

Charity number: 1100759
Company number: 4878364

Friends of the Lake District

Trustees' report and financial statements for the year ended 31 December 2020

Friends of the Lake District

*The only membership organisation dedicated to protecting and enhancing
the Lake District and Cumbria's landscapes*

Legal and administrative information

Charity number 1100759

Company registration number 4878364, Registered Company in England and Wales.

Business address and registered office

Friends of the Lake District
Murley Moss
Oxenholme Road
Kendal
Cumbria
LA9 7SS

Auditors

Lamont Pridmore
136 Highgate
Kendal
Cumbria
LA9 4HW

Solicitors

Burnetts
6 Victoria Place
Carlisle
Cumbria
CA1 1ES

Bankers

CAF Bank Limited
Kings Hill
West Malling
Kent
ME19 4TA

National Westminster Bank
10 Elephant Yard
Kendal,
Cumbria
LA9 4LZ

Co-operative Bank
Delf House
Skelmersdale
WN8 6WT

Investment Advisors

Brewin Dolphin
1 Mason Court
Gillan Way, Penrith 40 Business Park
Penrith, Cumbria
CA11 9GR

CCLA Investment Management Ltd
Senator House
85 Queen Victoria Street
London EC4V 4ET

Canaccord Genuity Wealth Management Ltd
Talisman House,
Boardmans Way,
Blackpool
FY4 5FY

President

Mr John Entwistle OBE

Emeritus President

Sir Martin Holdgate CB

Trustees

John Campbell (Chairman)
Judith Cooke (Vice Chair)
David Felton (Honorary Treasurer)
Martin Brimmer (retired September 2020)
Philip Cropper
Michael Day
Catherine Grezo (retired September 2020)
Lucy Hetherington
Sarah Hodgson-Jones
Tiffany Hunt
Antony Leeming

Staff (Full and Part time)

Janine Bickerstaff (Membership Officer)
Douglas Chalmers (Chief Executive)
Jan Darrall (Policy Officer)
Rachel Dorrington (Fundraising Officer)
Jack Ellerby (Dark Skies Officer) from March 2020
Nicola Estill (Community Engagement Officer – Westmorland Dales Landscape Partnership)
David Evans (Scheme Manager, Westmorland Dales Landscape Partnership)
Dawn Groundsell (Communications Officer)
Clare Hucknall (Company Secretary)
Catriona James (Finance and Office Manager) until June 2021
Chris James (Communications Officer)
Jodie Lucas-Jones (Office Administrator)
Hannah Kingsbury (Cultural Heritage Officer – Westmorland Dales Landscape Partnership)
Ruth Kirk (Landscape Engagement Officer)
Marianne Kitchen (Finance Administrator)
Johanna Korndorfer (Dark Skies Project Officer) until February 2020
Amanda McCleery (Overhead Wires Project Officer)
Penny McMullen (Administration and Finance Officer – Westmorland Dales Landscape Partnership)
Jasmine O’Flaherty (Database Administrator) maternity leave from November 2019
Helen Prince (Fundraising Officer - temporary) to April 2020
Vanessa Rhoden (Fundraising Manager) from March 2020
Liz Sutton (Interpretation Officer – Westmorland Dales Landscape Partnership) to April 2020
Andrew Tait (Policy Officer)
Amanda Waters (Interpretation Officer – Westmorland Dales Landscape Partnership) from Nov 2020
Claire Wickham (Office Administrator) until May 2021
Kate Willshaw (Policy Officer)
Lorayne Woodend Wall (Planning Officer)

Intern

Molly Conway (Intern) to August 2020

Report of the Trustees (incorporating the Directors' Report) for the year ended 31 December 2020

The Trustees present their annual report and financial statements of the charity for the year ended 31 December 2020, which are also prepared to meet the requirements for a directors' report and accounts for Companies Act purposes. The Trustees, who are also directors for the purposes of company law and who are serving at the date of this report, are set out on page 3.

Chairman's Report

2020 was a challenging year for everyone and all organisations, and at Friends of the Lake District we rose to that challenge and managed to maintain our core charitable activities throughout. While many events were cancelled, we occasionally managed actual "feet on the ground" work including litter picking, removing alien plant species and our Leaders' Landscape Training. We have dealt with planning applications and Government consultations including the Environmental Land Management Scheme proposals for remunerating land-managers in a post-Brexit Britain; always putting the unique landscape of Cumbria at the heart of everything we do. We have continued our Westmorland Dales and Dark Skies projects, built on the success of our Sustainable Transport Conference, and been a voice for local communities.

Ongoing planning threats included geological disposal of nuclear waste developments and the potential reopening of a Cumbria coal mine. We objected to 46 planning applications out of a total of 6567 submitted to Cumbrian Planning Authorities. We particularly welcomed the refusal or withdrawal of proposals for inappropriate developments at such as those at Beckstones, Elterwater, and Coniston.

We continued with our proactive work, switching to on-line meetings and events as necessary. We have been an active partner of the Transport Working Group of the National Park Partnership Plan, and attended Rural Transport workshops held by the Department for Transport. Our two main projects - Westmorland Dales and Dark Skies – continued to reach out to communities and volunteers, and we held very successful roadshow webinars attended by many new to Friends of the Lake District. In the Westmorland Dales, a range of practical work was undertaken by the increasingly skilled apprentices and teams of volunteers, together with the production of land art and a number of Westmorland Dales wildlife-related films.

Other hands-on activities included a scaled-down Great Cumbria Litter Pick, Leaders Landscape Training and a Balsam Bashing event when lock-down easing permitted. Work on our property was severely hampered, largely restricted to emergency repairs including dry stone wall repairs, water gate maintenance and tree planting but all of our properties remained freely accessible to the public. Towards the end of the year we were grateful to acquire a beautiful woodland at Sweden Bridge, kindly bequeathed to us by Dr Julian Eldridge. We continued to discuss the potential acquisition of donated land at Threlkeld and we continue to work through positions to secure access to this property.

As ever, we continue to rely on Legacy Income and whilst we comment further in the Annual Review it would be remiss not to mention the recent substantial donation from Mr John Berry. He has left us some £700k which we understand is the balance of his estate. We are hugely grateful to him. Serious thought is being given to how best to make use of these monies to the benefit of the Lake District.

Our income generation activities were curtailed, with the cancellation of the Morecambe Bay Walk and other events. However, we continued with many of our other fundraising strategies including two highly successful appeals for the Sanctuary Project and the SOLD campaign. Our membership recruitment has been equally successful, compared to new members recruited in the previous year.

More members turned to using email so we were able to keep in touch more regularly with a greater number. We were saddened to hear of those members passing away from Covid and other illnesses. Our thoughts go out to their families and hope they are left with many happy memories of times spent in the Lakes.

We altered our Communications output in response to Covid-19 in 2020. We switched our member communications to a weekly 'Postcard from the Lakes'. 23 editions were written and delivered, keeping members and supporters up to date with our work and providing a platform to share experiences, thoughts, images and poetry over the year.

The 'background' work of the Executive continued unabated by the pandemic, and my thanks go to all the Trustees. We were sorry to lose Catherine Grezo and Martin Brimmer at the AGM in September, and we thank them both for their valued contributions and to Martin for the many years he served Friends, including time as Chairman. We navigated the switch to Zoom Executive meetings, which worked well and ensured we could maintain active governance. This included holding our Annual General Meeting remotely, a little later than usual but within the guidelines set out by the Charity Commission and in keeping with the emergency legislation. We conducted a self-assessment exercise and reviewed the impact of remote meetings, and the learning from this will be incorporated into our schedule of meetings and working groups for the rest of 2021. The Investment working group began the process of moving some investments into more ethically-based funds, and the overall return on investments during the year has been healthy. The Development Group, involving major donors, stepped back their work during the year, limited by a sensitivity of the wider shift in community priorities, coupled with the practicalities of not being able to hold fundraising events.

The work and achievements of the year are largely due to the considerable work of the Chief Executive and his hard-working team. The majority have been, at some point in the year, furloughed and the rest of the team have stepped up to keep things on track. Our sincere thanks go to Douglas and all the staff for their excellent efforts in the face of much change. As Trustees, we agreed to 'top up' the salaries of those on furlough in recognition of their outstanding efforts.

We have been supported throughout by our President, John Entwistle OBE, and our Emeritus President, Sir Martin Holdgate. Their ongoing championing of our work has been greatly appreciated. Although we haven't been able to connect with all our usual volunteers throughout the year, we have greatly benefited from their efforts and time when lock-downs were over, and we are indebted to them for keeping our properties and activities so well supported.

Our partnership working has shifted to more remote formats, but the level of interaction and achievements have been sustained. We are grateful to all our partners for their support and cooperation in our joint desire to protect and enhance our amazing Lakeland and Cumbrian landscapes.

As we entered 2021 it was clear that much of our work would remain affected by the Pandemic. Looking forward, we are preparing ourselves for the return to face-to-face activities, working and meeting in the same building and sharing the same cake! We very much look forward to welcoming everyone back to the Lakes and will try to ensure this is done in as sensitive, practical and respectful way as possible. At the same time, we have all the learning from 2020 to fall back on should the need arise but hopefully we won't need to.

Sadly, I have come to the end of my term with Friends, and this will be my last AGM as Trustee and as Chairman. I can only say it has been a pleasure to be involved and can only wish the Friends the very best for the future. We have been protecting the environment here for the last 86 years and I'm sure we will continue to do so over the next 86 years.

John Campbell, Chairman of Trustees

Annual Review 2020

2020 Highlights - A Review of our year

Through our Business Plan we set targets each year and work under three aims:

1. **Protect your Lake District** – conserving and enhancing local distinctiveness and landscape character for the enjoyment and benefit of everyone.
2. **Train and Inspire** – encouraging people to enjoy, reconnect with and value the landscape and actively engage in work on the ground to enhance the countryside and maintain traditional rural skills.
3. **Securing our organisation for Cumbria's landscapes** – strengthening and consolidating our influence as a campaigning organisation through membership, staff resource and funding security to enable to carry out aims 1 and 2 effectively.

Protect your Lake District

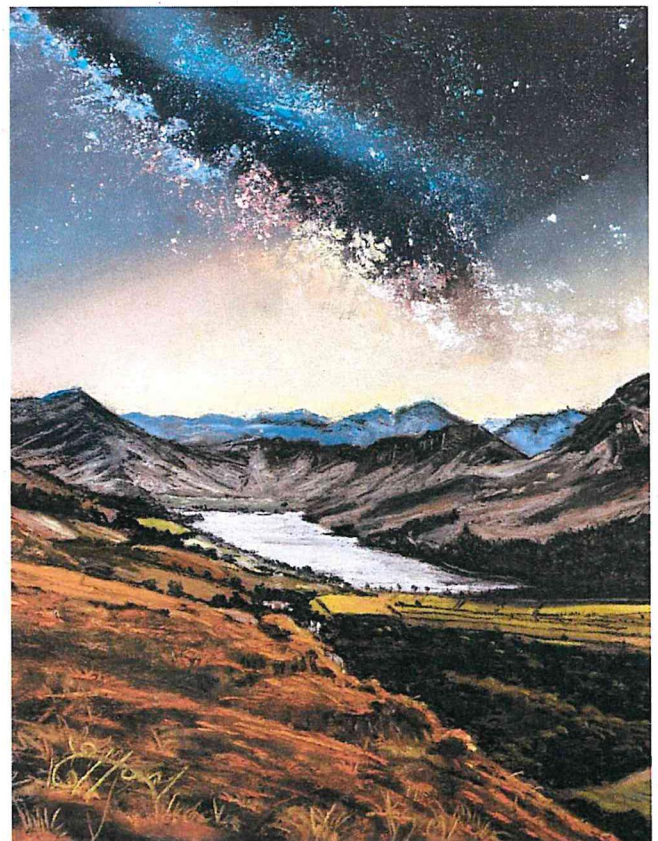
We achieve this aim through work we undertake on our land, by giving out environmental improvement grants and via our planning and policy work.

Projects

Dark Skies Cumbria

- New Project Officer Jack Ellerby appointed end of March (as lock down hit!).
- Work Plan for 2020-21 and budget approved.
- Over 300 sky quality meter readings taken by FLD and LDNPA volunteers.
- 350 adults and children enjoyed the Planetarium in February's weather affected Festival.
- 18 Roadshow and Training talks to over 500 people from Parish Councils, community & interest groups, planners and architects.
- Website continuously updated: 24 news blogs on light pollution impacts, the benefits of dark skies and good lighting tips, Ambassadors and Supporters lending widespread and diverse backing for the Project.
- 5 communities working as pilots for Lighting Audits and Action Plans (LAAPs).
- Establishment of positive working partnership with Cumbria County Council to develop Dark Sky compliant road lighting specification(s).
- Contributing to the UK Dark Skies Partnership Technical Group and feeding into the All Party Parliamentary Group for Dark Skies 10 Policy Plan call to Government to tackle light pollution.

- Yorkshire Dales National Park becomes a Dark Sky Reserve 12 December.



Dark Skies inspired artwork by Emma Hunt

Westmorland Dales Landscape Partnership Scheme

The Westmorland Dales Landscape Partnership Scheme, grant funded by the National Lottery Heritage Fund, picked up momentum in 2020 with a range of practical work undertaken. 9.3ha of meadow and 2.6ha of riverine habitat were restored, and a further 3.5ha of woodland planted. The Great Asby Scar archaeological survey was completed, identifying 699 sites to add to the historic environment record, and the traditional farm buildings grant scheme launched. The apprentice team completed a wide range of conservation tasks and training, improvement work was undertaken on rights of way and the Pennine Bridleway link, and two small landscape grants were awarded. Engagement work was challenging but 140 volunteer days were recorded; 6 pieces of land art created with local schools in their grounds; draft factsheets produced for 14 geological sites; and a range of films produced from wildflower identification to fell gathering.

Policy

Transport

Friends of the Lake District's Transport Policy was updated based on the outcomes of the 2019 Rerouting Expectations Transport Conference. This update includes campaigning for significant and lasting reductions in car and van journeys, encouraging more people to use active travel methods for their journeys (e.g. walking, cycling, electric bikes), pressing for an eco-levy on visitors driving into and around the Lake District and reiterating our position opposing new roads and car parks.

As a member of the Transport Working Group, we have been involved in the development of the transport chapter of the Lake District National Park draft Partnership Plan. This will be published for consultation during the summer of 2021

The Department for Transport help a number of workshops on Rural Transport during 2020. We contributed to these raising the experiences of the Lake District communities which have high levels of visitors and associated car journeys and the often negative outcomes of these.

Geological Disposal of Nuclear Waste

Friends of the Lake District were invited to join the government company Radioactive Waste Management Ltd (RWM) Exchange group of non-governmental organisations looking at how communities should best be involved in determining whether or not they should host a Geological Disposal Facility (GDF). We continued to sit on Cumbria Trust as a Board Member.

Both Copeland and Allerdale Districts have been put forward to the government to be investigated as potential sites to host the GDF. This is raising similar concerns around the suitability of the geology of the areas for containing radiation over hundreds of thousands of years.

Coal Mine at Whitehaven

We requested that the Government call in the proposed coal mine at Whitehaven on the basis that the proposed scheme clearly conflicts with national policy and guidance and local, national and international commitments in relation to climate change. It does not provide sufficient benefit to outweigh the harm caused. We urged the Secretary of State to call in the application in order that the decision can be made correctly and objectively, with issues of climate emergency being given appropriate weight.

Litter

Like many, Friends of the Lake District were shocked by the terrible scenes of littering and antisocial behaviour in the National Park after lockdown eased at the end of May 2020. We contributed to the clean up through the Great Cumbria Litter pick, but also decided that this was looking at the problem from the wrong end. We want to know why people litter, and what could be done to change peoples' behaviour. To this end, we commissioned Keep Britain Tidy to undertake a study into littering in the Lake District. This study is ongoing and due to report in June.

Pooley Bridge before and after.



Climate Change

A review of academic literature on the impact of climate change on Cumbria's Landscapes was completed in 2020. This work has contributed to the Lake District National Park's climate change strategy.

Friends of the Lake District has attended and contributed to the Lake District National Park climate change working group and the Zero Carbon Cumbria group chaired by the County Council.

Consultations responded to in 2020

Water, agriculture and common land

In summer, Defra consulted on a discussion document outlining more detail (but still not a lot) on the proposed Environmental Land Management Scheme. The ELM will replace the current agri environment schemes and there will be no Basic Payment Scheme. It will pay land managers for producing public goods. The document outlined the three components, from a basic level through to an ambitious third level which is all about habitat restoration and larger landscape scale change. The consultation sought feedback on many questions such as the principles and

objectives of the scheme, how payments should be made, local prioritisation. We submitted a response and whilst there was nothing significantly wrong with what was in the document, it was lacking significant detail.

The Agriculture Bill went through Parliament before the end of the year and the Government released their ideas on the transition period for farming, 2021 – 2024, setting out more detail on the phased reductions in the Basic Payment Scheme and new funds available going forward. There was much that was in line with our previous consultation responses.

We inputted into the development of the pilot Cumbria Local Nature Recovery Strategy.

We worked with the Eden Catchment Partnership to help produce the Eden Catchment Plan, setting out issues and opportunities for the whole Eden catchment (from say Glenridding to the Eastern fellsides, and up to Carlisle).

Grants

In 2020 there was very little take up of our grant scheme due to the Covid outbreak. We awarded two grants, but only one was fulfilled – the creation of a new footpath at Tirril. This has featured in Conserving Lakeland.

Overhead wires

2020: Two schemes at Corney Fell totalling 2.41 kms – so below target sadly but much better than 2019 and not bad considering coronavirus delayed construction.

Planning

We objected to 46 planning applications out of a total of 6567 valid applications received by the Cumbrian Planning Authorities. This works out at 0.7% (see table). We also made several responses that were not objections, but comments or suggestions.

As you might expect, those we responded to were predominantly within the Lake District National Park.

LPA	Total applications submitted	Number objected to, 2020	% objected to in 2020
LDNPA	1119	34	3%
Allerdale	840	0	0
Cumbria CC	37	1	2.7%
Eden	1001	0	0
Barrow	412	0	0
Carlisle	1080	5	0.4%
SLDC	920	5	0.5%
YDNP	638	0	0
Copeland	520	1	0.2%
Total	6567	46	0.7%

In terms of common land, we submitted responses relating to proposed developments on common land at Birkbeck, Gooseholme Kendal, Coniston Fells, Allonby, Crosby Ravensworth, and Armboth. We continued to be represented on the Defra Common Land Stakeholder Forum.

We began the year by joining forces with many others in successfully challenging an application for a Certificate of Lawful Use for 'Gentlemen's Yachts' on Grasmere and despite it being a strange year, continued to be involved in a range of applications, whether through responding ourselves or supporting our Members and supporters to do so. We particularly welcomed the refusal or withdrawal of proposals for inappropriate developments at Beckstones, Scotby, Elterwater, Birkrigg and Coniston but were disappointed to see plans approved at Stanley Ghyll, Threlkeld, Haweswater and Waterhead.

Some really positive outcomes have come through suggesting ways in which proposals could reduce landscape, settlement character, light pollution and visual impacts. We were really pleased to help secure substantial design changes to plans for several proposals, including at High Wray Bank, Dub How, and the Keswick Premier Inn.

We participated in consultations on early-stage Local Plans for the Yorkshire Dales National Park, Copeland Borough and South Lakeland as well as on final changes to the forthcoming Local Plan for the Lake District. We also responded to Government consultations on proposed National Planning Reforms.

Train and Inspire

We run events and practical activities, getting people directly involved in the landscape through conservation work parties and rural skills training. In 2020 many of our events and activities were curtailed because of lockdown restrictions but we still managed to deliver elements of our programme where restrictions allowed.

The Great Cumbrian Litter Pick



Our litter pick event went ahead in August with 40 separate litter picks taking place across the county. A distance of 254 km was covered and 250 bags of rubbish collected. The 2020 event proved to be one of mixed emotions. Whilst inspiring to see so many people who genuinely care about our landscapes giving up their free time, it was tremendously dispiriting to come across huge piles of discarded camping equipment, pots, pans, food wrapping, unused food and disposable barbecues

left behind by people in a year when visitor numbers soared with international restrictions imposed by lockdown. Photo – Keswick Lions Litter Pick

Fight the Aliens – Big Balsam Bash

In July we worked in partnership to deliver this event around Rydal in partnership with South Cumbria Rivers Trust. Thankfully, as lockdown relaxed, we were able to go ahead with the event with volunteers working safely in small groups. We had 60 volunteers plus leaders participate on the day.



Volunteer Dave Emery Balsam Bashing

Leaders' Landscape Training (LLT)

Out of a programme of ten LLT sessions for 2020 we were able to deliver five of them. 50% in the year of Covid-19 could perhaps be seen as an achievement. Raising awareness of the impacts of outdoor recreation and the management and conservation of our upland landscapes, the sessions

covered a diverse range of topics. A geology session ran the weekend before lockdown in March with an additional four sessions delivered in September and October covering:

- Cumbria's Rainforests: An introduction to a forgotten aspect of our natural heritage
- Archaeology: Hidden Landscapes - the Archaeology of Great Asby Scar
- Peat and Paths: with Fix the Fells
- Restoring Hardknott Forest



The sessions were booked up instantly and were incredibly well received proving that there was a great appetite and appreciation for these sessions particularly whilst so many outdoor practitioners were without work.

LLT Westmorland Dales –
Archaeology

Work Parties

Due to Covid-19 we were limited in the number of workparties that we could hold, and in the main did essential tasks only. We managed 4 workparties at Mazonwath, equivalent to 32 days of volunteer time. At High Borrowdale we managed 6 workparties, 25 days of volunteer time. We could not deliver our property management plans without our loyal and skilled volunteers.

Property Maintenance

We were severely hampered by the Covid-19 outbreak as to what we could achieve on our land this year and work was largely restricted to emergency repairs including dry stone wall repairs, water gate maintenance and tree planting. Flood research continued at High Borrowdale but again we were unable to continue with a lot of the monitoring photography. We had the final report of one year's worth of monitoring of inflows to Sunbiggin Tarn. All of our properties remained freely accessible to the public. We were delighted to have Molly Conway, a student placement, working with us until the summer. Her focus was on updating our property leaflets.

Securing our organisation for Cumbria's landscapes

Ensuring that our charity is well run and monitoring our fundraising, membership and volunteering activities. Our achievements in 2020:

Fundraising

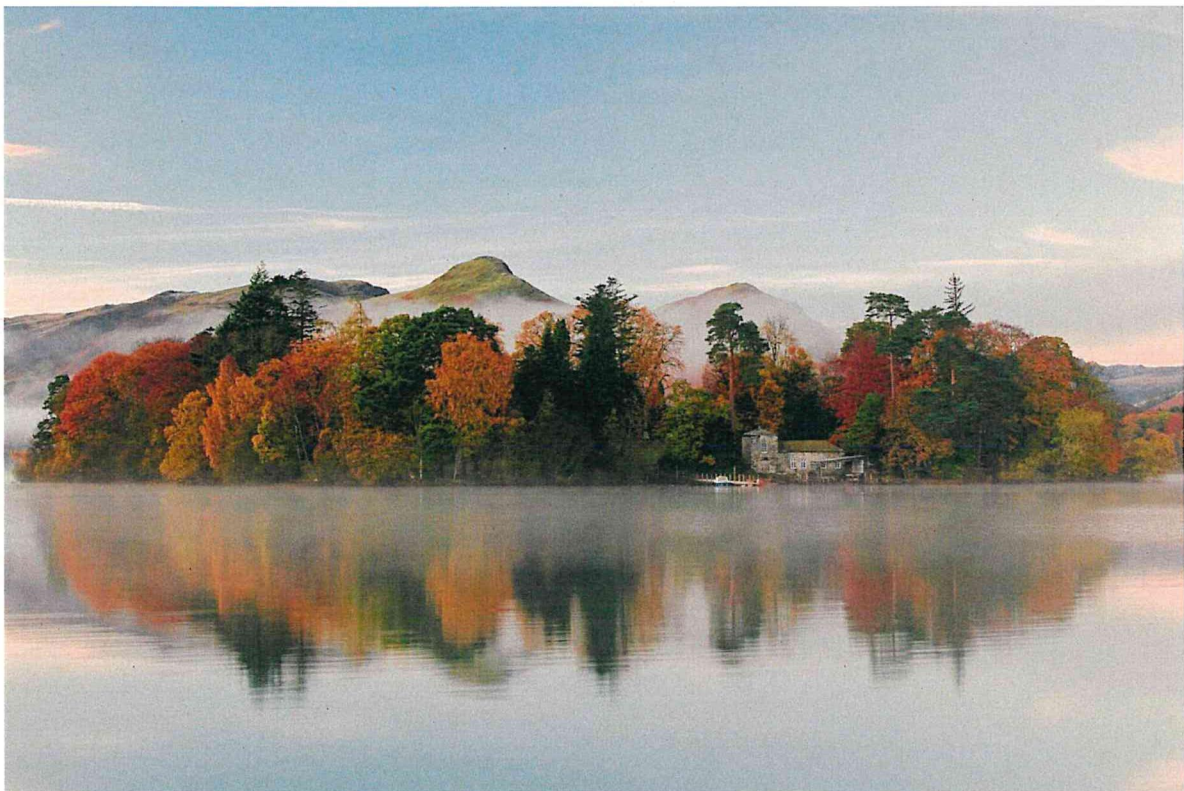
Our members and supporters continued to give generously to our appeals throughout the year. The Save Our Lake District (SOLD) appeal raised £33,000 helping our work to protect the National Park

from damaging developments and encouraging those that conserve and enhance its natural beauty and cultural heritage. Our June appeal towards work we carry out every day protecting and celebrating the Lake District raised £31,000. Our Sanctuary Project appeal to help emergency service workers reconnect with nature through outdoor activities and conservation work raised £26,000.

Legacies

We are very grateful to all our members who left gifts to us in their Will. In 2020 we received £429,328 in legacies from supporters who wished to make a lasting difference to the landscapes of the Lake District. This represents our largest source of funding so thank you to everyone who chooses to support us in this special way.

Merchandise



One of the Photography competition winners, Derwent water by Stephen Jackson

With lockdown measures in place for much of the competition period, the focus of our 2020 photography competition was on past visits to the Lake District National Park. We received over 400 images from entrants hoping to feature in the charity's 2020 Christmas card collection and 2021 calendar. Along with Christmas cards and calendars, sales of our tea towels, landscape gifts and tote bags raised £44,000.

Communications

We altered a lot of our output in response to Covid-19 in 2020. We switched our member communications to a weekly 'Postcard from the Lakes'. 23 editions were written and delivered in 2020 to keep members and supporters up to date with our work and to provide a platform for our supporters to share their experiences, thoughts, images and poetry in a year when we were all feeling the impact of isolation.

A combination of press releases and profile raising resulted in 127 media enquiries leading to coverage in digital and print media. We issued 31 press releases including those promoting the Westmorland Dales project. We have increased growth of our following on Twitter to 13,200 followers, up 18%, Facebook to 7,473 an increase of 37.5% and Instagram followers rising to 2,271 an increase of 31%. We published three Conserving Lakeland magazines.

Membership

Our membership grew in 2020, highlighting the renewed passion for nature and love of the countryside that has helped us all through difficult times this year. Our new membership acquisition rate grew by 30% despite not having a physical presence in the Lake District for most of the year. We saw an increased number of members using email which meant we were able to keep in touch more regularly with more members over the year. We also sent mailed updates in between the magazines to those members not using email to try and keep everyone informed. Renewal rates actually increased in 2020 and our long standing members kept their memberships going despite many of them no doubt facing their own challenges this year and for this we are very grateful. Our team were saddened to hear of those members passing away from Covid and other illnesses. Our thoughts go out to their families and hope they are left with many happy memories of times spent on the fells with their loved ones.

2020 Annual General Meeting

One of the consequences of Covid-19 was that our 2020 AGM was a very different one to usual. Not only was it held a little later than normal, it was a 'remote' event via Zoom. Our AGMs are normally a great opportunity to meet Members and to showcase our work, but one advantage of the remote gathering was that we could welcome some who wouldn't ordinarily be able to join in.

Twenty two members and one non-member attended, and we conducted all the usual AGM business including voting (by screen show of hands), an interesting Q&A session, and hearing all about our achievements of the previous year from the Chairman and Chief Executive. Feedback from those attending was very positive.

Volunteers

Our brilliant volunteers gave us 414 hours of their time, equivalent to £7,903 in value. Whilst activities were limited, our volunteers still helped out on the work parties and events that we were able to run in 2020 and we must not forget the continued contribution of our Board of Trustees.

STATEMENT OF TRUSTEES' RESPONSIBILITIES AND CORPORATE GOVERNANCE

The Trustees are responsible for preparing their Annual Report and the financial statements in accordance with applicable law and regulations. The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and Accounting and Reporting Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and the Republic of Ireland (FRS 102) (effective 1 January 2015).

Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charity and of the net income and expenditure of the charity for that period. In preparing these financial statements, the Trustees are required to:

- (i) select suitable accounting policies and then apply them consistently;
- (ii) make judgements and accounting estimates that are reasonable and prudent; and
- (iii) prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions and disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities. The Trustees are responsible for the maintenance and integrity of the corporate and financial information published on the charity's website.

With the beginning of the COVID 19 pandemic early in 2020, the Executive switched to on-line Executive meetings via Zoom, which were held on a more frequent basis due to the changing external circumstances and how the organisation should operate. The 2020 Annual General Meeting, originally scheduled for June, was postponed until September and held remotely via Zoom. The onset of COVID restrictions coincided with the financial audit period, which had to be conducted remotely over a longer period than usual. The delay to the Annual General Meeting was in accordance with amended regulations (Corporate Insolvency and Governance Act 2020) that permitted such meetings to be held remotely and within a delayed period from the previous AGM.

Rolling agenda items include consideration of the financial status and sustainability of the organisation and regular reviews of risk management which includes financial systems and audit procedures. In addition, during 2020 there was a regular review of COVID issues and additional reviews of the budget itemised on the agenda. Specifically, the Executive Board:

- maintains oversight of the development of an annual budget in line with the requirements of the proposed Business Plan;
- ensures appropriate financial systems and controls are in place, that there is effective management and monitoring of the Friends of the Lake District's finances, financial control systems and procedures, assets including properties, and all other matters relevant to the financial affairs of Friends of the Lake District in order to achieve the charitable Objects and the legal obligations of the organisation;
- ensures proper arrangements are in place to secure effective audit of the Friends of the Lake District.

The Trustees understand there is no relevant audit information of which the company's auditors are unaware. The Trustees have each taken all the steps that Company's Directors need to take in order to make themselves aware of any relevant audit information and to establish that the company's auditors are aware of that information. During 2018 General Data Protection Regulation (GDPR) was introduced and in 2020 we further developed and reviewed our policies and procedures to meet these regulations. There have been two requests for personal data erasure, both of which were

carried out within the time-frame specified. There was one complaint, regarding renewal processes, which was dealt with within the specified time-frame and to the satisfaction of the complainant. There have been no fundraising complaints. We continue to operate within the guidelines set out by the Fundraising Regulator. We take great care and caution with our fundraising practices to ensure protection of vulnerable people and other members of the public, and keep all direct fundraising in-house. We have not employed any external professional fundraiser or commercial participator. Our Fundraising Manager has monitored and maintained an overview of all fundraising activities carried out by individuals within the organisation, and by the organisation as a whole, which is overseen by the Chief Executive and the Board of Trustees.

The Trustees are aware of no incidents of non-compliance with other regulatory policies and internal policies, and we have complied with all previous and current fundraising requirements. In line with Charity Commission recommendations, we are happy to report no serious incidents have come to our attention in 2020. In addition, the Trustees are confident that during the year since the AGM in September 2020, the Charity has complied with its Articles of Association, charity law requirements and other applicable laws. In 2017, new legislation was introduced requiring all companies to identify and register any Persons of Significant Control. This was reviewed by the Executive in 2017, and subsequently on an annual basis most recently March 2021, and there was no one identified as being a person of significant control.

Structure, governance and management

The Charity is a membership organisation governed by its Articles of Association dated 16th June 2003, updated and approved at the AGM in May 2014, and was incorporated as a company limited by guarantee on 27th August 2003. The previous, unincorporated, charity of the same name was founded in 1934.

GOVERNING BODY

The Board, whose members carry the responsibilities of directors with trustee responsibilities, is the main governing body of the Charitable Company. Trustees are elected by the members at the AGM in accordance with the Articles of Association which provides for a minimum of four and a maximum of eighteen members on the Board.

New Trustees are supported in the induction process by the Chair of the Board and Company Secretary, and are usually elected after a period of co-option. This induction process includes sessions with the staff and an introduction to the Charity. Newly inducted Trustees reported high levels of satisfaction with the induction programme.

Trustees agree a Code of Governance which is reviewed and adopted after each AGM. In compliance with the Code of Governance, a self-assessment of effectiveness and efficiency was conducted during the period, and the findings will be incorporated into revised Executive working practices in 2021. Having reflected on the implications of COVID restrictions on Executive meetings, the use of remote Executive meetings will be maintained for some Executive meetings, as required, although we aim to conduct as many face-to-face as possible.

Strategy and governance functions of the Executive are monitored as part of the Executive meetings, with regular agenda items that include: the strategic direction of the organisation; proper arrangements relating to effective governance of the Friends of the Lake District; risk management; the nomination of candidates for appointment as Trustees; and that appropriate systems exist for the induction and training of Trustees.

ORGANISATIONAL MANAGEMENT

2020 has seen fewer staffing changes than previous years: we welcomed a new Fundraising Manager (Vanessa Rhoden); a new Dark Skies Officer (a welcome return of Jack Ellerby); and a new Interpretation Officer for the Westmorland Dales Landscapes Partnership Project (Amanda Waters). We welcomed back from maternity leave Jasmine O'Flaherty (towards the end of 2020) and Rachel

Dorrington (at the start of 2021) and said farewell to Helen Prince (temporary Fundraising Officer) and Liz Sutton (Interpretation Officer, Westmorland Dales Landscapes Partnership Project). We also said farewell to our Intern Molly Conway.

During 2020 the Charity utilised the Coronavirus Job Retention Scheme as members of staff took furlough when the demands of their work were low, with Trustees agreeing to top-up salaries to 100%. Staff were all equipped to work from home, with a skeleton staff ensuring essential office-based functions were maintained.

With face-to-face engagement with anyone not possible, communications, especially with Members and supporters became even more important, leading to the launch of *Postcard from the Lakes*. Staff, with the full support of Trustees, went to great lengths to ensure everyone in the Team was supported during some very difficult times, and everyone deserves credit for the performance of the Charity throughout the year.

Objects, Vision and Mission

Friends of the Lake District has the following **Objects**:

- to promote and organise concerted action for the protection and conservation of the Landscape and natural beauty of the Lake District and the County of Cumbria as a whole.
- to co-operate with other bodies having similar objectives or interests.

A five year strategic direction to the end of 2020 was adopted in 2015 which aims to fulfil the objects of the charity through:

Our **vision**: to secure a *LANDSCAPE* that is:

Beautiful, diverse, locally distinctive, tranquil and environmentally healthy.
Conserved and enhanced;
Accessible and enjoyed by all

Our **Mission**: to ensure that *PEOPLE*:

Are inspired by the beauty and diversity of the landscape;
Have an understanding of how the landscape has been shaped;
Care for and help look after the landscape, both for its own sake and for the benefits it brings to people's lives

Our Principles

The special qualities and distinctiveness of Cumbria's landscapes should be conserved and enhanced.
Land use change should be sustainable, be sympathetic to the local landscape character and deliver positive long-term social, economic, cultural and biodiversity benefits. Where there is conflict between land use change and the landscape, then precedence should be given to the landscape.
Quiet enjoyment of the countryside is fundamental to people's physical and spiritual well-being and should be accessible to all.
Public understanding of the special qualities of the landscape and the value of its sustainable management should be encouraged.

Strategic Direction 2016-2020

Our three Aims within the Strategic Direction provide the framework for our work ahead:

- Looking to the future for Cumbria's landscapes
- Engaging People in Cumbria's future landscapes
- Securing our organisation for Cumbria's landscapes

To deliver our vision and to address the key challenges in the period to 2020 we will prioritise our activities and resources on the following three Aims and seven Objectives:

Aim 1 - Looking to the future for Cumbria's landscapes

- 1.1 Securing the future of Cumbria's landscape character
- 1.2 Enhancing Cumbria's landscape character
- 1.3 Adapting Cumbria's landscapes to the impacts of climate change

Aim 2 – Engaging People in Cumbria's future landscapes

- 2.1 Sustaining Cumbria's upland landscapes in a time of change
- 2.2 Understanding the benefits Cumbria's landscapes provide for people

Aim 3 - Securing our organisation for Cumbria's landscapes

- 3.1 Developing a positive profile for Friends of the Lake District
- 3.2 Sustaining our organisation to achieve our strategy

During 2020 we developed our new Strategic Direction for the period 2021-2023, which was approved at the January 2021 Executive. The structure has been aligned to our Landscape Charter, launched in 2017, and can be found on our webpage <https://www.friendsofthelakedistrict.org.uk>.

Cooperation with other organisations

Throughout the year we have continued to work in co-operation with other bodies with similar aims and objectives to our own. These include the Campaign for National Parks, the Campaign to Protect Rural England [since 1978 the charity has represented CPRE in Cumbria], the National Trust, the Lake District National Park Authority, and the Yorkshire Dales National Park Authority, who work closely with us in The Westmorland Dales Landscape Partnership Scheme. We are also members of the Lake District National Park Partnership, leading on the Dark Skies and Landscape Character Assessment projects. In addition, we are represented on a number of local groups. Friends of the Lake District is a member of the Fix the Fells project Board and other organisations we have more direct involvement with include: Foundation for Common Land, and Cumbria Local Nature Partnership.

STATEMENT OF PUBLIC BENEFIT

The Trustees have had regard to Charity Commission guidance in preparing this statement of public benefit. The protection and enhancement of the landscape of Cumbria and the Lake District is recognised as a charitable purpose and is regarded as producing a public good. Friends of the Lake District exists to promote and organise concerted action for the protection and conservation of the landscape and natural beauty of the Lake District and the County of Cumbria as a whole and therefore provide a clear public benefit. Examples of our charitable activities for public benefit include: our campaigning work to extend the National Park boundaries to widen the landscape benefits to the public and increase protection of a greater areas of landscape; and our Fell Care Days and the Great Cumbria Litter Pick that improve and enhance the landscape of the Lake District and Cumbria.

Financial review

Generous individual giving in 2020 meant that over 70% of our income was in the form of memberships, donations and legacy giving. A strong membership gives us a powerful mandate, and membership income is particularly vital to the charity as it provides us with a dependable income that we can plan around, so thank you very much for choosing to be a member. During 2020 we were fortunate to acquire woodland at Sweden Bridge near Ambleside from the estate of Dr Julian Eldridge, for which we are very grateful. This adds a further £70,000 property asset to our portfolio.

Given ongoing concerns regarding the wider economic environment, and wishing to seek to secure a more sustainable organisation, it is important that Friends of the Lake District maintains sufficient funding to support its vital work during future financial uncertainties. As such, we are continuing to invest any surplus income in line with the following Reserves Policy:

RESERVES POLICY

The Charity needs reserves in order that:-

- it can meet the costs of new campaigns, unforeseen emergencies and/or other unexpected needs for funds, including employing temporary staff to cover long-term sickness absence;
- it protects against unpredictable legacy income, in order to provide a stable and quality service to fulfil its objectives;
- it can provide working capital when funding is paid in arrears;
- it can acquire strategic land holdings, should they become available;
- it can meet contractual obligations should the charity have to close.

The Board has agreed to maintain reserves for the following purposes:

- a designated fund for working capital;
- a designated fund for contingencies – including provision to address the potential financial impacts of COVID-19;
- a designated fund to support the Trustees' plan to restore Friends of the Lake District to financial self-sufficiency by 2023, whilst fulfilling the activities of the 3 year 2021-2023 Strategic Direction;
- a designated fund to allow Friends of the Lake District to make further investments in strategic land holdings in Cumbria, and developments to existing properties held for charitable purposes.

RISK MANAGEMENT

The Board maintains and regularly reviews a register of the risks facing the charity and has taken steps to ensure that policies and systems to mitigate identified risks are in place, regularly monitored and working effectively. These include:

- Employing professional staff with appropriate skills and training
- Monitoring progress regularly against the annual Business Plan
- Scrutiny of financial performance by Chief Executive and Trustees

INVESTMENT POLICY

The Articles of Association of the charitable company permit the Board wide powers of investment. The investment policy for the charity has been to maintain capital growth and take advantage of the income which it generates. This has remained in place during 2020 and for 2021. Performance of our investments continued to be reviewed during 2020 by the Investment working group, led by Philip Cropper, and the whole Executive. We began our review of our Investment Strategy and Policy, and during the year and we commissioned a report on the ethical status of our investments from an external consultant. The report gauged the environmental, social and governance (ESG) practices in one of our largest funds and has subsequently informed the movement and re-investment of existing funds during the year, resulting in an additional transfer of investments into ethical funds at the start of 2021. The report will continue to inform future decisions and our ongoing review of ethical investments.

As a landscape charity, we are committed to ensuring our investment portfolio is one that does not contribute to global carbon emissions and takes into account any investments that might have a detrimental impact on climate change, or any factors that contribute to the damage of the landscape we aim to protect. Global investment fluctuations arising from the COVID pandemic saw an initial drop in investment value, however these had been reversed by the early months of 2021 and have earned a relatively good return (7%). We remain cautious about the impact COVID 19 will continue to have on investments and monitor the situation regularly.

ENDOWMENT FUNDS

Our Endowment funds are managed separately from the other assets of the charity by Brewin Dolphin. The two **Kirby Endowment Funds** are the **Amenity Fund**, the income from which is restricted for use in our charitable activities and policy work and the **General Fund**, income from which is unrestricted but which is designated towards our Environmental Improvement Grants (which became Landscape Grants Scheme in 2019) and for an annual Kirby lecture. Towards the end of 2015 we were notified of a new endowment legacy – the **Margaret Taylor Memorial Fund**, the first part of this endowment income was received towards the end of 2018. The remaining amount of this Endowment fund was received in 2020, and has been added to the existing fund. The income from the Margaret Taylor Memorial fund is not restricted and is used to support our wider work.

PROPERTY ASSETS

The charity owns several properties, which are maintained by the charity in furtherance of its charitable objects. In 2016 we instigated a full review of our Property Portfolio, including revision of the Property Acquisition and Disposal Policy and introduction of a Property Working Group. Recommendations from this ongoing review will be considered on a regular basis, and will include updated property management plans and associated use to engage the public.

In 2020 we were bequeathed a beautiful woodland at Littlerigg, Sweden Wood near Ambleside by the late Dr Julian Eldridge with a value of £70,000. We had been managing this area of woodland on behalf of Dr Eldridge for a number of years and are grateful that this work will be able to continue. We were also notified of bequeathed land from Mr Mark Stansfield Stephenson in the early part of 2021. We have also been offered a donation of land near Threlkeld, and we are exploring how this might be developed for wider public use, and begun the process of acquisition.

The Executive Board in 2017 agreed to adopt the change to accounting procedures relating to valuation of property assets, as offered by the transition arrangements switching from FRSE to FRS102. As such, property asset values will be set at 2012 amounts as deemed cost.

Thank you

Thank you to all our members, partners and friends near and far who have shown such committed 'friendship' to the Lake District landscapes, and to all our volunteers for their hard work. We would also like to express our deep thanks to those who have shown their enduring love for the Lakes through leaving a gift in their Will to Friends of the Lake District. If you are interested in leaving a Will legacy, please contact Vanessa Rhoden on 01539 720788 or email vanessa-rhoden@fld.org.uk

We are so grateful to everyone that has shown their love of the Lake District by leaving a gift in their will to help our work. What a wonderful way to ensure future generations can continue to enjoy the tranquillity, beauty and inspiration we have all been lucky enough to enjoy in our time in the Lake District. In 2020 the following members and supporters left a lasting legacy:

Edith Marjorie Yeo
Jennifer Morrow
Dennis Rose
Rebecca Elizabeth Jennings
Barbara Caulfield
Margaret Cotton
Beatrice Eleanor Hall
Winifred Patricia Oliver
Mark Johnson
Margaret Large
Freda Marie Jones

Clifford James Walder
Robert William Jones
John Beaumont Kent
Alan Raymond Wells
John Berry
Joyce Andrews
Mary Black
Kathleen Mary Atkinson
Gwilym Thomas Jones
Rita Ann Langman
Julian Raymond Eldridge

In addition, generous donations were made in memory of:

Ann Dix
Dick Broad
Glen Cavaliero
Hilda Eastwood
Jennifer Campbell

Jimmy Seddon
John Grimes
Joyce Vines
Kathleen Johnston
Mary Shaw

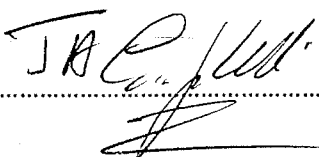
Michael Kenyon
Peter John Colley
Reg Pillinger
Rod Simonds
Sheila Kozlowski

We would also like to thank our generous **Benefactors** for their support in 2020:

James Brockbank & Louise Ronane, John Campbell, Philip Cropper, John Entwistle OBE, John Harris, Peter Hughes QC, Brian Leigh-Bramwell, John and Margaret Jackson, Jim & Sue Martin, Angela Monkman-Brushett, Mr & Mrs Eric Thomas, Peter Woods & Francis Ryan, and Elizabeth Reddaway.

Approved by the Board of Trustees at the meeting on 25th May 2021 and signed on its behalf by:

John Campbell, Chairman of Trustees



A handwritten signature in dark ink, appearing to read 'JAC', is written over a horizontal dotted line. Below the line is a long, horizontal, slightly wavy stroke.

FRIENDS OF THE LAKE DISTRICT

A Company Limited by Guarantee

Independent Auditor's Report to the Members of Friends of the Lake District

Year Ended 31 December 2020

Opinion

We have audited the financial statements of Friends of the Lake District (the 'charitable company') for the year ended 31 December 2020 which comprise the Statement of Financial Activities, Balance Sheet, Cash Flow Statement and the related notes, 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 charitable company's affairs as at 31 December 2020 and of its incoming resources and application of resources for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- 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 charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

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

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. 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.

FRIENDS OF THE LAKE DISTRICT

A Company Limited by Guarantee

Independent Auditor's Report to the Members of Friends of the Lake District

(continued)

Year Ended 31 December 2020

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 Trustees' Report, which includes 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 Directors' Report included within the Trustees' Report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Directors' Report included within the Trustees' 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 accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemption from the requirement to prepare a Strategic Report.

Responsibilities of directors

As explained more fully in the trustees' responsibilities statement, the trustees (who are also the directors of the charitable company 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.

FRIENDS OF THE LAKE DISTRICT

A Company Limited by Guarantee

Independent Auditor's Report to the Members of Friends of the Lake District

(continued)

Year Ended 31 December 2020

In preparing the financial statements, the trustees are responsible for assessing the charitable company'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 company 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.

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

The objectives of our audit in respect of fraud are: to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the charitable company.

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the charitable company and considered that the most significant are: 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)), FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice) and the Companies Act 2006.
- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur.
- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.
- We examined supporting documents for all material balances, transactions and disclosures.
- We applied analytical procedures to identify any unusual or unexpected relationships.
- We tested the appropriateness of journal entries recorded in the general ledger and other adjustments made in the preparation of the financial statements.

FRIENDS OF THE LAKE DISTRICT

A Company Limited by Guarantee

Independent Auditor's Report to the Members of Friends of the Lake District

(continued)

Year Ended 31 December 2020

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

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

As part of an audit in accordance with ISAs (UK), we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

FRIENDS OF THE LAKE DISTRICT

A Company Limited by Guarantee

Independent Auditor's Report to the Members of Friends of the Lake District

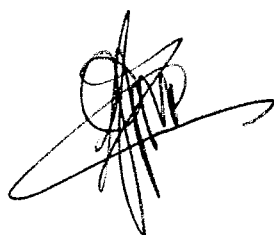
(continued)

Year Ended 31 December 2020

Use of our report

This report is made solely to the charitable 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 charitable 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 charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Graham W Lamont FCA, FCCA, ACIS, MCMI, AIMC, FRSA
Senior Statutory Auditor



For and on behalf of:

Lamont Pridmore
Chartered Accountants & Statutory Auditor
136 Highgate
Kendal
Cumbria
LA9 4HW

Dated: 26th May 2021

Accounting Policies

Basis of accounting

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (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.

Friends of the Lake District meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note.

Judgements and key sources of estimation uncertainty

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported. These estimates and judgements are continually reviewed and are based on experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Going concern

The current economic conditions as a result of the Covid-19 pandemic continue to create uncertainty over the incoming resources available for the charity's activities. The charity's forecasts and projections, taking account of reasonably possible changes in performance, show that the charity should be able to operate within its current level of reserves. With the benefit of the government support packages available to help businesses through the pandemic, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. The charity therefore continues to adopt the going concern basis in preparing its financial statements.

Fund accounting

General funds are unrestricted funds that are available for use by the Trustees in furtherance of the general objectives of the Charity and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Endowment funds represent those assets which must be held permanently by the charity. Income arising on the endowment funds has restrictions which are described in note 14. Any capital gains or losses arising on the endowment fund investments form part of the endowment fund.

Investment income and gains are allocated to the appropriate fund.

Incoming resources

All incoming resources are included in the Statement of Financial Activities when the charity is legally entitled to the income and the amount can be quantified with reasonable accuracy. For legacies and bequests, entitlement is the earlier of the charity being notified of an impending distribution or the legacy being received.

Subscriptions are accounted for on a cash basis. Income from investment is included when it becomes payable. Grant income is included when receivable, as long as any conditions attaching to the grant are within the Charity's control.

Gifts in kind donated for distribution are included at valuation and recognised as income when they are distributed to the projects. No amounts are included in the financial statements for services donated by volunteers.

Resources expended

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 to activities on a basis consistent with use of the resources (see note 4).

Costs of generating funds comprise the costs associated with attracting voluntary income, the costs involved with other activities for generating funds, and the costs of managing the Charity's investments.

Charitable expenditure comprises those costs incurred by the Charity in the furtherance of its charitable objects.

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

Governance costs include those costs associated with meeting the constitutional and statutory requirements of the Charity and include the audit fees and costs linked to the strategic management of the Charity.

Grants payable Grants payable are included once they have been approved.

Fixed assets

Fixed assets are stated at cost or valuation less accumulated depreciation. Depreciation is provided at rates calculated to write off the cost or valuation over the anticipated useful life of the assets concerned.

The principal rates are as follows:

Freehold land	0%
Freehold property	2% straight line
Equipment	25% reducing balance
Motor vehicle	20% reducing balance

Investments

Investments are stated at market value at the balance sheet date. Market value is based on the mid-market price of quoted investments at the balance sheet date. Surpluses or deficits on revaluation and sales of investments are credited or charged in the Statement of Financial Activities.

Stocks

Stocks consist of purchased goods for resale. Stocks are valued at the lower of cost and net realisable value.

Operating leases

Rentals applicable to operating leases are charged in the Statement of Financial Activities over the period in which the cost is incurred.

Pension costs

The Charity operates a defined contribution scheme for the benefit of its employees. The costs of contributions are charged in the Statement of Financial Activities in the year for which they are payable.

Taxation

Friends of the Lake District has charitable status and is thus potentially exempt from taxation of its income and gains falling within Section 505 of the Taxes Act 1988 or Section 256 of the Taxation of Chargeable Gains Act 1992 to the extent that they are applied to its charitable objectives. No taxation has been charged in the accounts.

FRIENDS OF THE LAKE DISTRICT
(A Company Limited by Guarantee)

STATEMENT of FINANCIAL ACTIVITIES for the Year Ended 31 December 2020
(Including Income and Expenditure account)

	Note	General Funds Unrestricted £	General Funds Designated £	General Funds Restricted £	Endowment Funds £	Total Funds 2020 £	Total Funds 2019 £
Income and Endowments From:							
Donations		116,788	-	64,118	-	180,906	279,433
Legacies		429,328	-	-	-	429,328	182,605
Membership Subscriptions		124,826	-	-	-	124,826	113,993
Charitable Activities							
Grants	1	75,605	-	136,499	-	212,104	146,034
Properties		1,448	-	-	-	1,448	1,358
Event & Other Income		150	-	1,248	-	1,398	2,110
Other Trading Activities							
Sale of Merchandise		35,227	-	9,495	-	44,722	30,847
Investments	2	30,218	-	577	-	30,795	35,277
Other	3	-	-	-	-	-	-
Land Sales		-	-	-	-	-	18,094
Land Donated		-	-	-	-	-	100,000
Total Income		813,590	-	211,937	-	1,025,527	909,751
Expenditure On:							
Raising Funds							
Costs of Generating Voluntary Income		111,715	-	-	-	111,715	166,392
Cost of Sale of Merchandise		52,160	-	-	-	52,160	31,548
Investment Management Costs		10,552	-	-	3,408	13,960	14,802
Charitable Activities							
Protect Your Lake District		221,263	-	51,342	-	272,605	336,801
Train & Inspire		247,074	-	140,092	-	387,166	353,467
Grants - Amenity and Conservation		7,227	-	10,000	-	17,227	13,437
Total Expenditure	4,5	649,991	-	201,434	3,408	854,833	916,447
Net Income/(Expenditure) before Gains/(Losses) on Investments		163,599	-	10,503	(3,408)	170,694	(6,696)
Other Recognised Gains/(Losses)							
Unrealised Gains/(Losses) on Investment Assets		120,166	-	-	6,532	126,698	252,485
Transfers		-	-	-	-	-	-
Net Movement in Funds		283,765	-	10,503	3,124	297,392	245,789
Reconciliation of Funds							
Fund Balances Brought Forward		8,813	3,622,407	71,363	513,688	4,216,271	3,970,482
Designated Funds		(292,421)	299,088	(6,667)	-	-	-
Fund Balances Carried Forward		157	3,921,495	75,199	516,812	4,513,663	4,216,271

All of the activities of the charity are classed as continuing.

The charity has no recognised gains or losses other than those in the Statement of Financial Activities.

There is no material difference between the reported results and the historical results of the charitable company.

The Balance Sheet, Cash Flow and Notes on pages 31 to 35 form part of these financial statements

FRIENDS OF THE LAKE DISTRICT
(A Company Limited by Guarantee)

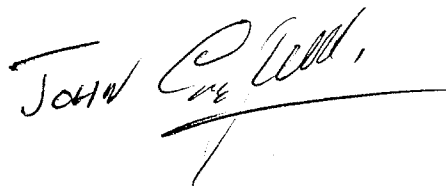
Balance Sheet as at 31 December 2020

Registration Number: 4878364

	Note	2020 £	2019 £
Fixed Assets			
Tangible Assets	6,7	1,499,495	1,432,407
Investments at Market Value	8	<u>2,115,829</u>	<u>1,969,131</u>
		3,615,324	3,401,538
Current Assets			
Stock		863	1,636
Debtors and Accrued Income	9	351,656	184,666
Cash at Bank and in Hand		<u>607,642</u>	<u>687,804</u>
		960,161	874,106
Current Liabilities			
Creditors falling due within one year	10	<u>61,822</u>	<u>59,373</u>
Net Current Assets		898,339	814,733
Total Assets less Current Liabilities		4,513,663	4,216,271
Net Assets		<u>4,513,663</u>	<u>4,216,271</u>
Represented by Accumulated Funds	14		
Unrestricted funds		157	8,813
Designated funds		3,921,495	3,622,407
Restricted funds		75,199	71,363
Permanent endowment funds		516,812	513,688
		<u>4,513,663</u>	<u>4,216,271</u>

These financial statements have been prepared in accordance with the provisions in Part 15 of the Companies Act 2006 applicable to companies subject to the small companies regime.

The accounts were approved by the Board and authorised for issue on 25th May 2021 and signed on their behalf by:



John Campbell
Chair of Trustees

FRIENDS OF THE LAKE DISTRICT
(A Company Limited by Guarantee)

Statement of Cash Flows for the Year Ended 31 December 2020

Registration Number: 4878364

	Note	2020 £	2019 £
Cash flows from operating activities:			
Net cash provided by (used in) operating activities	21	<u>(25,494)</u>	<u>(62,266)</u>
Cash flows from investing activities:			
Dividends, interest and rents from investments	2	30,795	35,277
Proceeds from the sale of property, plant and equipment		-	20,575
Purchase of property, plant and equipment		(11,463)	(8,361)
Proceeds from sale of investments		-	250,000
Purchase of investments		-	(250,000)
Net cash provided by (used in) investing activities		<u>19,332</u>	<u>47,491</u>
Cash flows from financing activities:			
Repayments of borrowing		-	-
Cash inflows from new borrowing		-	-
Receipt of endowment		(20,000)	-
Net cash provided by (used in) financing activities		<u>(20,000)</u>	<u>-</u>
Change in cash and cash equivalents in the reporting period		<u>(26,162)</u>	<u>(14,775)</u>
Cash and cash equivalents at the beginning of the reporting period		687,804	702,579
Change in cash and cash equivalents due to exchange rate movements		-	-
Cash and cash equivalents at the end of the reporting period	22	<u>661,642</u>	<u>687,804</u>

FRIENDS OF THE LAKE DISTRICT
(A Company Limited by Guarantee)

Notes to the Financial Statements
Year Ended 31 December 2020

1. Grants Receivable	Unrestricted £	Restricted £	Totals 2020 £	Totals 2019 £
Rural Payments Agency Grants				
Properties	26,937	-	26,937	35,215
Natural England Grants				
Landscape Character Assessment	-	-	-	3,000
Other Grants				
Westmorland Dales Landscape Partnership Scheme	-	130,938	130,938	105,169
Dark Skies	-	1,100	1,100	2,650
Landscape Engagement	-	4,461	4,461	-
Coronavirus Job Retention Scheme	42,668	-	42,668	-
South Lakeland District Council Discretionary Grant	6,000	-	6,000	-
	<u>75,605</u>	<u>136,499</u>	<u>212,104</u>	<u>146,034</u>

Government grants receivable have been analysed by reference to the charitable activity so supported. The total government grants receivable from central and local government is £75,605 (2019 : £38,215)

Coronavirus Job Retention Scheme grant income of £42,668 was claimed for furloughed staff in 2020 (2019: none) due to the Covid -19 Coronavirus outbreak and resulting lockdown measures affecting most areas of charitable activities and income generation.

2. Investment Income	2020	2019
General Investments		
Brewin Dolphin General Fund	4,313	5,061
CCLA COIF Charity Fund (Accumulation)	2,134	3,194
CCLA COIF Charity Ethical Fund (Accumulation)	1,874	622
Canaccord G. W. Ltd (Hargreave Hale) Investment Fund	2,230	2,015
Interest on Short Term Deposits	1,364	3,087
	<u>11,915</u>	<u>13,979</u>
Permanent Endowment Funds		
Kirby & Taylor Funds		
UK Fixed Interest Bonds	6,503	8,683
Other	12,377	12,584
Interest on Short Term Deposits	-	31
	<u>18,880</u>	<u>21,298</u>
	<u>30,795</u>	<u>35,277</u>

3. Other Income	2020	2019
Income from Land Sale Halfway House, Skelwith Fold	-	18,094
Land Donated Bull Coppice & Resp Haw, Cinder Hill, Rusland	-	100,000
	<u>-</u>	<u>118,094</u>

4. Analysis of Total Resources Expended

	Direct Staff costs £	Support Staff costs £	Direct expenses £	Overheads £	Governance costs £	Totals 2020 £	Totals 2019 £
Basis of Allocation	Staff time	Staff time	Direct	Staff time	Staff time		
Voluntary Income Generation	46,346	20,559	24,367	9,738	10,705	111,715	166,392
Costs of Sale of Merchandise	18,610	9,794	14,017	4,639	5,100	52,160	31,548
Investment Management Costs	-	-	13,960	-	-	13,960	14,802
Protect Your Lake District	149,440	46,249	30,927	21,907	24,082	272,605	336,801
Train & Inspire	182,286	83,590	38,170	39,595	43,525	387,166	353,467
Landscape Grants	3,088	1,323	11,500	627	689	17,227	13,437
Totals	<u>399,770</u>	<u>161,515</u>	<u>132,941</u>	<u>76,506</u>	<u>84,101</u>	<u>854,833</u>	<u>916,447</u>
Governance Costs	52,882	13,840	10,823	6,556	-	84,101	82,375

The Covid -19 Coronavirus outbreak and resulting lockdown has affected charitable and income generation activities in 2020 and this is represented in the apportionment of staff time/costs in these areas. Income from periods of staff furlough is shown in note 1. Costs for furloughed staff are represented as part of support staff costs.

FRIENDS OF THE LAKE DISTRICT
(A Company Limited by Guarantee)

Notes to the Financial Statements
Year Ended 31 December 2020

5. Employee Information

The number of employees working in the following areas were:

	2020	Full Time Equivalent	2019	Full Time Equivalent
	Actual		Actual	
Generating funds	3	2	4	3
Charitable activities	12	9	11	9
Governance	1	1	2	1
Support	7	6	5	4
Total	23	18	22	17

The average monthly head count for employees was 23 (2019: 22)

Employee costs were as follows:

	£	£
Salaries	511,625	505,868
National insurance	40,332	41,571
Pension costs	76,050	72,642
	628,007	620,081

One employee received benefits in excess of £60,000 (2019: none)

17 staff were furloughed at different times for the period of April to the end of September 2020 the income for these claims is shown in note 1.

Ex gratia payments were made to all affected staff to top their wages up to 100% during furlough periods.

6. Tangible Fixed Assets

	Freehold property £	Office equipment £	Motor vehicle £	Total £
Deemed cost				
At 1 January 2020	1,424,436	76,973	18,134	1,519,543
Additions	70,000	11,463	-	81,463
Disposals	-	(870)	-	(870)
Revaluations	-	-	-	-
At 31 December 2020	1,494,436	87,566	18,134	1,600,136
Accumulated depreciation				
At 1 January 2020	26,592	54,016	6,528	87,136
Charge for year	3,432	8,602	2,321	14,355
Disposals	-	(850)	-	(850)
Revaluations	-	-	-	-
At 31 December 2020	30,024	61,768	8,849	100,641
Net book value				
At 31 December 2020	1,464,412	25,798	9,285	1,499,495
Net book value				
At 31 December 2019	1,397,844	22,957	11,606	1,432,407

Details of the freehold property are given in note 7.

7. Freehold Property at deemed Cost

	2020	2019
	£	£
Used in the Operation of the Charity		
Kendal Office	266,600	266,600
Held for Environmental Purposes		
Farmland, High Borrowdale	234,000	234,000
Common Land Grazing Rights, Ulpha, Little Asby, Roundthwaite, Whelpside	64,800	64,800
Hows Wood, Eskdale	11,806	11,806
The Helm	318,155	318,155
Common Land, Little Asby	198,000	198,000
Land at Mazonwath, Little Asby	152,452	152,452
Woodland at Staveley	60,623	60,623
Greenbank Wood	18,000	18,000
Bull Coppice & Resp Haw Woodland, Rusland	100,000	100,000
Littlerigg, Sweden Wood, Ambleside	70,000	-
	1,494,436	1,424,436

Legacy of land at Littlerigg, Sweden Wood, Ambleside left to the charity in 2020, by Dr Julian Raymond Eldridge.

Notes to the Financial Statements
Year Ended 31 December 2020

	Brewin Dolphin 2020	CCLA 2020	CCLA Ethical 2020	Canaccord 2020	Total 2020	Brewin Dolphin 2020
Movement of Investments	General Unrestricted Funds	General Unrestricted Funds	General Unrestricted Funds	General Unrestricted Funds	General Unrestricted Funds	Endowment Funds
	£	£	£	£	£	£
Market value at 1 January 2020	629,832	286,558	257,610	305,073	1,479,073	490,058
Additions	-	-	-	-	-	20,000
Disposals at carrying value	-	-	-	-	-	-
Net gains/ (losses) on revaluation	37,697	28,044	25,164	29,261	120,166	6,532
Market value at 31 December 2020	667,529	314,602	282,774	334,334	1,599,239	516,590
Historical cost at 31 December 2020	577,214	298,538	270,438	254,195	1,400,385	480,261

10. Creditors: Amounts Falling Due Within One Year	2020	2019
	£	£
Accruals and Deferred Income	23,300	16,879
Taxation and Social Security	11,696	9,526
Other Creditors	26,826	32,968
	<u>61,822</u>	<u>59,373</u>

The Trustees received no remuneration.
Amounts of £401(2019: £916) were reimbursed to cover part of the travel and subsistence expenses incurred on behalf of the charity by one Trustee (2019: three Trustees).

FRIENDS OF THE LAKE DISTRICT
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Notes to the Financial Statements
Year Ended 31 December 2020

12. Auditors' Remuneration

	2020	2019
	£	£
Audit	6,180	6,180
	<u>6,180</u>	<u>6,180</u>

13. Legal Status of the Charity

The Charity is a company limited by guarantee and has no share capital. The liability of each member in the event of a winding up is limited to £1 (One Pound).

14. Movement in Funds

	At 1 January 2020 £	Surplus/ (Excess) of Expenditure over Income £	Transfers £	Other Recognised Gains and Losses £	At 31 December 2020 £
Unrestricted Funds					
Designated Funds					
Tangible Fixed Assets	1,432,407	-	67,088	-	1,499,495
Specific Designated Funds	2,190,000	-	232,000	-	2,422,000
Total Designated Funds	3,622,407	-	299,088	-	3,921,495
General Funds	8,813	163,599	(292,421)	120,166	157
Total Unrestricted Funds	3,631,220	163,599	6,667	120,166	3,921,652
Restricted Funds					
Fell Care Days	15,446	1,373	(6,667)	-	10,152
Wellbeing Work (Sanctuary Project)	-	26,753	-	-	26,753
Troutbeck Churchyard For Upkeep	1,871	-	-	-	1,871
Properties	1,687	(984)	-	-	703
Our Green Space (formerly Greens for Life)	1,668	-	-	-	1,668
Landscape Grants (WDLPS Love Your Landscape)	-	(5,000)	-	-	(5,000)
Dark Skies Project	-	1,100	-	-	1,100
Virtual Gifts	4,557	2,603	-	-	7,160
Sunbiggin Tarn	9,289	(9,289)	-	-	-
Climate Change Project	12,177	62	-	-	12,239
Championing Upland Hill Farming	21,220	(6,115)	-	-	15,105
Property Purchase - J Kent	3,448	-	-	-	3,448
Total Restricted Funds	71,363	10,503	(6,667)	-	75,199
Permanent Endowment Funds					
Kirby General Fund	352,620	(2,339)	-	4,483	354,764
Kirby Amenity Fund	45,341	(301)	-	577	45,617
Margaret Taylor Memorial Fund	115,727	(768)	-	1,472	116,431
Total Permanent Funds	513,688	(3,408)	-	6,532	516,812
Total Funds	<u>4,216,271</u>	<u>170,694</u>	<u>-</u>	<u>126,698</u>	<u>4,513,663</u>

Purpose of Designated Funds

The trustees continue to designate funds deployed in tangible fixed assets.

In addition to this the trustees have designated £2,422,000 (2019: £2,190,000) out of general unrestricted funds into the following funds:

Working Capital	250,000
Contingency including support through the impacts of COVID-19	832,000
2021-23 Development of Financial Sustainability	750,000
Strategic Land Acquisition/Existing Developments	590,000
	<u>2,422,000</u>

Permanent Endowment Fund

The permanent endowment fund represents the two Kirby Funds and the Margaret Taylor Memorial Fund. The capital of the Kirby & Taylor Funds is invested. The income arising from the Kirby Amenity Fund may only be used for special conservation activities and is included in restricted funds.

The income from the Kirby General and Margaret Taylor Memorial Fund is for the general purposes of the Charity.

FRIENDS OF THE LAKE DISTRICT
(A Company Limited by Guarantee)

Notes to the Financial Statements
Year ended 31 December 2020

15. Analysis of Net Assets between Funds

	Unrestricted General	Designated	Restricted	Permanent Endowment	Total 2020
	£	£	£	£	£
Tangible Fixed Assets	-	1,499,495	-	-	1,499,495
Investments	1,599,239	-	-	516,590	2,115,829
Net Current Assets	(1,599,082)	2,422,000	75,199	222	898,339
	<u>157</u>	<u>3,921,495</u>	<u>75,199</u>	<u>516,812</u>	<u>4,513,663</u>

16. Commitments

Operating leases

As at 31 December 2020, the Charity had total commitments under non-cancellable operating leases as below:

	2020	2019
	£	£
Operating leases which expire:		
Within 1 to 2 years	2,304	-
Within 2 to 5 years and after 5 years	8,915	11,012
	<u>11,219</u>	<u>11,012</u>

17. Pension costs

Defined contribution schemes

The charity operates defined contribution pension schemes. Contributions are charged in the statement of financial activities as they accrue. The charity generally contributes 6% of pensionable salary matched by members. Most members have chosen to match the company contribution and to do so by salary sacrifice. Contribution costs for the year amounted to £39,215 (2019: £36,568).

18. Ultimate controlling party

There is no ultimate controlling party.

19. Related party disclosures

There were no connected charities or branches during the year ended 31 December 2020.

There were no material transactions with Trustees or other connected persons during the year ended 31 December 2020.

20. Contingent assets - legacy income

As at the year end, the charity had been notified of residuary legacies where the value of these estates was uncertain as the executors had not yet compiled the estate accounts and probate had not yet been granted. Therefore, no amount has been accrued in respect of these legacies which are estimated to be in excess of £700,000 (2019: none)

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

	2020	2019
	£	£
Net income/(expenditure) for the reporting period (as per the statement of financial activities)	297,392	245,789
Adjustments for:		
Donated/bequeathed land	(16,000)	(100,000)
Depreciation charges	14,355	13,987
(Gains)/losses on investments	(126,698)	(252,485)
Dividends, interest and rents from investments	(30,795)	(35,277)
Loss/(profit) on the sale of fixed assets	20	(17,857)
(Increase)/decrease in stocks	773	(918)
(Increase)/decrease in debtors	(166,990)	75,844
Increase/(decrease) in creditors	2,449	8,651
Net cash provided by (used in) operating activities	<u>(25,494)</u>	<u>(62,266)</u>

22. Analysis of cash and cash equivalents

	2020	2019
	£	£
Cash in hand	607,642	687,804
Notice deposits (less than 3 months)	-	-
Overdraft facility repayable on demand	-	-
Total cash and cash equivalents	<u>607,642</u>	<u>687,804</u>