017). While the population at the Nene Washes declined, the population at the Lady Fen complex at WWT Welney increased from three to six pairs. When headstarted fledglings are included, productivity of the eastern England population of godwits increased from 0.87 in 2017 to 1.44 in 2018 which is sufficient to drive rapid population increase.

The project continued to engage visitors and community groups at WWT Welney, with new interpretation installed in March 2018 and guided tours offered in May and June 2018. Media interest and press coverage continued to be high, with the project featuring on BBC Springwatch and the six project press releases being picked up by numerous national and regional publications, each press release reaching an audience of over 6.5 million people.

Common scoter

The British and Irish breeding population of common scoter was identified in 2007 as very small (less than 50) and declining. Since then WWT have been working with others (including the RSPB) to establish the causes of the decline, more recently leading the research on the population at the West Invernesshire Lochs SPA. Action to implement recommendations arising from our research has begun to take place, but at a slow pace. Scottish Natural Heritage have now designated the SPA as an “unfavourable status”. This is an important step towards further conservation work, centred initially on working with the energy company SSE to hold water levels higher during the breeding season on Loch Loyne – the single most important lake in Scotland for breeding scoter but now with a rapidly declining population.

The breeding season for scoters generally was very unsuccessful. Outside the Flow Country we are aware of no fledged ducklings in the UK in 2018.

Report of the Trustees: Achievements and performance

Eurasian crane

As part of a wider partnership project with the RSPB WWT led on the collection of common crane eggs from Germany and rearing of crane chicks at our Slimbridge site. Between 2010 and 2014 93 fledged cranes reared in WWT's facility were released onto the Somerset Levels with a target of establishing a self-sustaining population of 20 pairs. Successful breeding commenced in 2015.

Twenty-four territorial pairs from the project were observed in 2018, the same number as 2017, with seven chicks fledging, three of these from the five nesting pairs at Slimbridge. Overall this is a productivity of 0.29 fledged chicks per pair. This was the highest number yet, although lower than is needed for population growth. Much now depends on whether the birds improve their breeding success as they mature.

Although productivity is rather low, survival of the immature and adult birds in the project population remains extremely high. The crane population from the project is also spreading around the south-west, with pairs in Somerset, Gloucestershire, Gwent and Oxfordshire, and one bird joining the eastern England population in Cambridgeshire.

Eurasian curlew

We developed a major new species restoration project for Eurasian curlew. This species has declined by over 60% in the UK in recent decades, and the UK supports a quarter of the world population. With its evocative call it is a flagship for wild nature. The threats affecting it are common to many other ground-nesting species.

We will focus on curlews in the lowlands, farmland and south of Britain. The four main strands of work are:

- Through **direct action**, create a pathfinder project for lowland curlew conservation, by recovering the population in the Severn and Avon Vales
- Through **co-ordination, guidance and training**, strengthen national conservation of lowland curlews
- Through **research**, find long-term solutions to the underlying cause of curlew decline, especially predation
- Through **public engagement**, use curlews as a flagship to build support for wetland nature conservation

We ran a highly successful public appeal in autumn 2018. In early 2019, we embarked upon the first phase of work. This involved instigating the Severn Vale pathfinder project.

We are trialling headstarting as a way of buying time for curlew conservation in southern Britain, and have entered discussions with a number of organisations who are looking for WWT support in this.

We are playing a national role in curlew conservation, including helping to co-ordinate the [Curlew Forum](#), and sitting on the UK and Ireland Curlew Action Group.

Other species restoration projects

At WWT centres, we undertook or commenced projects to restore natterjack toads at WWT Caerlaverock, marsh fritillary butterfly at our western sites, and to reintroduce triangular club-rush at WWT Arundel.

Report of the Trustees: Achievements and performance

Programme 4: Experience and engagement at WWT sites

Connecting people to wetlands and wetland nature has always been a major focus for WWT, and over one million people visit our sites every year. Through this positive engagement we believe visitors can be inspired to become wetland supporters and conservationists. This “indirect” conservation is one of the key objectives of our sites.

- At Slimbridge we completed extensive work for the major Slimbridge 2020 redevelopment project to develop new exhibits, new visitor access to the reserve and renovate the Scott House. New developments include:
 - Pools and earthworks completed for Arctic Adventure, a tundra themed exhibit showing the research and conservation work WWT support, which opened to the public in Summer 2019
 - We desilted the duck decoy lake, and a heritage blacksmith restored and replaced the pipes and cages so we can demonstrate this being used. It opened to the public ready for the winter season
 - We rebuilt the Goose House shooting lodge alongside the Severn estuary which will provide local interpretation
 - We replaced the old ambulance hide overlooking the Severn Estuary with a new shepherd’s hut hide
 - We completed external works to renovate Sir Peter Scott’s house and studio ahead of migratory birds arriving to spend the winter outside its windows. Internal works quietly continued behind blacked-out windows and were completed the following spring. The house is due to open to the public in late 2019
 - The estuary tower hide (Holden Tower) has closed in order to build a new replacement tower with better facilities. This is due to open in November 2019 before wintering birds arrive on the Severn Estuary
- At Martin Mere we opened the new enhanced Pond Zone area, which includes raised wheelchair-friendly netted ponds and a covered area for pond dipping.
- At Washington we are trialling “wild experiences” which are sessions that immerse children in the natural landscape and invite them to look, touch and understand the natural environment upon which they depend.
- At Caerlaverock WWT Vice President Chris Packham led visitors on a ‘bioblitz’ to see what wildlife they could find – and recorded the first ever finding of a saucer bug north of the Scottish/English border.
- At London WWT Vice President Sir David Attenborough launched Butterfly Conservation’s 2018 Big Butterfly Count. Visitors to London used up the 300 spotter sheets available within the first few days.
- Also at London, Phase 1 of a new “Wild Walk” opened providing visitors a new, fun way to experience the site including wooden beam walkways and a bouncy bridge which splashes into the wetland below.
- At Llanelli an art installation is underway to inspire visitors to think about climate change and wetland loss. We are currently sourcing a bronze church bell to house in a glass structure, the sound of which will remind people how time is running out for declining wetland species.

Report of the Trustees: Achievements and performance

We have continued to invest in our centres and training for our staff to ensure we maintain standards and provide amazing experiences for visitors. We are undertaking a review of our living collections to ensure they offer the highest levels of experience and engagement and the highest welfare standards.

Programme 5: Urban and community wetlands in the UK

Today the vast majority of the UK population live and work in urban environments, and our urban environments have both expanded and intensified to accommodate this. Wetlands have gradually been squeezed out of urban landscapes and the remaining fragments severely degraded.

As well as being disastrous for wetland wildlife this has had significant impacts on our society. People no longer have access to wetlands, have lost much of their natural connection to them, and are becoming starved of the services that they can provide. This includes flood alleviation, cleaning up water, recreation and spiritual nourishment. Wetlands contribute significantly to our mental and physical health and wellbeing.

We urgently need to restore people's connection to and affinity for wetlands, and believe that the best way to do this is by finding ways to bring them back into their daily lives, in the places that they live and work. Doing so will have substantial benefits for wetlands and their wildlife but also provide huge benefits to people. We believe that it is these benefits that can be harnessed to be a major driver of change for urban wetlands.

In 2018-19

- We officially opened the new community wetland at the Prince of Wales Open Space in Enfield, together with Thames Water, local school children and councillors. We transformed a neglected playing field into a fantastic new wildlife haven, which also helps clean and slow the flow of water that falls on the surrounding built-up areas.
- We continued to restore the Salt Hill Stream in Slough and reconnect local people with their local waterways. Community volunteers ran a bioblitz to see what wildlife they could find along the stream. Local runners have helped keep the area clean by picking litter while they run, and we fixed yellow fish signs on roadside gully drains to make people aware that pollution ends up in wetlands. After extensive community consultation, we submitted for planning permission to create a major new wetland in Salt Hill Park, and we hope to start construction in summer 2019.
- We helped with the adoption of Schedule 3 of the Flood and Water Management Act in Wales, which came into force in January. The legislation established the role of Sustainable Drainage Approving Bodies (SABs) in local authorities. SABs are able to address the ongoing adoption and maintenance of Sustainable Drainage Systems (SuDS), which has been a key barrier to the use and success of SuDS. We are pushing for a similar approach to be adopted in England. We continue to support the roll out of the legislation in Wales and we are the only NGO representative on the National Implementation Group.
- At Westminster, we have fed into the review of National Planning Policy Guidance on floods and water - making proposals which should lead to improved guidance promoting multi-beneficial SuDS and green infrastructure. We also submitted an in-depth response to the government's consultation on biodiversity net gain which we believe, if done well, has the potential to be an important and much needed mechanism to help create and improve urban wetlands, as well as wetland wildlife more broadly.

Report of the Trustees: Achievements and performance

- At a major international conference, World Water Week, we presented the initial findings from a pilot project investigating the psychological and physiological impacts of spending time in wetlands. This study is part of a major new area of work to demonstrate these benefits and one of the next steps, a 'Blue Prescriptions' pilot project at Slimbridge, will start next year.

Programme 6: International community-based wetland conservation

Wetlands support a disproportionate amount of global biodiversity and this diversity is heavily weighted towards tropical and less developed nations. In many developing countries wetlands are being degraded and destroyed at an alarming rate. In most cases, these wetlands are also vital to the lives and livelihoods of some of the world's poorest people. If they are degraded it is these people who are affected the most. Conserving wetland nature often requires us to find ways of improving peoples' lives whilst avoiding wetland loss and degradation.

Our resources are best focused on hotspots of wetland biodiversity where the threats from unsustainable development are large, but also where opportunities for WWT to make a substantial and lasting difference are highest. Promotion of community-based management of wetlands in these developing countries is crucial. On this basis, we are focussing our efforts over the next few years on two priority countries – Madagascar and Cambodia.

Madagascar

Madagascar has experienced 60% wetland loss in 50 years and almost every remaining wetland suffers acute problems including sedimentation, pollution, burning, invasive species, and over-harvesting. Wetland species, many of which are found nowhere else, have declined dramatically as their habitats have disappeared. Local communities, of which 80% are rural and 90% have jobs reliant on natural resources, have suffered as a result of the loss of ecosystem services. Finding a sustainable solution to avoid the complete loss of wetlands and native wildlife, while improving conditions for local communities, requires an integrated and scalable approach.

Cambodia

There are few countries in the world with a greater dependence on wetlands than Cambodia - wetlands cover 30% of Cambodia's total land area and 80% of all people in the country depend on wetlands for their livelihoods. This biodiversity hotspot is going through a period of rapid development. The benefits of this development are however consistently skewed away from the poorest and most vulnerable communities, and the ecological integrity of the landscape is rarely considered. It is vital wetlands are factored into decision-making at all levels, and that mechanisms are in place to empower communities to sustainably manage their natural resources whilst providing much needed sanctuary for the region's increasingly threatened biodiversity.

In 2018-19:

- We started to transfer management of wetlands at Lake Sofia in Madagascar to local communities, and we have had a fantastic response. More than 1,000 people signed agreements to manage wetlands sympathetically, and the average length of fish caught by fisherman has almost doubled following the introduction of no-take zones and restrictions on net size.
- In December 2018, WWT, Durrell, and our local partners reintroduced one of the world's rarest birds, the Madagascar pochard, into the wild for the first time. The first cohort of 21 ducklings were placed in a specially-made floating aviary to give them safe refuge as they acclimatised to life in the wild. The

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release was the culmination of many years of hard work but it is only the first step in establishing a new, self-sustaining population. One of the main objectives this year was to test and refine release techniques and learn about the behaviour of the released birds. The lessons from this will be used to guide future releases and other activities at Lake Sofia. The release received worldwide media attention, running in around 200 newspapers and in broadcast media around the world including being the headline for BBC television news.

- We are investigating how algal, plant and invertebrate communities living in Madagascan lakes have changed over time, by extracting and analysing sediment cores from several sites, including Lake Sofia. We hope the results will help us to identify restoration targets, correlate biodiversity changes with changes in land and water practices, identify the key issues to address, and avoid future damage to wetland wildlife.
- Madagascar's National Wetland Guidance, which was led by WWT, has been translated into Malagasy and published to help local site managers to manage wetlands more sustainably.
- In Cambodia we completed a vulnerability assessment of local wetlands in the Mekong Delta which will help future management strategies to adapt to climate change and other factors.
- Anlung Pring, one of two sites where we work in Cambodia, has been placed on a shortlist of potential sites in the country to be designated as Ramsar sites, thus receiving international protections.
- Meanwhile at the other site, Boeung Prek Lapouv, a map has been produced to bring together habitat, biodiversity and livelihood information to support new zonation of the site in 2019.
- Boeung Prek Lapouv hosted Cambodia's national World Wetland Day event in February. We also held a multi-stakeholder event to discuss future joint management of the wetland.

Programme 7: Global wetland support

Healthy wetlands are vital habitats for life of earth, supporting human livelihoods and sustainable development. They are used and inhabited by people, industry, agriculture and wildlife and are at specific risk of mismanagement. The Ramsar Convention's recent publication 'The Global Wetland Outlook' provides a worrying assessment of the state of the globe's wetlands but identifies the incredible service value they provide to people and wildlife. The quality of the globe's remaining wetlands remains uncertain, with threats from drainage, pollution, invasive species, unsustainable use, disrupted flow regimes and climate change.

People remain the only solution to the world's growing wetland crisis and yet, arguably, the case for wetland conservation and the services they provide has not been made as compelling as that for other ecosystems such as rainforests and oceans. In this programme we will address the demand for strong leadership of NGOs, wetland managers and stakeholders across the globe to inspire excellent wetland management and protection, education and public awareness and to influence key global wetland policy.

We will use wetland centres as a hub for focussing activities around species and habitat conservation, education and engagement, accessing local communities and tourists, and acting as a base to deliver projects in the surrounding area. We will also deliver wetland conservation action, and have a special role in being able to inform policy through practice, and practice through policy. We will continue to develop our unique global networks such as Wetland Link International (WLI) and the World Wetland Network (WWN) and use our International Organisation Partner (IOP) status to promote focussed Ramsar principles.

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During 2018-19:

- In the United Arab Emirates, WWT's Chief Executive Martin Spray was elected to be the representative on the Ramsar Convention's Management Working Group for six global non-governmental conservation organisations who provide advice to the Convention on Wetlands of International Importance. WWT's Director of Conservation James Robinson was also elected to represent WWT on the Convention's Scientific and Technical Review Panel.
- A team from WWT attended the 13th Conference of Parties (COP) of the Ramsar Convention in Dubai during October. The team delivered some excellent work at the COP and ensured WWT maintains its status as a critical International Organisation Partner (IOP) to the Convention (the IOPs are WWT, BirdLife International, WWF, IUCN, IWMI and Wetlands International). Here are the highlights of our attendance:
 1. We worked with BirdLife International and Wetlands International to support a Resolution on the conservation of intertidal habitats. This is critical to the flyways of migratory waterbirds, like the Eurasian curlew and spoon-billed sandpiper. The Contracting Parties ratified the resolution and this represents a significant achievement of the COP from WWT's perspective.
 2. We co-ran events on culture and wetlands and Communication, Education and Public Awareness (CEPA) best practice and supported many other events to celebrate some amazing wetland conservation, especially in China and Southeast Asia.
 3. We presented an open letter with the other advising IOPs on the need for action to save Ramsar Sites, given that their status was referred to in the main session and in other side events.
 4. WWT Consulting launched a new 'good practice handbook' on integrating urban development and wetland conservation. This was presented at a special side event and copies have now been circulated to people across the world. We produced this document with Nanjing University Ecological Research Institute of Changshu and the National Forestry and Grassland Administration of China following a workshop we co-hosted in Changshu earlier in the year. It was also good to see cities where WWT's consultancy has worked, including Colombo and Changshu, being awarded the status of Wetland Cities.
 5. WWT and partners launched the results of a new Global Wetland Survey which has, for the first time, assessed the state of the world's wetlands by consulting the people who know these places best.
 6. Members of World Wetland Network (a partnership of smaller non-government organisations that come together to create one voice at the COP) were critical in this project which shows the importance of local communities, indigenous people and NGOs in protecting Ramsar sites.
 7. WWT's Wetland Technical Advisor Harison Andriambelo gave a presentation on our work with local communities to help wetlands in the country and to save the globally threatened Madagascar pochard. Much of this work was supported by the Darwin Initiative (a UK funding scheme for international conservation projects) and we thanked Defra for supporting Harison's presence in Dubai.
 8. We showcased our wetland creation project at WWT Steart Marshes as part of a series of talks about creating natural flow of water across landscapes. This demonstrated to the world how we can create wetlands to address the challenges of coastal squeeze and help to deliver various Ramsar Resolutions.

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- In China, WWT Consulting delivered a number of training courses with Nanjing University to promote best sustainable wetland management practice to landowners and managers in the region.
- In Australia, lobbying by WWT has helped to protect the Moolap Wetlands in Victoria from inappropriate development.

Programme 8: Wetland Conservation in the East Asian-Australasian flyway

The East Asian–Australasian Flyway (EAAF) is the most species-rich waterbird flyway in the world, supporting millions of waterbirds that migrate from the arctic to tropical Asia and Australia. It is also the most threatened, with intense pressures arising from rapid economic development, with China being pivotal both in its size and economic power but also in its influence on the whole flyway.

WWT has been engaged on this flyway for many years through efforts to save flagship waterbird species (spoon-billed sandpiper, Baer’s pochard and scaly-sided merganser), build local capacity and support sustainable wetland management. With the significant and widespread threats posed to coastal and freshwater wetlands along this flyway this programme focusses on addressing the wider threats along the flyway to maximise conservation efforts for the huge variety of threatened waterbirds and other wildlife that use these wetlands.

In this programme we will work with partners, primarily in China and including projects on flagship species, to build capacity, provide evidence of conservation issues, and promote protection and management of coastal and freshwater wetlands. We will also work to develop and strengthen wetland centre networks across the flyway.

During 2018-19

- WWT Chief Executive Martin Spray was one of only two non-government representatives appointed to the East Asian-Australasian Flyway Partnership’s (EAAFP) Management Committee, which oversees the flyway partnership’s conservation work.
- In South Korea, Martin Spray chaired a special meeting of finance managers from countries and organisations who are planning ways to fund conservation of migrating birds along the Asia Pacific coast.
- In Russia, we reared and released 22 spoon-billed sandpiper chicks this season, bringing the total we’ve released into the wild since 2012 to 162. This has boosted the wild population’s productivity by around 20%.
- Also in Russia, three further spoon-billed sandpipers were fitted with tiny satellite tags (bringing the total tagged to 12). These tags have identified previously unknown locations where the birds stopover as they migrate south through the flyway. Most importantly, a new moulting site (only the second to be discovered) was identified in North Korea in the Demilitarised Zone just over the border from South Korea. Surveys will be conducted at this site to determine the proportion of the population using it.
- For the first time ever, WWT were successful in rearing a spoon-billed sandpiper in our captive breeding programme at Slimbridge. Unfortunately the bird died in a freak “night-fright” accident shortly after fledging, but this proved that we now have the skills and expertise needed to breed these birds in captivity.

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- In China, WWT staff helped to ring nearly 2,000 shorebirds in Jiangsu Province, including 15 spoon-billed sandpipers, as part of our project to build capacity amongst shorebird conservationists there.
- WWT continued to coordinate the EAAFP Baer's Pochard Task Force and implement the Action Plan. We signed an MoU with Hengshui University for undertaking collaborative projects on Baer's Pochard ecology and habitat management; initial plans included supporting the development of a site management plan and undertaking a tracking project to identify new breeding sites. We also contracted WWTC to produce best practice guidance on wetland management for Baer's Pochard conservation.
- In China, WWT Consulting worked on a number of wetland projects:
 - A management plan for Futian Mangrove Ecological Park (Guangdong Province), a mangrove-dominated wetland north of Hong Kong, for the Mangrove Conservation Foundation.
 - An interpretation plan for Futian National Nature Reserve and co-hosting a workshop at the National Nature Education Forum of China.
 - A concept masterplan for Jiangxin Island (Jiangsu Province) for the Planning Bureau of Zhangjiang City.
 - A concept masterplan for Hengqin National Wetland Park (Guangdong Province) for Hengqin Local Government.
 - An improvement strategy and action plan for Dongtan Wetland Park (Shanghai Province).
 - WWTC partnered with Nanjing University Ecological Research Institute of Changshu on a project at Chao Lake (Anhui Province), restoring the Shibalianwei River by designing a 27km² wetland treatment system with habitats for globally endangered waterbirds.
 - In Hong Kong, a feasibility report for the Nam Sang Wai Wetland Centre bordering the Mai Po Inner Deep Bay Ramsar Site. Our Chief Executive held a number of meetings with Planners, Government departments and NGOs to promote the need for a strategic approach to the conservation management of the whole Deep Bay area and the need to fund it through carefully regulated development.
 - A 3-day wetland management training course for staff at the Haizhu National Wetland Park (Guangdong Province).
- WWT's Wetland Link International manager Chris Rostron launched a new coastal wetland centres network in Beijing. This was part of a month-long exchange spent with the Mangrove Conservation Foundation, cementing an on-going relationship.
- In South Korea, WWT Consulting produced an advisory report on the design and management of a proposed wetland centre at Songdo for the EAAFP.
- The World Wetland Network, hosted by WWT, carried out a global citizen-science survey assessing the world's wetlands on a continental scale, including much of the EAAF.

Programme 9: Waterbird conservation in the Northwest European flyway

A large proportion of the world's waterbirds are migrants, moving each year between high latitude breeding grounds and temperate or tropical wintering areas. Such populations tend to be vulnerable, because (1) many are quarry species for hunters and such hunting is not always well regulated; (2) arctic amplification of climate change means that ecological change on the breeding grounds is currently extremely rapid; (3) these populations require a chain of sites to sustain them through the annual cycle, and such chains are only as strong as the weakest link. The majority of a flyway can be in good condition, yet entire populations that use it can be jeopardised by a single site or region being in poor condition.

Wintering waterbird populations are one of the most important wildlife features in the UK and long associated with WWT. The huge aggregations of waterbirds are a real wildlife spectacle and the return and departure of waterbirds signals the changing of our seasons. Many of the long established WWT conservation activities on long term monitoring, identifying threats and sustainable harvesting are based on species in this flyway.

We are critically examining some of this work to consider a more integrated programme on this flyway, including wider flyway thinking. We will strengthen flyway surveillance of waterbirds on the flyway where it is most needed and, crucially, understand better the wider pressures on waterbirds. We will diagnose threats and work on solutions and strengthen our support for flyway-wide conservation by making decision makers more aware of solutions for waterbirds and developing resources for their conservation.

During 2018-19

Strengthen flyway-wide surveillance of waterbirds and the pressures upon them:

- We continued our long-term management of the [Goose and Swan Monitoring Programme](#) in the UK, on behalf of the Government. This is a major exercise in citizen science, relying on hundreds of volunteer counters. Accommodating the new General Data Protection Regulations (GDPR) was a significant issue for the programme in 2018, but has been successfully negotiated.
- We maintained long-term monitoring of Bewick's swan, whooper swan and Svalbard barnacle goose, by deploying and reading rings. These studies similarly rely on an army of dedicated ring-reading volunteers.
- We are co-ordinating a whole-flyway census of wintering seaducks, scheduled to take place in 2020. This will be a massive undertaking for a challenging, threatened and little known group of birds.
- We began to work with The British Association for Shooting and Conservation (BASC) to take steps towards the re-development of a UK duck wing survey using hunter bags. Such a citizen science survey would provide valuable information about the productivity of our duck populations, as well as strengthening partnerships between hunting interests and conservationists.
- As well as counting birds, we also monitor changes in the pressures upon them. We maintained our monitoring of hunting pressure by x-raying wild geese and swans. We undertook targeted surveillance for avian influenza on behalf of UK government (a thankfully quiet winter), and continued working with the hunting community on monitoring the emerging parasite *Sarcocystis* which continues to apparently increase in ducks on our flyway. Our long term scanning surveillance of 'found dead' waterbirds continued which includes monitoring for lead poisoning, a long standing problem.

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Diagnosing threats and devising solutions for waterbirds

- We are implementing three major projects which will estimate the mortality caused to migratory waterbirds by collision with wind turbines. The study species are pink-footed goose, Svalbard barnacle goose and Bewick's swan. A large amount of GPS tracking data is being turned into simulation models of the movements of the birds throughout the migration cycle, in order to determine how often they encounter turbines.
- We launched a major new project – Swan Champions – that builds on the success of Flight of the Swans, and aims to reduce illegal hunting of Bewick's swans in the Russian arctic. The project implements the recommendations of a workshop held in Naryan'Mar, Russia, and is largely implemented by local communities. We launched a visual guide for hunters to help them identify which wetland birds are legal to hunt or not, details of penalties and fines, how to report ring sightings and maps of no-hunting zones.
- We advocated improved management of goose populations that are in conflict with farming interests, in particular by participating in the [European Goose Management Platform](#), and undertaking research on the Greenland barnacle goose population on Islay to understand the implications of culling for the population. We successfully advocated for the cessation of white-fronted goose hunting in Wales, since there is a high risk of threatened Greenland white-fronts being shot in error. A similar ban in England appears to be in the pipeline.
- We continued to move towards a fuller understanding of the reasons for Bewick's swan decline. It appears that the productivity of the population has remained fairly constant in recent decades, but there are signs that adult survival has declined in recent years. It also does not appear to be related to food supply at the UK wintering grounds: suitable feeding opportunities are available to swans and they remain in good body condition.
- We began research to understand the decline of common pochard, a familiar, widespread and numerous duck that is now globally threatened. We found that the population has become more heavily male-biased in recent years. This in turn suggests that the threatening factors are disproportionately affecting females. Possibly this is due to increased predation of incubating females (males do not incubate), or greater exposure to hunting for females, which tend to winter further south in Europe.
- Our work to ensure that lead ammunition is consigned to history to end this poisoning continued by encouraging successful policy initiatives, in particular the current restriction proposal under EU chemicals regulations. WWT ensured that the issue was high profile to the government officials attending the African Eurasian Waterbird Agreement Meeting of Parties in Durban, South Africa, including organising a successful side event working with the European hunting organisation FACE. A presentation to the FACE annual conference also helped to persuade this key community of the need for change if hunting is ever to be considered as sustainable.
- In the UK, WWT's work has been focussed on better understanding the barriers to change and opening up dialogue with ammunition users with a view to encouraging hunters directly but also facilitating those already persuaded of the benefits of non-toxic ammunition to share their experiences. There is a definite positive shift towards open mindedness to transition in both the hunting community and in political circles.

Strengthen and increase support for flyway conservation

We used the [Migratory Birds for People](#) network (Wetland Link International in the Northwest European flyway) to promote and share solutions for waterbirds and to campaign for waterbird conservation.

Report of the Trustees: Achievements and performance

Works undertaken by WWT Consulting

WWT Consulting continued to provide paid advice and practical assistance to clients worldwide focussing on ecological surveys and assessment, habitat design and management, visitor centre planning and design, wetland treatment systems and sustainable drainage. Several international projects, particularly in China, contribute directly to WWT work and are reported under Programmes. In addition WWT Consulting have undertaken visitor/wetland centre projects in the Severn Valley Country Park (Shropshire Council), Oxfordshire (Berkshire, Buckinghamshire and Oxfordshire Wildlife Trust), Ireland (Fingal County Council) and Higashi Matsushima, Japan, in an area devastated by the 2011 tsunami (Afan Woodland Trust). WWT Consulting have also completed wetland creation projects along the Suds Brook (Gloucestershire) and at Bodenham Lake in Herefordshire.

Membership

Our members are fundamental to our success. They provide funding for our conservation work; add weight and noise to our campaigning work and help spread the word about how wonderful wetlands are for wildlife and people. At the end of this financial year, we had 93,817 memberships, which we estimate to be 207,000 individual members.

To increase the number of people who support us by being a member of WWT we:

- Promoted membership through all of our digital channels.
- Moved to a paperless system for signing up new members. As well as being more secure, this also helps speed up the sign-up process and is obviously better for the environment.
- Ensured our recruitment of new members includes inspiring people about our cause as well as the benefits of visitation to our sites.
- Improved the look of membership communications and promotions.
- Continued to recruit new members at events and public sites around some of our centres.

Our members are loyal and we are fortunate to have maintained a strong year-on-year retention rate of 82%.

To continually improve how we engage with our members we:

- Introduced new ways of talking to our members such as our Supporter E-Newsletters and increased our use of films.
- Made improvements to the look and content of our members' magazine Waterlife. For example, we listened to our members and now use a compostable starch-based film as the outer wrap.
- Made improvements to our Supporter Services team and member database so that members are serviced more efficiently.
- Trained staff and volunteers at centres to provide an even better experience to visiting members.
- Encouraged more members to sign up to Gift Aid to maximise the financial contribution they can make to us at no extra cost to them.

Shops and restaurants

Through 2018/2019, visitor experience has been a focus within Trading. Both Retail and Catering have used opportunities to engage with visitors about the key messages WWT promotes.

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We took the bold step of eradicating plastic bottles from our cold drinks range to reduce our contribution of single use plastic by 30,000 units per annum. This initiative has been supported by the introduction of our own branded line of reusables. These include our co-branded, market leading Chilly's bottle and the WWT identity 'Keep Cup' with discounted incentive on further hot drink purchases to promote re-use.

We have also launched a range of accessible binoculars in our Arundel and Llanelli centres to give an affordable entry-level product for new or budding members of the birding community.

We are developing our work with local suppliers to our centres in order to reflect local flavour and context, for example, we purchase Carmarthenshire honey at WWT Llanelli and support businesses like Norfolk Garden Preserves at WWT Welney.

The pilot of our value bird care range at Martin Mere has been so successful and well received we are now seeking to roll it out across all centres with an appetite for bird care.

We reviewed and modified the main kitchen and service display in our Kingfisher Kitchen at Slimbridge to improve the displays of our products and increase the efficiency of service. A complete replacement of the Kiosk located by Welly Boot Land at Slimbridge has been very well received by visitors and will support the increased visitation associated with Slimbridge 2020 projects now coming on line.

We have continued to drive the importance of visual merchandising across trading outlets. One example of this was the introduction of standardised freestanding displays for Christmas lines that resulted in further sales growth and less clearance stock at the end of the season.

Public benefit statement

This statement complies with the duty in section 17 of the Charities Act 2011 to have due regard to public benefit guidance published by the Commission. Sir Peter Scott founded WWT in 1946 to bring people and wildlife together, and to engage and inspire people to enjoy and take an interest in the natural world. He established four pillars as the foundation of WWT's conservation work – scientific research, 'on the ground' conservation action, education and recreation. These have been the core elements of WWT's work throughout its 73 years and remain central to its future plans.

Conservation science and action

WWT manages 10 sites (nine wetland centres and WWT Steart Marshes), eight of which carry a national and/or international designation. We have a public responsibility for the management and conservation of these important wildlife habitats and the species they support, including threatened species such as Bewick's swan, natterjack toad and water vole. Our work on these reserves contributes to many local, regional and national Biodiversity Action Plan targets.

WWT has a longstanding and respected history of monitoring and research, particularly in the fields of migration and population studies of key waterbird species, in bird diseases, and more recently in the fields of constructed wetlands for improving water quality and enhancing biodiversity, and sustainable drainage systems. This research informs our own conservation action and is used to inform and influence others responsible for the management of wetlands and their species.

Our knowledge and expertise are increasingly used to help restore and recreate wetland habitats for the benefit of wildlife, landscape and amenity value and local human livelihoods around the world. WWT's international work includes conservation of wetland habitats to benefit local communities as well as biodiversity, conservation breeding and reintroduction programmes to help prevent the extinction of some of

Report of the Trustees: Achievements and performance

the world's rarest and most endangered species. This builds on the pioneering conservation breeding work of Sir Peter Scott that saved the Hawaiian goose (Néné) from extinction over 50 years ago.

Education

Since its inception WWT has been well known for its educational work at its wetland centres – both formal learning programmes for visiting schools and youth groups, and informal engagement with visitors of all ages. Many schools make repeat visits each year.

WWT's advocacy work seeks to influence policy and decision making to achieve better understanding of the importance of wetland habitats and to enhance the conservation of the precious biodiversity of the UK. Major examples include its continuing work to promote the importance of, and need for, out of classroom learning for young people, working with government and other NGOs to inform the feasibility assessment of the River Severn for tidal energy generation, and WWT's significant input into government policy-making in respect of avian influenza.

Through its Wetland Link International network WWT encourages and facilitates exchange of expertise, experience and best practice between member wetland centres across the world.

Recreation and engagement

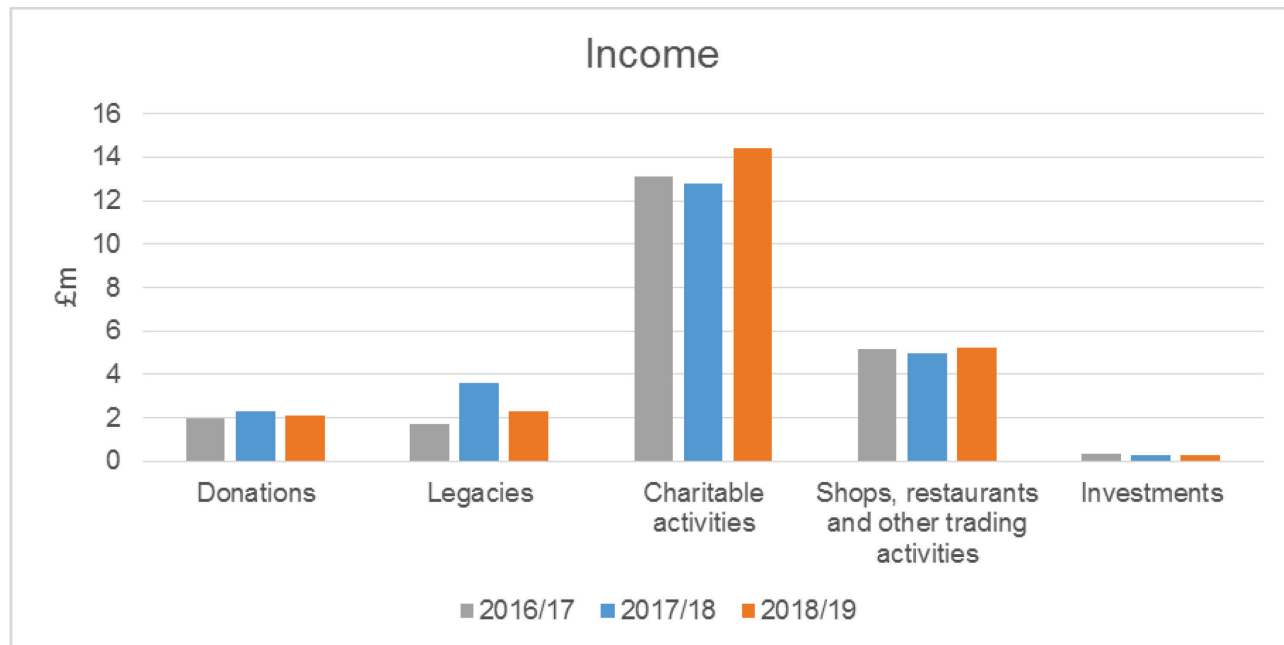
WWT's wetland centres provide more than one million people with the opportunity to enjoy and be close to nature each year. Whilst a charge is made for admission to the nine wetland centres in order to fund their operation and maintenance, there are concessionary rates for people over the age of 65, for unemployed people and for students. Entry to all nine wetland centres is free to members and membership is open to everyone. The site at Steart Marshes is a new type of WWT reserve, which is open to the public free of charge. All WWT sites are accessible to all, with paths suitable for wheelchairs and for people with other disabilities.

We offer a wide range of opportunities for volunteers and value their considerable contribution to our work. More than 900 people volunteer at our wetland centres each year. WWT also has strong links with communities and local organisations close to our wetland centres, for example the Scout group that meets at Slimbridge, where they encourage young people to get closer to nature. Our membership remains strong, enabling us to engage directly with more people on wetland and environmental issues. WWT's growing involvement with the corporate sector has resulted in increasing staff volunteering days at our wetland centres.

Report of the Trustees: Financial review

Income in 2018/19 was £24.4m, an increase of 2% over the previous year. Expenditure also increased, to £24.8m, from £23.7m in 2017/18.

Income



Income from donations, grants and animal adoptions was £2.1m, a decrease on the previous year of 8%.

Legacy income decreased from the £3.6m in 2017/18 to £2.3m in 2018/19. Legacies are a key element of our income and we are extremely grateful to those that remember the charity in their wills.

The number of visitors to our wetland centres was just over one million, up 3% on the previous year. Income from admissions to our wetland centres increased by 14% to £4.0m.

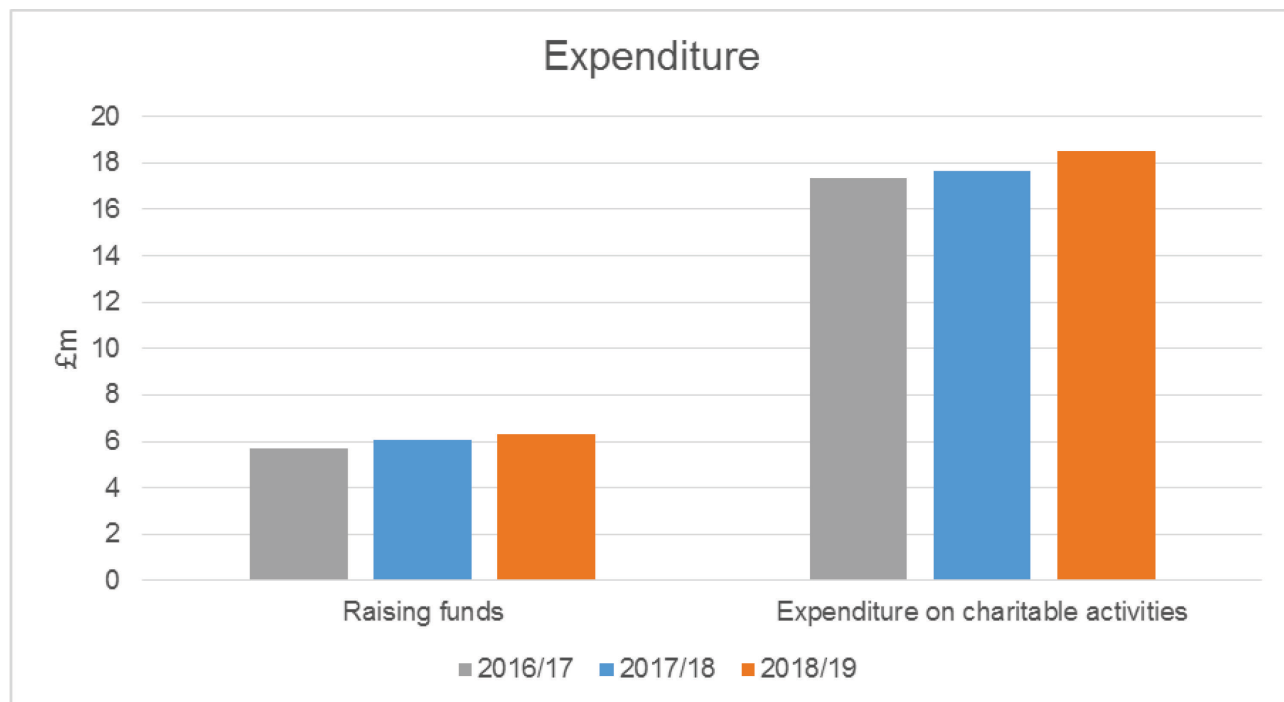
All visitors buying tickets are encouraged to pay the higher 'Gift Aid' price, which includes a 10% donation. For visitors who are UK tax payers, this donation enables us to recover the tax on the entire admission fee.

Membership income grew by 2% to £7.3m. Membership subscriptions are our most important source of income, supporting many of our activities at the wetland centres and within our wider conservation programmes.

Another important source of income for our wetland centres is grant and contract income, where performance conditions have been placed on the income. This income increased in the year from £1.5m to £2.3m.

The income from shops and restaurants increased by 5% to £5.2m. We continue to strive to maximise the profits from trading activities in order to provide valuable funds for conservation work.

Expenditure



The costs of raising the donations, grants and legacies reduced by 13% to £968k. We are investing in this area in order to increase our income, particularly grants and corporate support, to fund our ambitious conservation strategy. We spent a further £5.3m in our trading activities which are an important part of our visitors' experience and any profits made are used for more conservation work. This includes the costs of the products sold in the shops, the restaurants' food, staff costs from both operations and support costs.

We spent £18.5m on our charitable activities, up by 5% on 2017/18. This covers our direct conservation work under the strategic priorities. In addition it covers the staffing and other costs of managing our grounds, our wildlife reserves and providing a good experience to all our visitors plus the visitor infrastructure such as hides, footpaths and the visitor centre buildings themselves. It also includes the costs of encouraging more people to visit and the costs of engaging with our visitors and providing inspiring messages on wetland conservation. The amount that was spent on each of the strategic Programmes and on membership is shown in Note 14 to the Financial Statements.

Investments

Our investments include listed investments managed by Rathbone Greenbank. It was a good year for market performance and the value of our investments rose by £0.5m, the same amount as in 17/18.

Our investment policy includes ethical screening with the intention of aligning our investments to our charitable objectives as far as possible whilst at the same time maintaining income and growth. We aim to exclude companies from the highest impact sectors judged to be the worst or below average performers, and those where a significant level of activity relates to wetland destruction.

In addition to our listed investments, we own investment properties at Martin Mere as a result of the purchase of farmland to extend the reserve in 2011/12, and in 2017/18 received land held for investment as part of a legacy.

Report of the Trustees: Financial review

Pension

In common with many organisations, our defined benefit pension scheme has reported a deficit in recent years. Action was taken to reduce the liability, closing the scheme to new entrants in 1997 and ceasing further accrual of future benefits in 2005. An actuarial valuation is carried out every three years. The latest, as at 31 March 2018, showed the scheme in surplus by £0.04m (it was a deficit of £3.1m at the previous valuation at 31 March 2015). Over the last 3 years, the charity made annual payments into the scheme of £275k and paid the scheme's administration costs. WWT also agreed with the pension trustees to make a payment of £150k in March 2019. Within these accounts, accounting regulations require us to report on a pension scheme valuation based on a different set of assumptions. This valuation shows a surplus of £2.0m at 31 March 2019. The pension surplus is not included on our balance sheet since it is unlikely that the charity would ever be able to recover the asset, though the movement year-on-year is reflected in the Statement of Financial Activities.

Funds

We hold £2.4m in a permanent endowment fund. The income earned is included in unrestricted funds each year, but the capital remains in place subject only to fluctuations in the market value of the investment portfolio within which it is held.

We have a number of restricted funds where the donor restricts the purpose for which the fund can be used. These totalled £20.6m at 31 March 2019, of which £15.9m relates to capital, such as land and buildings, purchased with restricted donations. The remaining £4.8m falls into two categories: specific projects where income has been donated for projects, but not yet spent, and legacies that have been gifted to specific centres and not yet spent. We plan to support significant developments at our sites with these funds.

Unrestricted funds include the General Fund and funds designated for a specific purpose by the trustees. Unrestricted funds totalled £17.4m, having decreased by £0.9m owing to the deficit of income over expenditure in the year, as budgeted. £1.1m has been set aside in a designated planned projects fund for specific projects planned for the next couple of years.

The Council's reserves policy includes setting aside sufficient funds to cover the charity's unrestricted essential expenditure for a period of up to six months as a contingency. The current contingency reserve level has been set at £7.1m and this has been set aside.

We have also set aside a fixed asset reserve, which represents the net book value of unrestricted fixed assets that cannot be easily disposed of, and as such these are not liquid resources immediately available to the charity. This fund totalled £5.6m as at 31 March 2019.

The pension reserve relates to our potential liability to the multi-employer USS pension scheme. We have not accounted for a liability as we cannot quantify the precise value or when it will become due, but the Council has decided to set aside an amount equal to the latest valuation of the liability as at 31 March 2019 of £1.2m so that, if and when the debt crystallises, the charity has the funds set aside to settle it.

The remaining unrestricted funds are held within the General Fund. Totalling £2.4m, this will be used for the ongoing running of the charity and investment over the next three to four years in additional staff capacity to deliver our strategy.

Total funds now stand at £40.4m, a decrease of 1% when compared with 31 March 2018.

Report of the Trustees: Plans for future periods

Over the next four years we will be focussing on five aims:

1 Create, restore and manage larger, more connected and more healthy wetlands in the UK

- We will practically demonstrate examples of multi-benefit large scale wetlands.
- We will re-connect wetland landscapes around some of our wetlands.
- We will restore populations of UK wetland species including black-tailed godwit, curlew and scoter and investigate others where there are wider benefits to wetlands.
- We will enhance management of all our reserves, particularly adapting them for environmental change and improving water quality.
- We will provide the evidence that wetlands provide multiple benefits for wildlife and people.
- We will continue to influence law and policy relating to wetlands in rural catchments.
- We will promote the multiple benefits of wetlands to specialist audiences and the wider public.
- We will develop and deliver calls to action for wetlands to various stakeholder audiences.

2 Move and inspire people engaging with our wetlands to support wetland conservation

- We will continue to develop our wetland experiences for visitors to our sites, informing, inspiring and enabling them to support wetlands.
- We will improve our experience for visitors through how we engage with them, taking into account the different motivations people have for visiting us and including reviews of minimum standards, programmes and events, bookings and our living collections.
- We will develop and improve what messages we convey to our visitors and how we convey them to inspire greater support for wetlands.
- We will build long term deeper relationships with visitors and supporters.

3 Connect people with wetlands where they live and work in the UK

- We will develop more excellent examples of working wetlands for householders, schools and businesses providing natural flood defences or improving water quality while providing spaces for nature and people.
- We will show that multiple benefits of urban and community wetlands are real.
- We will continue to influence law and policy relating to urban and community working wetlands and access to blue space.
- We will promote urban and community working wetlands to stakeholder audiences through communications and campaigns.
- We will understand and measure the health and wellbeing benefits of wetlands.
- We will promote health and wellbeing benefits of wetlands at our sites and influence the health sector and decision makers to recognise the importance of wetlands for human and wildlife wellbeing.

Report of the Trustees: Plans for future periods

4 Offer and promote solutions to conserve the world's most threatened wetland hotspots and improve the livelihoods of their people

- We will continue to expand community based wetland management projects in the plateau wetlands of Madagascar and work on the re-introduction of Madagascar pochard.
- We will continue to expand our community based wetland management projects in the Mekong delta of Cambodia.
- We will develop national wetland management guidance in Madagascar and Cambodia and help ensure that wetland related international environmental agreements are delivered effectively.
- We will provide training and support for wetland managers and decision makers in key wetland areas.
- We will influence global wetland policy through focused work with Ramsar, global networks of wetland centres and grass-roots wetland conservation organisations.

5 Strengthen wetland conservation on priority global flyways

- We will continue our conservation work on flyway species as flagships for wider wetland conservation.
- We will develop evidence, build capacity, train wetland managers and support habitat restoration and protection along the East Asian-Australasian flyway, particularly in China.
- We will strengthen support for wetland conservation and sustainable development along the major East Asian-Australasian and Northwest European flyways through international environmental agreements, and promoting CEPA, wetland centres, Wetland Link International and the World Wetland Network.
- We will strengthen surveillance of waterbirds and better understand the pressures on key species, and provide solutions, on the Northwest European flyway

Report of the Trustees: Principal risks and uncertainties

Council, assisted by the Finance, Audit and Risk Committee, oversees a formal risk management process to assess business risks and implement risk management strategies. This involves identifying the types of risks the charity faces, prioritising them in terms of potential impact and likelihood of occurrence, identifying means of mitigating the risks and monitoring the success of mitigation.

The main risks identified during the risk management process were:

- A depressed economy reducing a number of income streams including membership, admissions, shop and restaurant sales, consulting contracts and investment returns.
- Fluctuations in the economic factors that could impact the size of the likely USS pension liability.
- Funding uncertainty, potential loss of employees and environmental impacts as a result of Brexit.
- Adverse weather impacting visitor numbers and reducing income.
- Avian influenza resulting in restrictions to our centres.
- Climate change impacting on some centres that are vulnerable to flooding, affecting wildlife habitats and visitation.

The risks above were identified as significant prior to mitigation. The risk management process then identified ways in which the likelihood of the risks can be minimised (where this is possible) and how the impact of the risks, should they occur, can be reduced. The main mitigation actions we are taking are:

- To focus on increasing a number of different streams of income, not just income associated with visitation.
- To increase the power of our conservation messages; as well as more effectively achieving our charitable aims, we hope this will also broaden our supporter base.
- To protect our sites that are particularly vulnerable to flooding; for example our flood alleviation project at Arundel.
- To set aside a fund that will pay for the majority of USS liability when it crystalizes.

It is not possible to mitigate sufficiently all our significant risks, therefore we hold a Contingency Fund within the financial reserves that would allow us to operate all basic functions for six months.

The charity's systems of internal control are designed to provide reasonable, but not absolute, assurance against material mis-statement or loss. They include:

- A five year financial strategic plan and an annual budget approved by the Council.
- Regular consideration by the Finance, Audit and Risk Committee and Council of financial results, variance from budgets, and non-financial performance indicators.
- Delegation of authority and segregation of duties.
- Regular review by the Finance, Audit and Risk Committee of the systems in place to identify and manage risks.

Report of the Trustees: Principal risks and uncertainties

This report, incorporating the Strategic Report, was approved by the Council on 25 July 2019 and signed on its behalf by



Dr Peter Day
Chair



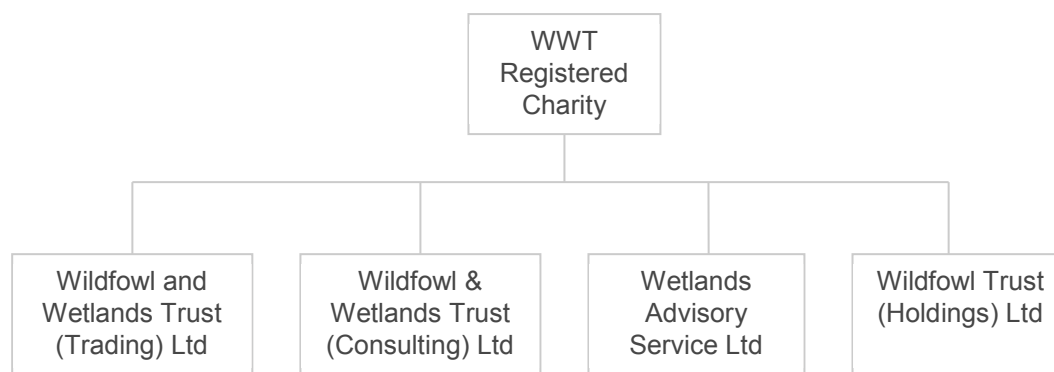
Martin Birch
Treasurer

Report of the Trustees: Structure, governance and management

The late Sir Peter Scott founded the charity, registered in England and Wales, on 10 November 1946. The charity's objects are to promote the conservation and study of wildfowl and wetlands forming their habitat. WWT was converted to a charitable company limited by guarantee on 16 December 1993.

Subsidiary companies

WWT has four, wholly owned subsidiary companies, all registered in England and Wales.



Wildfowl and Wetlands Trust (Trading) Ltd, known as WWT Trading, carries out commercial activities, mostly retail and catering, at WWT's centres. Wildfowl & Wetlands Trust (Consulting) Ltd, known as WWT Consulting, provides environmental consultancy services. Wetlands Advisory Service Ltd is now dormant. Wildfowl Trust (Holdings) Ltd does not trade, but acts as trustee of property which is dealt with in the accounts of WWT, whether real or personal, belonging to or in any way, whether directly or indirectly, of interest to WWT.

Each of the trading subsidiaries usually donates its taxable profits, where there are sufficient distributable reserves within the subsidiary, to the charity under the Gift Aid scheme.

For more detailed information about any of the subsidiary companies, the individual financial statements are filed annually with Companies House or they can be obtained from the Company Secretary at WWT's registered office. The address can be found on page 67.

Scotland

The charity registered with the Office of the Scottish Regulator (OSCR) in 2008 and for reporting purposes to OSCR we are required to make a separate statement of our work in Scotland.

WWT's visitor centre in Scotland is the WWT Caerlaverock Wetland Centre, located in Dumfriesshire on the Solway coast. In the year ended 31 March 2019, 14,506 people visited the centre and in addition to this 229 school children and 59 accompanying adults were taught in formal learning programmes. Caerlaverock is most famous for its spectacle of barnacle geese and whooper swans from October to April. Wild osprey, barn owl, natterjack toad and the rare tadpole shrimp can also be seen at this centre.

Caerlaverock benefits from a dedicated volunteer base and 9 full-time equivalent members of staff are employed here.

Report of the Trustees: Structure, governance and management

Constitution

WWT was set up under a memorandum of association, which established the objects and powers of the organisation, and is governed under its articles of association.

The memorandum of association was last amended on 13 December 2007. The articles of association were last amended on 21 October 2010. Both documents can be obtained from the Company Secretary at WWT's registered office. The address can be found on page 67.

Council of Trustees

The memorandum and articles of association stipulate that Council Members may each serve two three-year terms in office. Under certain circumstances Council Members may then serve a further term of up to three one-year periods, where the Council considers that continuity would be of particular benefit to the charity.

All members of the Council are volunteers, give freely of their time and have no beneficial interest in the group or charity.

Council Members are usually also Guarantor Members who guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantees at 31 March 2019 was 8 (2018: 9). Trustee indemnity insurance is provided.

Responsibilities of Council

The Council of Trustees is responsible for setting WWT's strategic policies and objectives and for ensuring they are fulfilled. Council Members are WWT's directors for Companies Act purposes and must under United Kingdom law prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the group and charity and the incoming resources and application of resources, including the net income or expenditure, of the group for the year. In preparing those financial statements, the Council is required to:

- Select suitable accounting policies and then apply them consistently.
- Make judgements and estimates that are reasonable and prudent.
- State whether applicable accounting standards and statements of recommended practice 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 company will continue in operation.

The Council is responsible for ensuring that the group and charity have appropriate systems of control, financial and otherwise. They are also responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the group and charity and that enable them to ensure that the financial statements comply with the Companies Act 2006. In addition they are responsible for safeguarding the assets of the group and charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities and to provide reasonable assurance that:

Report of the Trustees: Structure, governance and management

- The charity is operating efficiently and effectively.
- Its assets are safeguarded against unauthorised use or disposition.
- Proper records are maintained and financial information used within the charity or for publication is reliable.
- The charity complies with relevant laws and regulations.

Nominations Committee

To ensure the Council is sufficiently skilled to carry out its responsibilities it undertakes skills analysis of existing members before new ones are appointed. This is carried out by the Nominations Committee. The Nominations Committee consists of the Chair of the Council, at least one other Council Member and the Chief Executive. Once the skills analysis is complete, the vacant positions on Council are advertised widely in order to attract the best possible selection of potential candidates. The candidates who best meet the skills required are then invited to a selection event where their experience and knowledge is explored in more detail by the Nominations Committee. Once appointed, each new Council member receives a full induction into the work and administration of the charity. Council Members receive regular updates on the work of WWT and any training deemed necessary to enable members to carry out their responsibilities fully.

Finance, Audit and Risk Committee

The Finance, Audit and Risk Committee assists the Council with detailed scrutiny of WWT's finances, reviews the performance of the subsidiary companies and makes recommendations to the Council on matters that include the staff pension schemes, WWT's investment policy and WWT's reserves policy. The committee is also responsible for internal and external audit, risk management, review of internal policies and procedures, safety management, insurance and IT security. The external auditors report to the Committee at least once a year. Chaired by the Treasurer, this is a sub-committee of the Council.

As with the Council and other subcommittees, members of the Finance, Audit and Risk Committee are volunteers, give freely of their time and have no beneficial interest in the group or charity.

Remuneration Committee

Another subcommittee of the Council, the Remuneration Committee monitors the salary market and determines the salaries of WWT's Chief Executive and other Management Board members. The Committee periodically obtains current not-for-profit sector salary data for each role on Management Board based on the job descriptions and levels of responsibility. These data are used to ensure each salary is appropriate when compared with the salaries for similar roles within the same sector.

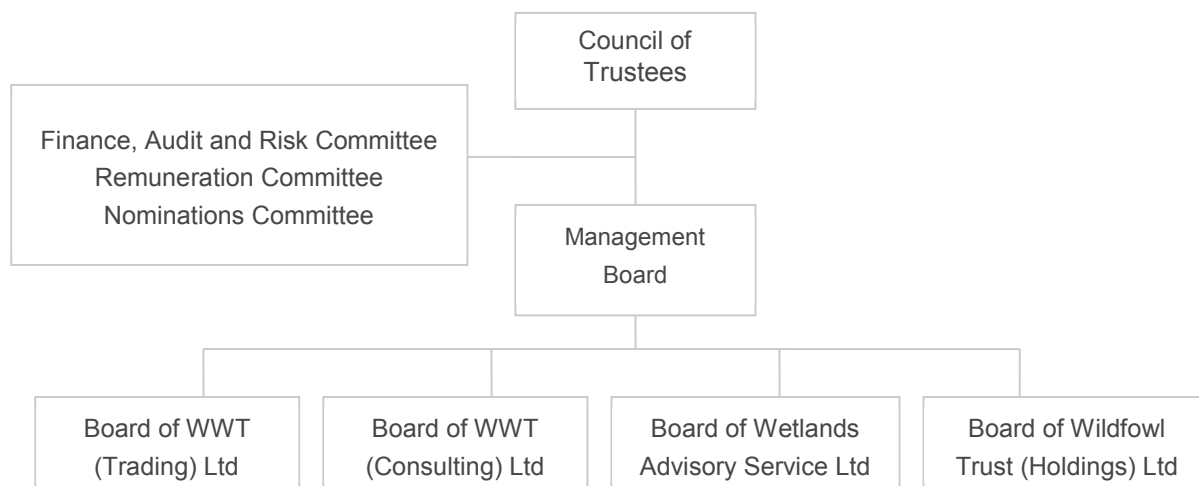
Management Board

Day-to-day running of WWT is carried out by the Management Board, consisting of paid members of staff. The most senior members of Management Board are the Chief Executive, who reports directly to the Chair of the Council, and the Chief Operating Officer.

Report of the Trustees: Structure, governance and management

Management of subsidiary companies

Each subsidiary company has its own Board of Directors responsible for running the company. The Chief Executive or the Chief Operating Officer chair each board and at least one other member of WWT's Management Board sit on each company's board. WWT Consulting also benefits from non-executive board members who contribute specialist skills and expertise on a voluntary basis.



Members of the Council, Nomination Committee, Finance, Audit and Risk Committee, Remuneration Committee and Management Board are listed on page 67.

Auditor

An independent audit is conducted annually to fulfil WWT's legal obligations and for the Council to ensure financial statements have been properly prepared and give a true and fair view. The auditor's report to WWT's members is given on pages 40 to 42.

Mazars LLP have expressed their willingness to continue in office as the group's auditor and a resolution to reappoint them will be proposed at the next Annual General Meeting.

Statement as to disclosure of information to auditors

The Council members have taken all the necessary steps to make themselves aware, as Trustees, of any relevant audit information and to establish that the auditors are aware of that information. As far as the Council members are aware, there is no relevant audit information of which the company's auditor is unaware.

Our people

We are privileged to work together with circa 460 employees, 1035 volunteers and 260 casual workers. We are actively building a culture of passion for wetland conservation with a focus on delivering our conservation aims, mutual support between teams across the organisation and putting our visitors and supporters first. Our ambition is for WWT to be a great place to work where our people can be at their best.

We are delivering this through developing the frameworks within which we manage, appreciate and support our teams, through investment in training and development and through taking steps to fully engage and communicate with our people, keeping them informed and listening to their feedback.

Report of the Trustees: Structure, governance and management

The organisation and our ways of working have developed through having a clear strategic direction, supported by the establishment of five year department plans and in particular the nine Programmes. This gives transparency to our activities and projects and enables us to work together on them. In addition we have considered the relationship between our teams based at our sites and those based within our central teams. We have defined a Matrix Management framework to facilitate decision making and to empower people with accountability and responsibility at the most appropriate levels. This enables our central teams to develop standards, guidance and competence whilst our sites continue to focus on the realisation of their operational plans and goals.

Our volunteers contribute at the heart of everything we do, giving their time and passion to wetland conservation. On a daily basis they make a difference to the visitor experience, the care and maintenance of our grounds and reserves and to engaging the next generation, school children, with the wonders of wildlife and our conservation messages. Their contribution is growing and in innovative ways, we are seeing creative solutions emerging from the Slimbridge 2020 project where new and exciting roles have attracted close to 100 new volunteers.

Modern Slavery Act Statement

Modern slavery is a crime and a violation of fundamental human rights. It takes various forms, such as slavery, servitude, forced and compulsory labour and human trafficking, all of which have in common the deprivation of a person's liberty by another in order to exploit them for personal or commercial gain. We have a zero-tolerance approach to modern slavery and we are committed to acting ethically and with integrity in all our business dealings and relationships and to implementing and enforcing effective systems and controls to ensure modern slavery is not taking place anywhere in our own business or in any of our supply chains.

We are also committed to ensuring there is transparency in our own business and in our approach to tackling modern slavery throughout our supply chains. We expect the same high standards from all of our contractors, suppliers and other business partners, and as part of our contracting processes, we include specific prohibitions against the use of forced, compulsory or trafficked labour, or anyone held in slavery or servitude, whether adults or children, and we expect that our suppliers will hold their own suppliers to the same high standards.

Equal opportunities

We are committed to developing equal employment opportunities. Selection, promotion and access to training are based solely on relevant aptitudes, skills and abilities. In this way, every employee is able to develop their individual skills and talents to make a positive contribution to WWT. Men and women are treated equally with regard to terms and conditions of employment and pay, where they are employed doing the same or broadly similar work.

Our commitment is demonstrated through our employment policies, which ensure access to recruitment, promotion, selection and training regardless of the individual's age, sex (or gender assignment), sexual orientation, race, religion or belief, disability, marital/civil partnership status or pregnancy. We are also working to make volunteering opportunities available to as wide a range of people as possible by broadening the recruitment methods and resources we use. Additionally, formal requirements for volunteering roles are kept to a minimum wherever possible to maximise the accessibility of volunteering. WWT will consider any reasonable adjustments wherever practical to enable people with disabilities to apply for jobs and to work at WWT.

Report of the Trustees: Structure, governance and management

Sustainability

We have a dedicated Sustainability Manager at WWT, Lucy Smith. However, everyone in the Trust has some personal responsibility for sustainability including reducing and segregating waste, reducing travel impacts, turning things off, identifying role specific impacts and ways to reduce these impacts etc. Some members of the Trust also have specific responsibility for other elements of our Corporate Responsibility agenda including our People Team for our policies on salaries and diversity, and our Supporter Development team that developed and works to our Corporate Partnerships Policy, released in 2018/19.

Our 2018 carbon footprint from our sites (buildings and water pumping), business travel and the fuel we use for plant and tools was 1403 tonnes. This is a reduction of 7% on 2017 levels and a reduction of 20% since we started recording it in 2013. The carbon footprint from our sites energy use (heating, catering, lighting, pumping etc.) has fallen (despite increasing staff, volunteers and visitor numbers), as we invest in lighting upgrades, improved insulation and heating replacement projects, encourage staff behaviour change (switch off campaigns etc.) together with the greening of the grid as more renewable electricity comes on line. Our biomass boilers at Slimbridge and Castle Espie and the loss of the Tropical House at Slimbridge have all helped decrease our use of heating oil and the associated carbon footprint and pollution risks at these sites.

The carbon footprint from our bunkered fuel (for use in tractors, chain saws etc.) is also reducing as we invest in more rechargeable electric power tools where suitable. These also have the advantage of being quieter in use with associated benefits to users and wildlife.

However, the footprint associated with our business travel has increased in 2018 compared to previous years, particularly as we deliver our ambitious international agenda including conservation projects (e.g. Madagascar Pochard project), Cambodian Project Office development and our influencing work such as our attendance at the three yearly Ramsar World Wetland Convention. We continue to follow our good practice Travel Hierarchy for business travel (using skype and videoconferencing, using public transport and central meeting locations that are accessible by public transport, car sharing in low emission vehicles etc.). With the majority of our road travel starting and ending at Slimbridge, we are exploring an on-site leased plug in hybrid pool car for relevant journeys to replace some of the daily hire journeys currently undertaken. We now have two Hybrid pool vehicles at our sites and will be finalising our Trust Vehicle Policy on this in 2019/20.

Sustainability highlights achieved during 2018/19 include:

- Finalising our Slimbridge accommodation project to improve the working environment for our HQ-based staff and volunteers and make better use of our space (itself a resource). The works included increased insulation in some of our older buildings, upgraded LED lighting and repairs to heating etc. The vast majority of the replacement office furniture we used was second hand and most old furniture was reused (on site or off site), in accordance with the waste hierarchy.
- Removal of the Slimbridge Tropical House which was heated by oil resulting in over 57 tonnes of carbon emissions a year. The Slimbridge 2020 new displays will use some power in their place but energy efficiency has been at the heart of their design.
- Installation of 144 solar panels on the restaurant, kitchen and shop/entrance blocks at the London Wetland Centre. This is a 46 kW (kilowatt) system that will generate over 42,000 kWh of electricity a year, reducing our carbon footprint by over 19 tonnes a year. 42,000 kWh is the electricity used by around 14 medium households a year.
- Installation of 15 solar panels on the refurbished flamingo house at our Washington Wetland Centre, a 4.8 kW system.

Report of the Trustees: Structure, governance and management

- Replacing the oil filled electric radiators in our observatory at Welney with infrared heaters which are much more effective and efficient and have been well received by visitors, staff and volunteers who occupy the observatory over the winter months during swan feeds.
- Replacing all doors with well fitting, double glazed doors at Arundel Wetland Centre.
- Converting our Arundel theatre in to a staff and volunteer space to include a shower and the start of a future Changing Space for adults. All the theatre chairs were reused by a non-profit creative arts & community theatre platform for all ages. Various shop display units have also been reused locally.
- Producing guidance for our learning and education teams on learning messages and sustainable materials.
- Introducing food waste collections at 5 of our sites with restaurants. We already had it at our London Wetland Centre. We are working on the other 2 relevant sites. Compostable packaging (used in our restaurants for takeaway drinks and to package pre-prepared foods) is collected and sent for composting at 5 of our centres. We are working with our compostable packaging suppliers to secure composting routes for all our sites with restaurants.
- We have a draft Sustainable Procurement Policy for the Trust and will be rolling this out and working with our suppliers on this during 2019/20.
- We continue to monitor, review and invest in our wetland treatment systems and composting toilets which use biological processes to treat wastewater at many of our sites which are not connected to the foul sewer network. Treating wastewater on our sites means that we reduce the energy use and associated carbon emissions from off-site treatment and create habitats for wetland wildlife.
- Securing current and future electricity supplies are from 100% renewable energy sources for all our sites and continuing to ensure that the mains gas we purchase is “green gas” (frack free from anaerobic digestion).
- During 2019/20 we will also be participating in Phase 2 of the Energy Savings Opportunities Scheme (ESOS) with associated assessment and emission reporting requirements.
- Producing our Corporate Partnerships Policy which is aligned to our existing Ethical Investment Policy.
- Continue to be an active member of the Fit for the Future (FFTF) network of environmental sustainability organisations.

The format and information within our next and subsequent annual report and accounts (for 2019/20 onwards), will be different in order to meet the requirements of the new Streamlined Energy and Carbon Reporting (SECR) as laid out in the Companies (Directors' Report and Limited Liability Partnership (Energy and Carbon Report) Regulations 2018. These new mandatory reporting requirements are designed to inform adoption of energy efficiency measures and opportunities to reduce their impact on climate change.

Report of the Trustees: Membership, adoption and visitor numbers

Membership and adoption

	Total number 31 Mar 2019	Total number 31 Mar 2018
Members:		
Life members	5,569	4,736
Fellows	168	191
Adult members	11,646	11,944
Joint adult members	39,902	40,318
Family members	99,749	100,387
Adult concession members	14,052	14,391
Joint adult concession members	37,114	37,711
Young person members	436	424
Total members	208,636	210,102
Animal adoptions	3,802	3,985

Visitors to centres

	Total number year ended 31 Mar 2019	Total number year ended 31 Mar 2018
Arundel	90,310	95,018
Caerlaverock	14,506	17,835
Castle Espie	61,277	59,331
Llanelli	69,871	69,762
London	176,832	164,852
Martin Mere	198,901	190,818
Slimbridge	271,767	245,325
Washington	71,204	71,846
Welney	32,272	35,710
Non-school visitors	986,940	950,497
Children attending formal learning programmes	43,483	47,656
Teachers and adult helpers on formal learning programmes	8,843	9,599
Total visitors to centres, not including Steart Marshes	1,039,266	1,007,752

Admission to WWT Steart Marshes is free. We estimate 48,732 visitations to the site in 2018/19 (2017/18: 48,000).

Independent auditor's report to the members of WWT

Opinion

We have audited the financial statements of The Wildfowl and Wetlands Trust (the 'parent charity') and its subsidiaries (the 'group') for the year ended 31 March 2019 which comprise the Consolidated Statement of Financial Activities, the Consolidated and Charity Balance Sheets, the 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 FRS 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 of the parent charity's affairs as at 31 March 2019 and of the group's 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 Companies Act 2006.

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.

The impact of uncertainties due to Britain exiting the European Union on our audit

The Trustees' view on the impact of Brexit is disclosed on page 30.

The terms on which the United Kingdom may withdraw from the European Union are not clear, and it is therefore not currently possible to evaluate all the potential implications to the Group's and Charity's trade, customers, suppliers and the wider economy.

We considered the impact of Brexit on the Group and Charity as part of our audit procedures, applying a standard firm wide approach in response to the uncertainty associated with the Group's and charity's future prospects and performance.

However, no audit should be expected to predict the unknowable factors or all possible implications for the Charity and this is particularly the case in relation to Brexit.

Conclusions relating to going concern

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

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or

Independent auditor's report to the members of WWT

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

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Strategic Report and the Directors' 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, 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.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Strategic Report and the Directors' Report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic Report and the Directors' Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the group and the parent charity and its environment obtained in the course of the audit, we have not identified material misstatements in the Strategic Report or the Directors' Report.

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

- adequate and proper accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charity financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specific by law are not made; or
- we have not received all the information and explanations we require for our audit.

Independent auditor's report to the members of WWT

Responsibilities of Trustees

As explained more fully in the trustees' responsibilities statement set out on page 33, the trustees (who are also the directors of the parent charity for the purposes of company law) 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 group's and the parent 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

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.

Use of the audit report

This report is made solely to the company's members as a body in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in 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 company and the company's members as a body for our audit work, for this report, or for the opinions we have formed.

Signed:



Richard Bott (Senior Statutory Auditor)

for and on behalf of Mazars LLP, Chartered Accountants and Statutory Auditor

90 Victoria Street, Bristol, BS1 6DP

Date:

7/8/19

Consolidated statement of financial activities for the year ended 31 March 2019

(incorporating consolidated income and expenditure account)

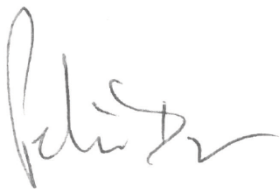
	Note	Unrestricted £'000	Restricted £'000	Permanent Endowment £'000	Year ended 31 Mar 2019 £'000	Year ended 31 Mar 2018 £'000
INCOME AND EXPENDITURE						
Income and endowments from:						
Donations	6	994	1,145	-	2,139	2,314
Legacies	7	1,863	432	-	2,295	3,597
Charitable activities	8	13,423	1,027	-	14,450	12,784
Shops, restaurants and other trading activities	10	5,236	-	-	5,236	4,981
Investments	11	279	-	-	279	287
Other		19	-	-	19	-
Total income		21,814	2,604	-	24,418	23,963
Expenditure						
Raising funds:						
Donations and legacies	12	844	124	-	968	1,107
Shops, restaurants and other trading activities	13	5,267	-	-	5,267	4,859
Investments		78	-	-	78	88
Other		4	-	-	4	5
Expenditure on charitable activities	14	16,345	2,160	-	18,505	17,672
Total expenditure		22,538	2,284	-	24,822	23,731
Net income/(expenditure) before gains on investments		(724)	320	-	(404)	232
Net gains on investments	22	342	-	120	462	453
Net income/(expenditure)		(382)	320	120	58	685
Transfers between funds	28	(89)	89	-	-	-
Actuarial gains on defined benefit pension schemes	29	801	-	-	801	452
Change in non-recoverable pension surplus	29	(1,226)	-	-	(1,226)	(727)
Net movement in funds		(896)	409	120	(367)	410
Funds at the start of the year		18,247	20,219	2,329	40,795	40,385
Funds at the end of the year	28	17,351	20,628	2,449	40,428	40,795

All activities relate to continuing operations.

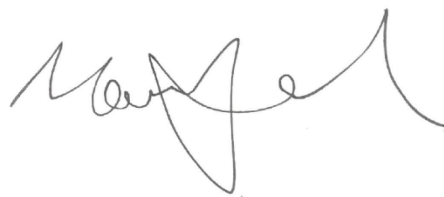
Balance sheets as at 31 March 2019
Company number: 2882729

	Note	The Group		The Charity	
		31 Mar 2019 £'000	31 Mar 2018 £'000	31 Mar 2019 £'000	31 Mar 2018 £'000
Fixed assets					
Intangible fixed assets	20	150	232	42	71
Tangible fixed assets	21	21,871	20,663	21,072	19,863
Investments	22	11,657	14,047	12,007	14,482
		33,678	34,942	33,121	34,416
Current assets					
Stocks and work in progress	23	664	924	27	27
Debtors	24	4,215	5,186	5,563	7,110
Cash at bank and in hand		4,352	2,071	3,709	1,239
		9,231	8,181	9,299	8,376
Creditors: amounts falling due within one year	25	(2,481)	(2,328)	(2,014)	(1,934)
Net current assets		6,750	5,853	7,285	6,442
Net assets	27	40,428	40,795	40,406	40,858
Funds					
Permanent endowment fund		2,449	2,329	2,449	2,329
Restricted funds		20,628	20,219	20,628	20,219
Unrestricted funds:					
Designated funds		14,968	14,403	14,968	14,403
General funds		2,383	3,844	2,361	3,907
Total funds	28	40,428	40,795	40,406	40,858

The financial statements on pages 43 to 66 were approved by the Council on 25 July 2019 and signed on its behalf by:



Dr Peter Day (Chair)



Martin Birch (Treasurer)

Consolidated cash flow statement for the year ended 31 March 2019

	31 Mar 2019 £'000	31 Mar 2018 £'000
Cash flows from operating activities		
Net cash provided by/(used in) operating activities	2,209	(96)
Cash flows from investing activities		
Investment income	279	287
Purchase of intangible fixed assets	(27)	-
Purchase of tangible fixed assets	(3,039)	(1,580)
Proceeds from the sale of tangible fixed assets	7	-
Purchase of fixed asset investments	(5,919)	(6,395)
Proceeds from the sale of fixed asset investments	8,771	6,381
Net cash provided by/(used in) investing activities	<u>72</u>	<u>(1,307)</u>
Change in cash and cash equivalents in the year	2,281	(1,403)
Cash and cash equivalents at the beginning of the year	2,071	3,474
Cash and cash equivalents at the end of the year	<u>4,352</u>	<u>2,071</u>

Notes to the cash flow statement

Reconciliation of net income/(expenditure) to net cash flow from operating activities

	31 Mar 2019 £'000	31 Mar 2018 £'000
Net income for the year	58	685
Adjustments for:		
Depreciation on tangible fixed assets	1,790	1,709
Amortisation of intangible fixed assets	125	125
Gains on investments	(462)	(453)
Investment income	(279)	(287)
Transfer in of fixed asset investment	-	(12)
Loss on disposal of fixed assets	22	-
Donated assets	(4)	-
Decrease/(increase) in stock	260	(53)
Decrease/(increase) in debtors	971	(1,393)
Increase/(decrease) in creditors	153	(142)
Decrease in pension liability (excluding new actuarial gains/losses)	(425)	(275)
Net cash provided by/(used in) operating activities	<u>2,209</u>	<u>(96)</u>

Analysis of cash and cash equivalents

	31 Mar 2019 £'000	31 Mar 2018 £'000
Cash at bank and in hand	4,352	2,071
Total cash and cash equivalents	<u>4,352</u>	<u>2,071</u>

Notes to the financial statements

1. General information

The Wildfowl & Wetlands Trust is a charity registered in England & Wales and in Scotland and a company limited by guarantee with no share capital. The Registered Office is Slimbridge, Gloucestershire, GL2 7BT.

Statement of compliance

The company's financial statements have been prepared in compliance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) – (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

2. Accounting policies

A summary of the more important accounting policies, which have been applied consistently, is set out below.

Basis of preparation

The financial statements have been prepared under the historical cost convention, as modified by the revaluation of certain investments.

The charity constitutes a public benefit entity as defined by FRS 102.

The financial statements are prepared in sterling which is the functional currency of the company and group and rounded to the nearest £'000. Comparative information relates to the year ending 31 March 2018.

The Trustees are confident that the level of unrestricted reserves and solid income mean the charity has a secure future. There are no material uncertainties about the charity's ability to continue. The accounts have been prepared on a going concern basis.

Basis of Consolidation

These financial statements consolidate the results of the charitable company and its wholly owned subsidiaries on a line-by-line basis. The financial performance of the charity is shown in note 5.

The turnover and expenditure of the subsidiaries are included within the Consolidated Statement of Financial Activities. The assets and liabilities of each subsidiary is included on a line-by-line basis in the Consolidated Balance Sheet in accordance with FRS 102 paragraph 15.11. Further details of the subsidiaries are given in note 34. Accounting policies detailed in this note apply throughout the group and any surplus or deficit arising on intercompany transactions are eliminated in the Consolidated Statement of Financial Activities.

Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably. All income is recognised net of Value Added Tax, where applicable.

For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted and the estate can be reliably estimated, or when a distribution is received. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably.

Income from visitors and members is measured at the fair value of the consideration received or receivable and represents amounts receivable for goods supplied and services rendered, stated net of discounts, with the exception of staff discounts when the income is recognised gross. At admission to the wetland visitor centres and within the shops and restaurants this will be when admission is granted, shop goods or refreshments are accepted by a customer and a purchase transaction completed. Income for functions is recognised in the period in which the function took place.

Commission income such as on the sale of specialist equipment such as binoculars at WWT wetland centres by a third party is recognised in the period in which the sales took place.

Notes to the financial statements

Annual and life membership subscriptions are recognised in full in the period in which they are received. Members receive benefits including free admission to the wetland centres but the income does not relate to the wetland centres alone. Many members regard their subscriptions as gifts in support of all the charity's activities rather than a transaction made in return for goods and services. It is not possible to quantify the extent to which membership subscriptions are gifts as opposed to transactions made in return for goods and services and the Trustees have decided to treat them as a category within income from charitable activities.

Income from government and other grants, whether capital or revenue grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Grant income is included within donations if it is in the form of a gift or non-exchange transaction. This includes grants that are restricted to a particular purpose providing there are no significant performance-related conditions and the substance of the grant is that of a gift. Grant income that is subject to significant performance-related conditions and/or the value of the income is similar to the value in goods or services received by the funder is recognised as income from charitable activities.

For contracts of consultancy services, income is recognised as the value of goods and services supplied. When the outcome of a contract can be estimated reliably in terms of its stage of completion, future costs to complete and collectability of revenue, the company recognises revenue and expenses on the contract by reference to the stage of completion of the contract at the end of the reporting period. The stage of completion is determined on the basis of the proportion of the contract costs incurred to date over the estimated total costs. When the outcome of a contract cannot be estimated reliably the company only recognises revenue to the extent of the recoverable contract costs incurred. Full provision is made for losses on all contracts in the year in which the loss is first foreseen.

Sponsorship income is recognised when the contractual obligations of the sponsorship or advertising agreement have been fulfilled.

Donated goods and services

In accordance with the Charities SORP (FRS 102), no value is ascribed to the considerable unpaid contributions of time and skills provided by volunteers due to the difficulty in attributing an economic value.

Gifts in kind donated for use by the charity are included at valuation (which is the equivalent economic benefit on the open market) on receipt where the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item is probable and the economic benefit can be measured reliably. A corresponding amount is then recognised in expenditure in the period of receipt.

Fund accounting

The permanent endowment fund represents donations made where the donor requested that the capital be invested and the income either added to the capital or used to cover expenditure, depending on the conditions of the endowment.

Restricted funds are funds for which the donor has specifically restricted the purpose for which they can be used. The amounts in the funds represent the monies still remaining for future expenditure, or funds represented by assets purchased partly or fully from restricted funds.

Designated funds are funds for which Council has specifically designated the purpose for which they can be applied. The amounts in the funds represent the monies still remaining for future expenditure.

General funds represent the unrestricted net current assets of the group.

All income is allocated to the general fund unless otherwise restricted by the donor or specifically designated by the Council.

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Where costs cannot be directly attributed to particular headings they have been allocated on a basis consistent with the use of the resources.

Notes to the financial statements

Intangible fixed assets

Intangible assets comprise entitlements to agricultural grants and computer software. These are shown at cost. Intangible assets are amortised through the income and expenditure account in equal instalments over the estimated useful life of the asset. The useful life is particular to each entitlement and is estimated as five years for computer software. If there is an indication that there has been a significant change in the useful life of the asset, the amortisation is revised prospectively to reflect the new expectations.

Tangible fixed assets

Individual fixed assets costing £1,000 or more are capitalised at cost, which is their purchase cost, together with any incidental expenses of acquisition. No tangible fixed assets are revalued. All new fixed assets acquired by way of gift are included in the accounts at valuation or fair value as determined by the charity. Assets purchased using restricted funds remain restricted throughout their useful lives.

Depreciation is provided with the intention of writing off the costs of tangible fixed assets over their useful lives. The provision is calculated using the straight line method over the following periods:

Computer equipment	5 years
Motor vehicles	5 years
Plant and machinery	5-10 years
Freehold buildings	20-50 years

Leasehold buildings and equipment are depreciated over the life of the lease, subject to a maximum of 50 years. Any land held under freehold is not depreciated.

If there is an indication that there has been a significant change in the useful life or residual value of an asset, the depreciation is revised prospectively to reflect the new expectations.

Investments

Fixed asset investments are held to generate income or for their investment potential, or both. Listed investments are stated at mid-market value. Unlisted investments are stated at the year-end valuation, performed by WWT's investment advisors. As a result, the Statement of Financial Activities does not distinguish between the valuation adjustments relating to sales and those relating to continued holdings as they are together treated as changes in the value of the investment portfolio throughout the year.

Investment properties are included in the balance sheet initially at cost and subsequently at their open market value, where the cost of acquiring the market value is, in the Trustees' opinion, economically worthwhile when compared with the expected change in value of the properties. In accordance with the Charities SORP (FRS 102) investment properties are not depreciated. This treatment is contrary to the Companies Act 2006 which states that fixed assets should be depreciated but is, in the opinion of the Council, necessary in order to give a true and fair view of the financial position of the charity.

Where the charity holds properties for the furtherance of its charitable objectives they are included within tangible fixed assets. This is the case even if they are generating rentals, providing the rental income is incidental and not the reason they are held by the charity.

Stocks and work-in-progress

Stocks are stated at the lower of cost and net realisable value and include all the costs incurred in bringing the goods to their present location.

Costs associated with long-term contracts are included in work in progress to the extent that they cannot be matched with contract work accounted for as turnover. Long-term contract balances included in work in progress are stated at cost, after provision has been made for any foreseeable losses and the deduction of applicable payments on account. Full provision is made for losses on all contracts in the year in which the loss is first foreseen.

No value is ascribed to the wildfowl collections maintained at the centres as the Council considers that to do so would not be consistent with the objects of WWT.

Notes to the financial statements

Financial instruments

The company only has financial assets and financial liabilities of a kind that qualify as basic financial instruments like trade debtors and creditors with no stated interest rate and receivable or payable within one year, which are recorded at transaction price. Any losses arising from impairment are recognised in the income statement in other operating expenses.

Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

Cash and cash equivalents

Cash and cash equivalents comprise cash on hand and demand deposits and other short-term highly liquid investments that are readily convertible to a known amount of cash and are subject to an insignificant risk to changes in value.

Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

Costs in respect of operating leases, where substantially all the benefits and risks of ownership remain with the lessor rather than with WWT, are charged to the statement of financial activities on a straight line basis over the lease term.

Assets purchased under finance leases, where substantially all the benefits and risks of ownership transfer to WWT at the start of the lease, are capitalised as fixed assets. Obligations under such agreements are included in creditors. The difference between the capitalised cost and the total obligation under the lease represents the finance charges. These are written off to the statement of financial activities over the period of the lease.

Tax

Where applicable, income is recognised net of any output Value Added Tax and the cost of irrecoverable input Value Added Tax is accounted for in the same period as the expenditure on which it was occurred. Any adjustments made in a subsequent period, such as the Capital Goods Scheme or as a result of a change in calculation method agreed with HMRC, will be recognised as soon as they are known.

Any corporation tax payable in respect of the taxable profit of one of the subsidiary companies is recognised in the year in which the taxable profit is generated. In most years, no corporation tax is payable because the subsidiary companies distribute all the taxable profits to the charity.

Deferred taxation on timing differences arises from the inclusion of items of income and expenditure in taxation computations in periods different from those in which they are included in the financial statements. A deferred tax liability is recognised only where it is sufficiently material that it may not be covered by a future distribution from the subsidiary company to the parent under the Gift Aid scheme and it is probable it will represent a liability expected to crystallise based on current tax rates and law. Deferred tax assets are recognised to the extent that it is regarded as probable that they will be recovered. Deferred tax assets and liabilities are not discounted.

Notes to the financial statements

Foreign currencies

Assets, liabilities, revenues and costs expressed in foreign currencies are translated into sterling at rates of exchange ruling on the date on which the transactions occur, except for:

- (i) monetary assets and liabilities which are translated at the rate ruling at the balance sheet date (other than those in (ii) below); and
- (ii) transactions to be settled at a contracted rate and trading transactions covered by a related or matching forward contract which are translated at those contracted rates.

Differences arising on the translation of such items are dealt with in the profit and loss account.

Employment benefits

The group operates a defined benefit pension scheme, which has now ceased the accrual of future benefits. The funds are valued every three years by a professionally qualified independent actuary, the rates of contribution payable being determined by the actuary. In the intervening years the actuary reviews the continuing appropriateness of the rates. Pension costs are accounted for on the basis of charging the expected cost of providing pensions over the period during which the company benefits from the employees' services. The effects of variations from regular cost are spread over the expected average remaining service lives of members of the scheme.

WWT also contributes to two defined contribution pension schemes. The assets of the schemes are held separately from those of WWT in independently administered funds. The principal defined contribution scheme is a group stakeholder personal pension plan invested in an ethical fund.

WWT also contributes to the Universities Superannuation Scheme, a multi-employer pension scheme.

Termination costs

Provisions for termination benefits are recognised only when the company is demonstrably committed to terminate the employment of an employee or a group of employees or to provide termination benefits as a result of an offer made in order to encourage voluntary redundancy.

3. Judgements and key sources of estimation uncertainty

The preparation of the financial statements requires management to make some judgements, estimates and assumptions that affect the amounts reported for assets and liabilities as at the balance sheet date and the amounts reported for income and expenditure. However, the nature of estimation means that actual outcomes could differ from those estimates. The main assumptions in these accounts relate to the assessment of the recoverability of trade debtors and the assessment of the carrying value of stock.

Pension Schemes

The cost of defined benefit pension plans and other post-employment medical benefits are determined using actuarial valuations. The actuarial valuation involves making assumptions about discount rates, future salary increases, mortality rates and future pension increases. Due to the complexity of the valuations, the underlying assumptions and the long term nature of these plans, such estimates are subject to significant uncertainty. The mortality rate is based on publicly available mortality tables. Future salary increases and pension increases are based on expected future inflation rates.

The USS is a multi-employer scheme. The assets of the scheme are held in a separate Trustee administered fund. The Charity is unable to identify its share of the assets and liabilities of this scheme and is therefore exposed to actuarial risks associated with other members' employees.

There were no other significant judgements made by management in the preparation of these financial statements.

Notes to the financial statements

4. Changes in accounting policies

There have been no changes in accounting policies during 2018/19.

5. Financial performance of the charity

The consolidated statement of financial activities includes the results of the charity's wholly owned subsidiaries: the results of the shops and restaurants and the wetland consultancy business. The summary financial performance of the charity alone is:

	2019 £'000	2018 £'000
Income	19,415	19,173
Gift aid from subsidiary companies	12	181
	19,427	19,354
Expenditure	(19,831)	(18,900)
Gain/(loss) on investment	377	453
Pension unrealised (loss)/gain	801	452
Change in non-recoverable pension surplus	(1,226)	(727)
Net income	(452)	632
Total funds brought forward	40,858	40,226
Total funds carried forward	40,406	40,858
Represented by:		
Permanent endowment fund	2,449	2,329
Restricted funds	20,628	20,219
Unrestricted funds	17,329	18,310
	40,406	40,858

6. Income from donations

	Unrestricted 2019 £'000	Restricted 2019 £'000	Total 2019 £'000	Unrestricted 2018 £'000	Restricted 2018 £'000	Total 2018 £'000
Donations	358	786	1,144	309	761	1,070
Grants	636	230	866	678	425	1,103
Animal adoptions	-	129	129	-	141	141
	994	1,145	2,139	987	1,327	2,314

7. Income from legacies

	Unrestricted 2019 £'000	Restricted 2019 £'000	Total 2019 £'000	Unrestricted 2018 £'000	Restricted 2018 £'000	Total 2018 £'000
Legacies	1,863	432	2,295	3,226	371	3,597

Notes to the financial statements

8. Income from charitable activities

	Unrestricted 2019 £'000	Restricted 2019 £'000	Total 2019 £'000	Unrestricted 2018 £'000	Restricted 2018 £'000	Total 2018 £'000
Admissions	4,035	-	4,035	3,533	-	3,533
Membership	7,277	-	7,277	7,114	-	7,114
Grants & contracts	1,310	1,025	2,335	1,198	276	1,474
Other income	801	2	803	663	-	663
	13,423	1,027	14,450	12,508	276	12,784

9. Government funding

The charity received the following performance related government grants and contracts to fund wetland centres and wider conservation programmes.

	2019 £'000	2018 £'000 Restated
Carmarthenshire County Council	1	-
Darwin Initiative	55	-
Defence Infrastructure Organisation	10	-
Department for Environment, Food and Rural Affairs	2	85
Environment Agency	57	19
Joint Nature Conservation Committee	32	32
Natural Resources Wales	4	-
OFGEM	39	11
Rural Payments Agency	488	394
Scottish Government	74	-
Scottish Natural Heritage	16	50
Welsh government	6	12
	784	603

10. Income from shops, restaurants and other trading activities

	2019 £'000	2018 £'000
Shops at wetland centres	1,559	1,412
Restaurants at wetland centres	3,465	3,124
Sponsorship	2	143
Lottery	40	88
Other	170	214
	5,236	4,981

The lottery income (2017/18 also included £20k of other income) was generated by the charity. All the income from the shops and restaurants, sponsorship and the remaining other income was generated by WWT's subsidiary company, WWT Trading. Note 34 has further details on WWT Trading. All the income from shops, restaurants and other trading activities is unrestricted.

11. Investment income

	2019 £'000	2018 £'000
Dividends and other income from listed securities	218	268
Interest receivable	61	19
	279	287

All investment income is unrestricted.

Notes to the financial statements

12. Costs of raising funds: donations and legacies

The costs of generating donations and legacies include the staff costs, printing, postage and other costs incurred as a result of raising donations, administering legacy income, applying for grants and publicising and fulfilling the animal adoption scheme. The costs include managing the relationships with many funders, including those supporting us through some performance related grants.

	Unrestricted 2019 £'000	Restricted 2019 £'000	Total 2019 £'000	Unrestricted 2018 £'000	Restricted 2018 £'000	Total 2018 £'000
Raising donations and legacies	663	124	787	636	288	924
Support costs (note 15)	181	-	181	183	-	183
	844	124	968	819	288	1,107

13. Costs of raising funds: shops, restaurants and other

The costs of generating the income in the wetland centre shops and restaurants and other income from other trading activities include the costs of the products sold in the shops, the restaurants' food, staff costs and support costs. Support costs include depreciation on WWT Trading fixed assets. These activities operate through the charity's subsidiary WWT Trading, further details of which are in note 34. All these costs are unrestricted.

	2019 £'000	2018 £'000
Shops at wetland centres	1,436	1,319
Restaurants at wetland centres	2,959	2,710
Other trading costs	12	18
Support costs (note 15)	860	812
	5,267	4,859

14. Expenditure on charitable activities

	Unrestricted 2019 £'000	Restricted 2019 £'000	Total 2019 £'000	Unrestricted 2018 £'000 (Restated)	Restricted 2018 £'000	Total 2018 £'000 (Restated)
1. Wetlands in UK rural catchments	485	-	485	558	-	558
2. WWT waterscapes	1,602	5	1,607	1,329	107	1,436
3. UK wetland species restoration	381	198	579	334	66	400
4. Experience and engagement at WWT sites	9,257	1,541	10,798	9,019	1,579	10,598
5. Urban and community wetlands	487	4	491	272	127	399
6. International community-based wetland conservation	390	311	701	304	306	610
7. Global wetland support	264	7	271	323	-	323
8. East Asian-Australasian flyway	868	65	933	218	446	664
9. Northwest European flyway	598	29	627	747	37	784
Membership	2,013	-	2,013	1,900	-	1,900
	16,345	2,160	18,505	15,004	2,668	17,672

Notes to the financial statements

15. Support costs

	Mgmt £'000	Finance £'000	People £'000	IT £'000	Other £'000	Gov £'000	Depn £'000	2019 £'000	2018 £'000 (Restated)
Costs of raising funds: donations	33	61	26	16	10	11	24	181	183
Costs of raising funds: shops & restaurants	86	171	146	127	60	89	180	859	811
Costs of raising funds: other	-	1	-	-	-	-	-	1	1
1. Wetlands in UK rural catchments	16	8	12	9	3	6	8	62	69
2. WWT waterscapes	48	32	53	32	19	23	83	290	246
3. UK wetland species restoration	21	6	14	8	5	6	13	73	64
4. Experience and engagement at WWT sites	311	218	261	156	96	110	1,512	2,664	2,517
5. Urban and community wetlands	18	8	13	9	4	6	10	68	55
6. International community-based wetland conservation	19	6	12	8	5	5	12	67	66
7. Global wetland support	15	10	12	10	3	7	7	64	34
8. East Asian-Australasian flyway	19	7	13	9	4	7	11	70	59
9. Northwest European flyway	26	9	17	10	6	7	16	91	102
Membership	60	154	50	30	18	21	45	378	305
	672	691	629	424	233	298	1,921	4,868	4,512

Support costs are allocated on the following basis:

Management (Mgmt)	Staff numbers
Finance	Income and expenditure
HR and volunteering (People)	Staff numbers
Information Technology (IT)	Staff numbers
Other	Staff numbers
Governance (Gov)	Staff numbers
Depreciation (Depn)	Staff numbers (except for depreciation on restricted assets)

16. Governance

Included within support costs above are the governance costs of the charity. These include the costs of meeting the charity's constitutional and statutory requirements.

	2019 £'000	2018 £'000
Audit fee	12	11
Legal fees	11	34
Public & employer's liability insurance	60	66
Pension administration	89	46
Management time spent on governance	18	19
Finance time spent on governance	41	29
Human resources time spent on governance	14	12
Other direct costs	52	32
	297	249

Notes to the financial statements

17. Net income/(expenditure) for the year

This is stated after charging:

	2019 £'000	2018 £'000
Amortisation	125	125
Depreciation	1,789	1,709
Impairment of investments	85	-
Council's reimbursed expenses	5	5
Trustee indemnity insurance	2	2
Auditors' remuneration:		
Audit services	19	29
Non-audit services	24	11
Operating lease rentals:		
Property	218	112
Other	97	94

18. Employee information

The costs of staff employed by WWT during the year are shown below:

	2019 £'000	2018 £'000
Costs		
Wages and salaries	11,355	10,614
Social security costs	932	881
Pension costs – defined contribution scheme	445	349
Pension costs – USS multi-employer scheme	6	6
Termination costs	51	62
	12,789	11,912

Included in the terminations costs are non-statutory/non-contractual severance payments totalling £11k.

The average headcount and average full-time equivalent (FTE) number of persons employed by WWT during the year are shown below:

		2019 Number	2018 Number
Costs of raising funds:	headcount	228	217
	FTE	127	129
Charitable activities:	headcount	393	359
	FTE	314	301
Total:	headcount	621	576
	FTE	441	430

No directors (Council Members) of The Wildfowl & Wetlands Trust received any emoluments from WWT during the year (2017/18: none). During the year, out-of-pocket expenses totalling £5,190 (2017/18: £5,133) were paid to Council Members. The total cost of Council Member expenses was higher than this, but some Trustees chose to waive their expenses. The Trustees do not consider it economically worthwhile to collect data on waived expenses so the value of this has not been quantified.

The key management personnel of the group comprise the Trustees, who are not remunerated for these roles and give freely of their time, members of Management Board and the Managing Director of WWT Trading. The total employee remuneration of key management personnel for the group was £602k (2017/18: £536k) plus pension contributions of £29k (2017/18: £29k).

Notes to the financial statements

Employees received emoluments (excluding pension contributions) in excess of £60,000 within the following ranges:

	2019 Number	2018 Number
£60,001 to £70,000	2	2
£70,001 to £80,000	2	2
£80,001 to £90,000	2	1
£110,001 to £120,000	1	1

These employees accrued benefits of £28k (2017/18: £25k) into a money purchase pension scheme.

19. Taxation

The charity is exempt from corporation tax as all its income is charitable and is applied for charitable purposes. The group's tax liability is usually minimised by the donation of taxable profit by the subsidiary companies to the charity under the Gift Aid scheme.

20. Intangible fixed assets

Group	Computer software £'000	Entitlements £'000	Total £'000
Cost			
At 31 March 2018	619	24	643
Additions	27	-	27
Transfers	16	-	16
At 31 March 2019	662	24	686
Accumulated amortisation			
At 31 March 2018	405	6	411
Charge for year	124	1	125
At 31 March 2019	529	7	536
Net book value			
At 31 March 2019	133	17	150
At 31 March 2018	214	18	232
Charity			
Cost			
At 31 March 2018	351	24	375
Additions	27	-	27
Transfers	16	-	16
At 31 March 2019	394	24	418
Accumulated amortisation			
At 31 March 2018	298	6	304
Charge for year	71	1	72
At 31 March 2019	369	7	376
Net book value			
At 31 March 2019	25	17	42
At 31 March 2018	53	18	71

The entitlements are entitlements to agricultural grants.

Notes to the financial statements

21. Tangible fixed assets

Group	Land and buildings £'000	In development £'000	Plant and machinery £'000	Motor vehicles £'000	Computer equipment £'000	Total £'000
Cost						
At 31 March 2018	28,145	289	12,041	397	679	41,551
Additions	824	1,708	346	69	96	3,043
Disposals	(31)	-	(500)	(41)	(83)	(655)
Transfers	147	(177)	13	-	1	(16)
At 31 March 2019	29,085	1,820	11,900	425	693	43,923
Accumulated depreciation						
At 31 March 2018	10,540	-	9,511	346	491	20,888
Charge for year	1,040	-	721	17	12	1,790
Disposals	(26)	-	(477)	(40)	(83)	(626)
At 31 March 2019	11,554	-	9,755	323	420	22,052
Net book value						
At 31 March 2019	17,531	1,820	2,145	102	273	21,871
At 31 March 2018	17,605	289	2,530	51	188	20,663
Charity						
Cost						
At 31 March 2018	27,945	286	10,493	395	671	39,790
Additions	796	1,656	303	68	96	2,919
Disposals	(31)	-	(402)	(41)	(83)	(557)
Transfers	147	(177)	12	-	2	(16)
At 31 March 2019	28,857	1,765	10,406	422	686	42,136
Accumulated depreciation						
At 31 March 2018	10,501	-	8,596	345	485	19,927
Charge for year	1,030	-	607	17	11	1,665
Disposals	(26)	-	(379)	(40)	(83)	(528)
At 31 March 2019	11,505	-	8,824	322	413	21,064
Net book value						
At 31 March 2019	17,352	1,765	1,582	100	273	21,072
At 31 March 2018	17,444	286	1,897	50	186	19,863

As at 31 March 2019 and 31 March 2018 there were no assets held under finance lease.

The charity's land and buildings recorded here are held by Wildfowl Trust (Holdings) Ltd, a wholly owned subsidiary of the charity, which does not trade but acts as trustee of property for WWT.

Included within land and buildings are assets held on long-term lease. As at 31 March 2019 their total cost was £11,229k (2017/18: £9,918k) and their accumulated depreciation was £3,866k (2017/18: £3,418k). The remaining assets under Land and Buildings are all freehold property.

Notes to the financial statements

22. Fixed asset investments

Total fixed asset investments comprise:

	Group		Charity	
	2019 £'000	2018 £'000	2019 £'000	2018 £'000
Listed investments	10,822	13,212	10,822	13,212
Investment property	835	835	835	835
Investment in subsidiary companies	-	-	350	435
	11,657	14,047	12,007	14,482

a) Listed investments

2019
£'000

2018
£'000

Group and Charity

Market value		
At start of the year	13,212	12,942
Change in cash holding	(3,612)	3,593
Unrealised gains/(losses)	93	(1,142)
Realised gains	369	1,398
Equalisation	(7)	-
Transfers in	-	-
Purchase of additional investments	9,538	2,802
Sale of investments	(8,771)	(6,381)
Market value at end of the year	10,822	13,212
Historical cost at end of the year	10,077	8,075
Fixed interest securities – UK	2,748	1,331
Equity shares – UK	3,572	2,847
Equity shares – overseas	3,476	4,609
Property funds	407	542
Alternative investments	348	-
Liquid assets	271	3,883
	10,822	13,212

Investments representing over 5% by value of the portfolio comprised:

	2019 £'000	2018 £'000
ISHARES II PLC CORE UK GILTS UCITS ETF GBP	-	1,329
UBS GLOBAL ASSET MGMT (UK) S&P 500 Index J Inc	-	1,347
BLACKROCK FUND MGRS European Dynamic FD Inc	-	528

b) Investment property

2019
£'000

2018
£'000

Group and Charity

Cost/valuation		
At start of the year	835	599
Reclassification	-	27
Revaluations during year	-	209
At end of the year	835	835

The investment properties were revalued during the year by independent RICS qualified surveyors and NAVA/NAEA valuers.

Notes to the financial statements

c) Investment in subsidiary companies

Investments held by the charity include an additional £350k (2017/18: £435k) investment in the subsidiary companies at cost (see note 34). The impairment loss recognised on investment in subsidiaries in the period was £85k (2017/18: £nil) and is included in administrative expenses in the income statement. It arose as a result of the trading performance of WWT Consulting Ltd.

23. Stocks and work in progress

	Group		Charity	
	2019 £'000	2018 £'000	2019 £'000	2018 £'000
Goods for resale	534	561	-	-
Livestock	27	27	27	27
Work in progress	103	336	-	-
	664	924	27	27

The livestock are cattle and sheep farmed at the Martin Mere and London centres. No value in these accounts relates to the wildfowl collections at centres, as to include such a value would not be consistent with the objects of WWT.

24. Debtors

	Group		Charity	
	2019 £'000	2018 £'000	2019 £'000	2018 £'000
Trade debtors	406	828	223	220
Amounts owed by subsidiaries	-	-	1,564	2,588
Other debtors	1,884	1,766	1,884	1,766
Prepayments and accrued income	1,925	2,592	1,892	2,536
	4,215	5,186	5,563	7,110

25. Creditors: amounts falling due within one year

	Group		Charity	
	2019 £'000	2018 £'000	2019 £'000	2018 £'000
Trade creditors	1,019	1,149	760	913
Other taxation and social security	431	386	431	386
Other creditors	91	144	82	140
Accruals and deferred income	940	649	741	495
	2,481	2,328	2,014	1,934

26. Creditors: amounts falling due after one year

Creditors falling due after more than one year are £nil (2018: £nil).

Notes to the financial statements

27. Analysis of group net assets between funds

	Permanent endowment fund £'000	Restricted funds £'000	Designated funds £'000	General funds £'000	Total 2019 £'000	Total 2018 £'000
Tangible and intangible fixed assets	-	15,858	5,604	559	22,021	20,895
Investments	2,449	1,270	7,096	842	11,657	14,047
Net current assets	-	3,500	2,268	982	6,750	5,853
Net assets	2,449	20,628	14,968	2,383	40,428	40,795

28. Movement in funds (group)

	At the start of the year £'000	Incoming resources £'000	Outgoing resources £'000	Transfers £'000	Gains/(losses) £'000	At the end of the year £'000
Permanent endowment fund	2,329	-	-	-	120	2,449
Restricted funds:						
Wetland centres & reserves:						
Arundel	932	20	(112)	(41)	-	799
Caerlaverock	82	3	(13)	3	-	75
Castle Espie	1	49	26	(47)	-	29
Llanelli	17	32	(5)	(29)	-	15
London	271	34	(60)	(151)	-	94
Martin Mere	1,829	376	(77)	(282)	-	1,846
Slimbridge	959	980	(98)	(1,322)	-	519
Stear	320	3	(33)	(30)	-	260
Washington	93	-	29	(82)	-	40
Welney	142	9	(11)	(9)	-	131
Learning	24	166	(130)	(6)	-	54
Wider conservation programmes	598	609	(612)	306	-	901
Other	15	323	(146)	(185)	-	7
Capital	14,936	-	(1,042)	1,964	-	15,858
Total restricted funds	20,219	2,604	(2,284)	89	-	20,628
Unrestricted funds:						
Designated funds:						
Contingency fund	6,890	-	-	206	-	7,096
Planned projects fund	809	-	-	259	-	1,068
Fixed asset fund	5,404	-	-	200	-	5,604
Pension fund	1,300	-	-	(100)	-	1,200
General funds	3,844	21,814	(22,963)	(654)	342	2,383
Total unrestricted funds	18,247	21,814	(22,963)	(89)	342	17,351
Total funds	40,795	24,418	(25,247)	-	462	40,428

Permanent endowment fund

The permanent endowment fund represents donations made where the donor requested that the capital be invested and the income earned on the capital used by the charity. Income earned on this fund is recognised in the General funds. Any market value gains or losses are recognised within this fund.

Restricted funds

Restricted funds are funds for which the donor has specifically restricted the purpose for which it can be used. These funds are recorded individually by project but, for ease, are broadly categorised in these accounts by activity.

Notes to the financial statements

The restricted capital fund represents the net book value of those tangible fixed assets purchased from restricted funds, including most of the land and buildings owned by the charity.

Designated funds

Designated funds are unrestricted funds to which the Council has assigned a specific purpose. The Council's reserves policy includes setting aside sufficient funds to cover the charity's unrestricted essential expenditure for a period of up to six months. This is included within the contingency reserve and this level is set according to the Trustees' assessment of risks affecting the organisation's need for funding to protect WWT in the event of an emergency.

The planned projects reserve relates to funds set aside for planned investments due to be made in the charity over the next few years as part of WWT's strategic plan.

The fixed asset reserve represents the net book value of unrestricted fixed assets that cannot be easily disposed of as these are not liquid resources immediately available to the charity.

The pension fund is funds set aside for payment of the potential USS pension liability (note 29(b)).

General funds

The general funds represent those unrestricted funds that are freely available for use on the general running costs of the charity.

Transfers between funds

Within restricted funds, transfers have been made to capital, representing funded capital projects that have been completed.

The transfer between the general fund and the fixed asset designated fund is an annual adjustment to ensure this reserve is equal to the net book value of unrestricted fixed assets that cannot be easily disposed of.

The transfer between the general fund and the contingency fund represents an annual update to the designated funds set aside to cover the charity's unrestricted essential expenditure for a period of up to six months.

The transfer between the general fund and the planned projects fund represents funds allocated to planned investments as part of WWT's strategic plan, funded by legacies.

The transfer between the general fund and the pension reserve comprises the annual savings plan for the USS liability.

The transfer between unrestricted and restricted funds predominantly consists of the donations of sponsorship profit from WWT Trading (treated as unrestricted funds in the consolidated accounts) to the charity for specific, restricted purposes (treated as restricted funds in the consolidated accounts). A transfer of funds is also sometimes necessary to meet a shortfall in the funding of some projects that were largely funded through restricted grants and donations.

29. Pension commitments

(a) Defined benefit scheme

The Company operates a defined benefits plan, the Wildfowl & Wetlands Trust Staff Pension Scheme.

The liabilities of the plan have been estimated for the purposes of FRS102 based on the results of the actuarial valuation as at 31 March 2018, adjusted for the different assumptions required under FRS102 and taking into consideration subsequent cash flows.

The principal actuarial assumptions at the balance sheet date were as follows:

	2019 % p.a.	2018 % p.a.
Discount rate	2.5	2.7
RPI assumption	3.1	3.1
CPI assumption	2.1	2.1
LPI pension increases	3.0	3.0

Notes to the financial statements

The underlying mortality assumption is based upon the standard table known as S3PA on a year of birth usage with CMI_2018 future improvement factors and a long-term rate of future improvement of 1.0% p.a. (2018: S2PA with CMI_2017 future improvement factors and a long-term future improvement rate of 1.0% p.a.). This results in the following life expectancies:

- Male age 65 now has a life expectancy of 21.6 years (previously 21.8 years);
- Female age 65 now has a life expectancy of 23.9 years (previously 23.7 years);

The amounts recognised in the Balance Sheet as at 31 March 2019 (with comparative figures as at 31 March 2018) are as follows:

	2019 £'000	2018 £'000
Present value of plan liabilities	(15,131)	(15,618)
Market value of scheme assets	17,189	16,450
Surplus in the plan	2,058	832
Adjustment for non-recoverable surplus	(2,058)	(832)
Net defined benefit asset/(liability)	-	-

The amounts to be recognised in the Statement of Financial Activities for the year ending 31 March 2019 (with comparative figures for the year ending 31 March 2018) are as follows:

	2019 £'000	2018 £'000
Current service cost	-	-
Interest on net defined benefit (asset)/liability after adjustment for non-recoverable surplus	-	-
(Gain)/loss on plan changes	150	-
Curtailement (gain)/loss	-	-
Total	150	-

Changes in the present value of the plan liabilities for the year ending 31 March 2019 (with comparative figures for the year ending 31 March 2018) are as follows:

	2019 £'000	2018 £'000
Present value of plan liabilities at beginning of period	15,618	16,967
Current service cost	-	-
Benefits paid	(562)	(454)
Interest on plan liabilities	414	435
Actuarial losses/(gains)	(489)	(1,330)
(Gains)/loss on plan changes	150	-
Present value of plan liabilities at the end of period	15,131	15,618

Changes in the fair value of the plan assets for the year ending 31 March 2019 (with comparative figures for the year ending 31 March 2018) are as follows:

	2019 £'000	2018 £'000
Market value of plan assets at beginning of period	16,450	17,072
Contributions paid by the company	425	275
Benefits paid	(562)	(454)
Interest on plan assets excluding non-recoverable surplus	414	435
Return on assets, less interest included in Statement of Financial Activities	462	(878)
Market value of plan assets at end of period	17,189	16,450
Actual return on plan assets	876	(443)

The major categories of plan assets as a percentage of total plan assets for the year ending 31 March 2019 (with comparative figures for the year ending 31 March 2018) are as follows:

Notes to the financial statements

	2019	2018
Equities	22%	22%
Annuities	27%	28%
Bonds	29%	28%
Absolute return	21%	21%
Cash	1%	1%
Total	100%	100%

The plan has no investments in property occupied by, assets used by or financial instruments issued by WWT.

Analysis of the re-measurement of the net defined benefit liability recognised in the Statement of Financial Activities for the year ending 31 March 2019 (with comparative figures for the year ending 31 March 2018) are as follows:

	2019 £'000	2018 £'000
Return on assets, less interest included in Statement of Financial Activities	462	(878)
Experience gains and losses arising on plan liabilities	877	465
Changes in assumptions underlying the present value of plan liabilities	(388)	865
Change in non-recoverable surplus	(1,226)	(727)
Re measurement of net defined benefit liability recognised in the Statement of Financial Activities	(275)	(275)

Movement in net defined benefit asset/(liability) during the year ending 31 March 2019 (with comparative figures for the year ending 31 March 2018) are as follows:

	2019 £'000	2018 £'000
Net defined benefit asset/(liability) at beginning of year	-	-
Recognised in Profit and Loss	(150)	-
Contributions paid by the company	425	275
Remeasurement of net defined benefit liability recognised in Statement of Financial Activities	(275)	(275)
Net defined benefit asset (liability) at end of the year	-	-

Funding Policy

Actuarial valuations are carried out every three years on behalf of the Trustees of the plan, by a qualified independent actuary. The actuarial assumptions underlying the actuarial valuation are different to those adopted under FRS102.

The last such actuarial valuation was as at 31 March 2018. This showed that the plan's assets were sufficient to cover the liabilities on the funding basis. The Schedule of Contributions signed on 13 March 2019 sets out that the Employer agreed to pay £275,000 per annum payable in the year ending 31 March 2019.

In addition, the Employer agreed to pay a lump sum of £150,000 which was paid on 25 March 2019.

The contributions are subject to review following completion of the next funding valuation, due as at 31 March 2021.

(b) Multi-employer defined benefit scheme

WWT has one employee who contributes into the Universities Superannuation Scheme (USS), a multi-employer pension scheme. There are also 13 pensioners and deferred members of the scheme. During the year, we paid contributions of £6k (2017/18: £6k) into the scheme for the one active member. The universities and other employers within the scheme have agreed to fund this liability through increased contributions. As at 31 March 2019 WWT had a commitment to pay, as part of the annual contributions over the next few years, a sum of approximately £9k. This liability has not been recognised in the accounts. In addition, were WWT to withdraw from the scheme in the future, WWT would have to fund the remaining liability relating to all 14 WWT members of the scheme on a buyout basis. The estimate of this liability, which has not been recognised in the financial statements as it is possible but uncertain, is £1.2m.

Trustees have designated funds in a pension reserve in readiness for the payment of this contingent liability.

Notes to the financial statements

(c) Defined contribution schemes

From 1 April 1997, WWT has contributed to a defined contribution Group Stakeholder Personal Pension Plan (GSPPP) currently invested in Aviva. The pension charge for the year was £432k (2017/18: £337k).

During 2013/14 WWT started to contribute into the National Employment Savings Trust (NEST), a defined contribution workplace pension scheme. The pension charge for the year was £19k (2017/18: £5k).

Included within Other Creditors are outstanding contributions of £72k (2017/18: £54k).

30. Contingent liabilities

In preparing these financial statements management have considered the potential liability in respect of the multi-employer benefit pension scheme as explained in note 29(b). The liabilities of this scheme are currently in excess of the scheme assets, under the buy-out valuation method. Management consider that there will only be a liability in the future if certain conditions are met. At the balance sheet date, all such conditions that could cause the liability to crystallise had not been met and thus there is a possible but uncertain obligation at the balance sheet date.

The current estimate of the contingent liability in respect of this is £1.2m.

31. Capital commitments

	2019 £'000	2018 £'000
Authorised and contracted for	825	286

At 31 March 2019, WWT was committed to a number of capital projects at WWT wetland centres to improve and develop the visitor experience, including £525k on the Slimbridge 2020 Estuary Tower.

32. Operating lease commitments

The Group had total commitments at the year-end under non-cancellable operating leases as follows:

	2019		2018	
	Land and Buildings £'000	Other £'000	Land and Buildings £'000 (Restated)	Other £'000
Due within one year	183	83	143	70
Due between two and five years	674	131	543	79
Due in over five years	4,871	-	4,793	-
	5,782	214	5,479	149

The land and buildings operating lease commitments due in over five years relate to long-term leases of some of our wetland centres. Some leases are as long as 98 years, and the figures above are the total commitments over the full length of the lease.

33. Related party transactions and transactions with Trustees

We are not aware of any related party transactions in the year (2017/18: £nil). As disclosed in note 18, out of pocket expenses totalling £5,190 (2017/18: £5,133) were paid to Council Members. Donations received from Council Members totalled £600 (2017/18: £600).

During 2017/18 the charity provided its subsidiary company, WWT Consulting, with a four year loan facility. The maximum available to the company was £900k, reducing over the four years. This facility was put in place to provide working capital during the planned investment phase and to support the cash flow demands of a strategically important contract in Dubai. Interest is chargeable at a rate of 4.5% above the base rate of Barclays Bank plc as varied from time to time. During the year, £407k of the loan has been provided against in the parent's accounts, due to the trading performance of WWT Consulting.

Notes to the financial statements

34. Trading subsidiaries

The charity has four wholly owned trading subsidiaries, which are registered in England and Wales. WWT (Trading) Ltd (registered company 2541350) carries out commercial activities, mainly retail and catering. WWT (Consulting) Ltd (registered company 2277255) provides environmental consultancy services. Wetlands Advisory Service Ltd (registered company 3050829) is dormant. Wildfowl Trust (Holdings) Ltd (registered company 587114) does not trade, but acts as trustee of property which is dealt with in the accounts of WWT. Usually all the companies donate their taxable profits to WWT.

A summary of the trading results for WWT (Trading) Ltd and WWT (Consulting) Ltd is shown below. Accounts, audited where applicable, for all companies are filed with the Registrar of Companies at Companies House each year.

Statements of comprehensive income

		WWT (Trading) Ltd		WWT (Consulting) Ltd	
		Year ended 31 Mar 2019 £'000	Year ended 31 Mar 2018 £'000	Year ended 31 Mar 2019 £'000	Year ended 31 Mar 2018 £'000
Turnover	- third party	5,197	4,893	509	590
	- group	55	55	59	71
Cost of sales	- third party	(3,952)	(3,543)	(133)	(164)
	- group	(55)	(55)	(59)	(71)
Gross profit		1,245	1,350	376	426
Administration costs		(1,236)	(1,272)	(779)	(546)
Operating profit/(loss)		9	78	(403)	(120)
Tax on profit/(loss) on ordinary activities		-	-	-	-
Total comprehensive income for the year		9	78	(403)	(120)
The assets and liabilities of the companies were:					
Fixed assets		906	961	-	1
Current assets		1,266	1,457	241	936
Current liabilities		(1,799)	(2,042)	(648)	(941)
Total net assets		373	376	(407)	(4)
Share capital – £1 ordinary shares		350	350	85	85
Retained profits		23	26	(492)	(89)

The above subsidiary accounts are before consolidation adjustments.

35. Deferred income movement during the year

	Grants	Fees	Total 2019 £'000	Total 2018 £'000
Deferred income as at 1 April 2018	177	131	308	475
Amounts released during the year	(177)	(131)	(308)	(475)
Amounts deferred during the year	-	254	254	308
Deferred income as at 31 March 2019	-	254	254	308

Deferred grant income decreased during the year following the completion of projects funded by the HSBC grant.

Notes to the financial statements

36. Donors and grant funders

We are extremely grateful to all those individuals, companies, government agencies, grant-making bodies and other organisations who assisted WWT's work during 2018/19.

WWT's Patrons are as follows:

Ian and Jane Anderson	Dr and Mrs E Lambert
Michèle Bailey and Ian Davis	Mr and Mrs Ben Lundie
Dr John and Mrs Sarah Barney	Rosemary Mason and Palle Uhd Jepson
Anthony and Alison Blackwell	Judy Matthews
Martin Blakey	Roger Miller
Simon and Elaine Brown	Claudine Pendry
Dr Jane Bradbury and Dr Michael Clark	David and Gillian Prichard
Val Coney and Taff Jones	Keith Roper
Dr Peter Day	Rosemary Sharpe
Tony Gale	Hannah Stebbings
Edward Giles	John Stevenson
Annie and John Harris	Rupert Stocks
Andrew Harrison	Hazel Trapnell
Joan Harvey	Mo and Ron Warren
Anne Hawkins	Anthony Wassell
Mr and Mrs J J Howes	Tom Wilde
Adam Huttly	

We would like to acknowledge all those who have left a gift in their will to WWT, our future work is their legacy. We would also like to thank all of our individual supporters who have donated to our conservation work over the last year. You have made a genuine impact on saving wetlands and wildlife on our reserves and in communities across the world.

Grants were received through the Landfill Communities Fund from Biffa Award and Aughtim Landfill Tax Credits.

Other organisations whose support we gratefully received include:

Bristol Water
Critical Ecosystem Partnership Fund
Darwin Initiative through UK Government Funding
The Disney Conservation Fund
Environment Agency
Ernest Kleinwort Charitable Trust
European Commission - LIFE
Eversheds Sutherland
Heathrow Community Fund
HSBC Bank plc
Leica Camera AG
Mohamed bin Zayed Species Conservation Fund
Montague-Panton Animal Welfare Trust
Moto in the Community
National Lottery Heritage Fund
Support of players of People's Postcode Lottery
Thames Water Ltd

Administrative information

Membership of the Council

The members of the Council as at 31 March 2019, all of whom were members for the whole of the year ended on that date and until the date of this report unless stated otherwise, are listed below:

Dr Peter Day (Chairman)

Andrew Beer

Martin Birch

Barnaby Briggs

Anna Carragher (resigned 11 October 2018)

Pamela Castle OBE

Prof Alastair Driver

Simon Henzell-Thomas

Simon Tonge

Finance, Audit and Risk Committee

Martin Birch (Chair)

Barnaby Briggs

Dr Peter Day

Robert Falkner

David Milne QC

Elizabeth Rae

Simon Tonge

Remuneration Committee

Dr Peter Day (Chairman)

Martin Birch

Barnaby Briggs

Company information

Registered office

Slimbridge, Gloucestershire, GL2 7BT

Company Secretary

John Rew (from 19 July 2018)

Nicola Spencer (until 25 May 2018)

Company registration number 2882729

Registered charity number 1030884 (England & Wales)

Scottish charity registration number SC039410

VAT registration number 618368028

For more information visit our website: www.wwf.org.uk

Management Board

Martin Spray CBE (Chief Executive)

Kevin Peberdy (Chief Operating Officer)

Matthew Carter (Director of Operations)
(from 1 June 2018)

Deborah Pain (Director of Conservation)
(until 6 April 2018)

John Rew (Director of Finance and Support Services)
(from 4 April 2018)

James Robinson (Director of Conservation)
(from 1 May 2018)

Ruth Seymour (Director of Marketing and Supporter Development)

Nicola Spencer (Director of Finance and Support Services) (until 25 May 2018)

Advisers

Principal bankers

National Westminster Bank plc
21 Eastgate Street, Gloucester, GL1 1NY

Auditors

Mazars LLP
90 Victoria Street, Bristol, BS1 6DP

Investment managers

Rathbone Greenbank Investments
10 Queen Square, Bristol, BS1 4NT

UBS Wealth Management
1 Curzon Street, London, W1J 5UB



WWT

WWT, Slimbridge, Gloucestershire, GL2 7BT

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